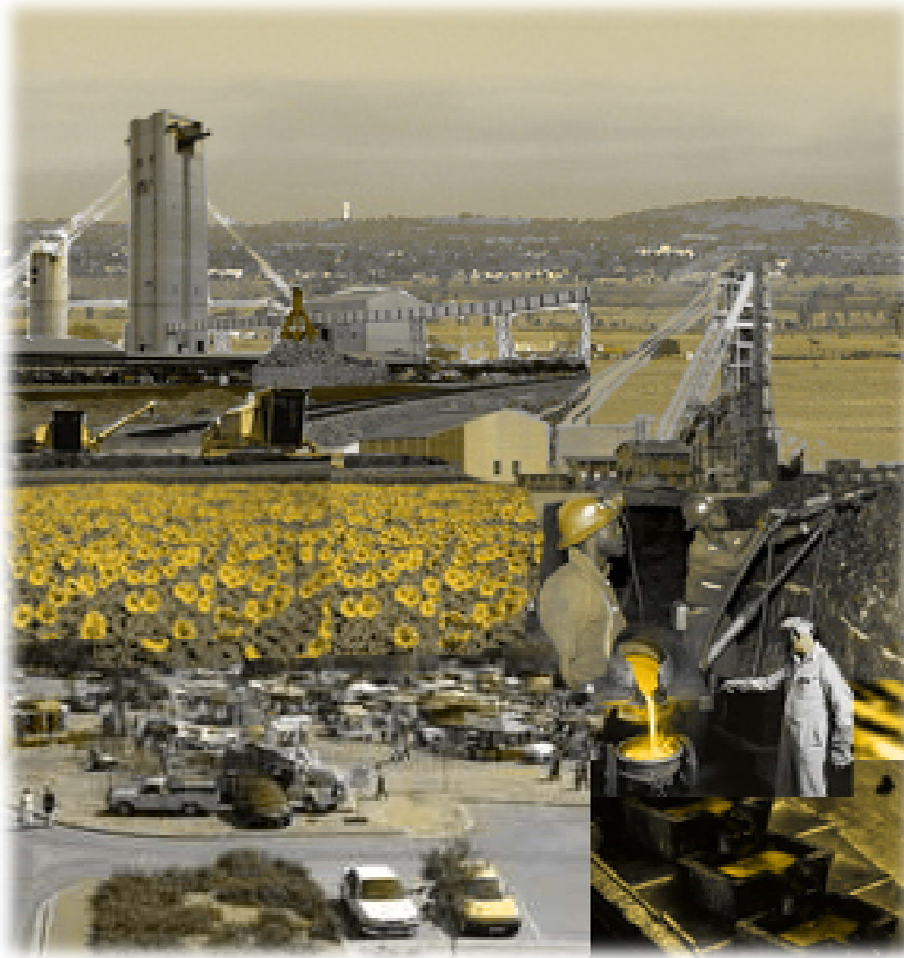


**Municipal Service Delivery & Budget
Implementation Plan
2013/ 14 Financial Year**

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Chapter 1

The Municipal Performance Management System

There are four key phases in the performance management cycle. These phases must be linked to the planning and reviewing phases of the organization as a whole. Within the Municipality the annual cycle of planning and budgeting takes place in the form of the IDP. Out of that the broad outcomes and key performance areas for a municipality are developed or re-confirmed by the political leadership. Based on the broad indicators the various Departments should develop business plans or technical SDBIP's that translate the Municipality's key performance indicators (KPI's) into indicators for the Department. The targets set out in the SDBIP or operational plan for a Department become the key performance objectives or indicators for the head of a particular Department. Thus the performance management cycle is linked to the District government financial year. As soon as the IDP is adopted in **June**, managers and staff sign their annual performance agreement or scorecard in **July**. Monitoring takes place throughout the year, and reviewing and rewarding are carried out the following **June** at the end of the financial year.

The following table details the timing and activities required for each of the four key phases in the performance management cycle:

Table 1: Timing and Activities of the Four Phases of PMS

Phase	Timing	Activities
PLANNING	July each year i.e. beginning of financial year	<ol style="list-style-type: none"> 1. Manager/Supervisor to schedule meeting with Employee to agree on performance objectives* for the year. 2. Both the Manager/Supervisor and the Employee are required to prepare for this meeting.
COACHING	Ongoing throughout the year	<ol style="list-style-type: none"> 1. Manager/Supervisor to create both formal and informal opportunities to provide feedback to the Employee on his/her performance against the agreed objectives. 2. Employees to ask for feedback and assistance when required.

Phase	Timing	Activities
REVIEWING	<p>December of each year – midyear review</p> <p>June of each year - final review</p>	<p>3. Manager/Supervisor to set up formal mid-year review in December to assess the relevance of the objectives and the Employee’s performance against the objectives. It is recommended that formal scoring of objectives achieved to date is done so that non-financial rewards can be administered twice a year – see reward section of this policy document for further details.</p> <p>4. Manager/Supervisor to set up a formal final review in June.</p> <p>The process for reviewing performance is as follows:</p> <p>1. Manager/Supervisor to request input from “customers” on the Employee’s performance throughout the year.</p> <p>2. Manager/Supervisor to prepare scores of Employee’s performance against agreed objectives as a result of the evidence and “customer” input.</p> <p>3. Manager/Supervisor to ask Employee to prepare for mid-year review or formal review by scoring him/herself against the agreed objectives.</p> <p>4. Manager/Supervisor and Employee to meet to conduct formal performance review and agree final scores. It may be necessary to have two meetings i.e. give Employee scores and allow him/her time to consider them before final agreement. Where an Employee and Manager/Supervisor disagree on the score, the Manager’s/Supervisor’s decision is final.</p> <p>5. Manager/Supervisor and Employee to prepare and agree learning plan – this only needs to be done at the final review in June and not at the mid-year review.</p>
REWARDING	<p>Budget in February of each year</p> <p>Reward in January and July of each year</p>	<p>1. In February of each year the Manager/Supervisor is required to provide information to the Finance Department in relation to the budget and the possible maximum payout required in terms of the performance reward scheme.</p> <p>2. Manager/Supervisor to review the results of his/her department’s performance reviews and determine appropriate reward as per the reward section in this policy</p> <p>3. Manager/Supervisor to set up meeting with the Employee to give feedback on the link to reward as a result of the review.</p>

The performance management system of Lejweleputswa District Municipality must -

- (a) promote efficiency and effectiveness in the operation of the municipality
- (b) reflect the developmental priorities of the municipality
- (c) promote the economic use of resources
- (d) comply in all respect with the relevant legislation
- (e) even handed and transparent in its impact on all role players in the municipality

- (f) measure performance at the municipal, departmental, project team and individual level
- (g) recognise and reward superior performance
- (h) identify performance that is substandard and have procedures and processes in place to address such performance be politically driven, but administratively managed.

The Institutional Framework

The institutional framework for the performance management process is as follows:

- (1) The Council will receive a performance report from the Mayor on a half-year basis (half-yearly).
- (2) The Mayor is responsible for ensuring that the senior management of Lejweleputswa District Municipality gather relevant information throughout each reporting period and submit progress reports on a quarterly basis.
- (3) The Municipal Manager and the senior management team must ensure that the key performance indicators and performance targets set are met. This requires proper work planning and scheduling, appropriate resourcing of activities and continuous supervision. The senior management must also identify sub standard performance and take corrective action where necessary to ensure that performance targets will be met.
- (4) The internal auditing function must audit and assess –
 - the accuracy of performance reports;
 - the functionality of the performance management system;
 - whether the performance management system complies with the Municipal Systems Act;
 - the extent to which the municipality's performance measurements are reliable in measuring performance;
 - the performance measurements of the District Municipality; and
 - submit quarterly reports to the Municipal Manager and the Performance Audit Committee.
- (5) The Performance Audit Committee must -
 - review the quarterly reports submitted to it;
 - review the performance management system focusing on economy, efficiency, effectiveness and impact in so far as the key performance indicators and performance targets set by Lejweleputswa District Municipality are concerned and make recommendations in this regard to the Council through the Mayor; and
 - at least twice in a financial year submit an audit report to the Council through the Mayor.
- (6) The Municipal Manager must compile an annual performance management report for submission to the Council through the Mayor. Access to this report must be provided to community structures, the MEC for District government, the Auditor General and the Minister for Provincial and District Government.

The Documentation

A Service Delivery Budget Implementation Plan (SDBIP), and Departmental Service Delivery and Budget Implementation Plans for each of the departments of the municipality, in line with appropriate guidelines and legislation, must be developed annually.

Section 57 Employees are required to sign a Performance Agreement, as prescribed in the District Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to the Municipal Manager, in line with published regulations and/or amendments

Reviewing Performance

Two review sessions are held as follows:

1. A midyear review is conducted in January to assess the relevance of the objectives as well as the Employee's performance against the objectives. The mid-year performance score is used to determine the link to non-financial rewards.
2. A compulsory formal final review is conducted at the end of the financial year i.e. in June (assessment to be conducted in July). The final performance score is used to determine the link to non-financial rewards. A learning plan for the Employee must be developed at the end of the final review.

A fully functional Performance Management System (PMS) has been introduced in the Lejweleputswa District Municipal, consisting of the following elements (or sub-systems):

- (1) **IDP goals and objectives** represent the long-term (5 year) performance indicators and targets for the municipality over the term of the elected Council.
- (2) The IDP indicators and targets are annually **aligned** to the **municipal budget** on an activity level (programmes and projects) as part of the IDP review process.
- (3) Funded IDP goals, objectives, strategies, programmes and projects are annually cascaded down into the municipal **Service Delivery and Budget Implementation Plan (SDBIP)**, where it is translated into annual municipal key performance indicators and targets.
- (4) IDP activities are also cascaded down to **Departmental SDBIPs** (one for each of the different Departments of the Municipality); a process whereby the responsibility for the implementation of the IDP is aligned with the --
- (5) annual **individual Performance Plans** (which is part of the Performance Agreements of the respective section 57 managers), because the departmental SDBIPs are used as a reference source for the formulation of the key performance indicators and targets against which the different section 57 managers will be evaluated and performance assessed.

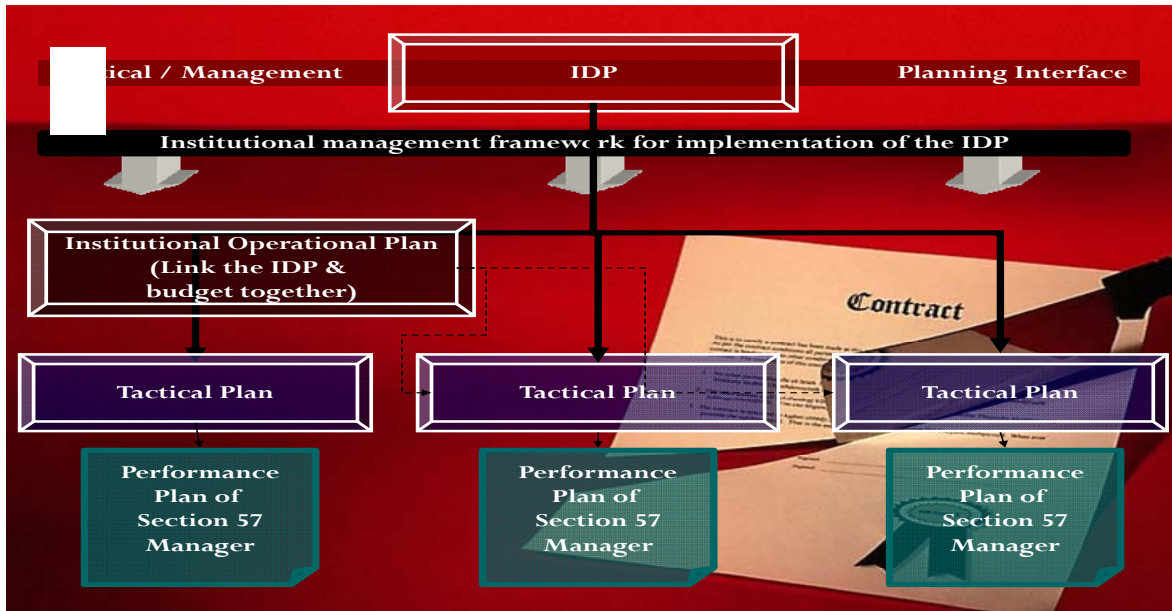


Figure 2: Relationship among individual and institutional performance plans

Municipal PMS¹

The municipal monitoring and evaluation system, which is one of two main sub-elements within the Performance Management System (the other one being the individual PMS), is directed in terms of the *Organizational Performance Management Policy* of the municipality and has the following features:

- (1) The Municipality derives its inputs, outputs and outcomes indicators from the IDP.
- (2) The required key performance indicators specified in the Municipal Planning and Performance Regulations (Regulation 10) are included in the municipal SDBIP to be measured as part of the quarterly measurement of municipal performance projected in the municipal SDBIP.
- (3) The Municipality annually review its key performance indicators as part of the process of reviewing its IDP, PMS and SDBIPs, as required in Regulation 11 of the Municipal Planning and Performance Management Regulations.
- (4) The Municipality attempts to structure its planning and organising systems and processes in such a manner that it is capable of complying with Regulation 12 of the Municipal Planning and Performance Management Regulations, 2001, as it relate to the setting of **key performance targets**. The Key Performance Targets of the Municipality will therefore be –
 - practical and realistic;
 - 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;
 - commensurate with available resources;
 - commensurate with the municipality's capacity; and
 - consistent with the municipality's development priorities and objectives set out in its integrated development plan.

¹ Organisational PMS Policy of the Lejweleputswa District Municipality

- (5) A multi-year plan (*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.
- (6) A *Municipal (to-layer) Service Delivery and Budget Implementation Plan (SDBIP)* is then 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.
- (7) 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.
- (8) The Municipality annually reviews its institutional *performance scorecard*. The scorecard reflects a balanced approach to measuring, reviewing and assessing organisational performance. In this regard the word *balanced* implies that the scorecard must reflect the Key Performance Areas and IDP Objectives of the Municipal IDP.
- (9) Performance planning and monitoring in the municipality is done according to the format of the prescribed five Key Performance Areas, which are derived from Government's strategic agenda for District government, which are:
 - Basic Service Delivery and Infrastructure;
 - District Economic Development;
 - Financial Viability and Management;
 - Institutional Transformation and Organizational Development; and
 - Good Governance and Public Participation.

Table 3: Regulatory framework for an organisational PMS (monitoring and evaluation system)

Municipal Monitoring and Evaluation System	<ul style="list-style-type: none"> <input type="checkbox"/> Chapter 6 of the Municipal Systems Act, 2000 <input type="checkbox"/> Chapter 3 of the Municipal Planning and Performance Management Regulations, 2001
Performance Reporting	<ul style="list-style-type: none"> <input type="checkbox"/> Mid-year budget and performance report: Section 72 of the Municipal Finance Management Act, 2003 <input type="checkbox"/> Annual Performance Report: Section 46 of the Municipal Systems Act, 2000 <input type="checkbox"/> Annual Report: Sections 121-129 of the Municipal Finance Management Act, 2003 and MFMA Circular No. 11, dated 14 January 2005.

Table 4: GANTT Chart: PMS (Municipal)

	Milestone	2013					2014					2015	
		Mar	May	Jun	July	Oct	Jan	Apr	Jun	Jul	Aug	Jan	Mar
Municipal Monitoring & Evaluation System	1	█											
	2		█										
	3			█									
	4		█		█								
	5		█										
	6	█	█	█									
	7					█							
	8						█						
	9						█						
	10							█					
	11								█				
	12									█			
	13										█	█	
	14												█
	15												

█ Critical milestones

█ Supporting Milestones

Individual Performance Management System²

The Municipal Individual Performance Management Policy

The purpose of the municipal performance management policy is to provide guidance in the creation of pressures for change, help in providing meaningful capacity building interventions which eventually result in a culture of shared learning among employees and councillors of the Municipality, thereby resulting in a culture of best practice, which will guide the development of municipal capacity building programmes and initiatives.

While the Performance Management Policy aims to encourage and provide guidelines for rewarding good performance, the monitoring and correcting of poor performance will be far more imperative in the attainment of the developmental mandate of the Lejweleputswa District Municipality. The performance Management system ensures implementation of the following core components.

- Setting of appropriate key performance indicators;
- Setting of measurable performance targets;
- Monitoring performance (Quarterly monitoring);
- Measuring and reviewing performance at least two times a year;
- Taking steps to improve performance
- Establishing a process of regular reporting.

The performance management system is linked to the operational budget of Lejweleputswa District Municipality through the determination of performance targets in the service delivery budget implementation plan (SDBIP). The budget and IDP process is linked to each other, reflected each year in the budget and planning framework. Budget

² Individual PMS Policy of the Lejweleputswa District Municipality

priorities will be integrated with development plan priorities and the areas that the performance management system is developed to measure.

There are four key phases in the performance management cycle. These phases must be linked to the planning and reviewing phases of the organisation as a whole. Within the Municipality the annual cycle of planning and budgeting takes place in the form of the IDP. Out of that the broad outcomes and key performance areas for a municipality are developed or re-confirmed by the political leadership. Based on the broad indicators the various Departments should develop business plans or technical SDBIP's that translate the Municipality's key performance indicators (KPI's) into indicators for the Department. The targets set out in the SDBIP or operational plan for a Department become the key performance objectives or indicators for the head of a particular Department.

The performance management cycle is therefore linked to the District government financial year. As soon as the IDP is adopted in **June**, managers and staff sign their annual performance agreement or scorecard in **July**. Monitoring takes place throughout the year, and reviewing and rewarding are carried out the following **July** after the specific financial year.

The four phases of the cycle are explained below.

Planning

This involves the development of a top-layer SDBIP and technical SDBIP that logically rolls down and translates indicators to functions, departments and ultimately individuals within the organization.

Monitoring

In order to monitor, it is necessary to put mechanisms and systems in place to monitor implementation of plans. This includes reporting frameworks, tracking systems and feedback mechanisms.

Measuring

Measuring is about the measurement of targets that have been set. Measurement includes mechanisms such as benchmarking. Various departments will need to conduct exercises on benchmarking to assist in setting achievable, yet world-class targets.

Reviewing

This involves a systematic process of reviewing achievements against stated plans and understanding the reasons for the variance where there is variance. It also involves the consideration of new developments and how these need to be incorporated into existing or new plans.

Table 5: Timing and Activities of the Five Phases of PMS

Phases	Timing	Activities
Planning	July each year i.e. beginning of financial year	<p>3. Manager/Supervisor to schedule meeting with Employee to agree on performance objectives* for the year.</p> <p>(*In respect of the Municipal Manager or Section 57 Managers to be directly linked to the SDBIP of the respective directorate to be reflected in the Performance Agreement and Performance Plan.</p> <p>*In the case of Non Section 57 Employees (lower ranking officials) job descriptions can be used to set performance objectives. However it is important to always</p>

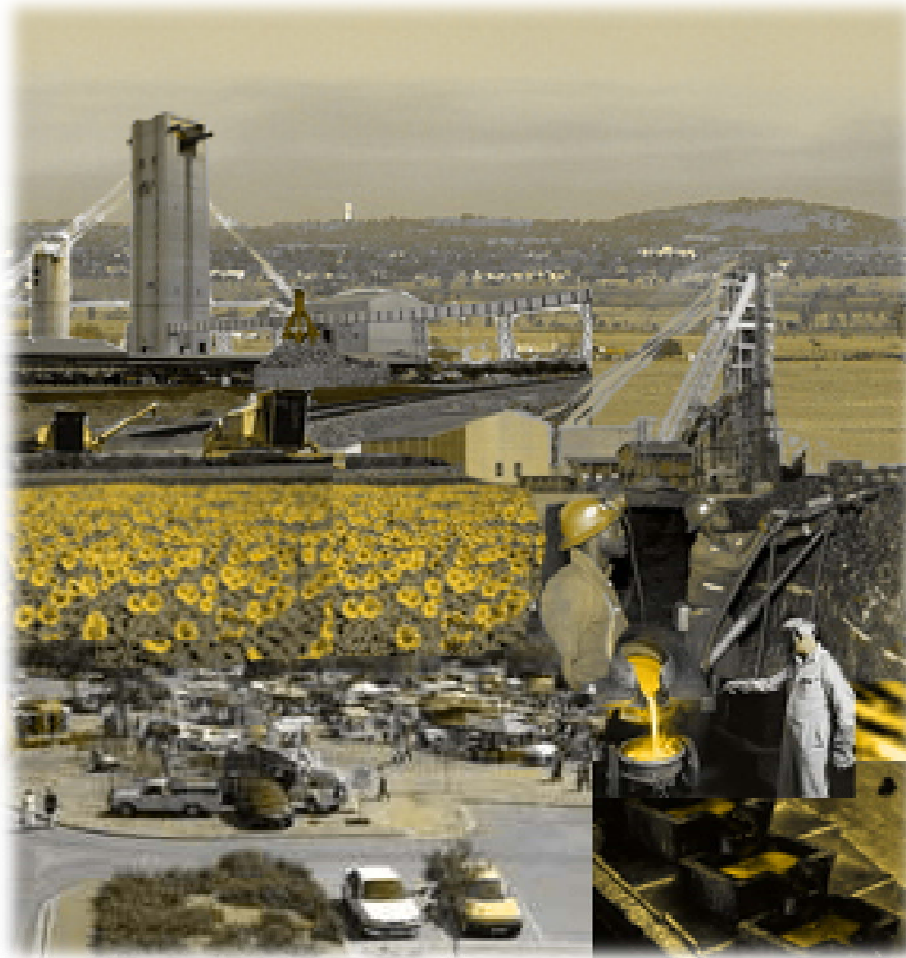
Phases	Timing	Activities
		<p>consider the IDP and each Department's respective SDBIP in setting performance objectives. To be reflected in the Performance Management Tool and Performance Plan)</p> <ol style="list-style-type: none"> 4. Both the Manager/Supervisor and the Employee are required to prepare for this meeting. 5. Ensure that the following documentation in respect of the Municipal Manager as well as Section 57 Managers are compiled for the financial year or updated when necessary: <ul style="list-style-type: none"> <input type="checkbox"/> Employment Contract <input type="checkbox"/> Job Description <input type="checkbox"/> Performance Agreement with Key Performance Areas and Core Competency Criteria <input type="checkbox"/> Performance Plan <input type="checkbox"/> Personal Development Plan <input type="checkbox"/> Code of Conduct <input type="checkbox"/> Financial Disclosure form 6. Ensure that the following documentation in respect of Non Section 57 Employees are compiled for the financial year or updated when necessary: <ul style="list-style-type: none"> <input type="checkbox"/> Job Description <input type="checkbox"/> Performance Plan <input type="checkbox"/> Personal Development Plan <input type="checkbox"/> Performance Management Tool with Objectives and weights in terms of relevant Codes of Conduct to the specific posts
Monitoring	Ongoing throughout the year	<ol style="list-style-type: none"> 5. Manager/Supervisor to provide ongoing feedback and assistance to the Employee on his/her performance against the agreed objectives. 6. Employees to request for feedback and assistance when required.
Reviewing	<p>First 2 weeks of October for Quarter 1</p> <p>First 2 weeks of April for Quarter 3</p>	<p><i>Municipal Manager And Section 57 Managers</i></p> <ol style="list-style-type: none"> 1. Informal review sessions to be held between the Section 57 manager and the Municipal Manager in the first 2 weeks of October as well as the first 2 weeks of April to determine whether objectives as set for the specific quarters has been met or not and to what extent. 2. Remedial actions if need be.
Evaluation	<p>In January for Mid-Year evaluations</p> <p>In July for end of the year evaluation</p>	<p><i>Municipal Managers And Section 57 Managers</i></p> <ol style="list-style-type: none"> 1. Formal review sessions to be held twice a year as set in the Regulations to be done by the panels.
Rewarding	<p>Budget in February of each year</p> <p>Rewards to be paid in September after the respective evaluation cycle each year</p> <p>Pro-rata rewards to be paid upon termination of contract should the employee qualify</p>	<p><i>Municipal Manager And Section 57 Managers</i></p> <ol style="list-style-type: none"> 1. Employees to be rewarded according to the policy 2. Ensure that Development needs are addressed. <p><i>Non Section 57 Employees</i></p> <ol style="list-style-type: none"> 4. The Quality Assurance Committee and the Chief Financial Officer to determine affordability in terms of rewards. 5. Allocation of rewards 6. Ensure that development needs are addressed.

A Service Delivery Budget Implementation Plan (SDBIP), and Departmental Service Delivery and Budget Implementation Plans for each of the departments of the municipality, in line with appropriate guidelines and legislation, must be developed annually.

Section 57 Employees are required to sign a Performance Agreement, as prescribed in the District Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to the Municipal Manager, in line with published regulations and/or amendments.

All other Employees will receive a Performance Management Pack and Agreement, as compiled by the Human Resource Section, which contains, amongst others, the following documentation:

- (a) The Performance Management Policy
- (b) Job Description
- (c) Performance Development Plan
- (d) Code of Conduct
- (e) Personal Development Plan
- (f) Performance Management Tool with Objectives and prescribed codes of conduct on which the employee will be evaluated.



Chapter 2

**Alignment with IDP
Objectives and Strategies,
2013/14 Financial Year**

Good Governance & Public Participation

National KPA	Strategic Objective	Measurable objective/output	Performance Indicator	Unit of Measure	Status quo-2011/12	Project
Good Governance and Public Participation	IDP	Ensure participation of all stakeholders as per the municipality's public participation policy.	Number of stakeholder meetings held for IDP.	Number	Stakeholder meetings have been done	IDP
	Moral Regeneration	To improve inter-generational respect	Number of awareness campaigns conducted	Number	This is a continuous project	Moral Regeneration
	District Aids Council	To coordinate meetings of a District Arts Council	Number of DAC meetings held	Number	Continuous	DAC
	HIV & AIDS	To coordinate HIV/AIDS programmes throughout the district.	Number of HIV/AIDS programmes coordinated.	Number	Continuous	HIV/AIDS
	Gender, Disability and the Elderly	To conduct targeted awareness campaigns on the elderly, disabled and women.	Number of targeted awareness campaigns conducted.	Number	Continuous	Gender, Disability and the Elderly
	Children's Programme	To conduct targeted awareness campaigns on children's programmes.	Number of targeted awareness campaigns conducted.	Number	Continuous	Children's programme
	5.7. Campaigns	To conduct campaigns to educate communities about service delivery issues	Number of campaigns conducted.	Number	Continuous	Campaigns
	5.8. Educational project	Encourage matriculation learners to improve their learning/passing grades.	Number of events held in a year	Number	This programme started in 2011/12 congratulating matriculants in the district	Educational project
	5.9. Grant-in-Aid	Provide help to members of the communities during their times of need.	Number of people assisted	Number		Grant-in-Aid

Campaigns	Engage critical stakeholders in decision making processes of the municipality	Number of accredited skills training sessions conducted.	Number	Continuous	Campaigns
Public Participation and Education	Ensure implementation of a single window of coordination in the district	Number of different stakeholders attending annual report processes	Number	Continuous	Public participation and education
IGR		Number of monitoring and evaluation meetings held.	Number		IGR
		Number of technical district coordinating forum meetings held.	Number		
		Number of political district coordinating forum meetings held.	Number		
		% of successful interventions made to local municipalities as a result of requests made.	%		
Policy Development	Review policies that are a priority to the municipality.	Number of policies revised throughout the term.	Number	Continuous	Policy Development
Branding	Ensure continued marketing of our municipality through development of branding materials.	Number of branding materials developed for distribution.	Number	Continuous	Branding
Communication	To disseminate information on all municipal service delivery programmes	Number of occasions service delivery information was disseminated	Number	Continuous	Communication
Internal audit	Conduct quarterly internal audit to ensure improvement of service delivery.	Number of quarterly internal audits conducted per annum	Number	Continuous	Internal Audit
Risk Management	Conduct quarterly risk assessments on identified municipal programmes as per the risk audit plan.	Number of quarterly risk assessments conducted	Number	Continuous	Risk Management

Municipal Financial Viability & Management

National KPA	Strategic Objective	Measurable Objective/Output	Performance Indicator	Unit of measure	Status quo-2011/12	Project	
Municipal Financial Viability and Financial Management	Clean audit	Achieve clean audit by 2014	% reduction of matters of emphasis	% reduction in matters of emphasis	Unqualified audit with matters of emphasis	Operation Clean Audit	
	SCM compliance	Comply with SCM policy	% improvement in finalising quotations within 14 days	% improvement in finalising quotations	All bid committees have been established	SCM compliance	
			% improvement in finalising tenders within 30 days	% improvement in finalising tenders		SCM compliance	
	Convene all tender committees to ensure compliance with the supply chain policy.	Ensure tender specification committee sit for each tender to be awarded.	Number of tender specification committee meetings convened.	Number		SCM compliance	
			Ensure tender evaluation committee sit for each tender to be awarded.	Number of tender evaluation committee meetings convened.		Number	SCM compliance
			Ensure tender adjudication committee sit for each tender to be awarded.	Number of tender adjudication committee meetings convened.		Number	SCM compliance
	Asset register	Update asset register on a monthly basis in line with purchases	Number of updated monthly asset register	Number of monthly updates	Updates are conducted as planned	Asset Management	
	Financial reporting	Ensure timely financial reporting as required by legislation	Number of financial reports	Number of reports	Monthly financial reports submitted	Reports (71,72 reports) monthly, quarterly and half yearly	
Financial Statements	Ensure timely compilation and completion of AFS to be submitted to AG	Date of submission of a completed draft AFS	Date of submission	Compiled for every financial year	Annual financial statements		

OPEX spending	Ensure implementation of quarterly prioritised operational expenditure items.	% of Opex per quarter against the budget	% spending of operational budget	Financial report compiled	OPEX
CAPEX spending	Ensure implementation of quarterly prioritised capital expenditure items.	% of Capex per quarter against the budget	% spending of capital budget	Financial report compiled	CAPEX

Local Economic Development

National KPA	Strategic Objective	Measurable Objective/Output	Performance Indicator	Unit of Measure	Status quo-2011/12	Project
Local Economic Development	Clean Audit	Achieve clean audit by 2014	% reduction of matters of emphasis	% reduction of matters of emphasis	There is a commitment to improve on AG opinion.	Operation clean audit
	Integrated Planning	Ensure horizontal and vertical alignment of the District IDP with the 5 local municipal IDP's, neighbouring Districts and local municipalities	Credible IDP	Number of institutions aligned to the district IDP	The municipal a council approved and credible IDP.	Integrated Planning
	Local Economic Development	Assess performance of municipal LED programme throughout the district.	Number of jobs created through existing SMMEs.	Number	Securing the offshore accounts	Sustainable Call Centre and Incubation Hub
	Poverty alleviation	Employ identified indigents in Matjhabeng through community works programme.	Number of indigent members absorbed through CWP	Number of indigent members absorbed through CWP	The programme is financed from a provincial level.	Cemeteries
	Cooperative Development	Retrain existing cooperatives workers on essential basic survival skills in the current financial year.	Number of the unemployed people provided with survival skills	Number of coops mentored	Basic skills re-training programme was conducted for existing coops.	Cooperative capacity building
		Establish 5 new cooperatives in all the five local municipalities.	Number of newly established cooperatives.	Number	No cooperatives were established.	Cooperative development
		Create branding materials for all cooperatives.	Number of cooperatives branded	Number	No materials were created	Cooperative branding
		Strengthen stakeholder collaboration on cooperative development.	Number of collaborative meetings	Number	New project	Cooperative collaboration
		Mentor existing cooperatives to sustain their initiatives.	Number of cooperatives still in operation.	Number of coops in operation	Monthly visits were conducted.	Mentoring programme for co-ops.
	SMME development	Provide technical support in the establishment of SMME in the district	Number of SMMEs trained per year.	Number of SMMEs trained per year.	This is a new initiative planned for the SMMEs in the district.	Training on SMME
Tourism Development	Market the district through hosting of three music festivals in a financial year.	Number of music festivals hosted	Number of music festivals		Three Music festivals	

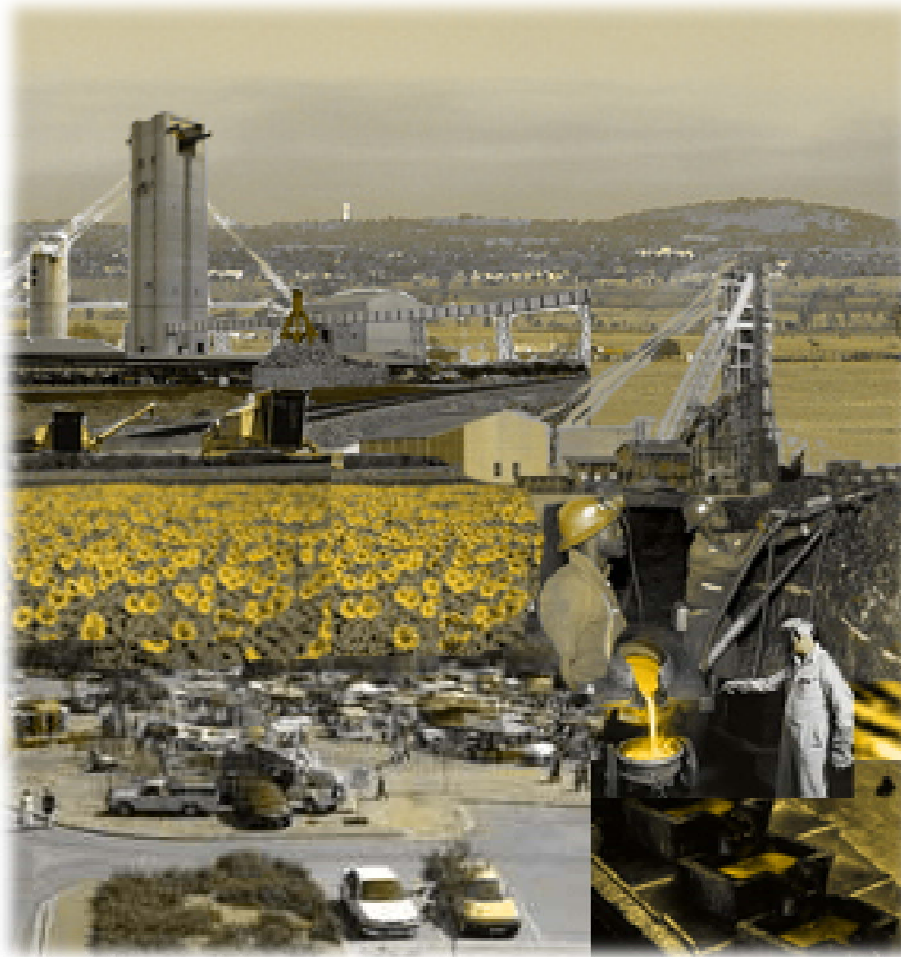
Municipal Institutional Transformation and Organisational Development

National KPA	Strategic Objective	Measurable objective/output	Performance Indicator	Unit of Measure	Status quo-2011/12	Project
Municipal Transformation and Institutional Development	3.1. Skills Development	Support indigents students with bursaries to register and attend tertiary institutions in pursuit of post matric qualifications in the areas of mining, IT etc.	Number of bursaries issued per annum	Number	Students were allocated these bursaries	Skills Development
		To give learnership to students at tertiary institutions to complete their qualifications.	Number of learners completing the learnership programme in order.	Number	It was a continuous project	Learnership
	3.2. Workplace Skills Plan	To provide financial assistance to staff members to upgrade their skills.	Number of staff members undertaking short courses to upgrade their skills.	Number	Staff members were allocated money to attend short courses	Workplace Skills Plan
	3.3. Employee Wellness Programme	Afford staff an opportunity to conduct quarterly physical training to improve their physical shape.	Number of quarterly physical workouts conducted.	Number	It was started during the same financial year	Employee Wellness Programme
	3.4. Employment Equity Plan	Employ new/existing qualifying females as members to senior municipal management.	Number of newly/existing qualifying employees employed to senior positions	Number	It was planned but not complied with	Employment Equity Plan
	3.5. Performance Information	Cascade a performance culture to include lower level staff members in the municipality.	Number of staff members involved in performance management set up.	Number	Not yet done	Performance Information
	3.6. Disciplinary cases	Ensure timeous resolution of all disciplinary cases as they happen.	Number of cases resolved within required time frame per year	Number	Planned and resolved as it gets recorded	Disciplinary cases

Basic Services and Infrastructure Investment

National KPA	Strategic Objective	Measurable objective/output	Performance Indicator	Unit of Measure	Status quo-2011/12	Project
Safety and Security	Clean Audit	Achieve Clean Audit by 2014	% reduction of matters of emphasis	% reduction of matters of emphasis	Unqualified audit	Operation Clean Audit
	Safe Potable water	Water quality monitoring.	Bacteriological & chemical sampling of portable water.	Number of samples taken in terms of SANS 241	Monitoring done on a consistent basis	Water sampling
		Remedial intervention on non-complying sources	Remedial interventions	Number	Remedial recourses have been done	
	Food quality protection	Food premises compliant ito legislation.	Inspection of food premises	Number of food premises complying	Food premises have been inspected on a constant basis	Food sampling
		Food quality monitoring	Bacteriological and chemical sampling of foodstuffs	Number of food samples taken	Food samples have been taken	
	Public awareness in terms of environmental health issues	H&H training and education through campaigns and sessions.	Public awareness campaigns	Number of campaigns/sessions held	Public awareness campaigns have been conducted	Environmental health awareness campaigns
	Responsible waste management	Waste management monitoring	Assessment of landfill sites of local municipalities	Number of landfill sites assessed	No report has been done	Waste management plan?
			Assessment of waste collection services of local municipalities	Number of collection services assessed		
		Waste management awareness campaigns	Public awareness campaigns	Number of campaigns held	New project	Waste management public awareness campaigns
	Safe air quality	Review air quality management plan	Reviewed air quality management plan	Number of meetings held with public	Reported on a quarterly basis	Reviewed Air quality management plan
	Process of air emission license applications	Process of air emission license applications	Number of air emission licenses applications processed	New project	2011 Process of air emission inventory	

Prevention, reduction of Risk and mitigation	Conduct disaster management awareness throughout the district.	Number of disaster awareness campaigns held.	30 disaster awareness campaigns conducted	It is a continuous project	Disaster awareness campaigns
Post Disaster recovery	Coordinate all disasters for purposes of providing needed assistance	Number of disasters positively responded to for the term.	As per occurrence	It is a continuous project	Disaster Management
Institutional Capacity Building	Organise and host all legislated functions and/ or meetings, e.g. Advisory forum meetings, stakeholders' meeting and workshops on Disaster management	Number of meetings/or workshops held	Number of meetings/or workshops held	Disaster management workshops have been conducted before	Meetings and workshops
Grant in Aid	To assist individual households who have incurred losses as a result of incidents that cannot be classified as disasters, only limited assistance rendered	Number of incidents reported	As per occurrence	Grants have been issues in the past	Aid disbursed
Crime Prevention	Engage in crime combating exercises in partnership with the security cluster	Number of prevention campaigns organised	Number of prevention campaigns organised	Crime awareness campaigns were conducted in the past	Facilitate Public Prevention campaigns with SAPS and other stakeholders
Fire Fighting Services	Train fire fighters from Masilonyana and Tswelopele local municipalities	Number of municipal officials trained	Number of municipal officials trained	New project	Accredited fire fighting training and setting up of satellite stations
Sports, Recreation, Arts and Culture	Coordinate all sporting events in the district.	Number of events successfully coordinated	Number	This is an annual project	Sports
	Coordinate all arts and culture related activities in the district	Number of events successfully coordinated	Number	This is a continuous project	Arts and culture



Chapter 3

Quarterly Key Performance Indicators and Targets, 2013/14 Financial Year

National KPA 1	Municipal Strategic Focus Area	Strategic Objective	Key Performance Indicator	Annual Budget	Baseline	Five year target	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Department
Basic Services and Infrastructure Investment												

Local Economic Development

National KPA 2	Municipal Strategic Focus Area	Strategic Objective	Key Performance Indicator	Annual Budget	Baseline	Five year target	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Department	
Local Economic Development	2.1. Clean audit	Achieve clean audit by 2014	% reduction of matters of emphasis	-	New project	Unqualified audit with matters of emphasis	Clean audit	-	-	-	Clean audit	LED	
	2.2. Integrated Planning	Ensure horizontal and vertical alignment of the District IDP with the 5 local municipal IDP's, neighbouring Districts and local municipalities	Number of institutions aligned to the district IDP	-	New project	Integrated planning	Integrated planning	-	-	-	Integrated planning	LED	
	2.3. Poverty alleviation	Employ identified indigents in Matjhabeng through community works programme.	Number of indigent members absorbed through CWP	R500,000	18	250	50	-	-	50	-	LED	
	2.4.Cooperatives Development	Retrain existing cooperatives workers on essential basic survival skills in the current financial year.	Number of the unemployed people provided with survival skills	R810,000	50	100	20	10	-	-	10	-	LED
		Establish 5 new cooperatives in all the five local municipalities.	Number of newly established cooperatives.	-	0	22	2	-	-	-	-	2	LED
		Create branding materials for all cooperatives.	Number of cooperatives branded	-	0	25	5	-	-	-	-	5	LED
		Strengthen stakeholder collaboration on cooperative development.	Number of collaborative meetings	-	-	40	2	-	-	-	1	1	LED
		Mentor existing cooperatives to sustain	Number of cooperatives still in operation.	-	Monthly visits were	25	5	-	-	-	-	5	LED

		their initiatives.			conducted							
2.5. Economic Development	Establish a call centre in Matjhabeng	Operational centre	-		Concept and funding model has been completed.	1	1	-	-	1	-	LED
	Assess performance of municipal LED programme throughout the district.	Number of jobs created through existing SMMEs.	-		New project	100	25	-	-	-	25	LED
2.6. SMME Development	Provide technical support in the establishment of SMME in the district	Number of SMMEs trained per year.	-		New project	50	10	-	-	-	10	LED
2.7. Tourism Development	Provide branding brochures of existing tourism and B&B facilities in the region	Amount spent on producing 2500 copies.	R1m		2500 copies were printed	R750,000	R150,000	-	-	R75,000	R75,000	LED
	Facilitate branding of the International Tourism Indaba within our local municipalities through printing of t-shirts for the district participants in the Indaba.	Number of branded t-shirts.	-		New project	250	50	-	-	-	50	LED
	Provide transport and accommodation for district exhibitors during the Indaba	Number of exhibitors transported and accommodated	-		New project	250	50	-	-	-	50	LED
	Organize Sporting activities to market tourism sites in the district.	Number of sporting activities organized.	-		New project	20	4	1	1	1	1	LED
	Organize trips for the "Know your Lejweleputswa" tourism routes	Number of tourism sites visited	-		New project		R1.5m					

	2.8. Heritage Festival	Provide a platform to local and national artists with a view of confirming existence of our diverse cultural practices	Number of different music genres listed in the music line-up.	-	1	5	1	-	1	-	-	LED
	2.9. 80s Festival	Provide a platform to local and national artists with a view of confirming existence of our diverse cultural practices	Number of local amateur artists who participated	R600,000	1	5	1	-	1	-	-	LED
	2.10. Phakisa Festival	Provide a platform to local and national artists with a view of confirming existence of our diverse cultural practices	Number of local amateur artists who participated	-	1	5	1	-	1	-	-	LED
	2.11. Agricultural project	Support development of women established enterprises	Number of enterprises financially supported	R500,000	1	1	-	-	-	-	1	LED

National KPA 3	Municipal Strategic Focus Area	Strategic Objective	Key Performance Indicator	Annual Budget	Baseline	Five year target	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Departmen t
Municipal Transformation and Institutional Development	3.1. Skills Development	Support indigents students with bursaries to register and attend tertiary institutions in pursuit of post matric qualifications in the areas of mining, IT etc.	Number of bursaries issued per annum	R900,800	10	50	10	0	0	10	0	Corporate Services/Executive Mayor
		To give learnership to students at tertiary institutions to complete their qualifications.	Number of learners completing the learnership programme in order.	R63,600	New project	25	25	25	0	0	0	Corporate Services
	3.2. Workplace Skills Plan	To provide financial assistance to staff members to upgrade their skills.	Number of staff members undertaking short courses to upgrade their skills.	-	18	50	10	0	0	10	0	Corporate Services
	3.3. Employee Wellness Programme	Afford staff an opportunity to conduct quarterly physical training to improve their physical shape.	Number of quarterly physical workouts conducted.	R40,000	New project	40	4	1	1	1	1	Corporate Services
	3.4. Employment Equity Plan	Employ new/existing qualifying females as members to senior municipal management.	Number of newly/existing qualifying employees employed to senior positions	-	1	5	2	-	-	-	2	Corporate Services
	3.5. Performance Information	Cascade a performance culture to include lower level staff members in the municipality.	Number of staff members involved in performance management set up.	R65,000	5	100	20	-	-	-	20	MM/Corporate Services
	3.6. Disciplinary cases	Ensure timeous resolution of all disciplinary cases as	Number of cases resolved within required time frame	-	New project	All cases resolved within	100%	-	-	-	100%	Corporate Services

		they happen.	per year			required time frame						
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National KPA 4	Municipal Strategic Focus Area	Strategic Objective	Key Performance Indicator	Annual Budget	Baseline	Five year target	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Department	
Municipal Financial Viability and Management	4.1. Clean audit	Achieve a clean audit by 2014	% reduction of matters of emphasis by the AG.	R1,250m	0	1	100% reduction of matters of emphasis.	-	-	-	100% reduction of matters of emphasis.	All Departments	
	4.2. Supply Chain Management compliance	Comply with supply chain policy on finalising quotations	% improvement in finalising payment of all quotations within 14 days.	-	New project	100% within 14 days	100% within 14 days	100%	100%	100%	100%	Finance/All Departments	
		Comply with supply chain policy on finalising tenders	% improvement in finalising all tenders within 30 days.	-	New project	100% within 30 days	100% within 30 days	100%	100%	100%	100%	Finance/All Departments	
		Convene all tender committees to ensure compliance with the supply chain policy.	Ensure tender specification committee sit for each tender to be awarded.	-	New project	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Finance/All Departments
			Ensure tender evaluation committee sit for each tender to be awarded.	-	New project	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Finance/All departments
			Ensure tender adjudication committee sit for each tender to be awarded.	-	New project	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Finance/All departments
		4.3. Asset Register	Update asset register on a quarterly basis in line with municipal procurement	Number of updates done with assets purchased.	-	-	Depending of procurement	4	1	1	1	1	Finance
	4.4. Financial	Submit reports in line	Number of reports	-	14	70	14	3	3	5	3	Finance/MM	

	reports	with Municipal Finance Management Act and regulations.	submitted within the required time frame.									
4.5. Annual Financial Statements	Compile and submit a draft GRAP compliant annual financial statement in line with MFMA.	Date when the draft AFS gets submitted to AG	Refer above	29 August 2012	Every end of August for the next five years.	End of August 2013	End of August 2013	-	-	-	Finance	
		Quality of a draft AFS compiled and submitted.	Refer above	GRAP compliant AFS	5 GRAP compliant AFS	1 draft GRAP compliant AFS	1 draft GRAP compliant AFS	-	-	-	Finance	
4.6. OPEX spending	Ensure implementation of prioritised OPEX items.	% improvement of all adopted OPEX items.	-	New project	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement	All departments	
4.7. CAPEX spending	Ensure implementation of prioritised OPEX items.	% improvement of all adopted CAPEX items.	-	New project	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement	All Departments	

National KPA 5	Municipal Strategic Focus Area	Strategic Objective	Key Performance Indicator	Annual Budget	Baseline	Five year target	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Department
Good Governance and Public Participation	5.1. IDP	Ensure participation of all stakeholders as per the municipality's public participation policy.	Number of stakeholder meetings held for IDP.	-	4	20	4	0	1	2	1	Municipal Manager's Office
	5.2. Moral Regeneration	To improve inter-generational respect	Number of awareness campaigns conducted	R200,000	4	20	4	1	1	1	1	Executive Mayor
	5.3. District Aids Council	To coordinate meetings of a District Arts Council	Number of DAC meetings held	R20,000	-	20	2	-	-	1	1	Executive Mayor
	5.4. HIV & AIDS	To coordinate HIV/AIDS programmes throughout the district.	Number of HIV/AIDS programmes coordinated.	R10,000	-	20	2	-	-	1	1	Executive Mayor
	5.5. Gender, Disability and the Elderly	To conduct targeted awareness campaigns on the elderly, disabled and women.	Number of targeted awareness campaigns conducted.	R53,600	4	20	2	-	-	1	1	Executive Mayor
	5.6. Children's Programme	To conduct targeted awareness campaigns on children's programmes.	Number of targeted awareness campaigns conducted.	R50,000	-	10	2	-	-	1	1	Executive Mayor
	5.7. Campaigns	To conduct campaigns to educate communities about service delivery issues	Number of campaigns conducted.	R650,000	-	20	4	1	1	1	1	Executive Mayor
	5.8. Educational project	Encourage matriculation learners to improve their learning/passing grades.	Number of events held in a year	R400,000	1	5	1	-	-	1	-	Executive Mayor
	5.9. Grant-in-Aid	Provide help to members of the communities during their times of	Number of people assisted	R59,500	10+	Dependent on the amount needed for assistance	Dependent on the amount needed for assistance	Dependent on the amount needed for assistance	Dependent on the amount needed for assistance	Dependent on the amount needed for assistance	Dependent on the amount needed for assistance	Dependent on the amount needed for assistance

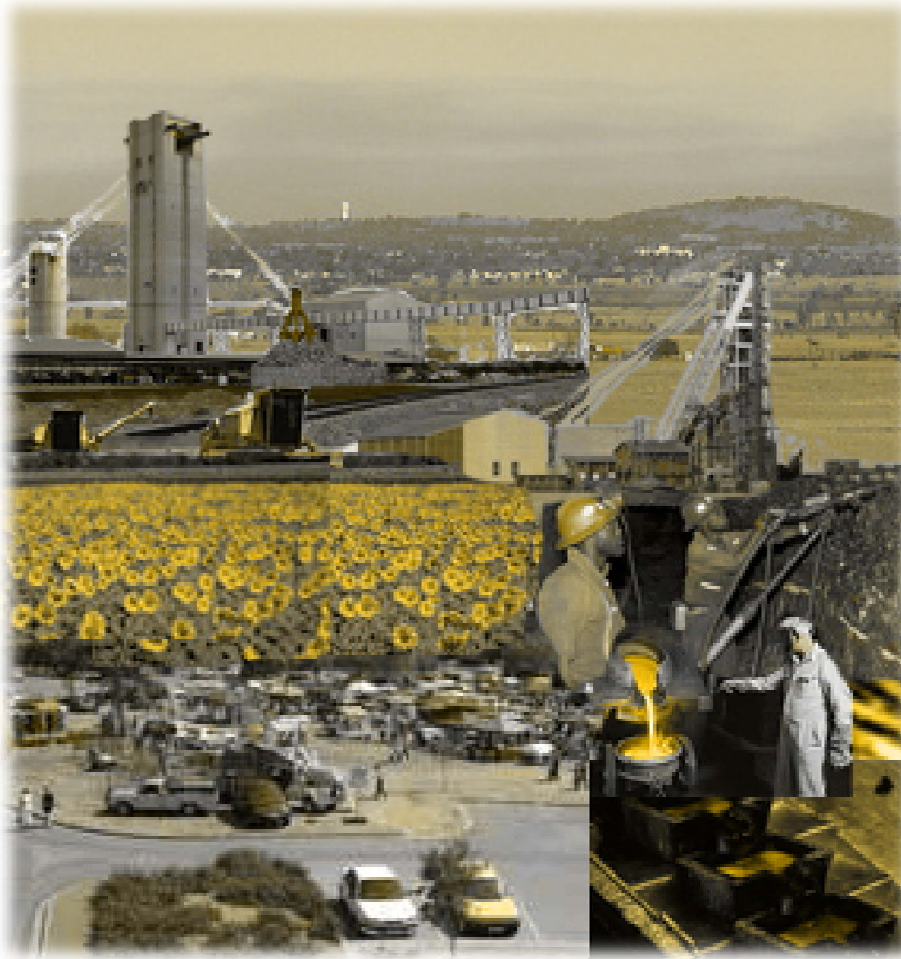
	need.							assistance		assistance		
5.10. Campaigns	Conduct constant accredited skills training sessions for all ward committees.	Number of accredited skills training sessions conducted.	R100,000	New project	10	2	0	1	1	0	Speaker's Office	
5.11. Public Participation and Education	Engage critical stakeholders in decision making processes of the municipality	Number of different stakeholders attending annual report processes	R100,000	New project	50	20	-	-	20	-	Speaker's Office	
5.12. IGR	Ensure implementation of a single window of coordination in the district.	Number of monitoring and evaluation meetings held.	-	4	20	4	1	1	1	1	Municipal Manager's Office	
		Number of technical district coordinating forum meetings held.	-	4	20	4	1	1	1	1	Municipal Manager's Office	
		Number of political district coordinating forum meetings held.	-	4	20	4	1	1	1	1	Office of the Executive Mayor	
		% of successful interventions made to local municipalities as a result of requests made.	-	3	15	3	0	1	1	1	Municipal Manager's Office	
5.13. Policy Development	Review policies that are a priority to the municipality.	Number of policies revised throughout the term.	-	0	10	2	0	1	1	0	Municipal Manager's Office	
5.14. Branding	Ensure continued marketing of our municipality through development of branding materials.	Number of branding materials developed for distribution.	R61,000	4	5	1	1	-	-	-	Municipal Manager's Office	
5.15. Communication	To disseminate information on all	Number of occasions service delivery	R50,000	-	20	4	1	1	1	1	Executive Mayor/Municipal	

		municipal service delivery programmes	information was disseminated									Manager
5.16. Internal audit		Conduct quarterly internal audit to ensure improvement of service delivery.	Number of quarterly internal audits conducted per annum	-	New project	20	4	1	1	1	1	Municipal Manager's office
5.17. Risk Management		Conduct quarterly risk assessments on identified municipal programmes as per the risk audit plan.	Number of quarterly risk assessments conducted	-	New project	20	4	1	1	1	1	Municipal Manager's office

National KPA 6	Municipal Strategic Focus Area	Strategic Objective	Key Performance Indicator	Annual Budget	Baseline	Five year target	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Department	
Safety and Security	6.1. Potable water	Facilitate provision of safe potable drinking water throughout the district.	Number of samples taken in terms of SANS 241.	R150,000	55	250	60	15	15	15	15	EH	
			% improvement on non-compliant water sources	-	New project	100%	100%	0	50%	80%	100%	EH	
	6.2. Food selling outlets inspections	Ensure that all food selling outlets comply with required legislation each year	Number food selling outlets inspected	R100,000	-	250	50	5	15	15	15	15	EH
			Number of food samples taken		1000	5000	1000	150	300	300	250	EH	
	6.3. Environmental Protection and awareness	Conduct environmental safety awareness campaigns.	Number of environmental awareness campaigns conducted	R43,600	3	20	4	1	1	1	1	EH	
	6.4. Air quality control	Establish air quality emission inventory.	Number of progress reports developed	R150,000	New project	-	4	1	1	1	1	1	EH
		Register all companies that emit contaminated air.	Number of companies to be registered.		New project	-	10	-	-	-	10	EH	
	6.5. Environmental Development	Maintain identified parks in Virginia and Odendaalsrus	Number of parks maintained	R50,000	Continuous	50	4	All 4 maintained	All 4 maintained	All 4 maintained	All 4 maintained	All 4 maintained	EH
	6.6. Waste Management	Monitor all waste management sites throughout the district.	Number of waste management advisory reports written	-	New project	20	4	1	1	1	1	1	EH
		Assess all waste collection services in	Number of waste collection assessments	-	New project	20	4	1	1	1	1	1	EH

	the district.	conducted										
	Conduct awareness campaigns in conjunction with respective local municipalities in the district.	Number of waste management campaigns held	-	New project	25	5	1	2	1	1	1	EH
6.6. Disaster Management	Increase disaster management awareness throughout the district.	Number of disaster awareness campaigns held.	R60,000	2	10	2	0	1	1	0	0	DM
	Coordinate all disasters for purposes of providing needed assistance	Number of disasters positively responded to for the term.	-	4	As per occurrence	As per occurrence	As per occurrence	As per occurrence	As per occurrence	As per occurrence	As per occurrence	DM
6.7. Sports, Recreation, Arts and Culture	Coordinate all sporting events in the district.	Number of events successfully coordinated	R100,000 (Youth Development)	4	20	4	1	1	1	1	1	EH&DM
			R520,000 (OR Tambo Games)	1	5	1	0	1	0	0	0	EH&DM
			- (Municipal Sports)	1	5	1	0	1	0	0	0	DM
6.8. Disaster Relief Fund	To respond timeously to all disaster events throughout the district.	Number of disasters successfully responded to.	R90,360	-	-	-	-	-	-	-	DM	
6.9. Disaster Relief awareness	To conduct disaster relief awareness throughout the district.	Number of disaster awareness campaigns conducted.	R35,365	4	20	4	1	1	1	1	DM	

	6.10. Crime prevention	Conduct crime prevention awareness campaigns	Number of crime prevention awareness campaigns conducted	-	-	5	1	-	1	-	-	EH& DM
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Chapter 4

**Detailed Monthly Key
Performance Indicators
and Targets, 2011/12
Financial Year**

National KPA 1	Municipal Strategic Focus Area	Strategic Objective	Key Performance Indicator	Baseline	Annual target	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	YR2	YR3	YR4	YR5	
Basic Service Delivery and Infrastructure Investment																						

National KPA 2	Municipal Strategic Focus Area	Strategic Objective	Key Performance Indicator	Baseline	Annual target	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Y2	Y3	Y4	Y5	
Local Economic Development	2.1. Clean Audit	Achieve clean audit by 2014	% reduction of matters of emphasis	Unqualified audit with matters of emphasis	Clean audit	-	-	-	-	-	-	-	-	-	-	-	Clean audit	Clean audit	Clean audit	Clean audit	Clean audit	
	2.2. Poverty alleviation	Employ identified indigents in Matjhabeng through community works programme	Number of indigent members absorbed through CWP	18	50	-	-	-	-	-	-	-	50	-	-	-	-	50	50	50	50	
	2.3. Integrated Planning	Ensure horizontal and vertical alignment of the District IDP with the 5 local municipal IDP's, neighbouring Districts and local municipalities	Number of institutions aligned to the district IDP	New project	Integrated Planning	-	-	-	-	-	-	-	-	-	-	-	-	Integrated Planning	Integrated Planning	Integrated Planning	Integrated Planning	Integrated Planning
	2.4. Cooperatives Development	Retrain existing cooperative workers on essential	Number of the unemployed people provided with survival skills	50	20	-	-	10	-	-	-	-	-	10	-	-	-	10	10	10	10	

		basic survival skills in the current financial year.																			
		Establish 5 new cooperatives in all the five local municipalities	Number of newly established cooperatives.	-	2	-	-	-	-	-	-	-	-	-	-	2	2	2	2	2	2
		Create branding materials for all cooperatives.	Number of cooperatives branded.	-	5	-	-	-	-	-	-	-	-	-	-	5	5	5	5	5	5
		Strengthen stakeholder collaboration on cooperative development.	Number of collaborative meetings	-	2	-	-	-	-	-	-	-	1	-	-	1	2	2	2	2	2
2.5. Economic Development	Establish a call centre in Matjhabeng	Operational centre	Concept and funding model have been completed.	1	-	-	-	-	-	-	-	-	1	-	-	-	1	1	1	1	1
	Assess performance of municipal LED programme throughout the district.	Number of jobs created through existing SMMEs.	50	25	-	-	-	-	-	-	-	-	-	-	25	-	-	-	-	-	-

2.6. Tourism Development	Provide branding brochures of existing tourism facilities in the region.	Amount spent on producing 2500 copies.	-	130 171	-	-	-	-	-	-	-	-	-	R65, 000	-	R65 171	-	-	-	-	-
	Facilitate branding of the International Tourism Indaba within our local municipalities through printing of t-shirts for the district participants in the Indaba.	Number of branded t-shirts.	New project	50	-	-	-	-	-	-	-	-	-	-	50	-	-	50	50	50	50
	Provide transport and accommodation for district exhibitors during the Indaba	Number of exhibitors transported and accommodated	New project	50	-	-	-	-	-	-	-	-	-	-	-	50	-	50	50	50	50
	Organize Sporting activities to market tourism sites in the district.	Number of sporting activities organized.	New project	4	-	-	1	-	-	1	-	-	1	-	-	1	4	4	4	4	
	Organize trips for the "Know your	Number of tourism sites	New project	R1.5M	-	-	1	-	-	1	-	-	1	-	-	1	4	4	4	4	

	Lejweleputswa" tourism routes	visited																			
2.7. SMME Development	Provide technical support in the establishment of SMME in the district	Number of SMMEs trained per year.	New project	10	-	-	-	-	-	-	-	-	-	-	-	-	10	10	10	10	10
2.8. Heritage Festival	Provide platform for local and national artists with a view of confirming existence of our diverse cultural practices.	Number of different music genres listed in the music line-up.	-	1	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-
2.9. 80s Festival	Provide a platform to local and national artists with a view of confirming existence of our cultural practices.	Number of local amateur artists who participated.	-	1	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-
2.10. Phakisa Festival	Provide a platform to local and national artists with a	Number of local amateur artists who participated.	-	1	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-
		Number of jobs created through	-	10	-	-	-	-	-	-	-	-	-	-	-	-	-	10	-	-	-

		view of confirming existence of our cultural practices.	coffin making project.																	
			Number of jobs created through agricultural projects	-	10	-	-	-	-	-	-	-	-	-	-	10	-	-	-	-
			Number of jobs created through SMME development	50	25	-	-	-	-	-	-	-	-	-	-	25	25	25	25	25
	2.11. Agricultural project	Support development of women established enterprises	Number of enterprises financially supported	1	1	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-

National KPA 3	Municipal Strategic Focus Area	Strategic Objective	Key Performance Indicator	Baseline	Annual target	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	YR2	YR3	YR4	YR5
Municipal Transformation and Institutional Development	3.1. Skills Development	Support indigent students with bursaries to register and attend tertiary institutions in pursuit of post matric qualifications in the areas of mining, IT etc.	Number of bursaries issued per annum	10	10	-	-	-	-	-	-	10	-	-	-	-	-	10	10	10	10
		To give learnership to students at tertiary institutions to complete their qualifications.	Number of learners completing the learnership programme.	New project	25	-	-	25	-	-	-	-	-	-	-	-	-	-	-	-	-
	3.2. Workplace Skills Plan	To provide financial assistance to staff members to upgrade their skills.	Number of staff members undertaking short courses to upgrade their skills.	10	10	-	-	-	-	-	-	-	-	10	-	-	-	10	10	10	10
	3.3. Employee Wellness Programme	Afford staff an opportunity to conduct quarterly physical training to improve their physical shape.	Number of quarterly physical work outs conducted	New project	4	-	-	1	-	-	1	-	-	1	-	-	1	4	4	4	4
	3.4. Employment Equity Plan	Employ new/existing qualifying females as members of senior municipal management.	Number of newly/existing qualifying employees employed to senior positions.	1	2	-	-	-	-	-	-	-	-	-	-	-	2				
	3.5. Performance Information	Cascade a performance culture to include lower level	Number of staff involved in performance	5	5	20	-	-	-	-	-	-	-	-	-	-	20	20	20	20	20

		staff members in the municipality.	management set up.																		
	3.6. Disciplinary cases	Ensure timeous resolution of all disciplinary cases as they happen.	Number of cases resolved within required time frame per year	New project	100% of all cases resolved within require time frame	-	-	-	-	-	-	-	-	-	-	-	100%	100% of all cases resolved within require time frame	100% of all cases resolved within require time frame	100% of all cases resolved within require time frame	100% of all cases resolved within require time frame

National KPA 4	Municipal Strategic Focus Area	Strategic Objective	Key Performance Indicator	Baseline	Annual Target	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	YR2	YR3	YR4	YR5	
Municipal Financial Viability and Management	4.1. Clean audit	Achieve a clean audit by 2014.	% reduction of matters of emphasis by the AG.	0	100% reduction of matters of emphasis.	-	-	--	-	-	-	-	-	-	-	-	100% reduction of matters of emphasis	100% reduction of matters of emphasis	-	-	-	
	4.2. Supply Chain Management	Comply with Supply Chain policy on finalizing quotations	% improvement in finalizing payment of all quotations within 14 days.	New project	100% within 14 days.	100% within 14 days.	100% within 14 days.	100% within 14 days.	100% within 14 days.	100% within 14 days.	100% within 14 days.	100% within 14 days.	100% within 14 days.	100% within 14 days.	100% within 14 days.	100% within 14 days.	100% within 14 days.	100% within 14 days.	100% within 14 days.	100% within 14 days.	100% within 14 days.	100% within 14 days.
		Comply with Supply Chain policy on finalizing tenders	% improvement in finalizing all tenders within 30 days.	New project	100% within 30 days	100% within 30 days	100% within 30 days	100% within 30 days	100% within 30 days	100% within 30 days	100% within 30 days	100% within 30 days	100% within 30 days	100% within 30 days	100% within 30 days	100% within 30 days	100% within 30 days	100% within 30 days	100% within 30 days	100% within 30 days	100% within 30 days	100% within 30 days
		Convene all tender committees to ensure compliance with supply chain policy.	Number of tender specification committee meetings convened.	New project	As per tender adverts	Dependent on meetings convened	Dependent on meetings convened	Dependent on meetings convened	Dependent on meetings convened	Dependent on meetings convened	Dependent on meetings convened	Dependent on meetings convened	Dependent on meetings convened	Dependent on meetings convened	Dependent on meetings convened	Dependent on meetings convened	Dependent on meetings convened	Dependent on meetings convened	Dependent on meetings convened	-	-	-
		Number of	New	As per	Depe	Depe	Depe	Depe	Depe	Depe	Depe	Depe	Depe	Depe	Depe	Depe	Depe	Depe	-	-	-	-

		tender evaluation committee meetings convened.	project	tender adverts	ndent on meetings convened	ndent on meetings convened	ndent on meetings convened	ndent on meetings convened	ndent on meetings convened	ndent on meetings convened	ndent on meetings convened	ndent on meetings convened	ndent on meetings convened	ndent on meetings convened	ndent on meetings convened	ndent on meetings convened	ndent on meetings convened				
		Number of tender adjudication committee meetings convened.	New project	As per tender adverts	Depe ndent on meetings convened	Depe ndent on meetings convened	Depe ndent on meetings convened	Depe ndent on meetings convened	Depe ndent on meetings convened	Depe ndent on meetings convened	Depe ndent on meetings convened	Depe ndent on meetings convened	Depe ndent on meetings convened	Depe ndent on meetings convened	Depe ndent on meetings convened	Depe ndent on meetings convened	Depe ndent on meetings convened	-	-	-	-
4.3. Asset Register	Update asset register on a quarterly basis in line with municipal procurement.	Number of updates done with assets purchased.	-	4	-	-	1	-	-	1	-	-	1	-	-	1	Depen ding on procur ement	Depe nding on procu rement	Depe nding on procu rement	Depe nding on procu rement	
4.4. Financial reports	Submit reports in line with Municipal Finance Management Act and regulations.	Number of reports submitted within the required time frame.	14	14	1	1	1	1	1	1	3	1	1	1	1	1	14	14	14	14	
4.5. Annual Financial Statements	Compile and submit a draft GRAP	Date when the draft AFS gets	GRAP complia nt AFS	29 August 2012	-	29 August	-	-	-	-	-	-	-	-	-	-	1 GRAP Compli ant AFS	1 GRAP Comp	1 GRAP Comp	1 GRAP Comp	

		compliant annual financial statement in line with MFMA.	submitted to AG.				2012												liant AFS	liant AFS	liant AFS
			Quality of a draft AFS compiled and submitted.	GRAP compliant AFS	1 GRAP compliant AFS	-	1 GRAP compliant AFS	-	-	-	-	-	-	-	-	-	-	1 GRAP Compliant AFS	1 GRAP Compliant AFS	1 GRAP Compliant AFS	1 GRAP Compliant AFS
4.6. OPEX spending	Ensure implementation of prioritized OPEX items.	% improvement all adopted OPEX items.	New project	% improvement of all adopted OPEX items	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement
4.7. CAPEX spending	Ensure implementation of prioritized CAPEX items.	% improvement of all adopted CAPEX items.	New project	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement	100% improvement

National KPA 5	Municipal Strategic Focus Area	Strategic Objective	Key Performance Indicator	Baseline	Annual target	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	YR2	YR3	YR4	YR5	
Good Governance and Public Participation	5.1. IDP	Ensure participation of all stakeholders as per the municipality's public participation policy.	Number of stakeholder meetings held for IDP.	4	4	-	-	-	-	1	-	-	1	1	-	1	-	4	4	4	4	
	5.2. Moral Regeneration	To improve inter-generational respect	Number of awareness campaigns conducted	4	4	-	-	1	-	-	1	-	-	1	-	-	1	4	4	4	4	
	5.3. District Aids Council	To coordinate meetings of a District Arts Council	Number of DAC meetings held	-	2	-	-	-	-	-	-	-	-	-	1	-	-	1	4	4	4	4
	5.4. HIV & AIDS	To coordinate HIV/AIDS programmes throughout the district.	Number of HIV/AIDS programmes coordinated.	-	2	-	-	-	-	-	-	-	-	-	1	-	-	1	4	4	4	4
	5.5. Gender, Disability and the Elderly	To conduct targeted awareness campaigns on the elderly, disabled and women.	Number of targeted awareness campaigns conducted.	4	2	-	-	-	-	-	-	-	-	-	1	-	-	1	4	4	4	4
	5.6. Children's Programme	To conduct targeted awareness campaigns on children's	Number of targeted awareness campaigns	New project	2	-	-	-	-	-	-	-	-	-	1	-	-	1	2	2	2	2

	programmes.	conducted.																			
5.7. Campaigns	Conduct constant accredited skills training sessions for all ward committees.	Number of accredited skills training sessions conducted.	New project	2	-	-	-	-	2	-	-	-	-	-	-	-	-	2	2	2	2
5.8. Public participation and education	Engage critical stakeholders in decision making processes of the municipality	Number of different stakeholders attending annual report processes	New project	10	-	-	-	-	-	-	-	-	10	-	-	-	-	10	10	10	10
5.9. IGR	Ensure implementation of a single window of coordination in the district.	Number of monitoring and evaluation meetings held.	4	4	1	-	-	1	-	-	1	-	-	1	-	-	-	4	4	4	4
		Number of technical district coordinating forum meetings held.	4	4	-	-	1	-	-	1	-	-	1	-	-	1	-	4	4	4	4
		Number of political district coordinating forum meetings held.	4	4	-	-	1	-	-	1	-	-	1	-	-	1	-	4	4	4	4
		% of successful interventions made to local municipalities as a result of requests made.	3	3	-	-	-	-	1	-	-	-	1	-	1	-	-	3	3	3	3
5.10. Policy	Review/develop policies that are	Number of new policies	3	3	-	-	-	-	1	-	-	-	1	-	1	-	3	3	3	3	

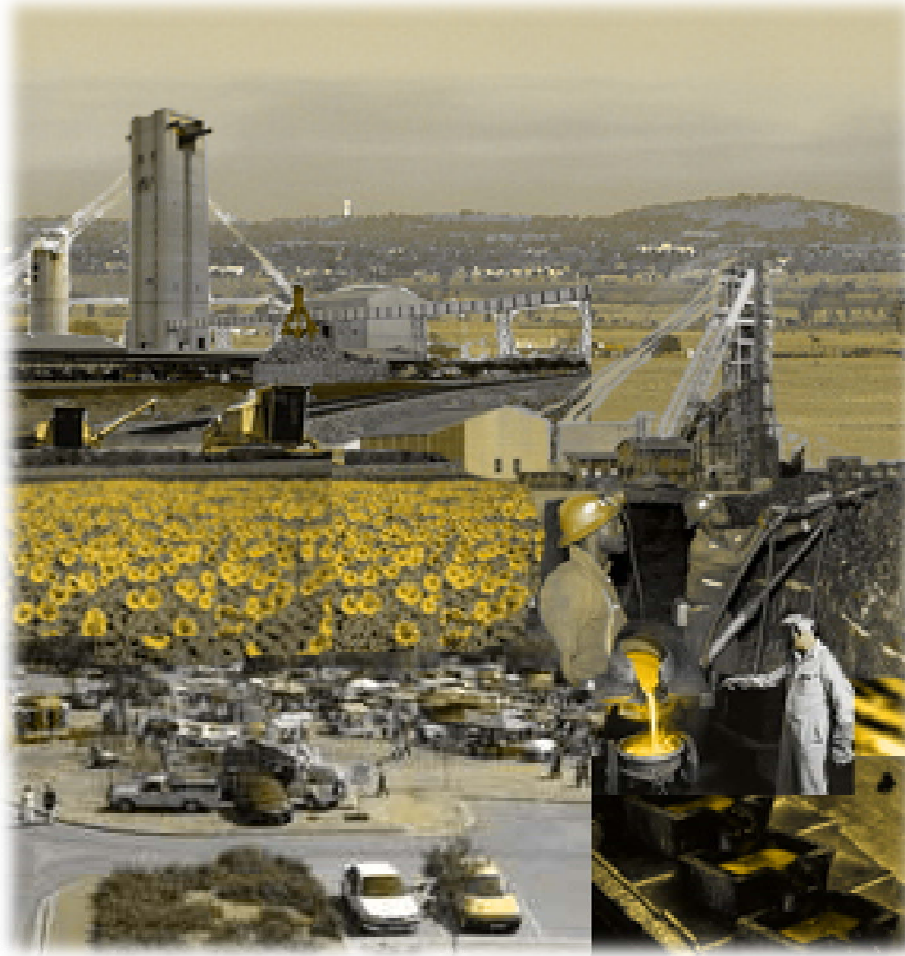
Development	a priority to the municipality.	developed throughout the term.																		
	Number of policies revised throughout the term.	0	2	-	-	-	-	1	-	-	-	1	-	-	-	2	2	2	2	
5.11. Branding	Ensure continued marketing of our municipality through development of branding materials.	Number of branding materials developed for distribution.	4	4	-	-	1	-	-	1	-	-	1	-	-	1	4	4	4	4
5.12. Communication	To disseminate information on all municipal service delivery programmes	Number of occasions service delivery information was disseminated	-	4	-	-	1	-	-	1	-	-	1	-	-	1	4	4	4	4
5.13. Internal audit	Conduct quarterly internal audit to ensure improvement of service delivery.	Number of quarterly internal audits conducted per annum	New project	4	-	-	1	-	-	1	-	-	1	-	-	1	4	4	4	4
5.14. Risk Management	Conduct quarterly risk assessments on identified municipal programmes as per the risk audit plan.	Number of quarterly risk assessments conducted	New project	4	-	-	1	-	-	1	-	-	1	-	-	1	4	4	4	4

Natio nal KPA 6	Municipal Strategic Focus Area	Strategic Objective	Key Performance Indicator	Baseline	Annual target	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	YR 2	YR3	YR4	YR5	
Safety and Security	6.1. Potable water	Facilitate provision of safe drinking water throughout the district.	Number of non-compliant water sources sampled.	55	60	-	-	15	-	-	15	-	-	15	-	-	15	60	60	60	60	
			% improvement on non-compliant water sources.	New project	100%	-	-	-	-	-	-	50%	-	-	80%	-	-	-	100%	100%	100%	100%
	6.2. Food selling outlets inspections	Ensure that all food selling outlets comply with required legislation each year	Number of food selling outlets inspected	250	50	-	-	5	-	-	-	15	-	-	15	-	-	15	50	50	50	50
			Number of food samples taken	1000	1000	-	-	150	-	-	-	300	-	-	300	-	-	-	250	1000	1000	1000
	6.3. Air quality control	Establish air quality emission inventory.	Number of progress reports developed	-	10	-	-	10	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		Register all companies that emit contaminated air.	Number of companies to be registered.	New project	10	-	-	-	-	-	-	-	-	-	-	-	-	10	-	-	-	-
	6.4. Environmental Development	Maintain identified parks in Virginia and	Number of parks maintained	18	4	-	-	4	-	-	-	4	-	-	4	-	-	4	4	4	4	4

nt	Odendaalsrus																				
6.5. Waste Management	Monitor all waste management sites throughout the district.	Number of waste management advisory reports written	New project	4	-	-	1	-	-	1	-	-	1	-	-	1	4	4	4	4	
	Assess all waste collection services in the district.	Number of waste collection assessments conducted	New project	4	-	-	1	-	-	1	-	-	1	-	-	1	4	4	4	4	
	Conduct awareness campaigns in conjunction with respective local municipalities in the district.	Number of waste management campaigns held	New project	5	-	-	1	-	-	2	-	-	1	-	-	1	5	5	5	5	
6.6. Disaster Management	Increase disaster management awareness throughout the district.	Number of disaster awareness campaigns held.	2	2	-	-	-	-	-	1	-	-	1	-	-	-	2	2	2	2	
	Coordinate all disasters for purposes of providing needed assistance	Number of disasters positively responded to for the term.	4	As per occurrence	As per occurrence	As per occurrence	As per occurrence	As per occurrence	As per occurrence	As per occurrence	As per occurrence	As per occurrence	As per occurrence	As per occurrence	As per occurrence	As per occurrence	As per occurrence	As per occurrence	As per occurrence	As per occurrence	

6.7. Sports, Recreation, Arts and Culture	Coordinate all youth Development programmes in the district.	Number of events successfully coordinated	4	4	-	-	1	1	-	-	-	-	1	-	-	1	4	4	4	4
	Coordinate OR Tambo Games programme in the district.	Number of events successfully coordinated	1	1	-	-	-	1	-	-	-	-	-	-	-	-	1	1	1	1
	Coordinate all municipal sports in the municipality.	Number of events successfully coordinated	1	1	-	-	-	-	1	-	-	-	-	-	-	-	1	1	1	1
	Coordinate all arts and culture related activities in the district	Number of arts and culture activities successfully coordinated	4	4	-	-	1	-	-	1	-	-	1	-	-	1	4	4	4	4
6.8. Disaster Relief Fund	To respond timeously to all disaster events throughout the district.	Number of disasters successfully responded to.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6.9. Disaster Relief awareness	To conduct disaster relief awareness throughout the district.	Number of disaster awareness campaigns conducted.	4	4	-	-	1	-	-	1	-	-	1	-	-	1	4	4	4	4

	6.10. Crime prevention	Conduct crime prevention awareness campaigns	Number of crime prevention awareness campaigns conducted	-	1	-	-	-	-	1	-	-	-	-	-	-	-	1	1	1	1
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Chapter 5

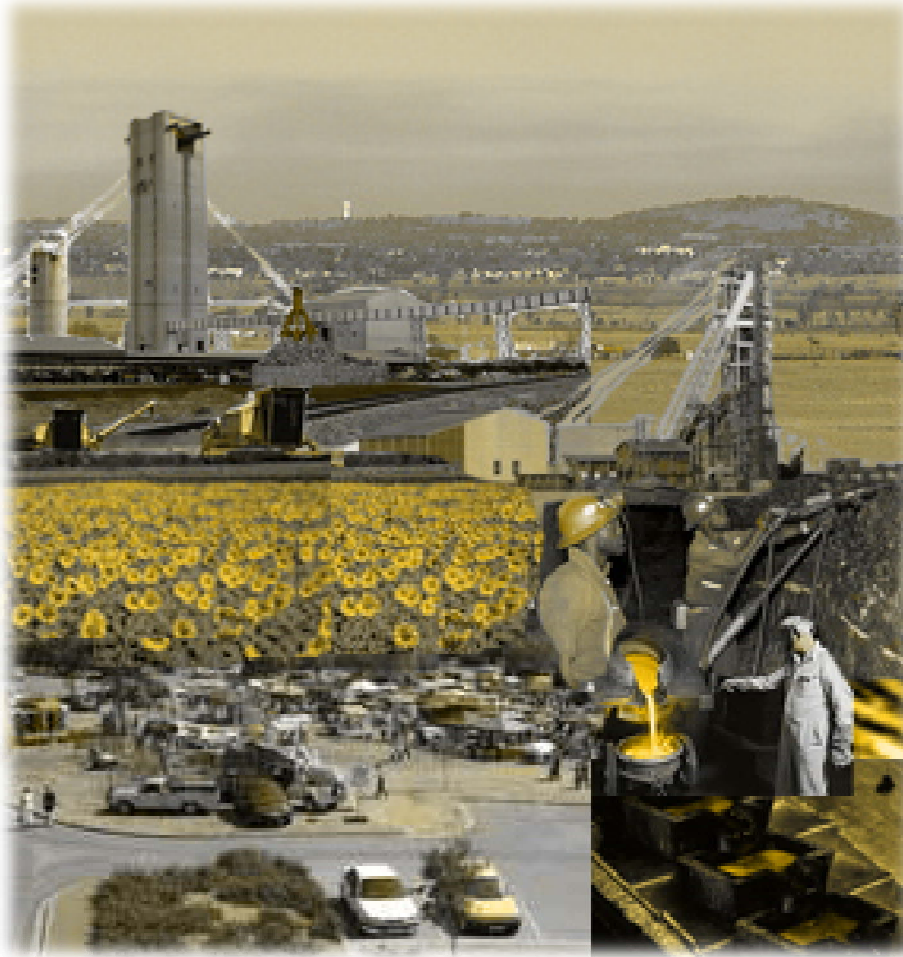
**Budget summary,
2013/14 Budget**

DC18 Lejweleputswa - Table A1 Budget Summary										
Description	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
R thousands										
Financial Performance										
Property rates	-	-	-	-	-	-	-	-	-	-
Service charges	-	-	-	-	-	-	-	-	-	-
Investment revenue	5 076	3 551	2 877	1 680	1 680	1 680	-	1 668	1 670	1 670
Transfers recognised - operational	88 139	92 852	96 214	100 387	100 489	100 489	-	104 076	109 155	115 676
Other own revenue	975	774	1 358	685	735	735	-	564	380	71
Total Revenue (excluding capital transfers and contributions)	94 190	97 177	100 449	102 752	102 904	102 904	-	106 308	111 205	117 417
Employee costs	41 081	43 397	43 239	49 515	48 727	48 727	-	54 802	58 364	61 866
Remuneration of councillors	6 273	5 929	6 490	7 909	7 909	7 909	-	8 374	8 918	9 453
Depreciation & asset impairment	3 726	5 633	7 956	7 845	7 845	7 845	-	6 027	6 539	7 193
Finance charges	4 054	3 836	3 107	2 841	2 841	2 841	-	2 583	2 321	2 022
Materials and bulk purchases	-	-	-	-	-	-	-	-	-	-
Transfers and grants	10 774	12 234	7 966	4 450	4 450	4 450	-	4 450	4 450	4 450
Other expenditure	21 989	29 122	47 770	29 315	33 352	33 352	-	29 131	31 622	33 158
Total Expenditure	87 897	100 151	116 527	101 874	105 124	105 124	-	105 366	112 214	118 142
Surplus/(Deficit)	6 293	(2 974)	078 ⁽¹⁶⁾	878	(2 220)	(2 220)	-	942	(1 009)	(725)
Transfers recognised - capital	-	-	-	-	-	-	-	-	-	-
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	6 293	(2 974)	078 ⁽¹⁶⁾	878	(2 220)	(2 220)	-	942	(1 009)	(725)
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	6 293	(2 974)	078 ⁽¹⁶⁾	878	(2 220)	(2 220)	-	942	(1 009)	(725)
Capital expenditure & funds sources										
Capital expenditure	13 821	9 511	9 151	3 842	3 842	3 842	-	3 170	361	110
Transfers recognised - capital	-	-	-	-	-	-	-	-	-	-

Public contributions & donations	-	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	13 821	9 511	9 151	3 842	3 842	3 842	-	3 170	361	110
Total sources of capital funds	13 821	9 511	9 151	3 842	3 842	3 842	-	3 170	361	110
Financial position										
Total current assets	58 369	51 058	32 871	30 559	27 535	27 535	-	18 000	12 000	9 000
Total non current assets	87 804	90 640	83 545	65 821	65 491	65 491	-	62 321	61 960	61 850
Total current liabilities	11 433	8 522	7 996	9 307	8 555	8 555	-	7 768	6 849	7 104
Total non current liabilities	24 749	24 646	23 907	21 273	21 273	21 273	-	19 737	18 008	15 040
Community wealth/Equity	109 992	108 530	84 513	65 800	63 198	63 198	-	52 816	49 103	48 706
Cash flows										
Net cash from (used) operating	12 604	5 216	(1 870)	8 723	6 607	6 607	-	858	(2 808)	(2 596)
Net cash from (used) investing	(12 821)	15 368	(5 044)	6 843	6 843	6 843	-	(3 170)	(361)	(110)
Net cash from (used) financing	(1 374)	(1 863)	(1 706)	(1 585)	(1 793)	(1 793)	-	1 847	2 113	2 380
Cash/cash equivalents at the year end	52 744	71 465	62 846	36 827	34 504	34 504	22 846	34 038	32 983	32 656
Cash backing/surplus reconciliation										
Cash and investments available	50 009	43 734	31 115	21 605	21 605	21 605	-	18 000	12 000	9 000
Application of cash and investments	4 292	4 689	5 785	(2 103)	920	920	-	5 921	4 736	5 058
Balance - surplus (shortfall)	45 717	39 046	25 330	23 707	20 684	20 684	-	12 079	7 264	3 942
Asset management										
Asset register summary (WDV)	1 185	916	4 812	330	-	-	-	-	-	-
Depreciation & asset impairment	3 726	5 633	7 956	7 845	7 845	7 845	6 027	6 027	6 539	7 193
Renewal of Existing Assets	-	7 595	-	1 000	1 000	1 000	1 000	200	-	-
Repairs and Maintenance	724	803	1 575	913	624	624	756	756	804	854
Free services										
Cost of Free Basic Services provided	-	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided	-	-	-	-	-	-	-	-	-	-
Households below minimum service level										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

DC18 Lejweleputswa - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)										
Vote Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
					Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast
R thousand										
Revenue by Vote	1									
Vote 1 - Executive Mayor		-	11 511	-	-	-	-	-	-	-
Vote 2 - Speaker		-	3 270	-	-	-	-	-	-	-
Vote 3 - Mayoral Committee		-	5 843	-	-	-	-	-	-	-
Vote 4 - Council General		86 145	17 881	94 343	98 137	98 137	98 137	101 936	106 971	113 459
Vote 5 - Municipal Manager		-	6 731	-	-	-	-	-	-	-
Vote 6 - Budget & Treasury		7 500	11 571	5 315	3 615	3 665	3 665	3 482	3 300	2 991
Vote 7 - Corporate Services		-	6 735	-	-	102	102	-	-	-
Vote 8 - Human Resources		-	2 504	-	-	-	-	-	-	-
Vote 9 - Information Technology		-	1 882	-	-	-	-	-	-	-
Vote 10 - Property		-	1 654	-	-	-	-	-	-	-
Vote 11 - Municipal Support		-	1 099	-	-	-	-	-	-	-
Vote 12 - Planning Development		544	7 911	790	1 000	1 000	1 000	890	934	967
Vote 13 - Community & Social Services		-	5 438	-	-	-	-	-	-	-
Vote 14 - Environmental Health Services		-	11 163	-	-	-	-	-	-	-
Vote 15 - Tourism		-	1 985	-	-	-	-	-	-	-
Total Revenue by Vote	2	94 190	97 177	100 449	102 752	102 904	102 904	106 308	111 205	117 417
Expenditure by Vote to be appropriated	1									
Vote 1 - Executive Mayor		7 876	11 742	19 772	7 731	9 391	9 391	10 034	10 596	11 156
Vote 2 - Speaker		2 590	2 860	2 550	2 890	2 820	2 820	2 827	3 007	3 186
Vote 3 - Mayoral Committee		4 843	5 423	4 352	5 118	4 918	4 918	5 526	5 882	6 234
Vote 4 - Council General		25 318	26 536	25 850	15 352	15 558	15 558	16 083	17 274	17 651
Vote 5 - Municipal Manager		7 585	7 846	8 219	11 445	12 016	12 016	10 382	11 050	11 714
Vote 6 - Budget & Treasury		9 845	10 116	10 401	15 314	14 780	14 780	16 197	17 121	18 026
Vote 7 - Corporate Services		4 751	5 719	5 944	9 171	8 746	8 746	10 322	11 181	11 861
Vote 8 - Human Resources		1 128	1 361	2 123	-	-	-	-	-	-
Vote 9 - Information Technology		1 189	1 497	1 887	-	-	-	-	-	-
Vote 10 - Property		1 573	1 255	4 157	4 739	4 542	4 542	4 686	5 052	5 490
Vote 11 - Municipal Support		453	1 987	1 349	-	-	-	-	-	-
Vote 12 - Planning Development		7 512	8 753	11 694	8 330	8 082	8 082	6 341	6 721	7 097
Vote 13 - Community & Social Services		4 541	3 754	4 730	9 931	9 254	9 254	7 755	8 242	8 731

Vote 14 - Environmental Health Services		7 514	9 527	9 229	11 722	11 389	11 389	12 662	13 461	14 265
Vote 15 - Tourism		1 182	1 777	4 268	130	3 630	3 630	2 550	2 628	2 733
Total Expenditure by Vote	2	87 897	100 151	116 527	101 874	105 124	105 124	105 366	112 214	118 142
Surplus/(Deficit) for the year	2	6 293	(2 974)	(16 078)	878	(2 220)	(2 220)	942	009	(725)
<i>References</i>										
<i>1. Insert 'Vote': e.g. department, if different to standard classification structure</i>										
<i>2. Must reconcile to Budgeted Financial Performance (revenue and expenditure)</i>										
<i>3. Assign share in 'associate' to relevant Vote</i>										



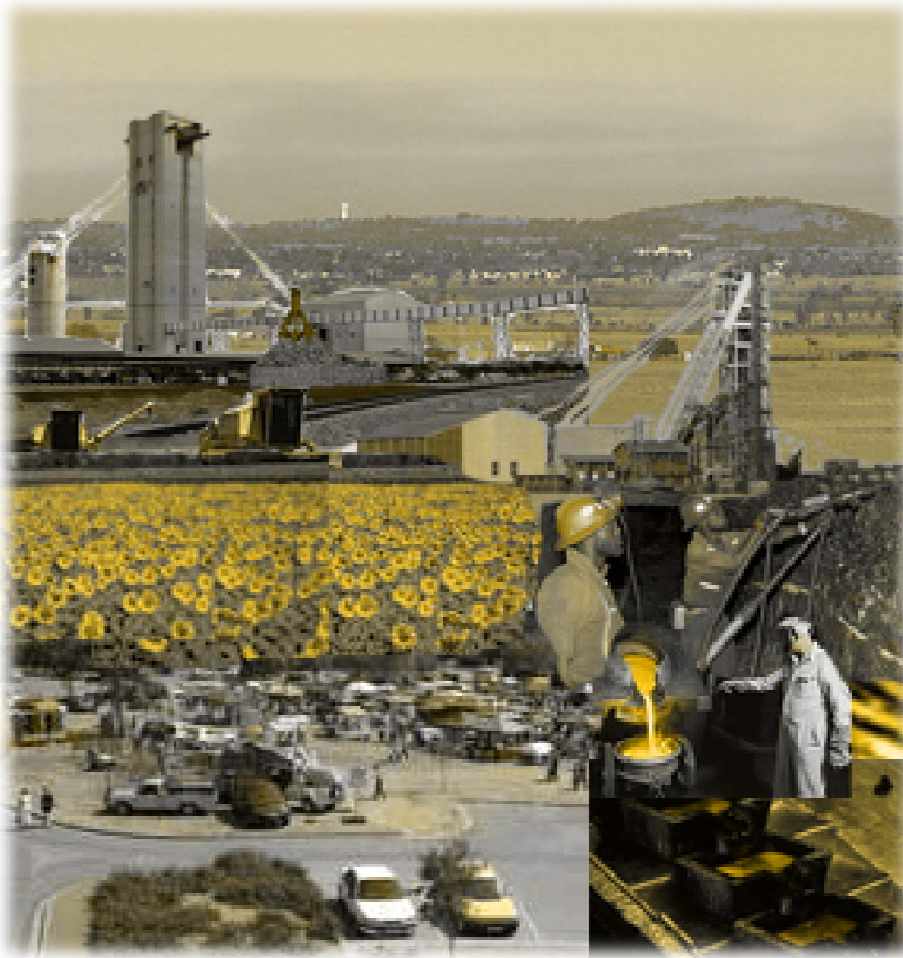
Chapter 6

Expenditure Forecast, 2013/14 Budget

DC18 Lejweleputswa - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding											
Vote Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
Vote 1 - Executive Mayor		-	-	-	-	-	-	-	-	-	-
Vote 2 - Speaker		-	-	-	-	-	-	-	-	-	-
Vote 3 - Mayoral Committee		-	-	-	-	-	-	-	-	-	-
Vote 4 - Council General		-	-	-	-	-	-	-	-	-	-
Vote 5 - Municipal Manager		-	-	-	-	-	-	-	-	-	-
Vote 6 - Budget & Treasury		-	-	-	-	-	-	-	-	-	-
Vote 7 - Corporate Services		-	-	-	-	-	-	-	-	-	-
Vote 8 - Human Resources		-	-	-	-	-	-	-	-	-	-
Vote 9 - Information Technology		-	-	-	-	-	-	-	-	-	-
Vote 10 - Property		-	-	-	-	-	-	-	-	-	-
Vote 11 - Municipal Support		-	-	-	-	-	-	-	-	-	-
Vote 12 - Planning Development		-	-	-	-	-	-	-	-	-	-
Vote 13 - Community & Social Services		-	-	-	-	-	-	-	-	-	-
Vote 14 - Environmental Health Services		-	-	-	-	-	-	-	-	-	-
Vote 15 - Tourism		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	-	-	-	-	-	-	-	-	-	-
Single-year expenditure to be appropriated	2										
Vote 1 - Executive Mayor		31	33	74	40	40	40	-	59	-	-
Vote 2 - Speaker		21	12	27	30	30	30	-	35	-	-
Vote 3 - Mayoral Committee		-	-	69	20	20	20	-	30	-	-
Vote 4 - Council General		6 347	5 003	91	260	260	260	-	965	200	-
Vote 5 - Municipal Manager		17	21	106	200	200	200	-	80	-	-
Vote 6 - Budget & Treasury		107	49	86	945	945	945	-	83	20	10
Vote 7 - Corporate Services		77	-	1	22	22	22	-	346	-	-
Vote 8 - Human Resources		-	-	9	-	-	-	-	-	-	-
Vote 9 - Information Technology		1 198	208	544	-	-	-	-	-	-	-
Vote 10 - Property		9	-	787	1 300	1 300	1 300	-	450	100	100
Vote 11 - Municipal Support		-	-	18	-	-	-	-	-	-	-
Vote 12 - Planning Development		2 125	13	30	25	25	25	-	50	15	-
Vote 13 - Community & Social Services		3 888	4 075	7 260	-	-	-	-	150	26	-

Vote 14 - Environmental Health Services		1	96	50	1 000	1 000	1 000	-	923	-	-
Vote 15 - Tourism		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		13 821	9 511	9 151	3 842	3 842	3 842	-	3 170	361	110
Total Capital Expenditure - Vote		13 821	9 511	9 151	3 842	3 842	3 842	-	3 170	361	110
Capital Expenditure - Standard											
Governance and administration		7 807	5 326	1 812	2 817	2 817	2 817	-	2 047	320	110
Executive and council		6 416	5 070	367	550	550	550	-	1 169	200	-
Budget and treasury office		107	49	104	945	945	945	-	83	20	10
Corporate services		1 284	208	1 340	1 322	1 322	1 322	-	796	100	100
Community and public safety		3 888	4 075	7 260	-	-	-	-	150	26	-
Community and social services		3 888	4 075	7 260	-	-	-	-	150	26	-
Sport and recreation											
Public safety											
Housing											
Health											
Economic and environmental services		2 126	110	80	1 025	1 025	1 025	-	973	15	-
Planning and development		2 125	13	30	25	25	25	-	50	15	-
Road transport											
Environmental protection		1	96	50	1 000	1 000	1 000	-	923	-	-
Trading services		-	-	-	-	-	-	-	-	-	-
Electricity											
Water											
Waste water management											
Waste management											
Other											
Total Capital Expenditure - Standard	3	13 821	9 511	9 151	3 842	3 842	3 842	-	3 170	361	110
Funded by:											
National Government											
Provincial Government											
District Municipality											
Other transfers and grants											
Transfers recognised - capital	4	-	-	-	-	-	-	-	-	-	-
Public contributions & donations	5										
Borrowing	6										
Internally generated funds		13 821	9 511	9 151	3 842	3 842	3 842	-	3 170	361	110
Total Capital Funding	7	13 821	9 511	9 151	3 842	3 842	3 842	-	3 170	361	110
<u>References</u>											

1. Municipalities may choose to appropriate for capital expenditure for three years or for one year (if one year appropriation projected expenditure required for yr2 and yr3).									
2. Include capital component of PPP unitary payment. Note that capital transfers are only appropriated to municipalities for the budget year									
3. Capital expenditure by standard classification must reconcile to the appropriations by vote									
4. Must reconcile to supporting table SA20 and to Budgeted Financial Performance (revenue and expenditure)									
5. Must reconcile to Budgeted Financial Performance (revenue and expenditure)									
6. Include finance leases and PPP capital funding component of unitary payment - total borrowing/repayments to reconcile to changes in Table SA17									
7. Total Capital Funding must balance with Total Capital Expenditure									
8. Include any capitalised interest (MFMA section 46) as part of relevant capital budget									



Chapter 7

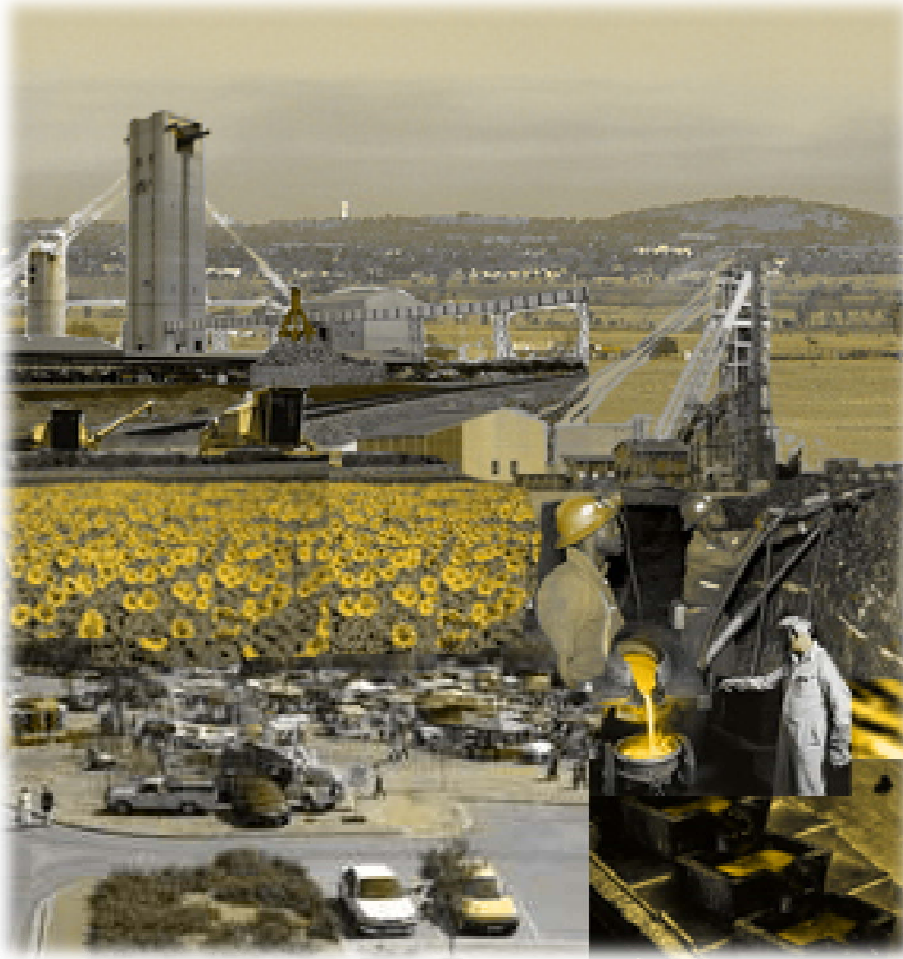
Transfers and Subsidies- 2013/14 Budget

DC18 Lejweleputswa - Supporting Table SA18 Transfers and grant receipts										
Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
R thousand										
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		85 572	92 672	96 211	100 387	100 387	100 387	104 076	109 155	115 676
Local Government Equitable Share		15 883	21 182	21 907	23 155	23 155	23 155	24 735	26 565	30 762
RSC Levy Replacement		67 695	69 740	71 828	73 982	73 982	73 982	76 201	78 487	80 432
Finance Management		1 449	1 000	1 250	1 250	1 250	1 250	1 250	1 250	1 250
Municipal Systems Improvement		544	750	790	1 000	1 000	1 000	890	934	967
EPWP Incentive				436	1 000	1 000	1 000	1 000		
Rural Roads Asset Management Systems Grant									1 919	2 265
Provincial Government:		-	-	-	-	-	-	-	-	-
Rural Roads Asset Management Systems Grant										
District Municipality:		-	-	-	-	-	-	-	-	-
<i>[insert description]</i>										
Other grant providers:		2 567	-	-	-	-	-	-	-	-
LGSETA										
<i>Other grant providers:</i>		2 567								
Total Operating Transfers and Grants	5	88 139	92 672	96 211	100 387	100 387	100 387	104 076	109 155	115 676

Capital Transfers and Grants										
National Government:		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert desc]										
Provincial Government:		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert description]										
District Municipality:		-	-	-	-	-	-	-	-	-
[insert description]										
Other grant providers:		-	-	-	-	-	-	-	-	-
LGSETA										
Total Capital Transfers and Grants	5	-	-	-	-	-	-	-	-	-
TOTAL RECEIPTS OF TRANSFERS & GRANTS		88 139	92 672	96 211	100 387	100 387	100 387	104 076	109 155	115 676

References

1. Each transfer/grant is listed by name as gazetted together with the name of the transferring department or municipality, donor or other organisation
2. Amounts actually RECEIVED; not revenue recognised (objective is to confirm grants transferred)
3. Replacement of RSC levies
4. Housing subsidies for housing where ownership transferred to organisations or persons outside the control of the municipality
5. Total transfers and grants must reconcile to Budgeted Cash Flows
6. Motor vehicle licensing refunds to be included under 'agency' services (Not Grant Receipts)



Chapter 8

Capital Expenditure Forecasts, 2013/14 Budget

DC18 Lejweleputswa - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding											
Vote Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Capital expenditure - Municipal Vote											
Multi-year expenditure appropriation	2										
Vote 1 - Executive Mayor		-	-	-	-	-	-	-	-	-	-
1.9 - Expenditure sub vote									-	-	-
Vote 2 - Speaker		-	-	-	-	-	-	-	-	-	-
2.9 - Expenditure sub vote									-	-	-
Vote 3 - Mayoral Committee		-	-	-	-	-	-	-	-	-	-
3.9 - Expenditure sub vote									-	-	-
Vote 4 - Council General		-	-	-	-	-	-	-	-	-	-
4.9 - Expenditure sub vote									-	-	-
Vote 5 - Municipal Manager		-	-	-	-	-	-	-	-	-	-
5.9 - Expenditure sub vote									-	-	-
Vote 6 - Budget & Treasury		-	-	-	-	-	-	-	-	-	-
6.9 - Expenditure sub vote									-	-	-
Vote 7 - Corporate Services		-	-	-	-	-	-	-	-	-	-
7.9 - Expenditure sub vote									-	-	-
Vote 8 - Human Resources		-	-	-	-	-	-	-	-	-	-
8.9 - Expenditure sub vote									-	-	-
Vote 9 - Information Technology		-	-	-	-	-	-	-	-	-	-
9.9 - Expenditure sub vote									-	-	-
Vote 10 - Property		-	-	-	-	-	-	-	-	-	-
10.9 - Expenditure sub vote									-	-	-
Vote 11 - Municipal Support		-	-	-	-	-	-	-	-	-	-
11.9 - Expenditure sub vote									-	-	-
Vote 12 - Planning Development		-	-	-	-	-	-	-	-	-	-
12.9 - Expenditure sub vote									-	-	-

Vote 13 - Community & Social Services		-	-	-	-	-	-	-	-	-	-
13.9 - Expenditure sub vote											
Vote 14 - Environmental Health Services		-	-	-	-	-	-	-	-	-	-
14.9 - Expenditure sub vote											
Vote 15 - Tourism		-	-	-	-	-	-	-	-	-	-
15.9 - Expenditure sub vote											
Capital multi-year expenditure sub-total		-	-	-	-	-	-	-	-	-	-
Capital expenditure - Municipal Vote											
Single-year expenditure appropriation	2										
Vote 1 - Executive Mayor		31	33	74	40	40	40	-	59	-	-
1.9 - Expenditure sub vote		31	33	74	40	40	40		59		
Vote 2 - Speaker		21	12	27	30	30	30	-	35	-	-
2.9 - Expenditure sub vote		21	12	27	30	30	30		35		
Vote 3 - Mayoral Committee		-	-	69	20	20	20	-	30	-	-
3.9 - Expenditure sub vote				69	20	20	20		30		
Vote 4 - Council General		6 347	5 003	91	260	260	260	-	965	200	-
4.9 - Expenditure sub vote		6 347	5 003	91	260	260	260		965	200	
Vote 5 - Municipal Manager		17	21	106	200	200	200	-	80	-	-
5.9 - Expenditure sub vote		17	21	106	200	200	200		80		
Vote 6 - Budget & Treasury		107	49	86	945	945	945	-	83	20	10
6.9 - Expenditure sub vote		107	49	86	945	945	945		83	20	10
Vote 7 - Corporate Services		77	-	1	22	22	22	-	346	-	-
7.9 - Expenditure sub vote		77		1	22	22	22		346		
Vote 8 - Human Resources		-	-	9	-	-	-	-	-	-	-
8.9 - Expenditure sub vote				9							
Vote 9 - Information Technology		1 198	208	544	-	-	-	-	-	-	-
9.9 - Expenditure sub vote		1 198	208	544							
Vote 10 - Property		9	-	787	1 300	1 300	1 300	-	450	100	100
10.9 - Expenditure sub vote		9		787	1 300	1 300	1 300		450	100	100
Vote 11 - Municipal Support		-	-	18	-	-	-	-	-	-	-
11.9 - Expenditure sub vote				18							
Vote 12 - Planning Development		2 125	13	30	25	25	25	-	50	15	-
12.9 - Expenditure sub vote		2 125	13	30	25	25	25		50	15	

Vote 13 - Community & Social Services		3 888	4 075	7 260	-	-	-	-	150	26	-
13.9 - Expenditure sub vote		3 888	4 075	7 260					150	26	
Vote 14 - Environmental Health Services		1	96	50	1 000	1 000	1 000	-	923	-	-
14.9 - Expenditure sub vote		1	96	50	1 000	1 000	1 000		923		
Vote 15 - Tourism		-	-	-	-	-	-	-	-	-	-
15.9 - Expenditure sub vote											
Capital single-year expenditure sub-total		13 821	9 511	9 151	3 842	3 842	3 842	-	3 170	361	110
Total Capital Expenditure		13 821	9 511	9 151	3 842	3 842	3 842	-	3 170	361	110