

*John Taolo Gaetsewe
District Municipality*



**Revised Municipal
Service Delivery and
Budget Implementation Plan:
2014-2015 Financial Year**

Index

CHAPTER 1: INTRODUCTION		<i>Pg.</i>	331
1.1	Constitutional Framework for Strategy Implementation		332
1.2	Service Delivery and Budget Implementation Plan (SDBIP)		334
1.3	Contents and Format of the SDBIP		336
1.4	The SDBIP and the Organizational Performance Management System		338
1.5	The SDBIP and the Individual Performance Management System		340
CHAPTER 2: MUNICIPAL DEVELOPMENT STRATEGIES FROM THE 2013/14 REVISED IDP		<i>Pg.</i>	341
2.1	Introduction		342
2.2	Five (5) National Key Performance Areas (KPA) and 12 National Outcomes		342
2.3	Priority Issue – Water and Sanitation		346
2.4	Priority Issue – Roads and Transport		347
2.5	Priority Issue – Local Economic Development		347
2.6	Priority Issue – Land Development		347
2.7	Priority Issue – Integrated Human Settlements		348
2.8	Priority Issue – Sustainable Development Orientated Municipality		348
2.9	Priority Issue – Sustainable Development Orientated Municipality (Cont.)		348
2.10	Priority Issue – Environmental, Climate Change and Municipal Health		349
2.11	Priority Issue – Disaster Management		350
2.12	Priority Issue – Promotion of Health in the District		350
CHAPTER 3: MUNICIPAL DEVELOPMENT OBJECTIVES		<i>Pg.</i>	351
3.1	Basic Services and Infrastructure		352
3.2	Local Economic Development (LED)		366
3.3	Good Governance and Public Participation		371
3.4	Institutional Transformation and Organisational Development		377
3.5	Financial Viability and Management		381
CHAPTER 4: 2014/2015 REVIEW BUDGET		<i>Pg.</i>	384
4.1	Revenue and Expenditure		385
4.2	Budgeted Financial Position		385
4.3	Cash Flow Projections		387

Chapter 1

Introduction

1.1 Constitutional Framework for Strategy Implementation

1.1 Constitutional Framework for Strategy Implementation

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

Section 152: Objects of Local Government

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

Section 153: Developmental duties of Local Government

A municipality must

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

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

Section 19 (Structures Act, 1998): Municipal Objectives

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

Section 83: Municipal Structures Act

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

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

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

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

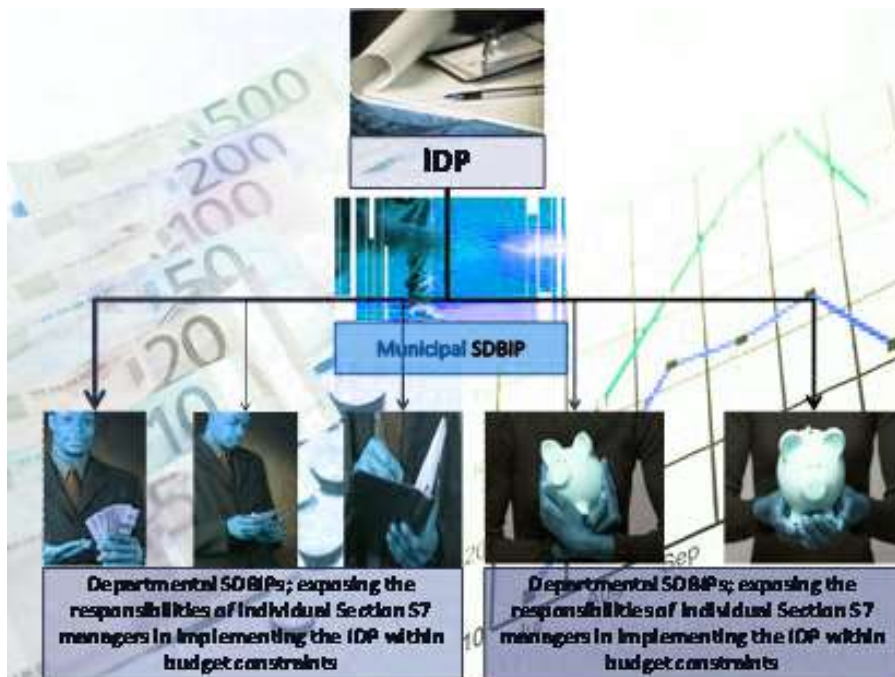
- (1) *A district municipality has the following functions and powers:*
 - (a) *Integrated development planning for the district municipality as a whole, including a framework for integrated development plans of all municipalities in the area of the district municipality.*
 - (b) *Potable water supply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

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

1.2 Service Delivery and Budget Implementation Plan (SDBIP)

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

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



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

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

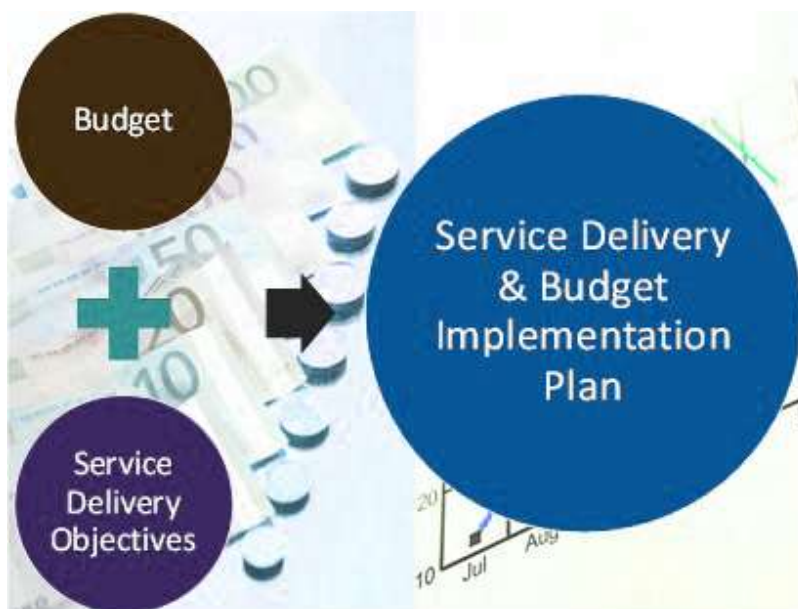
The responsibilities (service delivery and budget) of the various section 57 managers are then consolidated in the Municipal SDBIP.

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



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

Figure 3: Input Components to the SDBIPs



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

Figure 4: The SDBIPs as a performance management tool



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

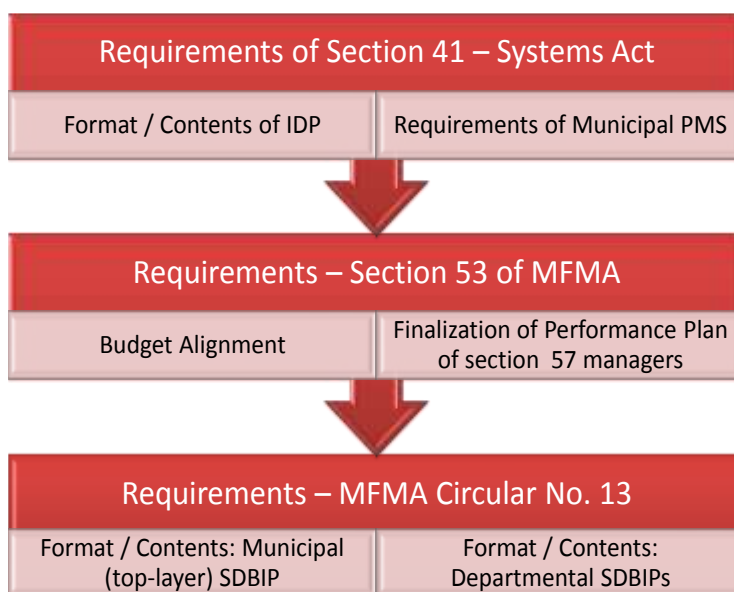
1.3 Contents and Format of the SDBIP

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

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

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

Figure 6: Statutory framework for the compilation of SDBIPs



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

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

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

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

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

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

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

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

1.4 The SDBIP and the Organizational Performance Management System

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

Performance outcomes will be set for the municipality as part of the integrated strategic planning and IDP review processes. These outcomes represent envisaged *deliverables* and could be regarded as

the *performance indicators* for the municipality. These performance indicators would be published as required in terms of the Municipality Systems Act, 2000. In order to give practical effect to the legislative requirements of section 26 of the Municipal Systems Act, 2000, the Municipality identifies the developmental priorities and objectives from the IDP to inform the Municipal Performance Management System.

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

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

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

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

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

Regulation 13 (4):

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

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

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

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

1.5 The SDBIP and the Individual Performance Management System

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

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

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

Chapter 2

Municipal Development Strategies

from the 2014/15 Review IDP

2.1 Introduction

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

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

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

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

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

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

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

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

Outcome 1: Improved quality of basic education.

Outcome 2: A long and healthy life for all South Africans.

Outcome 3: All people in South Africa are and feel safe.

Outcome 4: Decent employment through inclusive economic growth.

Outcome 5: A skilled and capable workforce to support an inclusive growth path.

Outcome 6: An efficient, competitive and responsive economic infrastructure network.

Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all.

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

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

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

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

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

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

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

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

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

Figure / Table / Graph 2.1: Applicable Constitutional functions of municipalities

Schedule 4 (Part B)	Schedule 5 (Part B)
<ul style="list-style-type: none"> ✓ Air pollution ✓ Building regulations ✓ Child care facilities ✓ Electricity and gas reticulation ✓ Firefighting services ✓ Local tourism ✓ Municipal airports ✓ Municipal planning ✓ Municipal health services ✓ Municipal public transport ✓ Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law 	<ul style="list-style-type: none"> ✓ Billboards and the display of advertisements in public places ✓ Cemeteries, funeral parlours and crematoria ✓ Cleansing ✓ Control of public nuisances ✓ Control of undertakings that sell liquor to the public ✓ Facilities for the accommodation, care and burial of animals ✓ Fencing and fences ✓ Licensing of dogs ✓ Licensing and control of undertakings that sell food to the public ✓ Local amenities ✓ Local sport facilities

<ul style="list-style-type: none"> ✓ Stormwater management systems in built-up areas ✓ Trading regulations ✓ Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems 	<ul style="list-style-type: none"> ✓ Markets ✓ Municipal abattoirs ✓ Municipal parks and recreation ✓ Municipal roads ✓ Noise pollution ✓ Pounds ✓ Public places ✓ Refuse removal, refuse dumps and solid waste disposal ✓ Street trading ✓ Street lighting ✓ Traffic and parking
--	--

In the context of the above-mentioned constitutional prescribed framework, the responsibilities of the district municipality is prescribed in section 83; read in conjunction with the requirements of sections 84 and 88 of the Municipal Systems Act, 1998. These responsibilities could be explained as follows:

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

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

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

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

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

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

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

Figure / Table / Graph 2.2: Positioning of the functions and responsibilities of district municipalities in relation to the integrated municipal governance framework

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

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

Figure / Table / Graph 2.3: Context of the responsibilities of the Municipal Structures Act, 1998 in terms of district-wide service rendering

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

2.3 WATER AND SANITATION

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

2.4 ROADS & TRANSPORT

Priority	Common Issues effecting the entire District	Role of the District Municipality in facilitating development in the district
Roads & Transport	<ul style="list-style-type: none"> • Access roads in poor condition • Connector roads in poor condition – will also improve economic activity and therefore increase the revenue base • Provincial roads in poor condition • Bridges and road signs in the jurisdiction of local municipalities • Weighing bridges (money collection) • Congestion of traffic in Kuruman and Kathu 	<ul style="list-style-type: none"> • Review of the Integrated Transport Plan • Promote non-motorized transport (main needs exposed in the ITP) • Promote mixed modes of transport, mixed land uses and integration of planning with existing systems

2.5 LOCAL ECONOMIC DEVELOPMENT

Priority	Common Issues effecting the entire District	Role of the District Municipality in facilitating development in the district
Local Economic Development (LED)	<ul style="list-style-type: none"> • Communities not benefitting from economic activities such as mining, procurements, etc. • Too much emphasis on the mining sector. The economic planning in the district must be more balanced • Some LED opportunities, such as sand mining, are not adequately pursued • SMME development. (National LED Framework) 	<ul style="list-style-type: none"> • Coordinated approach negotiated with mines • Enforcement of legislation in relation to the revised Mining Charter and revised Social Labour Plans • Development of LED Strategies and Policies • Monitor compliance with the mining charter • District Mining Forum for interaction with the mines (LED Forum to play this role. One sub-committee will be the mining forum) • Reconcile between land development policies of district and Department of Mineral Resources granting of mining licenses. Consultation required. • Ensure sharing of common understanding of what LED is and the role of local government in LED throughout the district. • Promote PPPs. • Enter into service level agreements with LMs about tourism development in the district. • Support the tourism association in line with the Northern Cape Tourism White Paper. • CRDP coordination

2.6 LAND DEVELOPMENT

Priority	Common Issues effecting the entire District	Role of the District Municipality in facilitating development in the district
Land Development and reform	<ul style="list-style-type: none"> • Land use management systems (LUMS) must be established for all LM areas. LUMS must promote sustainable development and land use control • Traditional leaders. Joe Morolong does not yet have town planning regulations (LUMS) for the former non-DMA area • District must support LMs to ensure that all processes are followed with land utilization processes 	<ul style="list-style-type: none"> • Support local municipalities to improve relationships with Traditional Leadership in relation to land administration to ensure uniformity throughout the District • Support local municipalities in enforcing by-laws related to land use management. • Support municipalities in terms of the vesting of land. • Sensitise the Department of Land Affairs about the shortage of land. • Assist local municipalities to establish LUMS for all municipal areas. • Assist Local Municipalities with the review of Spatial Development Frameworks

2.7 INTEGRATED HUMAN SETTLEMENTS

Priority	Common Issues effecting the entire District	Role of the District Municipality in facilitating development in the district
Integrated Human Settlements	<ul style="list-style-type: none"> • Availability of land and provision of infrastructure • Eradication of mud houses • Address all back locks of houses in Gamagara • Housing for community and employees in Gamagara 	<ul style="list-style-type: none"> • Support local municipalities in land management • Integration with other sectors (such as development of core skills, etc.) • Sourcing of funds • Development of Business plans • Assistance with formulizing, training and workshops to facilitate the formalizing of the formal areas • Housing accreditation – level 1 achieved, level 2 to be addressed- Capacity building of housing unit, training and development and appointment of staff in the unit • Upgrading of informal settlement with access to basic services and secure tenure • Community consultation and participation-participatory rural appraisal in the process of identifying needs and providing human settlements • Securing of funds for housing needs register/database • Transfer of houses to owners where applicable (function of local municipalities)

2.8 SUSTAINABLE DEVELOPMENT ORIENTATED MUNICIPALITY

Priority	Common Issues effecting the entire District	Role of the District Municipality in facilitating development in the district
Sustainable Development Orientated Municipality	Financial Viability <ul style="list-style-type: none"> • % of Capital spent (alignment with Outcome 9) • Funding • Insufficient funding 	<ul style="list-style-type: none"> • Support in terms of assistance with the compilation of Financial Statements and Systems • Assistance in the drafting of Business Plans to obtain conditional grants • Consultation in terms of planning issues • Skills transfer where applicable – shared services (benchmarking) • Informal training (workshops) on new legislation
	Organisational Development <ul style="list-style-type: none"> • (Filling of Senior posts) • Employment Equity • Skills Development • Employee wellness policy and strategy 	<ul style="list-style-type: none"> • Assistance in line with service level agreements with the Local Municipalities where applicable-shared services in terms of service level agreement (for example Internal Audit) • Ensure synergy in terms of institutional support to all Local Municipalities • Employee wellness programmes coordination
	Anti Corruption <ul style="list-style-type: none"> • Disclosure and declaration of interests • Fraud prevention Plan 	<ul style="list-style-type: none"> • Support with drafting of Anti-Fraud and Anti-Corruption Plans or Strategies

2.9 SUSTAINABLE DEVELOPMENT ORIENTATED MUNICIPALITY (cont)

Priority	Common Issues effecting the entire District	Role of the District Municipality in facilitating development in the district
<p><i>Sustainable Development Orientated Municipality (Cont)</i></p>	<p>Good Governance</p> <ul style="list-style-type: none"> • Non Compliance with legislation • Performance Management - service level agreement (standards and quality) • Accountability and responsiveness (Batho Pele) • Public Participation 	<ul style="list-style-type: none"> • Alignment of the Spatial Development Framework of the District with the Local Municipalities • Labour Relations Forum (monthly) • CFO Forum (To be established- quarterly) • Corporate Services Forum (To be established- quarterly) • IGR Forum (quarterly meetings) • Speaker's forum (To be established- quarterly) • Mayoral forum (quarterly) • Disaster management forum (quarterly) • Stakeholders Forum for CRDP (To be established- quarterly) • LED Forum (established- quarterly) and LED Coordinating (To be established- Bi-monthly) • IDP regional steering forum (quarterly) (District Planning Forum) • District Growth and Development forum (To be established- quarterly) • IT Steering committee (bi-monthly) • District Aids Council (quarterly) • Risk Committee (To be established- quarterly) • EPWP Forum (quarterly) • District Forum on Climate Change (to be established and awareness campaigns to be held) • Schedule of time-frames for sessions of forums to be finalized as part of IDP processes

2.10 ENVIRONMENTAL, CLIMATE CHANGE AND MUNICIPAL HEALTH

Priority	Common Issues effecting the entire District	Role of the District Municipality in facilitating development in the district
<p><i>Environmental , Climate Change & Municipal Health</i></p>	<ul style="list-style-type: none"> • Low water levels • Environmental pollution • Manpower (inadequate to address all issues in the district) • Air quality control • Properly established and licensed landfill sites and waste recycling capacity (licensing of landfill sites in Gamagara) • Illegal sand mining to be addressed • Climate change • Solar energy (For future purposes) • Water quality management 	<ul style="list-style-type: none"> • 1 person identified to be trained in air quality • Currently delegated to the Province • Secure funds to perform the function • Compliance with Section 78 • Climate Change- Function to be coordinated by the District Forum on Climate Change (to be established and awareness campaigns to be held) • Review of Waste management plan and Environmental Impact Assessment plans

2.11 DISASTER MANAGEMENT

Priority	Common Issues effecting the entire District	Role of the District Municipality in facilitating development in the district
<i>Disaster Management</i>	<ul style="list-style-type: none"> • Integrated institutional capacity for Disaster Management • Disaster management plan to be reviewed • Risk reduction programmes • Response and recovery 	<ul style="list-style-type: none"> • Integrated institutional capacity for Disaster Management • Disaster management plan to be reviewed • Risk reduction programmes • Response and recovery

2.12 PROMOTION OF HEALTH IN THE DISTRICT

Priority	Common Issues effecting the entire District	Role of the District Municipality in facilitating development in the district
<i>Promotion of Health in the District</i>	<ul style="list-style-type: none"> • Awareness campaigns (HIV and AIDS, TB, Cancer, Asbestos, etc) • Local HIV and AIDS Councils • Review HIV and AIDS Plan and Policies • Partnership with other stakeholders 	<ul style="list-style-type: none"> • Coordination • Support structures at Local Municipalities • VCT promotion • Promotion of partnerships with stakeholders • Capacity building (Health capacity initiatives)

**C
h
a
p
t
e
r

3**

**MUNICIPAL
DEVELOPMENT
OBJECTIVES**

BASIC SERVICES AND INFRASTRUCTURE – KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE

IDP OBJECTIVE	YEAR FUNDING REQUIRED (R)				FUNDING SOURCE/ POTENTIAL FUNDING SOURCE	FUNDED (Y/N)	BUDGET VOTE IF FUNDED THROUGH DM	CAPITAL / OPERATOIN AL BUDGET (C/O)	ANNUAL TARGET	TARGETS FOR 2014/15				
	Y-1 2013/14	Y 2014/15	Y+1 2015/16	Y+2 2016/17						Q1	Q2	Q3	Q4	
1. To provide road and transport services														
BSI KPI NUMBER														
1.1.	Rural Roads Asset Management System established and maintained.	1465000.00 (O)	1,725,000.00	1,755,000.00	1,823,000.00	Transport (Vote 37) 2014 DoRB	Y	0501/4304/0000	O	1 Council Resolution	0	0	0	0
										1 Business Plan	0	0	1	0
										1 Service provider SLA	0	1	0	0
										4 Graduates recruited and capacitated	1	1	1	1
										1 Road asset management system installed and maintained	0	0	1	0
1.2.	Graduates recruited, capacitated and registered	2000000.00	2500000.00	4000000.00	5025000.00	National Treasury (Vote 10) 2014 DoRB	Y			4 Progress monitoring reports	1	1	1	1
										8 graduates trained	8	8	8	8
										Number of graduates registered with professional bodies	0	0	0	0

IDP OBJECTIVE		YEAR FUNDING REQUIRED (R)				FUNDING SOURCE/ POTENTIAL FUNDING SOURCE	FUNDED (Y/N)	BUDGET VOTE IF FUNDED THROUGH DM	CAPITAL / OPERATIONAL BUDGET (C/O)	ANNUAL TARGET	TARGETS FOR 2014/15			
		Y-1 2013/14	Y 2014/15	Y+1 2015/16	Y+2 2016/17						Q1	Q2	Q3	Q4
1.3.	ITP reviewed and implemented	1300000.00	2500000.00	0	0	DOT, Social partners, SLP's, EQS	N	-	-	1 Reviewed and annually updated ITP	0	1	0	0
1.4.	Gamagara LM internal road paving EPWP business plan approved and implemented	5500000.00	11700000.00			DPWR (EPWP), DOT, Social partners, SLP's, Neighborhood Development Grant	N	-	-	Implementation and job creation progress reports	1	1	1	1
										Number of jobs created	0	0	40	0
										3 of km paved	0	0	1	2
1.5.	Ga-Segonyana LM internal road paving EPWP business plan approved and implemented	5500000.00	7800000.00	15600000.00		DPWR (EPWP), DOT, Social partners, SLP's, Neighborhood Development Grant	N	-	-	Implementation and job creation progress reports	1	1	1	1
										Number of jobs created	0	0	0	40
										Number of km paved	0	0	0	2
1.6.	Joe Morolong LM internal road paving EPWP business plan approved and implemented	5500000.00	7800000.00	13260000.00		DPWR (EPWP), DOT, Social partners, SLP's, Neighborhood Development Grant	N	-	-	Implementation and job creation progress reports	1	1	1	1
										Number of jobs created	0	0	0	40
										Number of km paved	0	0	0	2
2. To provide and manage bulk services														
BSI KPI NUMBER														
2.1.	Bulk water and sanitation services provided by DM	500000.00	2300000.00			DWA, EQS, DM, DEA, social partners	Y	0501/4306/0000	O (EQS)	1 Section 78 Assessment report	0	1	0	0

IDP OBJECTIVE	YEAR FUNDING REQUIRED (R)				FUNDING SOURCE/ POTENTIAL FUNDING SOURCE	FUNDED (Y/N)	BUDGET VOTE IF FUNDED THROUGH DM	CAPITAL / OPERATIONAL BUDGET (C/O)	ANNUAL TARGET	TARGETS FOR 2014/15			
	Y-1 2013/14	Y 2014/15	Y+1 2015/16	Y+2 2016/17						Q1	Q2	Q3	Q4
									1 Ministerial approval and/or amended Section 12 notice	0	0	0	1
2.2.	Integrated infrastructure strategy/ plan developed	1500000.00	1500000.00		DWA, EQS, DM, DEA, social partners	N	-	-	1 Council approved Integrated infrastructure strategy/ plan	0	0	1	0
2.3.	DM provides bulk water and sanitation services	Included under and as part of 2.1			DWA, EQS, DM, DEA, social partners	N	-	-	4 Implementation monitoring reports	1	1	1	1
2.4.	Bulk Services By-laws promulgated	Included under and as part of 2.1			DWA, EQS, DM, DEA, social partners	N	-	-	1 Set of Bulk Service By-laws promulgated	0	0	0	0
2.5.	Bulk service policies and tariffs developed	Included under and as part of 2.1			DWA, EQS, DM, DEA, social partners	N	-	-	1 Set of Bulk Service policies and tariffs developed	0	0	0	0
IDP OBJECTIVE													
3. To provide adequate housing to the residents of the District													
BSI KPI NUMBER													
3.1.	Housing Sector plans and accreditation business plan reviewed and updated	550000.00			JTG BSI, LM's, COGHSTA in collaboration with private sector and other social partners	Y		O(EQS) – Letter from COGHSTA	1 set of approved reviewed housing sector plans and accreditation business plan	0	0	1	0
3.2.	Housing register	1000000.00	800000		JTG BSI,	Y	0527/4308/	O(EQS)	1 Approved	0	0	1	0

IDP OBJECTIVE		YEAR FUNDING REQUIRED (R)				FUNDING SOURCE/ POTENTIAL FUNDING SOURCE	FUNDED (Y/N)	BUDGET VOTE IF FUNDED THROUGH DM	CAPITAL / OPERATIONAL BUDGET (C/O)	ANNUAL TARGET	TARGETS FOR 2014/15			
		Y-1 2013/14	Y 2014/15	Y+1 2015/16	Y+2 2016/17						Q1	Q2	Q3	Q4
	compiled and maintained					LM's, COGHSTA in collaboration with private sector and other social partners		0000		housing register				
3.3.	Mandela Day House/s constructed	86000.00	110947.00	110947.00	110947.00	JTG BSI, LM's, COGHSTA in collaboration with private sector and other social partners	Y	0527/4310/0000	O(EQS)	1 Progress reports	1	0	0	0
										1 House constructed	1	0	0	0
3.4.	Proper houses constructed to replace mud houses and unstable housing structures		3217463.00	2218940.00	2218940.00	JTG BSI, LM's, COGHSTA in collaboration with private sector and other social partners	N			29 Houses constructed	12	0	8	9
3.5.	Special Programmes (targeted groups) (16 days of activism against abuse of women and children) house/s constructed	86000.00	110947.00	110947.00	110947.00	JTG BSI, LM's, COGHSTA in collaboration with private sector and other social partners	Y	0527/4312/0000	O(EQS)	1 Application letter	1	0	0	0
										1 Progress reports	1	1	1	1
										Number of houses constructed	0	1	0	0
3.6.	Engineering services provided for 200 sites (Ga-Segonyana)	1600000.00	12000000.00	61726970.00		JTG BSI, LM's, COGHSTA in collaboration with private sector and	N	-	-	4 Progress Reports	1	1	1	1
										1 Business Plan	0	0	1	0
										200 sites planned	0	0	200	0

IDP OBJECTIVE	YEAR FUNDING REQUIRED (R)				FUNDING SOURCE/ POTENTIAL FUNDING SOURCE	FUNDED (Y/N)	BUDGET VOTE IF FUNDED THROUGH DM	CAPITAL / OPERATIONAL BUDGET (C/O)	ANNUAL TARGET	TARGETS FOR 2014/15			
	Y-1 2013/14	Y 2014/15	Y+1 2015/16	Y+2 2016/17						Q1	Q2	Q3	Q4
					other social partners								
3.7.	Kuruman Mixed housing development project concluded					N			4 Progress Reports	1	1	1	1
3.8.	Mothibstad Rental housing constructed (Dependent on funding from COGHTA)					N			4 Progress Reports	1	1	1	1
									16 units constructed	0	16	0	0
3.9.	Vanzylsrus engineering services improved		15750000.00	5250000.00	JTG BSI, DWA, COGHSTA in collaboration with private sector and other social partners	N			4 Progress Reports	1	1	1	1
									100 ervens serviced	0	0	0	100
3.10	Houses provided in response to disasters		1664205.00	1664205.00	1664205.00	N			3 houses constructed in response to disasters	0	0	0	3
3.11	Houses for military veterans constructed	86000		5547350.00	COGHSTA in collaboration with private sector and other social partners				2 Progress reports	0	1	0	1
									Number of houses constructed	0	0	0	0
IDP OBJECTIVE													
4. To establish and maintain community facilities													
BSI KPI NUMBER													
4.1.	Ga-Segonyana LM cemetery fencing and cleaning	451000.00	363637.00			Public Works (Vote 7)	Y		4 Implementation and job creation	1	1	1	1

IDP OBJECTIVE		YEAR FUNDING REQUIRED (R)				FUNDING SOURCE/ POTENTIAL FUNDING SOURCE	FUNDED (Y/N)	BUDGET VOTE IF FUNDED THROUGH DM	CAPITAL / OPERATIONAL BUDGET (C/O)	ANNUAL TARGET	TARGETS FOR 2014/15			
		Y-1 2013/14	Y 2014/15	Y+1 2015/16	Y+2 2016/17						Q1	Q2	Q3	Q4
	EPWP business plan approved and implemented					2014 DoRB				progress reports				
										4 cemeteries fenced	0	2	2	0
										44 jobs created	0	22	22	0
4.2.	Joe Morolong LM cemetery fencing and cleaning EPWP business plan approved and implemented	541200.00	5363636.00			Public Works (Vote 7) 2014 DoRB	Y			4 Implementation and job creation progress reports	1	1	1	1
										5 cemeteries fenced	0	2	3	0
										55 jobs created	0	22	33	0
4.3.	Gamagara LM cemetery fencing and cleaning EPWP business plan approved and implemented		19032.42			Public Works (Vote 7) 2014 DoRB	Y			4 Implementation and job creation progress reports	1	1	1	1
										2 cemeteries fenced	0	1	1	0
										22 jobs created	0	11	11	0
4.4.	Job creation through the manufacturing of paving blocks/bricks	2145000.00	30000000	30000000	30000000	JTG BSI in close collaboration with JTG CSD, JTG EDD, DPWR, DOT, LM's and social partners	N			4 Progress Reports	1	1	1	1
										21 jobs created	0	10	11	0

COMMUNITY DEVELOPMENT SERVICES – KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE

IDP OBJECTIVE		YEAR FUNDING REQUIRED (R)				FUNDING SOURCE/ POTENTIAL FUNDING SOURCE	FUNDED (Y/N)	BUDGET VOTE IF FUNDED THROUGH DM	CAPITAL / OPERATOINAL BUDGET (C/O)	ANNUAL TARGET	TARGETS FOR 2014/15			
		Y-1 2013/14	Y 2014/15	Y+1 2015/16	Y+2 2016/17						Q1	Q2	Q3	Q4
1. To provide municipal health services to the communities of the District														
CDS KPI NUMBER														
1.1.	Employee wellness policy developed and implemented	200,000.00	500,000.00	500,000.00	500,000.00	JTG DM	Y	-	O	1 Employee wellness policy	1	0	0	0
										4 Employee wellness monitoring reports	1	1	1	1
1.2.	Continued implementation of the Section 78 assessment of MHS 2008	10 231 137.00	11 254 250.70	12 379 675.77	13 617 643.35	JTG DM, DOH, Treasury, social partners	N	-	O	4 Implementation reports	1	1	1	1
										1 Service level agreement with Gamagara LM	1	0	0	0
										1 of Gamagara EHP's absorbed on DM Staff Structure	1	0	0	0
1.3.	Comprehensive Municipal Health Services Strategy Developed	-	-	-	-	JTG DM, DOH, Treasury, social partners	-	-	-	1 Comprehensive Municipal Health Services Strategy	-	-	-	-
1.4.	One set of Municipal Health By-laws promulgated	3 520.00	3 872.00	4 259.20	4 685.12	JTG DM, DOH, Treasury, COGHSTA, social partners	-	-	-	1 set of Municipal Health By-laws	1	0	0	0
1.5.	One set of municipal health policies developed	-	-	-	-	JTG DM	-	-	-	1 set of municipal health policies	0	1	0	0

IDP OBJECTIVE		YEAR FUNDING REQUIRED (R)				FUNDING SOURCE/ POTENTIAL FUNDING SOURCE	FUNDED (Y/N)	BUDGET VOTE IF FUNDED THROUGH DM	CAPITAL / OPERATOIN AL BUDGET (C/O)	ANNUAL TARGET	TARGETS FOR 2014/15			
		Y-1 2013/14	Y 2014/15	Y+1 2015/16	Y+2 2016/17						Q1	Q2	Q3	Q4
1.6.	One set of municipal health tariffs and penalties developed	-	-	-	-	JTGDM	-	-	-	1 set of municipal health tariffs				1
2. To monitor the quality of water in the District														
CDS KPI NUMBER														
2.1.	Water sampling programs for both JMLM and GSLM implemented	837 180.00	920 898.00	1 012 987.80	1 114 286.58	Ga-Segonyana & Joe Morolong	Y	R 15,000.00 - (0431/4408/0000)	O	12 Water sampling implementation reports	3	3	3	3
										100 samples analysed	25	25	25	25
2.2.	Groundwater protocol of 2005 reviewed	500 000.00	550 000.00	605 000.00	665 500.00	JTGDM, DWA, DEA, Treasury	N	-	C	1 Reviewed groundwater protocol		1		
										4 Monitoring and implementation reports	1	1	1	1
2.3.	Awareness programmes provided	200 000.00	220 000.00	242 000.00	266 200.00	JTG DM	N	-	C	12 Awareness Programme progress reports	3	3	3	3
3. To provide food quality/ safety control services														
CDS KPI NUMBER														
3.1.	Food premises frequently inspected	119 400.00	131 340.00	144 474.00	158 921.40	JTGDM, LM's	-	R 24,000.00 - (0431/4410/0000)	-	12 Food premises inspection reports	3	3	3	3
3.2.	Food sampling programs continuously implemented	105 120.00	115 632.00	127 195.20	139 914.72	JTGDM, LM's	-	-	-	12 Food sampling reports	3	3	3	3
3.3.	Food quality awareness programmes continuously provided	12 520.00	13 772.00	15 149.20	16 664.12	JTGDM, LM's	-	-	-	12 Food quality awareness programme reports	3	3	3	3

IDP OBJECTIVE	YEAR FUNDING REQUIRED (R)				FUNDING SOURCE/ POTENTIAL FUNDING SOURCE	FUNDED (Y/N)	BUDGET VOTE IF FUNDED THROUGH DM	CAPITAL / OPERATOIN AL BUDGET (C/O)	ANNUAL TARGET	TARGETS FOR 2014/15				
	Y-1 2013/14	Y 2014/15	Y+1 2015/16	Y+2 2016/17						Q1	Q2	Q3	Q4	
4. To monitor waste management														
CDS KPI NUMBER														
4.1.	Frequent inspections performed	28 880.00	31 768.00	34 944.80	38 439.28	JTG DM	-	R 20,000.00 - (0431/4412/0000)	O	10 Waste monitoring inspection reports	2	3	3	2
4.2.	Water pollution monitoring programme implemented and maintained	28 880.00	31 768.00	34 944.80	38 439.28	JTGDM, LM's, DWA, DEA, Treasury	-		O	4 Water pollution monitoring programme reports	1	1	1	1
4.3.	Environmental pollution monitoring programme implemented and maintained	28 880.00	31 768.00	34 944.80	38 439.28	JTGDM, LM's, DWA, DEA, Treasury	-		O	4 Environmental pollution monitoring programme reports	1	1	1	1
4.4.	Leakage/seepage control monitoring programme implemented and maintained	0	31 768.00	34 944.80	38 439.28	JTGDM, LM's, DWA, DEA, Treasury	-		O	10 Leakage/ seepage pollution monitoring programme reports	2	3	3	2
4.5.	Awareness programmes provided	25 880.00	28 468.00	31 314.80	34 446.28	JTGDM, LM's, DWA, DEA, Treasury	-		O	4 Awareness programme reports	1	1	1	1
										30 youths trained in waste management	0	0	0	30
										30 youths employed	0	0	0	30
4.6.	Information system on waste flows developed and maintained	-	-	-	-	JTGDM, LM's, DWA, DEA, Treasury	-		O	4 Information system on waste flows reports/ progress reports	1	1	1	1

IDP OBJECTIVE		YEAR FUNDING REQUIRED (R)				FUNDING SOURCE/ POTENTIAL FUNDING SOURCE	FUNDED (Y/N)	BUDGET VOTE IF FUNDED THROUGH DM	CAPITAL / OPERATOIN AL BUDGET (C/O)	ANNUAL TARGET	TARGETS FOR 2014/15			
		Y-1 2013/14	Y 2014/15	Y+1 2015/16	Y+2 2016/17						Q1	Q2	Q3	Q4
4.7.	Integrated Waste Management Programme/ Plan of 2004 reviewed	565 869.00	622 455.90	684 701.49	753 171.64	JTGDM, LM's, DWA, DEA, Treasury	Y		C	1 Reviewed Integrated Waste Management Programme/ Plan	0	1	0	0
4.8.	JMLM supported to establish waste landfill sites	3 500 000.00	3 850 000.00	4 235 000.00	4 658 500.00	JTGDM, JMLM, DWA, DEA, Treasury	Y		O	4 JMLM landfill sites support and progress reports	1	1	1	1
4.9.	LM's assisted to institute recycling measures and to protect scarce resources	-	-	-	-	JTGDM, LM's, DWA, DEA, Treasury, DRDLR	Y		O	4 Recycling and environmental protection progress reports	1	1	1	1
5. To provide Health Surveillance Services														
CDS KPI NUMBER														
5.1.	Frequent inspections of premises performed	-	-	-	-	JTGDM	Y	0431/3001/0000	O	12 Health surveillances inspection reports	3	3	3	3
5.2.	Awareness programmes provided	-	-	-	-	JTGDM	Y	0431/3001/0000	O	4 Awareness programme reports	1	1	1	1
6. To surveil and prevent communicable disease outbreaks (excluding immunisations)														
CDS KPI NUMBER														
6.1.	Communicable diseases monitored	13 080.00	14 388.00	15 826.80	17 409.48	JTGDM	Y	0431/3001/0000	O	12 Communicable disease monitoring reports	3	3	3	3

IDP OBJECTIVE		YEAR FUNDING REQUIRED (R)				FUNDING SOURCE/ POTENTIAL FUNDING SOURCE	FUNDED (Y/N)	BUDGET VOTE IF FUNDED THROUGH DM	CAPITAL / OPERATIONAL BUDGET (C/O)	ANNUAL TARGET	TARGETS FOR 2014/15			
		Y-1 2013/14	Y 2014/15	Y+1 2015/16	Y+2 2016/17						Q1	Q2	Q3	Q4
6.2.	Communicable disease outbreaks investigated	22 770.00	25 047.00	27 551.70	30 306.87	JTGDM	Y	0431/3001/0000	O	12 Communicable disease outbreak investigation reports	3	3	3	3
6.3.	Communicable disease awareness programmes provided	18 680.00	20 548.00	22 602.80	24 863.08	JTGDM	Y	0431/3001/0000	O	4 Communicable disease awareness programmes	1	1	1	1
7. To do vector control														
CDS KPI NUMBER														
7.1.	Frequent vector control inspections performed	46 800.00	51 480.00	56 628.00	62 290.80	JTGDM	Y	0431/3001/0000	O	4 Vector control inspection reports	1	1	1	1
7.2.	Vector control awareness programmes provided	50 000.00	55 000.00	60 500.00	66 550.00	JTGDM	Y	0431/3001/0000	O	4 Vector control awareness programmes reports	1	1	1	1
7.3.	All vector control personnel trained	7 000.00	7 700.00	8 470.00	9 317.00	JTGDM	Y	0431/3001/0000	O	1 Vector control staff trained	0	0	0	1
8. To control environmental pollution														
CDS KPI NUMBER														
8.1.	Air quality management function taken charge of, equipment in place, sufficient trained staff appointed	-	3,000,00 0.00	3,000,00 0.00	3,000,00 0.00	JTGDM	Y	0431/3001/0000	O	1 DEA letter of approval and/or amended Section 12 notice	0	1	0	0
										1 Air quality measuring equipment acquisition report	1	1	1	1
										1 Staff recruitment and training report	0	0	1	0

IDP OBJECTIVE		YEAR FUNDING REQUIRED (R)				FUNDING SOURCE/ POTENTIAL FUNDING SOURCE	FUNDED (Y/N)	BUDGET VOTE IF FUNDED THROUGH DM	CAPITAL / OPERATOINAL BUDGET (C/O)	ANNUAL TARGET	TARGETS FOR 2014/15			
		Y-1 2013/14	Y 2014/15	Y+1 2015/16	Y+2 2016/17						Q1	Q2	Q3	Q4
8.2.	Air quality in the District monitored	2 660 000.00	660.000. 00	660.000. 00	660.000. 00	JTGDM	Y	0431/3001/0000	O	12 Air quality monitoring reports	3	3	3	3
8.3.	By-law, Tariff and penalty structure developed	-	-	-	-	JTGDM	Y	0431/3001/0000	O	1 Set of By-law, Tariff and penalty structure	0	1	0	0
8.4.	Possible carbon credit revenue activities/ opportunities identified					JTGDM	Y	0431/3001/0000	O	1 Carbon credit opportunity investigation report	0	1	0	0
9. To manage disposal of the dead														
CDS KPI NUMBER														
9.1.	All funeral parlours and places providing similar services are meeting environmental health standards	-	-	-	-	JTGDM	Y	0431/3001/0000	O	4 Funeral parlour inspection reports	1	1	1	1
9.2.	Cemeteries are properly maintained and proper graveyard registers are maintained	3 000 000.00	3 300 000.00	3 630 000.00	3 993 000.00	JTGDM, LM's	Y	DEA Direct to contractor	O	4 Cemetery inspection reports	1	1	1	1
9.3.	Funeral parlour and headstone service provider levy system established	-	-	-	-	JTGDM	Y	0431/3001/0000	O	4 Levy system reports	1	1	1	1
										1 Levy system established and maintained	0	0	1	0
10. To provide disaster management services														
CDS KPI NUMBER														

IDP OBJECTIVE		YEAR FUNDING REQUIRED (R)				FUNDING SOURCE/ POTENTIAL FUNDING SOURCE	FUNDED (Y/N)	BUDGET VOTE IF FUNDED THROUGH DM	CAPITAL / OPERATOIN AL BUDGET (C/O)	ANNUAL TARGET	TARGETS FOR 2014/15			
		Y-1 2013/14	Y 2014/15	Y+1 2015/16	Y+2 2016/17						Q1	Q2	Q3	Q4
10.1.	Mechanisms for stakeholder participation, technical advice and planning through the District Disaster Management Advisory Forum established and maintained and NDMC guidelines disseminated.	805 800.00	890 000.00	980 000.00	100 000.00	1) NEAR and Fire Provincial Grants 2)JTD DM	Y (0447)	441.00	O	4 District Disaster Management Advisory Forum Meeting reports	1	1	1	1
10.2.	Disaster Management Framework and Plan reviewed	-	1,200,000.00	500,000.00	500,000.00	JTG DM Private sector	N	N/A	C	1 Reviewed Disaster Management Framework	0	0	0	1
										1 Disaster Management Plan	0	0	0	1
10.3.	Local Municipalities assisted to establish Fire Brigades		8,000,000.00	8,000,000.00	8,000,000.00					3 Fire Brigades established and maintained	0	0	0	3

ECONOMIC DEVELOPMENT – KPA 2: LOCAL ECONOMIC DEVELOPMENT

IDP OBJECTIVE	YEAR FUNDING REQUIRED (R)				FUNDING SOURCE/ POTENTIAL FUNDING SOURCE	FUNDED (Y/N)	BUDGET VOTE IF FUNDED THROUGH DM	CAPITAL / OPERATIONAL BUDGET (C/O)	ANNUAL TARGET	TARGETS FOR 2014/15				
	Y-1 2013/14	Y 2014/15	Y+1 2015/16	Y+2 2016/17						Q1	Q2	Q3	Q4	
1. To effectively co-ordinate the implementation of the LED Strategy and the DGDS in the district in line with PGDS, DSDF and other policies														
LED KPI NUMBER														
1.1.	Reviewed DGDS	1 500 000	1 500 000			JTG Developmental Trust EDD DEDaT	N	-	-	1 Reviewed DGDS	0	0	0	1
1.2.	Reviewed LED Strategy	750 000	-			JTG Developmental Trust EDD DTI (partnership)	N	-	-	1 Reviewed LED Strategy	1	0	0	0
1.3.	District LED Coordinating committee established.					JTGDM	Y	0601/3001/0000	O	4 District LED Coordinating Committee Meeting Resolution Registers	1	1	1	1
2. To facilitate optimal participation of Social Partners in the Economic Growth Initiatives of the District														
LED KPI NUMBER														
2.1.	Functional LED Forum	140,000.00	100 000.00	200 000.00	200 000.00	JTGDM	Y	0601/4306/0000	O	4 LED Forum Meeting Resolution Registers	1	1	1	1
3. To effectively co-ordinate Social and Labour Plans (SLP's) to benefit the entire district														
LED KPI NUMBER														
3.1.	SLP's effectively coordinated to benefit entire District					JTGDM	Y	0601/3001/0000	O	4 Resolution Registers of meetings	1	1	1	1

IDP OBJECTIVE		YEAR FUNDING REQUIRED (R)				FUNDING SOURCE/ POTENTIAL FUNDING SOURCE	FUNDED (Y/N)	BUDGET VOTE IF FUNDED THROUGH DM	CAPITAL / OPERATIONAL BUDGET (C/O)	ANNUAL TARGET	TARGETS FOR 2014/15			
		Y-1 2013/14	Y 2014/15	Y+1 2015/16	Y+2 2016/17						Q1	Q2	Q3	Q4
3.2.	Regional Development Agency (multi-sectorial and multi-stakeholder) established and maintained	500 000	1 500 000			JTGDM, Mining Houses	Y R300 000	-	O	1 Feasibility study	0	0	1	0
										1 Council resolution	0	0	0	1
4. To facilitate the co-ordination of CRDP for creation of vibrant equitable and sustainable rural communities and food security throughout the District														
LED KPI NUMBER														
4.1.	Functional CRDP Coordinating Structure established and maintained	200,000.00 (JTGDM)	200 000.00	200 000,00	200 000.00	JTGDM	Y	0601/4303/0000	O	4 Resolution Registers of meetings	1	1	1	1
4.2.	District Farmers Markets established and maintained in bigger towns		200 000.00			JTGDM, LM's, Mines, Department of Environmental Affairs, DRDL, DEDAT, Developmental Trusts	Y R50 000. 00		O	2 Establishment and monitoring reports	0	1	0	1
4.3.	Skills development Programmes and/or Community Awareness Projects to promote CBRM, as well as sustaining and multiplying environmental and financial resources	200, 000.00	300 000.00	300 000.00	300 000.00	JTGDM, LM's, Mines, Department of Environmental Affairs, DRDL, DEDAT, Developmental Trusts	N			4 Community Awareness Programmes Reports	1	1	1	1
4.4.	Establishment of food bank monitored and supported					JTGDM	Y	0601/3001/0000	O	4 Quarterly monitoring reports	1	1	1	1
5. To facilitate the creation of jobs/ employment opportunities in the district														

IDP OBJECTIVE	YEAR FUNDING REQUIRED (R)				FUNDING SOURCE/ POTENTIAL FUNDING SOURCE	FUNDED (Y/N)	BUDGET VOTE IF FUNDED THROUGH DM	CAPITAL / OPERATIONAL BUDGET (C/O)	ANNUAL TARGET	TARGETS FOR 2014/15				
	Y-1 2013/14	Y 2014/15	Y+1 2015/16	Y+2 2016/17						Q1	Q2	Q3	Q4	
LED KPI NUMBER														
5.1.	Job creation reported on at LED Forum on all programme, across sectors (e.g. EPWP, MIG, SLP projects, water projects etc) and SMME awareness campaigns performed	3 000 000.00	2 000 000.00	2 000 000.00	300 000.00	JTGDM	N	0601/3001/000	O	4 Quarterly collated employment reports	1	1	1	1
5.2.	Establishment of Women and Youth co-operatives in all local municipalities within the district facilitated and progress monitored	1500000.00	2000 000.00	2 000 000.00	2000 000.00	JTGDM	N	0601/3001/000	O	4 Quarterly reports	1	1	1	1
5.3.	District wide SMME Database developed and maintained					JTGDM	N	0601/4104/000	O	2 Updated SMME Database		1		1
5.4.	Functional SMME Forum for the District facilitated					JTGDM	N	0601/3001/000	O	4 Resolution Registers of SMME Forum meetings	1	1	1	1
5.5.	Business Simulation HUB (across JTG District) established and maintained					JTGDM	Y	0601/3001/000	O	4 Progress monitoring reports	1	1	1	1
5.6.	Construction Incubation and Mentorship promoted and monitored		20 000 000.00			JTGDM	Y	R5 000 000.00(Khumani)	O	4 Quarterly Progress Report	1	1	1	1
6. To facilitate increased LED capacity in the District														

IDP OBJECTIVE		YEAR FUNDING REQUIRED (R)				FUNDING SOURCE/ POTENTIAL FUNDING SOURCE	FUNDED (Y/N)	BUDGET VOTE IF FUNDED THROUGH DM	CAPITAL / OPERATIONAL BUDGET (C/O)	ANNUAL TARGET	TARGETS FOR 2014/15			
		Y-1 2013/14	Y 2014/15	Y+1 2015/16	Y+2 2016/17						Q1	Q2	Q3	Q4
LED KPI NUMBER														
6.1.	Enhanced LED capacity in the District	1000000.00	1 000 000.00	1 000 000.00	2 000 000.00	JTGDM	N	0601/3001/0000	O	1 Needs identification report	1	0	0	0
										3 Memorandums of Understanding with LM's	3	0	0	0
7. To enhance tourism development and Promote the District as a preferred Tourism Destination														
LED KPI NUMBER														
7.1.	District Tourism Association established	150 000.00	200 000.00	300 000.00	3000 00.00	JTGDM EDD, DEDAT, JTG Tourism Association	Y	0601/4302/0000		4 Quarterly Monitoring and implementation report	1	1	1	1
7.2.	Market system developed and maintained	120,000.00	120,000.00	120,000.00	120,000.00	JTGDM EDD DEDAT JTG Tourism Association	Y	0601/4105/0000	O	1 Development report	1	0	0	0
										4 Quarterly Progress and maintenance reports	1	1	1	1
7.3.	Tourism statistics Monitored					JTGDM	Y		O	12 Monthly Tourism Statistic report	3	3	3	3
7.4.	Tourism Information Office Upgraded	500000.00	150 000.00	150 000.00	120 000.00		N			1 Progress reports	1	1	1	1
7.5.	Provincial Tourism contributed to financially	85 000.00	95 000.00	90 000.00	90 000.00		Y		O	1 Proof of payment	0	0	1	0
7.6.	Exhibitions executed	80 000.00	150 000.00	95 000.00	95 000.00	JTGDM	Y	0601/4401/0000	O	4 Exhibition reports	1	1	1	1

IDP OBJECTIVE		YEAR FUNDING REQUIRED (R)				FUNDING SOURCE/ POTENTIAL FUNDING SOURCE	FUNDED (Y/N)	BUDGET VOTE IF FUNDED THROUGH DM	CAPITAL / OPERATIONAL BUDGET (C/O)	ANNUAL TARGET	TARGETS FOR 2014/15			
		Y-1 2013/14	Y 2014/15	Y+1 2015/16	Y+2 2016/17						Q1	Q2	Q3	Q4
							0601/4403/000							
7.7.	Media Tours attended/performed	50 000.00	50 000.00	50 000.00	50 000.00	JTGDM	Y	0601/4402/000	O	2 Media tour reports	0	1	1	0
7.8.	Exhibition material developed/upgraded	100 000.00	100 000.00	100 000.00	100 000.00	JTGDM	Y	0601/4405/000 0601/4404/000	O	2 Progress reports	0	1	1	0
8. To facilitate availability of land for Economic Development														
LED KPI NUMBER														
8.1.	Land acquisition for Economic Development					JTGDM EDD, in close collaboration with LM's and Mining Houses, DRDLR	N			1 Multi-partnership Agreement	0	1	0	0
8.2.	Commonage Farms maintenance and monitored	-	1500, 000.00	-	-	JTGDM	N	0601/3001/000	O	Quarterly monitoring reports	1	1	1	1

MUNICIPAL MANAGER'S OFFICE – KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

IDP OBJECTIVE		YEAR FUNDING REQUIRED (R)				FUNDING SOURCE/ POTENTIAL FUNDING SOURCE	FUNDED (Y/N)	BUDGET VOTE IF FUNDED THROUGH DM	CAPITAL / OPERATOINAL BUDGET (C/O)	ANNUAL TARGET	TARGETS FOR 2014/15			
		Y-1 2013/14	Y 2014/15	Y+1 2015/16	Y+2 2016/17						Q1	Q2	Q3	Q4
1. TO ENSURE EFFECTIVE STRATEGIC INTEGRATED SUSTAINABLE DEVELOPMENT PLANNING AND PERFORMANCE MANAGEMENT IN THE DISTRICT														
GOV KPI NUMBER														
1.1.	All SDF's in the District reviewed every 5 years and LM's supported			1,000,000.00		JTGDM – Equitable Share Allocation	Y	0003/3901/000	O	1 Reviewed SDF	0	0	0	0
										4 local municipality support reports	1	1	1	1
1.1.	LM's supported to establish and maintain land use management systems for all areas					JTGDM (part of employee related costs – IDP/PMS)	Y	0003/3001/000	O	4 local municipality support reports	1	1	1	1
1.3.	IDP Reviewed and approved for all municipalities					JTGDM (part of employee related costs – IDP/PMS)	Y	0003/3001/000	O	1 Annual Council approved Reviewed IDP	0	0	0	1
										1 Approved Annual IDP and Budget Framework and process plan	1	0	0	0
1.4.	Organizational Performance Management Framework reviewed					JTGDM (part of employee related costs – IDP/PMS)	Y	0003/3001/000	O	1 Reviewed PMS Framework	0	0	0	1
1.5.	Individual performance management policy reviewed					JTGDM (part of employee related costs – IDP/PMS)	Y	0003/3001/000	O	1 Reviewed PMS policy	0	0	0	1
1.6.	Organisational and individual performance reviewed regularly					JTGDM (part of employee related costs)	Y	0003/3001/000	O	1 Approved Top-layer SDBIP	0	0	0	1
										7 Approved Departmental SDBIP's	0	0	0	7

IDP OBJECTIVE	YEAR FUNDING REQUIRED (R)				FUNDING SOURCE/ POTENTIAL FUNDING SOURCE	FUNDED (Y/N)	BUDGET VOTE IF FUNDED THROUGH DM	CAPITAL / OPERATIONAL BUDGET (C/O)	ANNUAL TARGET	TARGETS FOR 2014/15			
	Y-1 2013/14	Y 2014/15	Y+1 2015/16	Y+2 2016/17						Q1	Q2	Q3	Q4
									Signed performance contracts for management and operational personnel	0	0	0	100%
									4 Municipal Quarterly performance review reports (inclusive of mid-year performance and annual performance review)	1	1	1	1
									1 Council approved annual reports	1	0	0	0
									4 Quarterly individual performance assessment monitoring reports	1	1	1	1
									1 Annual Senior Management performance assessment reports	1	0	0	0
2. TO FOSTER AND PROMOTE GOOD INTER-GOVERNMENTAL RELATIONS													
GOV KPI NUMBER													
2.1.	Extended IGR met regularly	132,000.00			JTGDM	Y	0003/4402/0000	O	4 IGR resolution registers/minutes	1	1	1	1
2.2.	Local municipalities supported				JTGDM (part of General Expenses – Office of the Mayor and Speaker)	Y	0103/4400/0000	O	4 Support reports	1	1	1	1
2.3.	District Communicator's Forum met regularly				JTGDM	Y	0201/3001/0000	O	4 District Communicator's Forum minutes / meeting reports / resolution registers	1	1	1	1
3. TO GOVERN ITS OWN (MUNICIPAL) AFFAIRS AND OVERSEE IMPLEMENTATION													
GOV KPI NUMBER													
3.1.	Council and Committees met regularly				JTGDM (part of General Expenses – Office of the Mayor and Speaker)	Y	0103/4400/0000	O	6 Minutes of Council and Committee meetings	2	1	1	2
3.2.	Audit Committee met	475,000.	501	528 239.67	JTGDM (part	Y	0010/4400/00	O	4 Audit Committee minutes	1	1	1	1

IDP OBJECTIVE	YEAR FUNDING REQUIRED (R)				FUNDING SOURCE/ POTENTIAL FUNDING SOURCE	FUNDED (Y/N)	BUDGET VOTE IF FUNDED THROUGH DM	CAPITAL / OPERATOINAL BUDGET (C/O)	ANNUAL TARGET	TARGETS FOR 2014/15			
	Y-1 2013/14	Y 2014/15	Y+1 2015/16	Y+2 2016/17						Q1	Q2	Q3	Q4
	regularly	00	176.16				00						
3.3.	MPAC met regularly				JTGDM (part of General Expenses – Office of the Mayor and Speaker	Y	0003/4400/0000	O	4 MPAC reports/minutes	1	1	1	1
3.4.	Budget Steering Committee met regularly				JTGDM (part of General Expenses – Office of the Mayor and Speaker	Y	0001/3800/0000	O	4 Budget Steering Committee minutes	1	1	1	1
3.5.	Management met regularly				JTGDM (part of General Expenses – Office of the Municipal Manager	Y	3001//0000	O	12 Management meeting resolution registers	3	3	3	3
3.6.	All internal departments met regularly				JTGDM (part of General Expenses – Office of the Municipal Manager	Y	3001/0000	O	4 Departmental meeting resolution registers	1	1	1	1
3.7.	Legal and compliance services provided								4 Quarterly monitoring reports to Council	1	1	1	1
4. TO IMPROVE COMMUNITY AND STAKEHOLDER PARTICIPATION IN THE AFFAIRS OF THE MUNICIPALITY													
GOV KPI NUMBER													
4.1.	Good internal and external communication established and maintained				JTGDM (part of General Expenses – Office of the Municipal Manager	Y	R 50,000.00 0003/4406/0000	O	4 Quarterly Newsletters	1	1	1	1
		R 150,000.00 0001/4425/0000	1 Annual set of calendars	0			0		1	0			
4.2.	Public informed of				JTGDM (part	Y	00	O	1 Register of notices	1	1	1	1

IDP OBJECTIVE		YEAR FUNDING REQUIRED (R)				FUNDING SOURCE/ POTENTIAL FUNDING SOURCE	FUNDED (Y/N)	BUDGET VOTE IF FUNDED THROUGH DM	CAPITAL / OPERATIONAL BUDGET (C/O)	ANNUAL TARGET	TARGETS FOR 2014/15			
		Y-1 2013/14	Y 2014/15	Y+1 2015/16	Y+2 2016/17						Q1	Q2	Q3	Q4
	important issues and events					of General Expenses – Office of the Municipal Manager				published				
										12 Website update reports	3	3	3	3
4.3.	Communities and stakeholders consulted on the affairs of the municipality					JTGDM (part of General Expenses – IDP/PMS)	Y		O	4 Annual IDP and Budget road show reports and attendance registers	0	0	0	4
										4 Press releases and media interviews	1	1	1	1
4.4.	Stakeholder register established and maintained					JTGDM (part of General Expenses – IDP/PMS)	Y		O	1 Updated Stakeholder register	1	1	1	1
4.5.	Communication Strategy reviewed					JTGDM (part of General Expenses – Office of the Municipal Manager)	Y		O	1 Updated Communication Strategy	1	0	0	0
										3 Implementation reports	0	1	1	1
5. TO ENSURE A CLEAN AUDIT IN LINE WITH THE REQUIREMENTS OF OPERATION CLEAN AUDIT BY 2014														
GOV KPI NUMBER														
5.1.	Legislative compliance monitoring register established and maintained	-	-	-	-	JTGDM	Y	0001/3001/0000	O	12 Monthly compliance monitoring reports	3	3	3	3
5.2.	Annual Audit Action Plan compiled and implemented	-	-	-	-	JTGDM	Y	0001/3001/0000	O	4 Quarterly Audit Action Plan implementation and monitoring reports	1	1	1	1
5.3.	Adequacy and effectiveness of risk management, internal controls and governance processes tested									16 Internal audit reports	4	4	4	4
5.4.	Internal Audit Unit Functional									Implementation of the approved Internal Audit Policy	1	0	0	0
										Implementation of the	1	0	0	0

IDP OBJECTIVE	YEAR FUNDING REQUIRED (R)				FUNDING SOURCE/ POTENTIAL FUNDING SOURCE	FUNDED (Y/N)	BUDGET VOTE IF FUNDED THROUGH DM	CAPITAL / OPERATOINAL BUDGET (C/O)	ANNUAL TARGET	TARGETS FOR 2014/15					
	Y-1 2013/14	Y 2014/15	Y+1 2015/16	Y+2 2016/17						Q1	Q2	Q3	Q 4		
									approved Internal Audit Charter						
									Implementation of the approved Internal Audit Framework	1	0	0	0		
6. TO ESTABLISH AND MAINTAIN A COMBINED ASSURANCE SHARED SERVICE TO ALL MUNICIPALITIES IN THE DM															
GOV KPI NUMBER															
6.1.	Strategic risk annually assessed for all municipalities	-	-	-	-	JTGDM	Y	0013/3001/0000	O	4 Strategic risk register	0	0	0	4	
										4 Updated in-year strategic risk registers	4	4	4	4	
6.2.	Operational risk annually assessed for all departments in all municipalities	-	-	-	-	JTGDM	Y	0013/3001/0000	O	22 Departmental operational risk registers	8	7	7	0	
										7 Updated in-year operational risk registers	7	7	7	7	
6.3.	Risk Management Committee established and meeting regularly	-	-	-	-	JTGDM	Y	0013/3001/0000	O	4 Risk Management Committee minutes	1	1	1	1	
6.4.	Risk management strategy established and maintained	-	-	-	-	JTGDM	Y	0013/3001/0000	O	4 Risk management strategy	4	0	0	0	
6.5.	Ethical behaviour promoted and monitored	-	-	-	-	JTGDM	Y	0013/3001/0000	O	4 Approved Ethics Management Policy	4	0	0	0	
										4 Reviewed Anti-fraud and corruption strategy (fraud prevention plan and fraud and corruption policy)	4	4	4	4	
6.6.	Ethics Steering Committee established and meeting regularly	-	-	-	-	JTGDM	Y	0013/3001/0000	O	4 Ethics Steering Committee minutes	1	1	1	1	
6.7.	Annual external audit concluded	-	-	-	-	JTGDM	Y	0201/4411/0000	O	1 Auditor General's report	0	1	0	0	
										4 Updated quarterly Auditor General Dashboard and Key Controls	1	1	1	1	
7. TO PROMOTE THE INTERESTS AND RIGHTS OF TARGETED GROUPS – WOMEN, CHILDREN, YOUTH, DISABLED, ELDERLY															
GOV KPI NUMBER															
7.1.	Capacitated unit to coordinate targeted	71	78 100.00	910.00	85	94	JTGDM	Y	0431/0403/0000	O	4 Progress reports	1	1	1	1

IDP OBJECTIVE		YEAR FUNDING REQUIRED (R)				FUNDING SOURCE/ POTENTIAL FUNDING SOURCE	FUNDED (Y/N)	BUDGET VOTE IF FUNDED THROUGH DM	CAPITAL / OPERATOINAL BUDGET (C/O)	ANNUAL TARGET	TARGETS FOR 2014/15			
		Y-1 2013/14	Y 2014/15	Y+1 2015/16	Y+2 2016/17						Q1	Q2	Q3	Q 4
	groups in the District established.	000.00			501.00									
7.2.	Needs and challenges of targeted groups identified and addressed	227 000.00	249 700.00	274 670.00	302 137.00	JTGDM JTGD	Y	0431/0403/0000 0431/0403/0000	O O	1 Annual survey report	1	0	0	0
7.3.	Strategies to address needs and challenges of targeted groups developed maintained and implemented					JTGD	Y	0431/0403/0000	O	1 Set of strategies to address needs of targeted groups	0	1	1	1
										4 Progress monitoring reports	1	1	1	1
7.4.	Skills development programmes established and maintained	110 000.00	121 000.00	133 100.00	146 410.00	JTGD	Y	0431/0403/0000	O	4 Skills database progress reports	1	1	1	1
										4 Targeted groups skills development progress reports	1	1	1	1
7.5.	Employment of people with disabilities in the private sector coordinated	-	-	-	-	JTGDM	Y	0431/3001/0000	O	4 Coordination reports	1	1	1	1
7.6.	Youth jobs in Waste programmes implemented	-	-	-	-	DEA	N	-	-	4 Progress reports	1	1	1	1
7.7.	Youth Environmental Service Programme implemented (9 youths employed)	-	-	-	-	DEA	Y	DEA	-	4 Progress monitoring reports	1	1	1	1
7.8.	District AIDS Council met regularly	-	-	-	-	JTGDM	Y	0431/3001/0000	O	4 District Aids Council minutes / meeting reports / resolution registers	1	1	1	1

CORPORATE SERVICES – KPA 4: INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

IDP OBJECTIVE	YEAR FUNDING REQUIRED (R)				FUNDING SOURCE/ POTENTIAL FUNDING SOURCE	FUNDED (Y/N)	BUDGET VOTE IF FUNDED THROUGH DM	CAPITAL / OPERATIONAL BUDGET (C/O)	ANNUAL TARGET	TARGETS FOR 2014/5				
	Y 2013/14	Y+1 2014/15	Y+2 2015/16	Y+3 2016/17						Q1	Q2	Q3	Q4	
1. TO PROVIDE A COMPREHENSIVE AND INTEGRATED HUMAN RESOURCE SERVICE TO ENSURE AN EFFECTIVE ORGANISATION FOR ALL MUNICIPALITIES IN THE DISTRICT														
ITD KPI NUMBER														
1.1.	Comprehensive HR Strategy developed and maintained				JTGDM (part of employee related costs – Corporate Services)	Y	0301/3001/0000	O	1 Comprehensive HR Strategy 2 HR Strategy Implementation reports 1 Approved staff structure (aligned with IDP and Budget) 4 Quarterly HR reports 1 Reviewed skills retention strategy	0 0 0 1 1	0 1 0 1 1	0 0 0 1 1	1 1 1 1 1	
1.2.	Adequate opportunities for the development of employees and councillors established and maintained					Y	R 150,000.00 – (0301/4523/0000) R 160,000.00 – (0301/4509/0000)	O	1 Approved WSP 1 Annual training report 1 Skills audit report	0 0 1	0 0 1	0 0 1	1 1 1	
1.3.	Functional Training Committee				JTGDM (part of employee related costs – Corporate Services)	Y	0301/3001/0000	O	4 Training Committee monitoring reports/ minutes	1	1	1	1	
1.4.	Training needs identified and development plans developed for all employees and councillors				JTGDM (part of employee related costs – Corporate Services)	Y	0301/3001/0000	O	Individual learning plans consolidated report	1	0	0	0	
1.5.	Equitable employment				JTGDM (part of employee	Y	0301/3001/0000	O	1 Approved EEP 1 Bi-annual EEP reports	0 0	0 1	0 0	1 0	

IDP OBJECTIVE		YEAR FUNDING REQUIRED (R)				FUNDING SOURCE/ POTENTIAL FUNDING SOURCE	FUNDED (Y/N)	BUDGET VOTE IF FUNDED THROUGH DM	CAPITAL / OPERATIONAL BUDGET (C/O)	ANNUAL TARGET	TARGETS FOR 2014/5			
		Y 2013/14	Y+1 2014/15	Y+2 2015/16	Y+3 2016/17						Q1	Q2	Q3	Q4
	opportunities and service for all					related costs – Corporate Services)				4 Quarterly EEP progress monitoring reports	1	1	1	1
1.6.	Sound labour relations in the District established, promoted and maintained					JTGDGM (part of employee related costs – Corporate Services)	Y	0301/3001/0000	O	4 LLF minutes	1	1	1	1
										4 Quarterly reports on staff discipline and grievances	1	1	1	1
1.7.	Local municipalities supported					JTGDGM (part of employee related costs – Corporate Services)	Y	0301/3001/0000	O	4 reports on support	1	1	1	1
2. TO IMPROVE AND MAINTAIN THE ITC SYSTEMS, FACILITIES AND EQUIPMENT														
ITD KPI NUMBER														
2.1.	IT systems improved	100,000.00				JTGDGM	Y	9729/4200/0000	C	1 IT asset management and replacement strategy	0	0	0	1
						JTGDGM (part of employee related costs – Corporate Services)	Y	0301/3001/0000	O	12 Monthly IT management reports	3	3	3	3
2.2.	Functional and updated Municipal website					JTGDGM (part of employee related costs – Corporate Services)	Y			12 Monthly website maintenance reports	3	3	3	3
										4 Quarterly IT Steering Committee meetings	1	1	1	0
3. TO REVIEW AND PROMULGATE BY-LAWS IN ALL MUNICIPALITIES														
ITD KPI NUMBER														
3.1.	Municipal Code compiled and updated and new and current policies and by-laws included					JTGDGM (part of employee related costs – Corporate Services)	Y	0301/3001/0000	O	1 Code	0	0	0	1
										4 Approved prioritised reviewed policies	1	1	1	1
4. TO PROVIDE AND MAINTAIN EFFECTIVE ADMINISTRATIVE SYSTEMS														

IDP OBJECTIVE		YEAR FUNDING REQUIRED (R)				FUNDING SOURCE/ POTENTIAL FUNDING SOURCE	FUNDED (Y/N)	BUDGET VOTE IF FUNDED THROUGH DM	CAPITAL / OPERATIONAL BUDGET (C/O)	ANNUAL TARGET	TARGETS FOR 2014/5			
		Y 2013/14	Y+1 2014/15	Y+2 2015/16	Y+3 2016/17						Q1	Q2	Q3	Q4
ITD KPI NUMBER														
4.1.	Effective logistical arrangements for Council and Committees meetings made					JTGDM (part of employee related costs – Corporate Services)	Y	0301/3001/0000	O	8 Council minutes	2	2	2	2
4.2.	Buildings are clean, maintained and repaired					JTGDM (part of employee related costs – Corporate Services)	Y	0301/3001/0000	O	4 Quarterly auxiliary services monitoring reports	1	1	1	1
4.3.	Records management policy is maintained and implemented					JTGDM (part of General Expenses – Corporate Services)	Y	R 14,000.00 – (0301/4505/0000)	O	4vSubmitted amendments and additions to file plan	1	1	1	1
										1 Issued destruction certificates	0	0	0	1
										4 Electronic Document Management System Register	1	1	1	1
										2 Issued pest control certificates	0	1		1

BUDGET AND TREASURY OFFICE – KPA 5: FINANCIAL VIABILITY AND MANAGEMENT

IDP OBJECTIVE	YEAR FUNDING REQUIRED (R)				FUNDING SOURCE/ POTENTIAL FUNDING SOURCE	FUNDED (Y/N)	BUDGET VOTE IF FUNDED THROUGH DM	CAPITAL / OPERATIONAL BUDGET (C/O)	ANNUAL TARGET	TARGETS FOR 2014/15			
	Y-1 2013/14	Y 2014/15	Y+1 2015/16	Y+2 2016/17						Q1	Q2	Q3	Q4
1. To promote and enhance the financial viability and management of all municipalities in the DM													
BTO KPI NUMBER													
1.1.	Credible annual and adjustment budgets compiled according to the requirements of the MFMA and relevant legislation.				JTGDM (part of employee related costs - BTO)	Y	0201/3001/0000	O	1 Council approved Annual Budget				1
1.2.	Credible adjustment budgets compiled according to the requirements of the MFMA and relevant legislation.				JTGDM (part of employee related costs - BTO)	Y	0201/3001/0000	O	1 Council approved Adjustment Budget			1	
1.3.	Expenditure monitored regularly – through MFMA Section 71 reports and quarterly reports to Council				JTGDM (part of employee related costs - BTO)	Y	0201/3001/0000	O	12 MFMA Section 71 Reports	3	3	3	3
									4 Quarterly Municipal expenditure reports	1	1	1	1
1.4.	All local municipalities supported with the execution of financial management functions through CFO Forum				JTGDM (part of employee related costs - BTO)	Y	0201/3001/0000	O	4 CFO Forum resolution registers	1	1	1	1

IDP OBJECTIVE		YEAR FUNDING REQUIRED (R)				FUNDING SOURCE/ POTENTIAL FUNDING SOURCE	FUNDED (Y/N)	BUDGET VOTE IF FUNDED THROUGH DM	CAPITAL / OPERATIONAL BUDGET (C/O)	ANNUAL TARGET	TARGETS FOR 2014/15			
		Y-1 2013/14	Y 2014/15	Y+1 2015/16	Y+2 2016/17						Q1	Q2	Q3	Q4
1.5.	All reporting requirements of National and Provincial Treasury, COGHSTA, Council and Management are complied with in a timely manner								12 Section 71 reports submitted to prescribed institutions – letters	3	3	3	3	
		4 Council resolutions	1	1	1	1								
		1 Mid-year budget and performance reports				1								
		4 Quarterly Supply Chain Management reports	1	1	1	1								
		1 Annual Financial Statements submitted to Auditor General by 31 August	1											
		3 Quarterly financial statements submitted to and reviewed by Audit Committee		1	1	1								
		1 Vendors list updated	1	1	1	1								
1.6.	Financial by-laws and policies and tariffs reviewed								1 Set of reviewed by-laws, policies and tariffs					
1.7.	Revenue enhancement and management strategy developed and implemented	250,000.00				MSIG - JTGDM	Y	0003/3902/0000	O	1 Council approved revenue enhancement strategy				
1.8.	External revenue sources such as grants (MIG, MWIG, EPWP, MSIG, FSIG, ISDG) reported on					JTGDM (part of employee related costs - BTO)	Y	0201/3001/0000	O	12 Submitted monthly grant expenditure reports	3	3	3	3

IDP OBJECTIVE	YEAR FUNDING REQUIRED (R)				FUNDING SOURCE/ POTENTIAL FUNDING SOURCE	FUNDED (Y/N)	BUDGET VOTE IF FUNDED THROUGH DM	CAPITAL / OPERATIONAL BUDGET (C/O)	ANNUAL TARGET	TARGETS FOR 2014/15				
	Y-1 2013/14	Y 2014/15	Y+1 2015/16	Y+2 2016/17						Q1	Q2	Q3	Q4	
	by all municipalities													
									1 Updated grant register	1	1	1	1	
									4 Grant Implementation progress monitoring reports	1	1	1	1	
2. To ensure that the municipal assets are properly recorded, managed and maintained														
BTO KPI NUMBER														
2.1	Asset register established and maintained	200,000.00				MSIG - JTGDM	Y	0201/3904/0000	O	1 Updated asset register	1	1	1	1
2.2	Assets insured	1 000 000.00	1 056 000.00	1 113 024.00	1 173 127.30	JTGDM	Y	0201/4205/0000	O	1 Updated Insurance policy	1	1	1	1

Chapter 4

2014/15 Budget

4.1 Revenue and Expenditure

Vote Description	2009/10	2010/11	2011/12	2012/13	Current Year 2013/14			2013/14 Medium Term Revenue & Expenditure Framework		
	R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16
Revenue by Vote										
Vote1 - Office of Municipal Manager	4,391	578	4,917	2,624	12 405	12 425	12 425	7 318	7 364	7 408
Vote2 - Office of Executive Mayor and Speaker	–	35,094	2,317	2,597	8 697	9 100	9 100	-	-	-
Vote3 - Budget and Treasury Office	40,386	42,829	49,924	22,520	11 038	11 684	11 684	64 635	68 310	70 383
Vote4 - HR and Corporate Services	–	3,238	3,131	30,867	18 613	18 178	18 178	80	80	80
Vote5 – Community Development Services	827	862	916	754	10 889	11 013	11 013	890	980	1 100
Vote6 – Basic Services and Infrastructure	52,288	09,644	72,267	5,388	13 865	21 0056	21 0056	6 247	5 977	7 070
Vote7 – Development and Planning	21	299	164	2,396	6 095	6 375	6 375	5 000	-	-
Total Revenue by Vote	97,913	192,545	133,636	66,468	81 602	89 830	89 830	84 170	82 711	86 040
Expenditure by Vote to be appropriated										
Vote1 – Office of Municipal Manager	3,309	10,294	10,201	13,017	12 405	12 425	12 425	13 248	14 901	15 854
Vote2 – Office of Executive Mayor and Speaker	9,475	9,681	10,142	5,205	8 697	9 100	9 100	9 751	10 340	11 003
Vote3 – Budget and Treasury Office	21,867	10,070	7,767	11,379	11 038	11 684	11 684	12 405	13 110	13 911
Vote4 – HR and Corporate Services	–	22,251	13,989	14,220	18 613	18 178	18 178	15 975	24 185	25 626
Vote5 – Community Development Services	7,215	7,413	10,862	8,046	10 889	11 013	11 013	11 497	12 258	13 070
Vote6 – Basic Services and Infrastructure	62,243	119,906	116,438	10,490	13 865	21 056	21 056	14 394	22 232	24 340
Vote7 – Development and Planning	5,730	7,189	6,949	5,561	6 095	6 375	6 375	6 676	8 330	8 841
Total Expenditure by Vote	109,838	186,804	176,348	67,919	81 602	89 830	89 830	83 947	105 346	112 644

Vote Description	2009/10	2010/11	2011/12	2012/13	Current Year 2013/14			2013/14 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Surplus/(Deficit) for the year	(11,926)	5,740	(42,712)	(1,451)						

4.2 Budgeted Financial Position

Description	2009/10	2010/11	2011/12	2012/13	Current Year 2013/14				2013/14 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
ASSETS											
Current assets											
Cash	4,140	26,279		37 659							
Call investment deposits	3,840	-	7,244								
Consumer debtors	3,375	2,871	2,600	-							
Other debtors	14,002	7,842		-							
Inventory	33	31		-							
Receivables from exchange transactions				3 012							
Receivables from non-exchange transactions				153							
Total current assets	21,551	37,023	9,844	40 824							
Non-current assets											
Investment property				5 730							
Property, plant and equipment	88,879	110,461	81,876	75 857							
Biological assets				3 234							
Intangible assets				398							
Heritage assets				20							
Total non-current assets	88,879	110,461	81,876	85 239							
TOTAL ASSETS	110,430	147,484	91,720	126 063							
LIABILITIES											
Current liabilities											
Borrowing	169	161	163								
Trade and other payables	16,515	25,244	3,350	3 722							

Description	2009/10	2010/11	2011/12	2012/13	Current Year 2013/14				2013/14 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Provisions Long-term liabilities VAT Payable Unspent conditional grants	3,296	4,046		1 386 167 1 313 9 276							
Total current liabilities	19,980	29,451	3,513	15 864							
Noncurrent liabilities											
Borrowing Provisions Long-term Liabilities Retirement benefit obligation	4,464 12,670	4,308 13,689	4,272 13,671	2 414 20 922							
Total non-current liabilities	17,134	17,997	17,943	23 336							
TOTAL LIABILITIES	37,114	47,448	21,456	39 200							
NET ASSETS	73,316	100,036	70,264	87 432							
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit) Reserves Minorities' interests Revaluation reserve Accumulated surplus	17,546 55,771	- -	- -	41 970 45 432							
TOTAL COMMUNITY WEALTH/EQUITY	73,316	-	-								

4.3 Cash flow projections

Description	2009/10	2010/11	2011/12	2012/13	Current Year 2013/14				2013/14 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
CASH FLOW FROM OPERATING ACTIVITIES											

Description	2009/10	2010/11	2011/12	2012/13	Current Year 2013/14				2013/14 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Receipts											
Ratepayers and other	153,389		30,204		11 388	11 596	11 596		6 464	6 477	6 470
Government - operating			118,650	65,519	72 271	78 234	78 234		67 148	70 414	73 475
Government - capital			3,463								
Interest	1,814		1,000	1,848	1 000	1 500	1 500		2 000	2 108	2 222
Payments											
Suppliers and employees	(161,151)		(141,186)	(58,534)	(74 528)	(77 263)	(77 263)		(75 063)	(80 563)	(83 290)
Finance charges	(1,634)		(385)	(180)	(250)	(250)	(250)		(264)	(278)	(293)
Transfers and Grants			(10,759)	(2,642)	(7 883)	(12 317)	(12 317)		(6 860)	(7 365)	(8 542)
NET CASH FROM/(USED) OPERATING ACTIVITIES	(7,582)	-	987	6,010							
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE			120	135		200	200				
Decrease (Increase) in non-current debtors			200								
Decrease (increase) other non-current receivables			1,200								
Payments											
Capital assets	(2,135)		(1,000)	(1,294)	(3 107)	(3 107)	(3 107)				
NET CASH FROM/(USED) INVESTING ACTIVITIES	(2,135)	-	520	(1,159)							

Description	2009/10	2010/11	2011/12	2012/13	Current Year 2013/14				2013/14 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Borrowing long term/refinancing	712			436							
Payments											
Repayment of borrowing		-	(380)	(467)	(250)	(250)	(250)		(263)	(278)	(292)
NET CASH FROM/(USED) FINANCING ACTIVITIES	712	-	(380)								
NET INCREASE/ (DECREASE) IN CASH HELD	(9,005)	-	1,127	4,820							
Cash/cash equivalents at the year begin:	(12,053)	(21,058)	(21,058)	(393)							
Cash/cash equivalents at the year end:	(21,058)	(21,058)	(19,931)	(4,420)							