



# **Draft quarterly Performance Indicators and Targets**

## **2016/17 Financial Year**

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# Chapter 1

## The Municipal Performance Management System

The overall purpose of developing a performance management system is to measure the extent of the implementation of the Lejweleputswa District Municipality’s integrated development plan. This will indicate phases through which performance could be measured. There are four key phases in the performance management cycle. These phases must be linked to the planning and reviewing phases of the organization as a whole. Within the Municipality the annual cycle of planning and budgeting takes place in the form of the IDP. Out of that the broad outcomes and key performance areas for a municipality are developed or re-confirmed by the political leadership. Based on the broad indicators the various Departments should develop business plans or technical SDBIP’s that translate the Municipality’s key performance indicators (KPI’s) into indicators for the Department. The targets set out in the SDBIP or operational plan for a Department become the key performance objectives or indicators for the head of a particular Department.

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

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

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

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

Phase	Timing	Activities
<b>REVIEWING</b>	<p>December of each year – midyear review</p> <p>June of each year - final review</p>	<p>3. Manager/Supervisor to set up formal mid-year review in December to assess the relevance of the objectives and the Employee’s performance against the objectives. It is recommended that formal scoring of objectives achieved to date is done so that non-financial rewards can be administered twice a year – see reward section of this policy document for further details.</p> <p>4. Manager/Supervisor to set up a formal final review in June.</p> <p><b>The process for reviewing performance is as follows:</b></p> <p>1. Manager/Supervisor to request input from “customers” on the Employee’s performance throughout the year.</p> <p>2. Manager/Supervisor to prepare scores of Employee’s performance against agreed objectives as a result of the evidence and “customer” input.</p> <p>3. Manager/Supervisor to ask Employee to prepare for mid-year review or formal review by scoring him/herself against the agreed objectives.</p> <p>4. Manager/Supervisor and Employee to meet to conduct formal performance review and agree final scores. It may be necessary to have two meetings i.e. give Employee scores and allow him/her time to consider them before final agreement. Where an Employee and Manager/Supervisor disagree on the score, the Manager’s/Supervisor’s decision is final.</p> <p>5. Manager/Supervisor and Employee to prepare and agree learning plan – <b>this only need to be done at the final review in June and not at the mid-year review.</b></p>

Phase	Timing	Activities
REWARDING	Budget in February of each year	1. In February of each year the Manager/Supervisor is required to provide information to the Finance Department in relation to the budget and the possible maximum payout required in terms of the performance reward scheme.
	Reward in January and July of each year	2. Manager/Supervisor to review the results of his/her department's performance reviews and determine appropriate reward as per the reward section in this policy 3. Manager/Supervisor to set up meeting with the Employee to give feedback on the link to reward as a result of the review.

The performance management system of Lejweleputswa District Municipality must -

- (a) promote efficiency and effectiveness in the operation of the municipality
- (b) reflect the developmental priorities of the municipality
- (c) promote the economic use of resources
- (d) comply in all respect with the relevant legislation
- (e) even handed and transparent in its impact on all role players in the municipality
- (f) measure performance at the municipal, departmental, project team and individual level
- (g) recognise and reward superior performance
- (h) identify performance that is substandard and have procedures and processes in place to address such performance be politically driven, but administratively managed.

## The Institutional Framework

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

- (1) The Council will receive a performance report from the Mayor on a mid-year basis (half-yearly).
- (2) The Mayor is responsible for ensuring that the senior management of Lejweleputswa District Municipality gather relevant information throughout each reporting period and submit progress reports on a quarterly basis.
- (3) The Municipal Manager and the senior management team must ensure that the key performance indicators and performance targets set are met. This requires proper work planning and scheduling, appropriate resourcing of activities and continuous supervision. The senior management must also identify sub-standard performance and take corrective action where necessary to ensure that performance targets will be met.

(4) The internal auditing function must audit and assess –

- the accuracy of performance reports;
- the functionality of the performance management system;
- whether the performance management system complies with the Municipal Systems Act;
- the extent to which the municipality's performance measurements are reliable in measuring performance;
- the performance measurements of the District Municipality; and
- submit quarterly reports to the Municipal Manager and the Performance Audit Committee.

(5) The Performance Audit Committee must -

- review the quarterly reports submitted to it;
- review the performance management system focusing on economy, efficiency, effectiveness and impact in so far as the key performance indicators and performance targets set by Lejweleputswa District Municipality are concerned and make recommendations in this regard to the Council through the Mayor; and
- at least twice in a financial year submit an audit report to the Council through the Mayor.

(6) The Municipal Manager must compile an annual performance management report for submission to the Council through the Mayor. Access to this report must be provided to community structures, the MEC for District government, the Auditor General and the Minister for Provincial and District Government.

## The Documentation

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

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

## Reviewing Performance

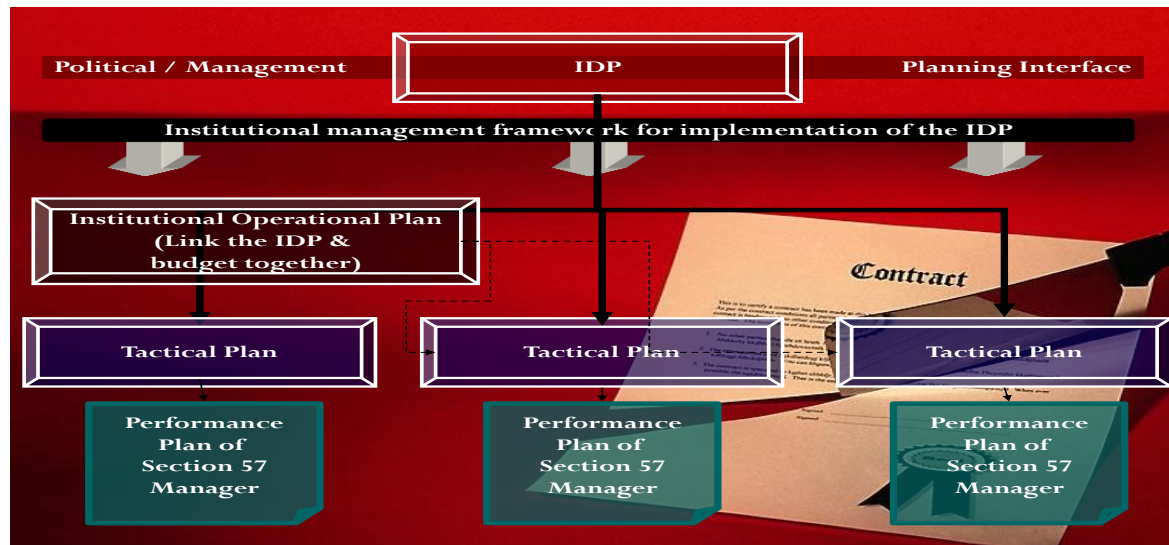
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Two review sessions are held as follows:

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

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

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



**Figure 2:** Relationship among individual and institutional performance plans



## Municipal PMS<sup>1</sup>

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

- (1) The Municipality derives its inputs, outputs and outcomes indicators from the IDP.
- (2) The required key performance indicators specified in the Municipal Planning and Performance Regulations (Regulation 10) are included in the municipal SDBIP to be measured as part of the quarterly measurement of municipal performance projected in the municipal SDBIP.
- (3) The Municipality annually review its key performance indicators as part of the process of reviewing its IDP, PMS and SDBIPs, as required in Regulation 11 of the Municipal Planning and Performance Management Regulations.
- (4) The Municipality attempts to structure its planning and organising systems and processes in such a manner that it is capable of complying with Regulation 12 of the Municipal Planning and Performance Management Regulations, 2001, as it relate to the setting of **key performance targets**. The Key Performance Targets of the Municipality will therefore be –
  - practical and realistic;
  - measure the efficiency, effectiveness, quality and impact of the performance of the municipality, administrative component, structure, body or person for whom a target has been set;
  - commensurate with available resources;
  - commensurate with the municipality's capacity; and
  - consistent with the municipality's development priorities and objectives set out in its integrated development plan.
- (5) A *multi-year plan (Departmental Service Delivery and Budget Implementation Plan)* is prepared for each of the Departments in the municipality. These Plans are requirements for the structured cascading down of the IDP to implementation levels in the municipality.
- (6) A *Municipal (to-layer) Service Delivery and Budget Implementation Plan (SDBIP)* is then compiled to integrate the individual Departmental SDBIPs and guide the design and development of an organisational scorecard for the Municipality in respect of planned performance for a specific financial year.
- (7) The Municipality align its budget with its Municipal (top-layer) Service Delivery and Budget Implementation Plan as part of the annual planning and budgeting processes as prescribed in the Municipal Systems Act, 2000 and the Municipal Finance Management Act, 2003.
- (8) The Municipality annually reviews its institutional *performance scorecard*. The scorecard reflects a balanced approach to measuring, reviewing and assessing organisational performance. In this regard the word *balanced* implies that the scorecard must reflect the Key Performance Areas and IDP Objectives of the Municipal IDP.
- (9) Performance planning and monitoring in the municipality is done according to the format of the prescribed five Key Performance Areas, which are derived from Government's strategic agenda for District government, which are:

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<sup>1</sup> *Organisational PMS Policy of the Lejweleputswa District Municipality*

- Basic Service Delivery and Infrastructure;
- District Economic Development;
- Financial Viability and Management;
- Institutional Transformation and Organizational Development; and
- Good Governance and Public Participation.

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

<b>Municipal Monitoring and Evaluation System</b>	<input type="checkbox"/> Chapter 6 of the Municipal Systems Act, 2000 <input type="checkbox"/> Chapter 3 of the Municipal Planning and Performance Management Regulations, 2001
<b>Performance Reporting</b>	<input type="checkbox"/> <b>Mid-year budget and performance report:</b> Section 72 of the Municipal Finance Management Act, 2003 <input type="checkbox"/> <b>Annual Performance Report:</b> Section 46 of the Municipal Systems Act, 2000 <input type="checkbox"/> <b>Annual Report:</b> Sections 121-129 of the Municipal Finance Management Act, 2003 and MFMA Circular No. 11, dated 14 January 2005.

**Table 4: GANTT Chart: PMS (Municipal)**

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

Critical milestones

## Individual Performance Management System<sup>2</sup>

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### The Municipal Individual Performance Management Policy

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

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

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

The performance management system is linked to the operational budget of Lejweleputswa District Municipality through the determination of performance targets in the service delivery budget implementation plan (SDBIP). The budget and IDP process is linked to each other, reflected each year in the budget and planning framework. Budget priorities will be integrated with development plan priorities and the areas that the performance management system is developed to measure.

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

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<sup>2</sup> *Individual PMS Policy of the Lejweleputswa District Municipality*

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

The four phases of the cycle are explained below.

### Planning

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

### Monitoring

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

### Measuring

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

### Reviewing

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

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

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

Phases	Timing	Activities
		<p>can be used to set performance objectives. However it is important to always consider the IDP and each Department's respective SDBIP in setting performance objectives. To be reflected in the Performance Management Tool and Performance Plan)</p> <ol style="list-style-type: none"> <li>4. Both the Manager/Supervisor and the Employee are required to prepare for this meeting.</li> <li>5. Ensure that the following documentation in respect of the Municipal Manager as well as Section 57 Managers are compiled for the financial year or updated when necessary: <ul style="list-style-type: none"> <li><input type="checkbox"/> Employment Contract</li> <li><input type="checkbox"/> Job Description</li> <li><input type="checkbox"/> Performance Agreement with Key Performance Areas and Core Competency Criteria</li> <li><input type="checkbox"/> Performance Plan</li> <li><input type="checkbox"/> Personal Development Plan</li> <li><input type="checkbox"/> Code of Conduct</li> <li><input type="checkbox"/> Financial Disclosure form</li> </ul> </li> <li>6. Ensure that the following documentation in respect of Non Section 57 Employees are compiled for the financial year or updated when necessary: <ul style="list-style-type: none"> <li><input type="checkbox"/> Job Description</li> <li><input type="checkbox"/> Performance Plan</li> <li><input type="checkbox"/> Personal Development Plan</li> <li><input type="checkbox"/> Performance Management Tool with Objectives and weights in terms of relevant Codes of Conduct to the specific posts</li> </ul> </li> </ol>

Phases	Timing	Activities
<b>Monitoring</b>	Ongoing throughout the year	<ol style="list-style-type: none"> <li>5. Manager/Supervisor to provide ongoing feedback and assistance to the Employee on his/her performance against the agreed objectives.</li> <li>6. Employees to request for feedback and assistance when required.</li> </ol>
<b>Reviewing</b>	<p>First 2 weeks of October for Quarter 1</p> <p>First 2 weeks of April for Quarter 3</p>	<p><i>Municipal Manager And Section 57 Managers</i></p> <ol style="list-style-type: none"> <li>1. Informal review sessions to be held between the Section 57 manager and the Municipal Manager in the first 2 weeks of October as well as well as the first 2 weeks of April to determine whether objectives as set for the specific quarters has been met or not and to what extent.</li> <li>2. Remedial actions if need be.</li> </ol>
<b>Evaluation</b>	<p>In January for Mid-Year evaluations</p> <p>In July for end of the year evaluation</p>	<p><i>Municipal Managers And Section 57 Managers</i></p> <ol style="list-style-type: none"> <li>1. Formal review sessions to be held twice a year as set in the Regulations to be done by the panels.</li> </ol>
<b>Rewarding</b>	<p>Budget in February of each year</p> <p>Rewards to be paid in September after the respective evaluation cycle each year</p> <p>Pro-rata rewards to be paid upon termination of contract should the employee qualify</p>	<p><i>Municipal Manager And Section 57 Managers</i></p> <ol style="list-style-type: none"> <li>1. Employees to be rewarded according to the policy</li> <li>2. Ensure that Development needs are addressed.</li> </ol> <p><i>Non Section 57 Employees</i></p> <ol style="list-style-type: none"> <li>4. The Quality Assurance Committee and the Chief Financial Officer to determine affordability in terms of rewards.</li> <li>5. Allocation of rewards</li> <li>6. Ensure that development needs are addressed.</li> </ol>

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

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

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

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



# Chapter 2

**Draft quarterly Performance Indicators and Targets,  
2015/16 Financial Year**



## LOCAL ECONOMIC DEVELOPMENT

Municipal Strategic Focus Area	Objective	Strategy	Project Name	Key Performance Indicator	Baseline	2016/2017	Q 1	Q 2	Q 3	Q 4	Budget (R)	Department
2.1 ( A )Economic Development	Expand Agricultural development to sustain food security 2016	Facilitate 2 Capacity building workshops for Cooperatives in the District	Capacity Building Programme	Number Capacity Building programmes	0	2	0	1	1	0		LED
( B ) Economic Development	Expand Agricultural development to sustain food security 2016	Develop the LDM LED Strategy Implementation Plan	LED Strategy Implementation Plan	Number of LED Strategy Implementation Plan	0	1	0	1	0	0	100 000	LED
( C ) Economic Development	Expand Agricultural development to sustain food security 2016	Convene District LED Forum Meetings	District LED Forum	Number of District LED Forum Meetings convened	2	2	0	1	0	1		LED
( D ) Economic Development	To improve access to telecommunication services within the district by 2016	To install VPN System	Broadband VPN Technologies	Number of meetings held  Network architect study done	new	0	0	0	0	0		LDA
( E ) Economic Development	To reduce greenhouse emissions in the district 2018	Developing solar power plant that will replace the current use of coal to generate electricity	Solar Power Plant	Number of meetings held with stakeholders, EIA study conducted, Bankable Business Plan Constructed Solar power	New	0	0	0	0	0		LDA

				plant								
( F ) Economic Development	To add-value to the district's agricultural products in order to boost the economy of the district	Agro-processing of Soya Beans in Nala	Soya Bean Processing	Number of meetings  Pre-feasibility study	New project	0	0	0	0	0		LDA
( G ) Economic Development	To mine salt in Soutpan for purpose of beauty spar	Processing the salt into a commercial product	Salt Mining processing	Number of meetings  Pre-feasibility study	New project	0	0	0	0	0		LDA
( H ) Economic Development	To develop the municipality Game Reserve to attract eco-tourists and game hunters	Upgrade the game reserve	Game farming	Number of meetings	New project	0	0	0	0	0		LDA
2.2. ( A ) SMME Development	Workshop for SMME's	Convene small scale mining workshop	Small scale mining workshop	Number of small scale mining workshops Conducted	New project	1	0	1	0	0	80 000	
( B ) SMME Development	Workshop for SMME's	Convene Smme s Workshop on bid processes	Smme Bid process Workshops	Number of SMME's Bid process w/shops convened	New Project	2	0	1	0	1		LED
2.3. ( A ) Tourism Development	Promotion of tourists Attraction	Develop tourism banners	Tourism Banners	Numbers of tourism banners Developed	2	2	0	2	0	0		
( B ) Tourism Development	Promotion of tourists Attraction	Launch District Tourism Forum	Tourism forum	Number of Tourism forums	1	1	0	1	0	0		LED

				launched								
( C ) Tourism Development	Create an environment for the promotion of singing talent	Invitation of Artists to perform during year end festival in December 2016	Year-end festival	Number of year end festivals held	1	1	0	0	1	0	100 000	LED
( D ) Tourism Development	To attract tourists to Lejweleputswa Region	Organise Easter Festival Virginia	Easter Festival	Number of Easter Festival held	1	1	0	0	0	1		LED
Arts and Culture	To ensure arts and culture is celebrated in the district	Organise Arts and Culture activities in the district	Arts and Culture celebrations	Number of activities organised	1	0	0	0	0	1		LED

## MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Municipal Strategic Focus Area	Objective	Strategy	Project Name	Key Performance Indicator	Baseline-Year 4	2016/2017	Q 1	Q 2	Q 3	Q 4	Budget	Department
3.1 ( A ) Sound municipal administration	To adhere to all administrative responsibilities	Develop and distribute 20 signed portfolio committee agendas and minutes	Portfolio committee meetings	Number of signed portfolio committee agendas and minutes developed and distributed	20	<b>16</b>	4	4	4	4		Corporate Services
( B ) Sound municipal administration	To adhere to all administrative responsibilities	Develop and distribute all signed MAYCO agendas and minutes	MAYCO meetings	Number signed MAYCO agendas and minutes	4	<b>4</b>	1	1	1	1		Corporate Services
( C ) Sound municipal administration	To adhere to all administrative responsibilities	Develop and distribute signed council agendas and minutes	Council meetings	Number of signed council agendas and minutes	4	<b>4</b>	1	1	1	1		Corporate Services
3.2 Local Labour forum	To ensure a functional LLF	Convene 4 LLF meetings annually	LLF meetings	Number of LLF meetings convened	4	<b>4</b>	1	1	1	1		Corporate Services
3.3. ( A ) Skills Development	Support indigents students with bursaries to register and attend tertiary	Sign 20 experiential learners by the end of June	Student bursaries	Number of bursaries issued per annum	20	<b>20</b>	0	0	20	0	2 000 000	Corporate Services

	institutions in pursuit of post matric qualifications in the areas of mining, IT etc.	2016.											
<b>( B ) Skills Development</b>	<b>To give experiential training to students at tertiary institutions to complete their qualifications.</b>	<b>Number of learners completing the experiential training.</b>	<b>Experiential training</b>	<b>Number of students trained</b>	<b>20</b>	<b>20</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	150 000	<b>Corporate Services</b>	
3.4 <b>( A ) Workplace Skills Plan</b>	Upgrade the skills of the staff members	Enrol staff members for attending short courses by the end of June 2016	Short courses	Number of staff members undertaking short courses to upgrade their skills.	18	<b>30</b>	3	2	3	2		Corporate Services	
<b>( B ) Workplace Skills Plan</b>	Support staff members to further their qualifications.	Provide financial assistance to staff members to further their studies	Financial assistance	Number of staff members financially supported	10	<b>30</b>	2	0	5	3		Corporate Services	
3.5. <b>( A ) Employee Wellness Programme</b>	Conduct employee physical and mental wellness programmes	Facilitate two fun walk for the employees by the end of June 2016	Employee wellness	Number of employees wellness programme conducted.	4	<b>4</b>	1	1	1	1	50 000	Corporate Services	

( B ) Employee Wellness Programme	Conduct employee physical and mental wellness programmes	Facilitate inter-district sport day	Employee wellness	Number of inter-district sport day facilitated	1	<b>1</b>	0	1	0	0		Corporate Services
3.6.( A ) Employment Equity	Ensure adherence to requirements of employment equity	Employ two women into senior management positions	Employment equity	Number of women employed into senior management positions	2	<b>2</b>		0	2	0		Corporate Services
( B ) Employment Equity	Ensure adherence to requirements of employment equity	Facilitate 4 employment equity forum meetings by the end of June 2016	Employment equity forum	Number of employment equity forum facilitated	4	<b>4</b>	1	1	1	1		Corporate Services
3.7.Occupational health and safety	To ensure adherence to occupational health and safety act	Establishment of occupational health and safety committee by June 2016	Occupational health and safety committee	Number of occupational health and safety committee meetings convened	New project	<b>4</b>	1	1	1	1		Corporate Services
3.8.( A ) Security Management	Create an environment to improve safety of people staff and property in municipalities	Monitor weekly in and out register book in all municipal entrances.	Security Management	Number of consolidated monthly access reports developed	12	<b>12</b>	3	3	3	3		Corporate Services
( B ) Security Management	Create an environment to improve safety of	Re-activate an surveillance system and		Number of monthly security	12	<b>12</b>	3	3	3	3		Corporate

	people staff and property in municipal s	report monthly		reports developed								Services
<b>( C ) Security Management</b>	Create an environment to improve safety of people staff and property in municipal s	Reactivate the use of access points by all staff members		Monthly reports on functional use of access points.	12	<b>12</b>	3	3	3	3		Corporate Services

## MUNICIPAL FINANCIAL VIABILITY

Municipal Strategic Focus Area	Objective	Strategy	Project name	Key Performance Indicator	Baseline-Year 4	2016/2017	Q 1	Q 2	Q 3	Q 4	Budget	Department
4.1. ( A ) Clean audit	Achieve a clean audit by 2016	To address all the matters of emphasis raised in the 2014/2015 financial year	Clean audit	Number of matters of emphasis eliminated	Clean Audit	<b>29</b>	Clean audit	Clean audit	Clean audit	Clean audit	1250 000	All Departments
( B ) Clean audit	Achieve a clean audit by 2016	To review 3 financial and IT policies (Disaster recovery plan, SCM, IT) by the end of June 2016.	Financial policy review	Number of financial and IT policies reviewed	3	<b>3</b>	0	0	3	0		
4.2. (A) Supply Chain Management compliance	Improve management of procurement processes	Train staff members on procurement processes.	SCM Training	Number of staff members trained,	10	<b>10</b>	0	5	5	0		Finance
( B ) Supply Chain Management compliance	Improve management of procurement processes	Train bid committees members on procurement processes annually	Bid committees training	Number of bid committee members	13	<b>13</b>	0	0	13	0		Finance
4.3. ( A ) Asset Management	To ensure improved and updated municipal assets	Update asset register as and when purchases are made	Asset Management	Number of asset register updates done	101	<b>100</b>	30	40	15	15		Finance
( B ) Asset Management	To ensure improved and updated municipal assets	Update asset register on a monthly basis	Asset Management	Number of asset register updated	12	<b>12</b>	3	3	3	3		Finance



4.4. Financial reports	To strengthen and sustain sound administrative and financial capacity of the district	Comply and submit financial reports.	Financial reporting	Number of financial reports submitted	34	<b>14</b>	3	4	3	4		Finance/MM
4.5. (A) IT	To render effective & efficient ICT services	To procure new version of Microsoft licence by June 2015	Microsoft licences	Frequency of procuring new Microsoft licences	2	<b>1</b>	0	0	1	0		Finance
(B) IT	To render effective & efficient ICT services	Upgrade the municipal domain controller in June 2015	Upgrading municipal domain controller	Frequency of upgrading municipal domain controller	0	<b>2</b>	1	0	1	0		Finance
(C) IT	To render effective & efficient ICT services	Install wireless points to improve connectivity in the Disaster centre by June 2015	Wireless points installation	Number of wireless points connected	0	<b>2</b>	2	0	0	0		Finance
(D) IT	To render effective & efficient ICT services	Increase the server capacity back-up to cater for all municipal users	Number of municipal officials catered for through the back-up service	Number of municipal officials catered for through the back-up service	0	<b>170</b>		85	85			Finance

## GOOD GOVERNANCE

Municipal Strategic Focus Area	Objective	Strategy	Project Name	Key Performance Indicator	Baseline-Year 4	2016/2017	Q 1	Q 2	Q 3	Q 4	Budget	Department
5.1. (A) IDP	Ensure participation of all stakeholders in the IDP forum meetings.	Invite all stakeholders on our IDP database to participate in our forum meetings	IDP	Number of stakeholders invited to our IDP forum meetings.	4	4	1	1	1	1		Municipal Manager's Office
( B ) IDP	Ensure implementation of a District wide integrated planning process	To review and approve a District IDP framework plan to inform process plans of all local municipalities.	District IDP framework plan	Number of framework plans reviewed	1	1	1	0	0	0		Municipal Manager's Office
( C ) IDP	Ensure implementation of a District wide integrated planning process	Review and approve a District IDP process plan	District IDP process plan	Number of process plans reviewed	1	1	1	0	0	0		Municipal Manager's Office
( D ) IDP	Ensure implementation of a District wide integrated planning process	Coordinate the review and approval of local IDP process plans	Local IDP process plans	Number of local IDP process plans reviewed	5	5	5	0	0	0		Municipal Manager's Office
( E ) IDP	Ensure implementation of a District wide integrated planning process	Convene four IDP Managers forum meetings by the end of June 2016	IDP Managers forum	Number of IDP Managers forum meetings convened	4	4	1	1	1	1		

5.2. Moral regeneration	Restore societal moral values	Convening public awareness campaigns	Moral regeneration	Number of awareness campaigns convened	4	4	1	1	1	1	150 000	Executive Mayor
5.3 Cooperative Development	Strengthen stakeholder collaboration on cooperative development.	Establish five Cooperatives in five local municipalities by 2016	Cooperative Development	Number of collaborative meetings	New Project	4	4					Executive Mayor
5.4. (A) District Aids Council & HIV & AIDS	Reduce the spread of HIV & AIDS in the District	Coordinate 4 District Aids Council meetings	DAC	Number of DAC meetings coordinated	4	4	1	1	1	1	40,000	Executive Mayor
(B) District Aids Council & HIV & AIDS	Reduce the spread of HIV & AIDS in the District	Coordinate HIV and AIDS awareness campaigns throughout the district.	HIV and AIDS awareness campaigns	Number of HIV and AIDS awareness coordinated.	4	4	1	1	1	1	50,000	Executive Mayor
5.5. (A) Gender, Disability, Elderly and Children's Programme	Promote the interests of designated groups	Conduct targeted awareness campaigns on the elderly	Targeted campaigns	Number of targeted awareness campaigns conducted for the elderly	1	1	0	1	0	0	39,500	Executive Mayor
(B) Gender, Disability, Elderly and Children's Programme	Promote the interests of designated groups	Conduct targeted awareness campaigns for women	Targeted campaigns	Number of targeted awareness campaigns conducted for the women	1	1	1	0	0	0	50,000	Executive Mayor
(C) Gender, Disability, Elderly and Children's	Promote the interests of designated groups	Conduct targeted awareness campaigns for the people with	Targeted campaigns	Number of targeted awareness	1	1	0	1	0	0		Executive Mayor

Programme		disabilities		campaigns conducted for people with disabilities									
	Promote the interests of <b>designated</b> groups	Conduct targeted awareness campaigns on children's programmes.	Targeted campaigns	Number of targeted awareness campaigns conducted for children	1	<b>1</b>	0	1	0	0	50,000	Executive Mayor	
<b>5.6. ( A ) National Campaigns</b>	<b>Ensure coordination of all national and provincial campaigns in the district.</b>	<b>Convene 1state of the province address session</b>	<b>State of the Province address</b>	<b>Number of campaigns conducted.</b>	<b>4</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	450,000	<b>Executive Mayor</b>	
<b>( B )National Campaigns</b>	<b>Ensure coordination of all national and provincial campaigns in the district.</b>	Undertake 4 international trips	International trips	Number of trips undertaken	0	<b>1</b>	1					Executive Mayor	
<b>( C )National Campaigns</b>	<b>Ensure coordination of all national and provincial campaigns in the district.</b>	Convene 1 international women's day celebration activity	International women's day	Number of international women's day celebration activity convened	1	<b>1</b>	0	0	1	0		Executive Mayor	
<b>( D )National Campaigns</b>	<b>Ensure coordination of all national and provincial</b>	Convene 1 freedom day celebration activity	Freedom day celebration	Number of freedom day celebration activity convened	1	<b>1</b>	0	0	0	1		Executive Mayor	

	<b>campaigns in the district.</b>											
<b>( E )National Campaigns</b>	<b>Ensure coordination of all national and provincial campaigns in the district.</b>	Launch 16 days of activism against women and children abuse	16 Days activism	Number of 16 days activism against women and children launched	1	<b>1</b>	0	1	0	0		Executive Mayor
5.7 Mandela day	To participate in the 67 minutes Mandela day in July.	Launch Mandela day	Mandela day		1	<b>1</b>	1	0	0	0	100,000	Executive Mayor
<b>5.8 Bursaries</b>	<b>T provide bursaries to deserving students in Lejweleputswa region/district</b>	<b>Identify needy students in the district to apply for bursaries</b>	<b>Bursaries</b>	<b>Number of bursaries awarded</b>	<b>20</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>0</b>	2 000,000	<b>Executive Mayor</b>
<b>5.9. Educational project</b>	<b>Encourage matriculation learners to improve their learning/passing grades.</b>	<b>Conduct motivational talk</b>	<b>Motivational talk</b>	<b>Number of motivational talks conducted</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	300,000	<b>Executive Mayor</b>
5.10. Grant-in-Aid	Create a conducive environment for the provision of aid during times of need	Donate money to members of the communities during times of need.	Grant -in -Aid	Number of members given donation	10+	<b>Dependent on the amount needed</b>	Depe nd on need eda mou nt				130 000	Executive Mayor

5.11 Youth Development	To ensure that the needs of young people are catered for	Organise youth activities in the District	Youth development	No of youth development activities organised	0	1	1	0	0	0		Executive Mayor
5.12 OR Tambo games	To facilitate hosting of OR Tambo games		OR Tambo games	Number of games facilitated	3	1	1	0	0	0	152,000	Executive Mayor
5.13 Training Ward councillors	Improve skills of ward councillors & committee members throughout the district	Conduct 2 district wide accredited skills training sessions for all ward committees.	Accredited Skills Training	Number of accredited training sessions conducted.	New project	2	2	0	0	0	300,000	Speaker's Office
5.15. Ward committee competitions	Reward best performing ward committees in the district	Convene 1 annual ward committee award by the end of June 2016	Ward committee competitions	Number of ward awards convened	New project	1	1	0	0	0	100 000 (MSIG)	Speaker's Office
5.16. Public Participation and Education	Provide a platform for the promotion of stakeholder participation	Convene three public participation meetings on IDP by June 2016.	Public Participation meetings	Public participation meetings convened	3	3	3	0	0	0		Speaker's Office
5.17.National Population registration campaign	Coordinate continuous registration of new born babies and all citizens from 16 years upwards	Convene 2 outreach programmes in each local municipality by the end of June 2016.	Outreach programmes	Provide birth certificates and id's for residents	10	10	10	0	0	0		Speaker's Office
5.18.Men's Forum	Encourage the promotion of a non-violent society through men outreach	Convene 4 local municipal sessions per year	Men's forum	Number of men's forum sessions held per year.	20	20	20	0	0	0	50,500	Speaker's Office

	programme											
5.19. (A) IGR	Ensure implementation of a single window of coordination in the district.	Conduct four (4) M & E site visits per year.	IGR	Number of monitoring and evaluation site visits conducted per year	4	4	1	1	1	1		Municipal Manager's Office
(B) IGR	Ensure implementation of a single window of coordination in the district.	Convene 4 technical district coordinating committee meetings per year	IGR	Number of technical district coordinating forum meetings held.	4	4	1	1	1	1		Municipal Manager's Office
(C) IGR	Ensure implementation of a single window of coordination in the district.	Convene 4 political coordinating forum meetings per year	IGR	Number of political district coordinating forum meetings held.	4	4	1	1	1	1		Office of the Executive Mayor
5.20.LED Forum	Coordinate all local economic development initiatives throughout the district	Convene 4 LED forum meetings per year	LED Forum	Number of LED forum meetings convened	4	4	1	1	1	1		LED & Planning
5.21. Policy Development	Create an improved policy environment in the municipality.	Revise three identified policies by June 2016	Policy development	Number of policies revised.	3	1	1	0	0	0		Municipal Manager's Office
5.22. Branding	Ensure effective branding of LDM activities	Procure a 4x4 meter municipal banner	Branding	Number of municipal banners procured sources	0	1	0	2	0	0		Municipal Manager's Office
5.23. Internal audit	Facilitate achievement of a clean audit of the municipality and its entity	Conduct quarterly internal audits to ensure improvement of service delivery.	Internal audit	Number of quarterly internal audits conducted per annum	New project	4	1	1	1	1	110,000	Municipal Manager's office

5.24. Risk Management	Conduct quarterly risk assessments on identified municipal programmes as per the risk audit plan.	Conduct monthly monitoring of identified risks and provide feedback	Risk management	Number of quarterly risk assessments conducted	New project	<b>4</b>	1	1	1	1		Municipal Manager's office
5.25. Performance Management System	Promote a culture of performance management	Coordinate the development of eighteen (18) non-financial performance reports by the end of June 2016	Performance Management	Number of reports developed by the end of June 2016	0	<b>17</b>	4	3	5	5	100,000	Municipal Manager
5.26. Facilitation of Indoor Arena	To facilitate the establishment of the Nelson Mandela Arena	To facilitate the development of indoor Arena by 2016	Indoor Arena	No of meetings facilitated	0	<b>2</b>	0	1	0	1		Municipal Manager
5.27. Ensure effective branding of LDM and communication with all its stakeholders	Reflect quarterly Communication of Achievements of the Municipality through newsletters , print or electronic Data	Advertise in various media sources	Municipal branding And Communication	Number of Adverts in the Media	10	<b>40</b>	10	10	10	10		Municipal Manager
5.28. EPWP Programme	<b>To facilitate creation Jobs for disadvantaged Youth women and men</b>	<b>Create jobs for 80 unemployed youth, women and men</b>	<b>EPWP</b>	<b>Number of jobs created</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>Municipal Manager</b>



## MUNICIPAL HEALTH SERVICES

Municipal Strategic Focus Area	Objective	Strategy	Project Name	Key Performance Indicator	Baseline- Year 4	2016/2017	Q1	Q2	Q3	Q4	Budget	Department
6.1 Municipal health services	To do water quality monitoring to ensure safe and healthy potable water	Implement effective water quality monitoring program.	Water quality monitoring	Number of water quality samples taken in terms of SANS 241.	179	<b>204</b>	51	51	51	51	100,000	EH
6.2 Municipal health services	Enhance consumer protection with sufficient food control	Monitor all food selling outlets for compliance to legislation	Food quality monitoring	Number of food selling outlets complied	500	<b>500</b>	125	125	125	125	100,000	EH
		Implement effective food sampling program	Food sampling	Number of food samples taken	161	<b>210</b>	55	35	65	55		EH
6.3 Municipal health services	To create public environmental health awareness	Implement environmental health awareness campaigns	Environmental health awareness campaign	Number of environmental health awareness campaigns conducted.	4	<b>4</b>	1	1	1	1	29,000	EH
6.4 Municipal health services	Ensure safe air quality	Ensure licensing of air quality emitters.	Licensing of air quality emitters	Number of licenses issued	4	<b>4</b>	1	1	1	1	100,000	EH
		Auditing of Atmospheric Emission Licences issued	Auditing of Licences	Number of Licences audited	New project	<b>10</b>	0	0	0	10		EH

6.5Municipal health services	To ensure responsible waste management practices	Quarterly Monitoring 16 waste management landfill sites	Waste management monitoring	Number of waste management landfill sites monitored	64	<b>64</b>	16	16	16	16		EH
6.7 Municipal health services		Quarterly Monitoring 17 waste collection services	Waste collection monitoring	Number of waste collection services monitored	68	<b>68</b>	17	17	17	17		EH
6.8 Municipal health services		Conduct quarterly waste management awareness campaigns.	Waste management campaigns	Number of waste management campaigns held	4	<b>4</b>	1	<b>1</b>	1	1		EH
<b>6.9 Disaster Management</b>	<b>Conduct Disaster Management awareness campaigns.</b>	<b>Conduct monthly disaster awareness campaigns in schools, and among the communities in conjunction with the 5 local municipalities in the district</b>	<b>Disaster awareness campaigns</b>	<b>Number of monthly disaster awareness campaigns held.</b>	12	<b>12</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	16,000	<b>DM</b>
6.10 (A) Disaster Management	Ensure an integrated, and multi-sectoral approach to Disaster Management in the District	Convene four quarterly disaster management advisory forum meetings	Disaster Relief Awareness.	Number of disaster Management Advisory Forum meetings held	4	<b>4</b>	1	1	1	1	23,000	DM
( B) Disaster Management	Ensure an integrated, and multi-sectoral approach to	Attend the 4 Provincial Advisory Forum meetings	Disaster Relief Awareness.	Number of Provincial Disaster Management Meetings attended.	4	<b>4</b>	1	1	1	1		DM

	Disaster Management in the District	held quarterly.											
<b>(C)</b> Disaster Management	Ensure an integrated, and multi-sectoral approach to Disaster Management in the District	Establish Local Municipalities' Disaster Management Forums in the 5 Local Municipalities.	Disaster Relief Awareness.	Number of Local Municipality Disaster Management Forums established and subsequent meetings attended.	New	<b>5</b>	1	1	2	1			DM
<b>(D)</b> Disaster Management	Ensure an integrated, and multi-sectoral approach to Disaster Management in the District	Conduct Disaster Management workshops for Councillors and Officials in conjunction with SALGA and the Provincial Disaster Management Centre.	Disaster Relief Awareness.	Number of Disaster Management Workshops held.	New	<b>2</b>	0	1	0	1			DM
<b>(E)</b> Disaster Management	Ensure an integrated, and multi-sectoral approach to Disaster Management in the District	Participate in Sector Departments' public awareness campaigns.	Disaster Relief Awareness.	Number of sector departments' public awareness campaigns attended.	NEW	<b>2</b>	0	1	0	1			DM
<b>6.11 Disaster Management</b>	<b>Formalize and promote integrated, uniform, and consistent response and recovery to Disasters, and</b>	<b>Develop disaster mitigation strategies; Contingency Plans; Evacuation Plans; and Draft a Relief Assistance Policy for</b>	<b>Disaster Relief</b>	<b>No of reports submitted on incidents responded to and relief rendered</b>	<b>4</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>60,000</b>		<b>DM</b>

	<b>Disaster incidents throughout the district.</b>	<b>Incidents.</b>										
6.12 (A) Fire services	Ensure coordination of fire services throughout the District.	Conduct fire safety awareness campaigns.	Fire Safety awareness Campaigns.	Number of reports on fire safety awareness campaigns conducted	4	<b>4</b>	1	1	1	1		DM
(B) Fire services	Ensure coordination of fire services throughout the District.	Procure of fire-fighting protective clothing for Tokologo LM and Masilonyana LM	fire-fighting Protective clothing	Fire-fighting Protective clothing procured.	New	<b>8</b>	4	0	4	0		DM
(C) Fire services	Assessment of Firefighting Bakkies unit for 4 Municipalities: Tokologo, Tswelopele, Nala. Masilonyana	Assess Municipal Firefighting Bakkies	Assessment of Bakkies	Number of fire-fighting Bakkies assessed	New	<b>6</b>	6	0	0	0		DM
(D) Fire services	Conduct training for Fire Fighters	Training of fire fighters for Tokologo by June 2016	Training Fire Fighters	No of Trainings Conducted	1	<b>1</b>	1	0	0	0		



# Chapter 3

**Monthly budgeted revenue and expenditure projections for  
2016/2017 financial year**

DC18 Lejweleputswa - Supporting Table SA25 Budgeted monthly revenue and expenditure																										
Description	R e f	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework												
		July	August	Sep t.	Oct	November	December	January	February	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19										
<b>R thousand</b>																										
<b>Revenue By Source</b>	-																									
Property rates																										
Property rates - penalties & collection charges																										
Service charges - electricity revenue																										
Service charges - water revenue																										
Service charges - sanitation revenue																										
Service charges - refuse revenue																										
Service charges - other																										
Rental of facilities and equipment																										
Interest earned - external investments		63	135	297	118	260	99	184	250	166	127	141	840	925	992											
Interest earned - outstanding debtors				89			65			74		66	293	281	270											
Dividends received																										
Fines																										
Licences and permits																										

Agency services													-	-	-	-
Transfers recognised - operational	1 250		43 520				39 801						31 591	116 162	118 333	125 318
Other revenue	4	5	8	10	13	12	9	14	9	11			13	105	110	114
Gains on disposal of PPE													-	-	-	-
Total Revenue (excluding capital transfers and contributions)	1 317	140	43 913	128	273	176	39 994	264	249	138	-		31 810	118 400	120 649	127 694
<b>Expenditure By Type</b>	-															
Employee related costs	3 360	3 982	4 626	5 014	5 170	5 230	5 607	6 260	6 613	6 820	6 334		6 733	65 750	68 683	72 117
Remuneration of councillors	620	632	671	708	714	719	726	750	773	798	806		804	8 721	9 157	9 614
Debt impairment													-	-	-	-
Depreciation & asset impairment	580	606	613	637	641	654	668	682	711	765	745		728	8 030	8 447	8 711
Finance charges						617							616	1 233	999	740
Bulk purchases													-	-	-	-
Other materials													-	-	-	-
Contracted services													-	-	-	-
Transfers and grants	3 500					50							-	3 550	4 550	7 050
Other expenditure	1 900	2 016	2 148	2 186	2 610	2 025	2 850	3 198	3 028	2 958	3 458		2 040	30 417	26 463	27 888

Loss on disposal of PPE													-	-	-	-	
Total Expenditure		9 960	7 236	8 058	8 545	9 135	9 295	9 851	10 890	11 125	11 341	11 343	10 921	700	117	118	126 121
Surplus/(Deficit)		(8 643)	(7 097)	35 855	(8 417 )	(8 862)	(9 119)	30 143	(10 627)	(10 876)	(11 203)	(11 343)	20 889	700	2	351	573
Transfers recognised - capital													-	-	-	-	-
Contributions recognised - capital													-	-	-	-	-
Contributed assets													-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		(8 643)	(7 097)	35 855	(8 417 )	(8 862)	(9 119)	30 143	(10 627)	(10 876)	(11 203)	(11 343)	20 889	700	2	351	573
Taxation													-	-	-	-	-
Attributable to minorities													-	-	-	-	-
Share of surplus/ (deficit) of associate													-	-	-	-	-
Surplus/(Deficit)	1	(8 643)	(7 097)	35 855	(8 417 )	(8 862)	(9 119)	30 143	(10 627)	(10 876)	(11 203)	(11 343)	20 889	700	2	351	573
<b>References</b>																	
<b>1. Surplus (Deficit) must reconcile with Budgeted Financial Performance check</b>														-	-	-	-



DC18 Lejweleputswa - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)																						
Description	Ref	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework								
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19						
<b>Revenue by Vote</b>	-																					
Vote 1 - Executive Mayor														-	-	-						
Vote 2 - Speaker														-	-	-						
Vote 3 - Mayoral Committee														-	-	-						
Vote 4 - Council General		42 663				36 900				36 599				-	116 162	118 333	122 195					
Vote 5 - Municipal Manager														-	-	-	3 123					
Vote 6 - Budget & Treasury		1 250	219	305	65	75	62	52	48	38	37	48	39	2 238	2 316	2 376						
Vote 7 - Corporate Services														-	-	-						
Vote 8 - Property														-	-	-						
Vote 9 - Planning & Development														-	-	-						
Vote 10 - Community & Social Services														-	-	-						
Vote 11 - Environmental Health Services														-	-	-						
Vote 12 - Tourism														-	-	-						

Vote 13 - NONE														-	-	-	-
Vote 14 - NONE														-	-	-	-
Vote 15 - NONE														-	-	-	-
<b>Total Revenue by Vote</b>		<b>43</b>	<b>219</b>	<b>305</b>	<b>65</b>	<b>975</b>	<b>36</b>	<b>62</b>	<b>52</b>	<b>48</b>	<b>36</b>	<b>37</b>	<b>48</b>	<b>39</b>	<b>118</b>	<b>120</b>	<b>127</b>
		<b>913</b>								<b>637</b>				<b>400</b>	<b>649</b>	<b>694</b>	
<b>Expenditure by Vote to be appropriated</b>	-																
Vote 1 - Executive Mayor		710	723	753	786	790	805	869	912	935	963	947	981	10 174	10 281	10 683	
Vote 2 - Speaker		275	284	293	309	311	322	338	317	307	293	331	344	3 724	3 678	3 852	
Vote 3 - Mayoral Committee		340	351	346	378	415	426	582	590	575	529	610	559	5 701	5 866	6 153	
Vote 4 - Council General		640	753	799	815	940	340 <sup>1</sup>	1 700	983 <sup>1</sup>	2 500	1 982	2 174	1 770	17 397	17 625	18 049	
Vote 5 - Municipal Manager		560	632	740	872	948	129 <sup>1</sup>	1 042	125 <sup>1</sup>	1 109	1 204	1 260	1 119	11 740	11 692	15 381	
Vote 6 - Budget & Treasury		915	936	1 016	1 290	570 <sup>1</sup>	680 <sup>1</sup>	1 800	010 <sup>2</sup>	1 700	1 806	1 604	1 444	17 771	17 639	17 894	
Vote 7 - Corporate Services		854	865	899	1 119	200 <sup>1</sup>	310 <sup>1</sup>	1 683	941 <sup>1</sup>	2 282	2 063	1 187	1 262	16 665	16 486	17 292	
Vote 8 - Property		416	433	480	470	556	461	467	439	484	450	460	813	5 929	6 164	6 376	
Vote 9 - Planning & Development		453	460	478	491	502	566	586	563	573	506	494	479	6 151	6 077	6 371	
Vote 10 - Community & Social Services		732	871	882	873	842	830	962	981	833	796	789	793	10 184	10 301	10 768	
Vote 11 - Environmental Health Services		802	826	985	901	923	985	962	075 <sup>1</sup>	989	960	957	900	11 265	11 449	12 002	
Vote 12 - Tourism							000 <sup>1</sup>						-	1 000	1 040	1 300	

Vote 13 - NONE														-	-	-	-
Vote 14 - NONE														-	-	-	-
Vote 15 - NONE														-	-	-	-
<b>Total Expenditure by Vote</b>		<b>6 697</b>	<b>7 133</b>	<b>7 670</b>	<b>8 304</b>	<b>997</b>	<b>8</b> <b>10</b>	<b>854</b>	<b>10</b> <b>992</b>	<b>936</b>	<b>11</b> <b>12</b> <b>287</b>	<b>11</b> <b>552</b>	<b>10</b> <b>812</b>	<b>10</b> <b>465</b>	<b>117</b> <b>700</b>	<b>118</b> <b>298</b>	<b>126</b> <b>121</b>
<b>Surplus/(Deficit) before assoc.</b>		<b>37</b> <b>216</b>	<b>(6</b> <b>914)</b>	<b>(7</b> <b>365)</b>	<b>(8</b> <b>239)</b>	<b>27</b> <b>978</b>	<b>(10</b> <b>792)</b>	<b>(10</b> <b>940)</b>	<b>(11</b> <b>888)</b>	<b>24</b> <b>350</b>	<b>(11</b> <b>515)</b>	<b>(10</b> <b>764)</b>	<b>(10</b> <b>426)</b>	<b>700</b>	<b>2 351</b>	<b>1 573</b>	
Taxation														-	-	-	-
Attributable to minorities														-	-	-	-
Share of surplus/ (deficit) of associate														-	-	-	-
<b>Surplus/(Deficit)</b>	<b>1</b>	<b>37</b> <b>216</b>	<b>(6</b> <b>914)</b>	<b>(7</b> <b>365)</b>	<b>(8</b> <b>239)</b>	<b>27</b> <b>978</b>	<b>(10</b> <b>792)</b>	<b>(10</b> <b>940)</b>	<b>(11</b> <b>888)</b>	<b>24</b> <b>350</b>	<b>(11</b> <b>515)</b>	<b>(10</b> <b>764)</b>	<b>(10</b> <b>426)</b>	<b>700</b>	<b>2 351</b>	<b>1 573</b>	

DC18 Lejweleputswa - Supporting Table SA27 Budgeted monthly revenue and expenditure (standard classification)																		
Description	Ref	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework				
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19		
<b>Revenue - Standard</b>	-																	
<b><i>Governance and administration</i></b>		43 913	219	305	65	975 36	62	52	48	36 637	37	48	39	118 400	120 649	127 694		
Executive and council		42 663				36 900				36 599			-	116 162	118 333	125 318		
Budget and treasury office		1 250	219	305	65	75	62	52	48	38	37	48	39	2 238	2 316	2 376		
Corporate services													-	-	-	-		
<b><i>Community and public safety</i></b>		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Community and social services													-	-	-	-		
Sport and recreation													-	-	-	-		
Public safety													-	-	-	-		
Housing													-	-	-	-		
Health													-	-	-	-		
<b><i>Economic and environmental services</i></b>		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Planning and development																		

														-	-	-	-
Road transport														-	-	-	-
Environmental protection														-	-	-	-
<b>Trading services</b>		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Electricity														-	-	-	-
Water														-	-	-	-
Waste water management														-	-	-	-
Waste management														-	-	-	-
<b>Other</b>														-	-	-	-
<b>Total Revenue - Standard</b>		<b>43 913</b>	<b>219</b>	<b>305</b>	<b>65</b>	<b>975</b>	<b>36</b> <b>62</b>	<b>52</b>	<b>48</b>	<b>36</b> <b>637</b>	<b>37</b>	<b>48</b>	<b>39</b>	<b>118</b> <b>400</b>	<b>120</b> <b>649</b>	<b>127</b> <b>694</b>	
			219	305	65	875	73 62	52	48	73 236	37	48					
<b>Expenditure - Standard</b>	-																
<b>Governance and administration</b>		<b>4 710</b>	<b>4 976</b>	<b>5 326</b>	<b>6 039</b>	<b>730</b>	<b>6</b> <b>473</b>	<b>7</b> <b>8 482</b>	<b>9</b> <b>317</b>	<b>9 892</b>	<b>9 290</b>	<b>8 573</b>	<b>8 292</b>	<b>89 100</b>	<b>89 431</b>	<b>95 680</b>	
Executive and council		2 525	2 743	2 931	3 160	404	3 022	4 4 531	4 927	5 426	4 971	5 322	4 773	48 735	49 143	54 118	
Budget and treasury office		915	936	1 016	1 290	570	1 680	1 1 800	2 010	1 700	1 806	1 604	1 444	17 771	17 639	17 894	
Corporate services		1 270	1 298	1 379	1 589	756	1 771	1 2 150	2 380	2 766	2 513	1 647	2 075	22 594	22 650	23 668	
<b>Community and public safety</b>		<b>732</b>	<b>871</b>	<b>882</b>	<b>873</b>	<b>842</b>	<b>830</b>	<b>962</b>	<b>981</b>	<b>833</b>	<b>796</b>	<b>789</b>	<b>793</b>	<b>10 184</b>	<b>10 301</b>	<b>10 768</b>	
Community and social services		732	871	882	873	842	830	962	981	833	796	789	793	10 184	10 301	10 768	

Sport and recreation														-	-	-	-
Public safety														-	-	-	-
Housing														-	-	-	-
Health														-	-	-	-
<b><i>Economic and environmental services</i></b>		<b>1 255</b>	<b>1 286</b>	<b>1 463</b>	<b>1 392</b>	<b>425</b>	<b>551</b>	<b>1 548</b>	<b>638</b>	<b>1 562</b>	<b>1 466</b>	<b>1 451</b>	<b>1 379</b>	<b>17 415</b>	<b>17 526</b>	<b>18 373</b>	
Planning and development		453	460	478	491	502	566	586	563	573	506	494	479	6 151	6 077	6 371	
Road transport														-	-	-	-
Environmental protection		802	826	985	901	923	985	962	075	989	960	957	900	11 265	11 449	12 002	
<b><i>Trading services</i></b>		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Electricity														-	-	-	-
Water														-	-	-	-
Waste water management														-	-	-	-
Waste management														-	-	-	-
<b><i>Other</i></b>							1 000							-	1 000	1 040	1 300
<b>Total Expenditure - Standard</b>		<b>6 697</b>	<b>7 133</b>	<b>7 670</b>	<b>8 304</b>	<b>997</b>	<b>854</b>	<b>10 992</b>	<b>936</b>	<b>12 287</b>	<b>11 552</b>	<b>10 812</b>	<b>10 465</b>	<b>117 700</b>	<b>118 298</b>	<b>126 121</b>	
<b>Surplus/(Deficit) before assoc.</b>		<b>37 216</b>	<b>(6 914)</b>	<b>(7 365)</b>	<b>(8 239)</b>	<b>27 978</b>	<b>(10 792)</b>	<b>(10 940)</b>	<b>(11 888)</b>	<b>24 350</b>	<b>(11 515)</b>	<b>(10 764)</b>	<b>(10 426)</b>	<b>700</b>	<b>2 351</b>	<b>1 573</b>	

Share of surplus/ (deficit) of associate														-	-	-	-
<b>Surplus/(Deficit)</b>	<b>1</b>	<b>37 216</b>	<b>(6 914)</b>	<b>(7 365)</b>	<b>(8 239)</b>	<b>27 978</b>	<b>(10 792)</b>	<b>(10 940)</b>	<b>(11 888)</b>	<b>24 350</b>	<b>(11 515)</b>	<b>(10 764)</b>	<b>(10 426)</b>	<b>700</b>	<b>2 351</b>	<b>1 573</b>	
<i>References</i>																	
<i>1. Surplus (Deficit) must reconcile with Budeted Financial Performance</i>																	

DC18 Lejweleputswa - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)																					
Description	Ref	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework							
R thousand		July	August	Sept	October	Nov	Dec	January	Feb	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19					
<b>Multi-year expenditure to be appropriated</b>	1																				
Vote 1 - Executive Mayor														-	-	-					
Vote 2 - Speaker														-	-	-					
Vote 3 - Mayoral Committee														-	-	-					
Vote 4 - Council General														-	-	-					
Vote 5 - Municipal Manager														-	-	-					
Vote 6 - Budget & Treasury														-	-	-					
Vote 7 - Corporate Services														-	-	-					
Vote 8 - Property														-	-	-					
Vote 9 - Planning & Development														-	-	-					
Vote 10 - Community & Social Services														-	-	-					
Vote 11 - Environmental Health Services														-	-	-					
Vote 12 - Tourism														-	-	-					
Vote 13 - NONE														-	-	-					



Vote 14 - NONE														-	-	-	-
Vote 15 - NONE														-	-	-	-
<b>Capital multi-year expenditure sub-total</b>	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b><u>Single-year expenditure to be appropriated</u></b>																	
Vote 1 - Executive Mayor				35										-	35	25	30
Vote 2 - Speaker					22									-	22	20	25
Vote 3 - Mayoral Committee				91										-	91	20	34
Vote 4 - Council General														-	-	765	20
Vote 5 - Municipal Manager						42								-	42	50	25
Vote 6 - Budget & Treasury			170				200							-	370	900	300
Vote 7 - Corporate Services			65											-	65	50	60
Vote 8 - Property														-	-	100	-
Vote 9 - Planning & Development				20										-	20	14	18
Vote 10 - Community & Social Services														-	-	55	700
Vote 11 - Environmental Health Services		20			35									-	55	70	197
Vote 12 - Tourism														-	-	-	-
Vote 13 - NONE														-	-	-	-
Vote 14 - NONE														-	-	-	-

														-	-	-	-
Vote 15 - NONE														-	-	-	-
<b>Capital single-year expenditure sub-total</b>	2	<b>20</b>	<b>235</b>	<b>146</b>	<b>57</b>	<b>42</b>	-	<b>200</b>	-	-	-	-	-	<b>700</b>	<b>069</b>	<b>2</b>	<b>1</b>
<b>Total Capital Expenditure</b>	2	<b>20</b>	<b>235</b>	<b>146</b>	<b>57</b>	<b>42</b>	-	<b>200</b>	-	-	-	-	-	<b>700</b>	<b>069</b>	<b>2</b>	<b>1</b>
<u>References</u>																	
1. Table should be completed as either Multi-Year expenditure appropriation or Budget Year and Forward Year estimates																	
2. Total Capital Expenditure must reconcile to Budgeted Capital Expenditure check																	
														-	-	-	-