

MASILONYANA LOCAL MUNICIPALITY



SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

2012/2013 FINANCIAL YEAR

INTRODUCTION TO SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN FOR 2012/13

Section 69 of the Municipal Finance Management Act (MFMA) requires that a municipality prepares a **Service Delivery and Budget Implementation Plan** (SDBIP). The SDBIP gives effect to the Integrated Development Plan (IDP) and the budget of the municipality. The budget gives effect to the strategic priorities of the municipality and is not a management or implementation plan. To implement the budget the SDBIP serves as an understanding between the administration, council and the community on how the implementation of the budget will give effect to the achievement of the goals and objectives set by the council to meet the needs of the community during the applicable financial year.

The three most important components of the SDBIP are:-

- Monthly projections of revenue to be collected from each source (to be compiled after approval of the budget);
- Monthly projections of operating and capital expenditure and revenue per vote (be compiled after approval of the budget); and
- Quarterly projections of service delivery targets and performance indicators for each vote.

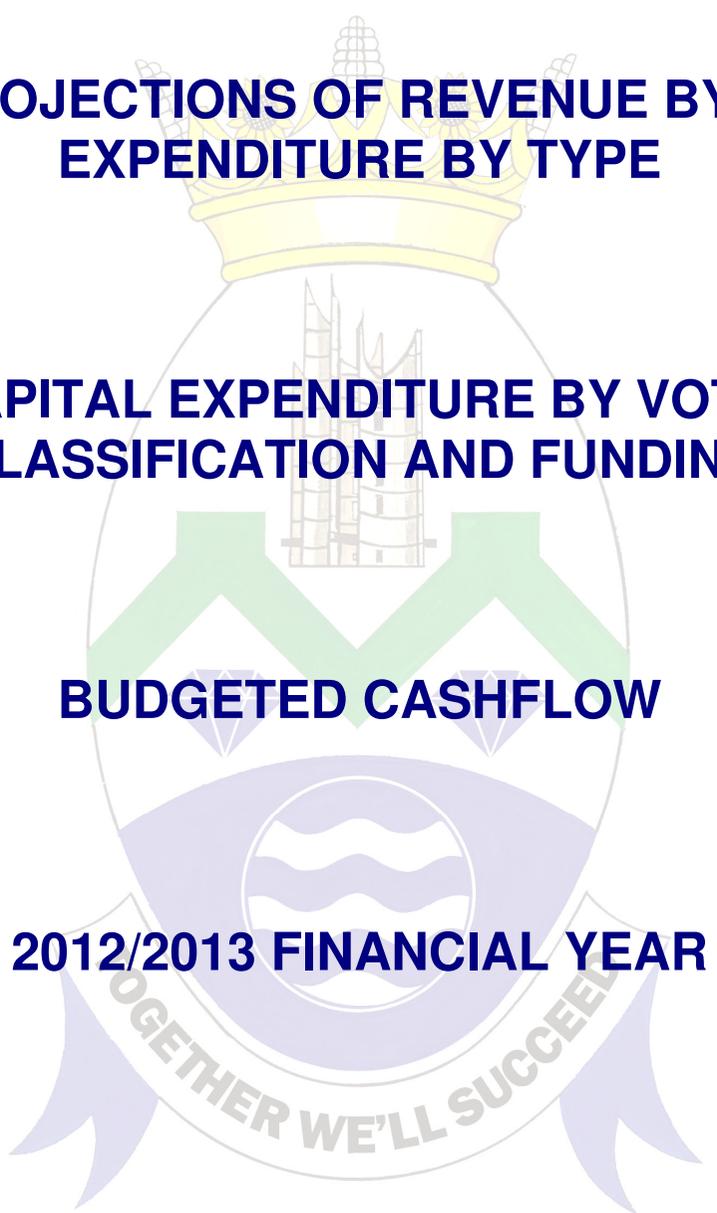
The priorities set in the Free State Development Plan, as indicated below, were measured and aligned against the identified priorities of the IDP (detail of the alignment is set out in the IDP).

- Enhancing Economic Development and Job Creation.
- Providing and Facilitating Sustainable Infrastructure.
- Investing in the Development of People.
- Ensure a Safe and Secure Environment.
- Good/ Co-operative Governance with Sustainable use of Resources and the Environment.

The general key performance indicators, set out below, as regulated by the Municipal Systems Act were measured against the identified priorities of the IDP (detail of the alignment is set out in the IDP).

- Infrastructure and Service Delivery.
- Social and Economic Development.
- Institutional Transformation.
- Democracy and Governance.
- Financial Management.

The quarterly projections of service delivery targets and performance indicators are aligned with the strategic objectives of the Council as formulated in the IDP. The different budget votes are presented in the SDBIP according to the departments of the municipality.

The background features a large, faint watermark of the Waterloo University crest. The crest is shield-shaped with a crown on top, a building in the center, and a banner at the bottom that reads "TOGETHER WE'LL SUCCEED".

**BUDGETED PROJECTIONS OF REVENUE BY SOURCE AND
EXPENDITURE BY TYPE**

**BUDGETED CAPITAL EXPENDITURE BY VOTE, STANDARD
CLASSIFICATION AND FUNDING**

BUDGETED CASHFLOW

2012/2013 FINANCIAL YEAR

FS181 Masilonyana - Table A4 Budgeted Financial Performance (revenue and expenditure)

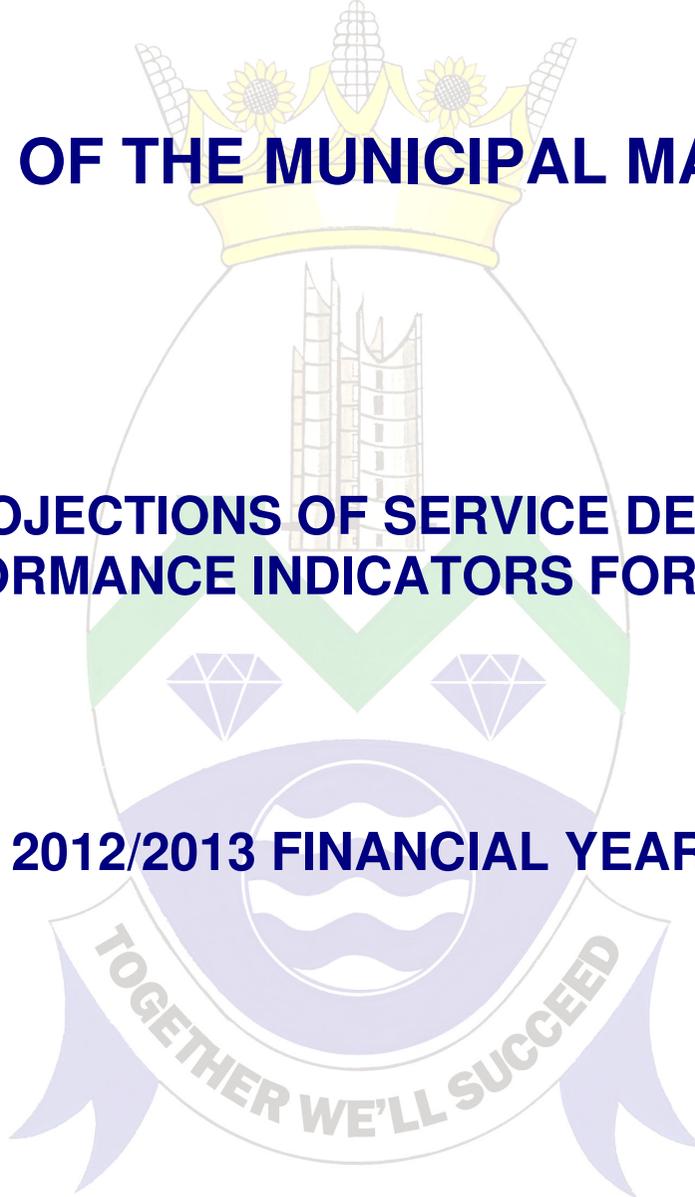
Description	Ref	2006/7	2007/8	2008/9	Current Year 2009/10				2010/11 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
Revenue By Source											
Property rates	2	-	-	-	13,604	13,604	10,493	10,493	14,556	15,459	16,371
Property rates - penalties & collection charges											
Service charges - electricity revenue	2	-	-	-	17,704	17,704	20,730	20,730	26,633	32,468	39,583
Service charges - water revenue	2	-	-	-	16,456	16,458	14,958	14,958	14,375	15,266	16,166
Service charges - sanitation revenue	2	-	-	-	10,259	10,259	9,979	9,979	14,759	15,674	16,599
Service charges - refuse revenue	2	-	-	-	6,040	6,040	7,279	7,279	7,810	8,294	8,783
Service charges - other					349	281	1,948	1,948	392	417	441
Rental of facilities and equipment					99	99	166	166	189	201	213
Interest earned - external investments					18	18	0	0	21	22	23
Interest earned - outstanding debtors					2,394	2,394	2,802	2,802	2,998	3,184	3,372
Dividends received					21	21	10	10	26	28	29
Fines					198	65	64	64	100	107	113
Licences and permits											
Agency services											
Transfers recognised - operational					55,511	66,604	66,531	66,531	69,939	76,674	84,163
Other revenue	2	-	-	-	343	343	71	71	205	217	230
Gains on disposal of PPE											
Total Revenue (excluding capital transfers and contributions)		-	-	-	122,996	133,890	135,032	135,032	152,003	168,008	186,086
Expenditure By Type											
Employee related costs	2	-	-	-	38,226	40,056	38,226	38,226	41,588	44,166	46,772
Remuneration of councillors					4,454	4,454	4,454	4,454	4,544	4,826	5,110
Debt impairment	3	-	-	-	31,905	31,905	31,905	31,905	34,115	37,393	41,045
Depreciation & asset impairment	2	-	-	-	400	400	400	-	425	425	450
Finance charges					706	706	1,007	1,007	1,006	1,069	1,132
Bulk purchases	2	-	-	-	17,070	12,290	15,650	9,604	22,098	27,422	34,116
Other materials	8	-	-	-							
Contracted services					-	-	-	-	-	-	-
Transfers and grants					-	-	-	-	-	-	-
Other expenditure	4, 5	-	-	-	29,204	42,503	39,494	39,494	43,834	46,551	49,298
Loss on disposal of PPE											
Total Expenditure		-	-	-	121,965	132,314	131,135	124,690	147,584	161,851	177,922
Surplus/(Deficit)		-	-	-	1,031	1,576	3,897	10,342	4,418	6,157	8,164
Transfers recognised - capital					27,578	27,578	27,578	27,578	33,211	40,322	46,868
Contributions recognised - capital	6	-	-	-	-	-	-	-	-	-	-
Contributed assets											
Surplus/(Deficit) after capital transfers & contributions		-	-	-	28,609	29,154	31,475	37,920	37,629	46,479	55,032
Taxation											
Surplus/(Deficit) after taxation		-	-	-	28,609	29,154	31,475	37,920	37,629	46,479	55,032
Attributable to minorities											
Surplus/(Deficit) attributable to municipality		-	-	-	28,609	29,154	31,475	37,920	37,629	46,479	55,032
Share of surplus/ (deficit) of associate	7	-	-	-							
Surplus/(Deficit) for the year		-	-	-	28,609	29,154	31,475	37,920	37,629	46,479	55,032

FS181 Masilonyana - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding

Vote Description	Ref	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
R thousand	1										
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
Executive & Council									100		
Finance & Admin					300	300	300	300		4,089	4,330
Community Facilities					860				1,650		
Housing											
Public Safety											
Sports & Recreation									3,800		
Waste Management									2,100		
Waste Water Management					27,578	27,578	27,578	27,578	9,238		36,868
Road Transport									12,591	10,000	10,000
Water									7,582	30,322	
Electricity											
Example 12 - Vote12											
Example 13 - Vote13											
Example 14 - Vote14											
Example 15 - Vote15											
Capital multi-year expenditure sub-total	7				28,738	27,878	27,878	27,878	37,061	44,411	51,198
Single-year expenditure to be appropriated	2										
Executive & Council											
Finance & Admin											
Community Facilities											
Housing											
Public Safety											
Sports & Recreation											
Waste Management											
Waste Water Management											
Road Transport											
Water											
Electricity											
Example 12 - Vote12											
Example 13 - Vote13											
Example 14 - Vote14											
Example 15 - Vote15											
Capital single-year expenditure sub-total											
Total Capital Expenditure - Vote					28,738	27,878	27,878	27,878	37,061	44,411	51,198
Capital Expenditure - Standard											
Governance and administration					300	300	300	300	100	4,089	4,330
Executive and council									100		
Budget and treasury office					300	300	300	300		4,089	4,330
Corporate services											
Community and public safety					860				5,450		
Community and social services					860				1,650		
Sport and recreation									3,800		
Public safety											
Housing											
Health											
Economic and environmental services									12,591	10,000	10,000
Planning and development											
Road transport									12,591	10,000	10,000
Environmental protection											
Trading services					27,578	27,578	27,578	27,578	18,920	30,322	36,868
Electricity											
Water									7,582	30,322	
Waste water management					27,578	27,578	27,578	27,578	9,238		36,868
Waste management									2,100		
Other											
Total Capital Expenditure - Standard	3				28,738	27,878	27,878	27,878	37,061	44,411	51,198
Funded by:											
National Government					22,578	22,578	22,578	22,578	25,211	30,322	36,868
Provincial Government					5,000	5,000	5,000	5,000	8,000	10,000	10,000
District Municipality											
Other transfers and grants											
Transfers recognised - capital	4				27,578	27,578	27,578	27,578	33,211	40,322	46,868
Public contributions & donations	5										
Borrowing	6										
Internally generated funds					1,160	300	300	300	3,850	4,089	4,330
Total Capital Funding	7				28,738	27,878	27,878	27,878	37,061	44,411	51,198

FS181 Masilonyana - Table A7 Budgeted Cash Flows

Description	Ref	2006/7	2007/8	2008/9	Current Year 2009/10				2010/11 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Ratepayers and other					64,853	64,853	65,689	65,689	79,019	88,101	98,499
Government - operating	1				66,604	66,604	66,531	66,531	69,939	76,674	84,163
Government - capital	1				27,578	27,578	27,578	27,578	33,211	40,322	46,868
Interest					2,433	2,433	2,812	2,812	3,044	3,233	3,424
Dividends											
Payments											
Suppliers and employees					(130,884)	(130,884)	(129,404)	(129,404)	(145,628)	(159,774)	(175,722)
Finance charges					(706)	(706)	(1,007)	(1,007)	(1,006)	(1,069)	(1,132)
Transfers and Grants	1										
NET CASH FROM/(USED) OPERATING ACTIVITIES		-	-	-	29,878	29,878	32,199	32,199	38,579	47,488	56,101
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE											
Decrease (Increase) in non-current debtors											
Decrease (increase) other non-current receivables											
Decrease (increase) in non-current investments											
Payments											
Capital assets					(28,738)	(28,738)	(27,878)	(27,878)	(37,061)	(44,411)	(51,198)
NET CASH FROM/(USED) INVESTING ACTIVITIES		-	-	-	(28,738)	(28,738)	(27,878)	(27,878)	(37,061)	(44,411)	(51,198)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans											
Borrowing long term/refinancing											
Increase (decrease) in consumer deposits											
Payments											
Repayment of borrowing											
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	-	-	-	-	-	-	-	-	-
NET INCREASE/ (DECREASE) IN CASH HELD		-	-	-	1,140	1,140	4,321	4,321	1,518	3,077	4,903
Cash/cash equivalents at the year begin:	2				(5,226)	(5,226)	(5,226)	(5,226)	(905)	613	3,691
Cash/cash equivalents at the year end:	2				(4,085)	(4,085)	(905)	(905)	613	3,691	8,593



OFFICE OF THE MUNICIPAL MANAGER

**QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS
AND PERFORMANCE INDICATORS FOR EACH VOTE**

2012/2013 FINANCIAL YEAR

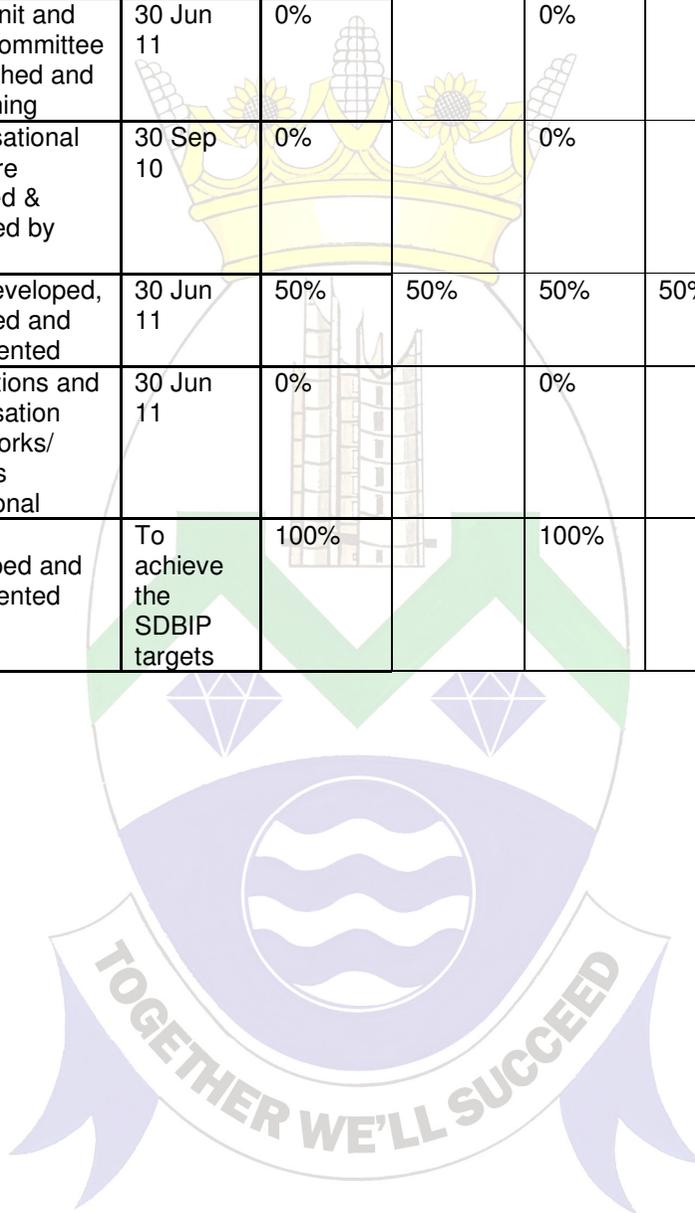
Vote Description: Municipal Manager
 Department: Council

Manager Responsible for Vote: M. E. Maphobole (Acting)

Included under

Aligned with KEY FOCUS AREA or IDP OBJECTIVE	KEY PERFORMANCE AREA OF VOTE	KEY PERFORMANCE INDICATOR (Unit of measurement)	KEY PERFORMANCE TARGET (number of units)								
			Annual Target	Q1 Target		Q2 Target		Q3 Target		Q4 Target	
				Achieved	Not Achieved						
Good/ Co-operative Governance with sustainable use of Resources and the Environment Democracy and Governance	To establish an effective, efficient and performance driven administration that is managed in accordance with Municipal, systems, Structures and Finance Management Acts and other legislation to ensure implementation of the IDP	Balanced Scorecard implemented	To achieve the performance measures contained in the Balanced Scorecard	10%	15%	15%	10%				
	Resources Management	Risk management and fraud prevention plan approved and implemented	100% implemented	0%		0%					

Resources Management	Audit Unit and Audit Committee established and functioning	30 Jun 11	0%		0%					
Organisational Management	Organisational Structure reviewed & approved by Council	30 Sep 10	0%		0%					
Performance Management	PMS developed, approved and implemented	30 Jun 11	50%	50%	50%	50%				
Organisational Management	Delegations and authorisation frameworks/ systems operational	30 Jun 11	0%		0%					
Strategic Management	SDBIP developed and implemented	To achieve the SDBIP targets	100%		100%					



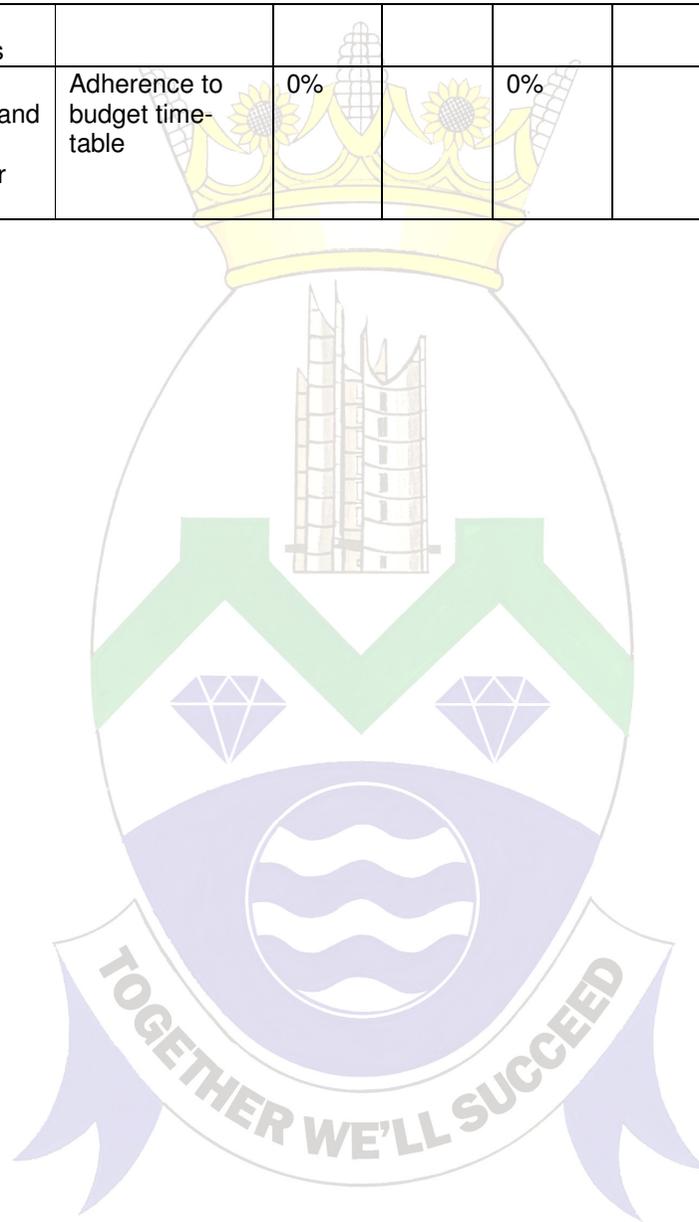
Vote Description: Municipal Manager
 Department: Council

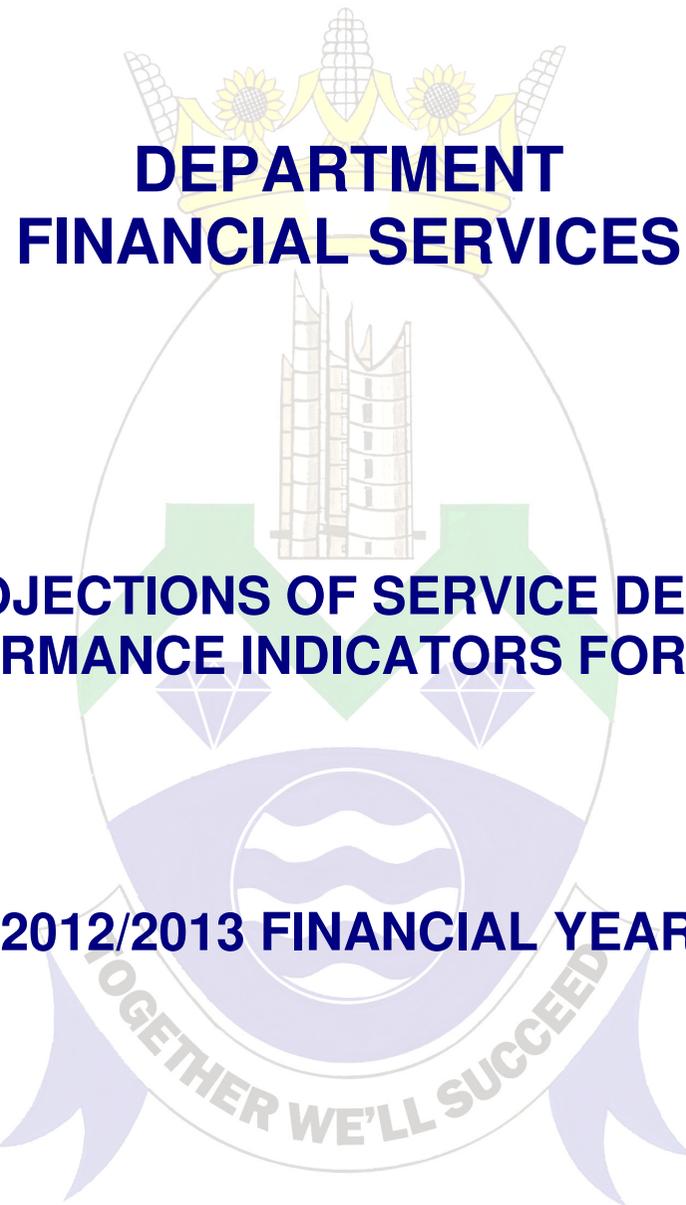
Manager Responsible for Vote: M. E. Maphobole (Acting)

Included under

Aligned with KEY FOCUS AREA or IDP OBJECTIVE	KEY PERFORMANCE AREA OF VOTE	KEY PERFORMANCE INDICATOR (Unit of measurement)	KEY PERFORMANCE TARGET (number of units)								
			Annual Target	Q1 Target		Q2 Target		Q3 Target		Q4 Target	
				Achieved	Not Achieved						
Good/ Co-operative Governance with sustainable use of Resources and the Environment	Strategic Communication	Stakeholder forums established and fully operational	30 Jun 11	0%		0%					
Democracy and Governance	People Development	Workplace Skills Plan and Personal Development Plans	Plan & strategy developed & implemented	100%		100%					
	Employment Equity and Job Creation	Employment Equity Plan and Strategy	Plan & strategy developed & implemented	0%		0%					
	Financial Management	Revenue Collection	20% increase in collection from 60% to 80%	0%		0%					
	Financial Management	100% Expenditure of Annual Budget	100% Expenditure	0%		0%					
	Financial Management	MFMA compliance according to National	100% compliance	25%		25%					

	Treasury timeframes									
Financial Management	Approved Operating and Capital budgets for 2011/2012	Adherence to budget timetable	0%	0%						





**DEPARTMENT
FINANCIAL SERVICES**

**QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS
AND PERFORMANCE INDICATORS FOR EACH VOTE**

2012/2013 FINANCIAL YEAR

FS181 Masilonyana - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2008/9	2009/10	2010/11	Current Year 2011/12				2012/13 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Revenue By Source											
Property rates	2	–	7,375	13,240	14,455	14,455	14,455	14,455	10,359	10,998	11,686
Property rates - penalties & collection charges											
Service charges - electricity revenue	2	–	16,582	19,502	25,150	25,150	25,150	25,150	22,068	25,294	28,975
Service charges - water revenue	2	–	6,141	14,324	15,021	15,021	15,021	15,021	11,765	12,634	13,573
Service charges - sanitation revenue	2	–	8,621	15,032	15,783	15,783	15,783	15,783	13,153	15,791	16,928
Service charges - refuse revenue	2	–	4,985	7,795	8,184	8,184	8,184	8,184	5,975	7,297	8,182
Service charges - other			389	365	(855)	(855)	(855)	(855)	2,217	2,572	2,981
Rental of facilities and equipment			191	155	174	174	174	174	257	271	286
Interest earned - external investments			159	27	50	50	50	50	50	52	55
Interest earned - outstanding debtors			2,743	2,998	3,094	3,094	3,094	3,094	12,500	13,163	13,886
Dividends received			13	26	11	11	11	11	10	11	11
Fines			107	81	67	67	67	67	3	3	3
Licences and permits											
Agency services											
Transfers recognised - operational			60,896	80,939	74,392	74,392	74,392	74,392	83,391	89,365	96,713
Other revenue	2	–	436	130	53	53	53	53	137	145	153
Gains on disposal of PPE											
Total Revenue (excluding capital transfers and contributions)		–	108,638	154,614	155,580	155,580	155,580	155,580	161,885	177,594	193,431
Expenditure By Type											
Employee related costs	2	–	47,630	41,239	44,924	44,924	44,924	44,924	48,935	52,065	55,396
Remuneration of councillors			4,844	4,433	4,835	4,835	4,835	4,835	5,250	5,524	5,859
Debt impairment	3		26,557	37,515	31,436	31,436	31,436	31,436	26,681	26,536	25,087
Depreciation & asset impairment	2	–	3,837	400	3,100	3,100	3,100	3,100	4,000	4,248	4,499
Finance charges			519	1,006	514	514	514	514	555	589	624
Bulk purchases	2	–	17,306	19,300	23,575	23,575	23,575	23,575	30,736	34,014	37,645
Other materials	8										
Contracted services			2,242	400	500	500	500	500	1,100	1,170	1,245
Transfers and grants			34	3,850	10,649	10,649	10,649	10,649	–	–	–
Other expenditure	4,	–	29,260	45,646	35,521	35,521	35,521	35,521	43,638	52,696	62,871

	5										
Loss on disposal of PPE			77	-							
Total Expenditure		-	132,306	153,789	155,054	155,054	155,054	155,054	160,895	176,842	193,226
Surplus/(Deficit)		-	(23,668)	825	526	526	526	526	990	751	205
Transfers recognised - capital			20,942	25,211	30,322	30,322	30,322	30,322	44,782	53,801	61,044
Contributions recognised - capital	6	-	-	-	-	-	-	-	750	792	835
Contributed assets											
Surplus/(Deficit) after capital transfers & contributions		-	(2,726)	26,036	30,848	30,848	30,848	30,848	46,522	55,344	62,084
Taxation											
Surplus/(Deficit) after taxation		-	(2,726)	26,036	30,848	30,848	30,848	30,848	46,522	55,344	62,084
Attributable to minorities											
Surplus/(Deficit) attributable to municipality		-	(2,726)	26,036	30,848	30,848	30,848	30,848	46,522	55,344	62,084
Share of surplus/ (deficit) of associate	7										
Surplus/(Deficit) for the year		-	(2,726)	26,036	30,848	30,848	30,848	30,848	46,522	55,344	62,084



FS181 Masilonyana - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding

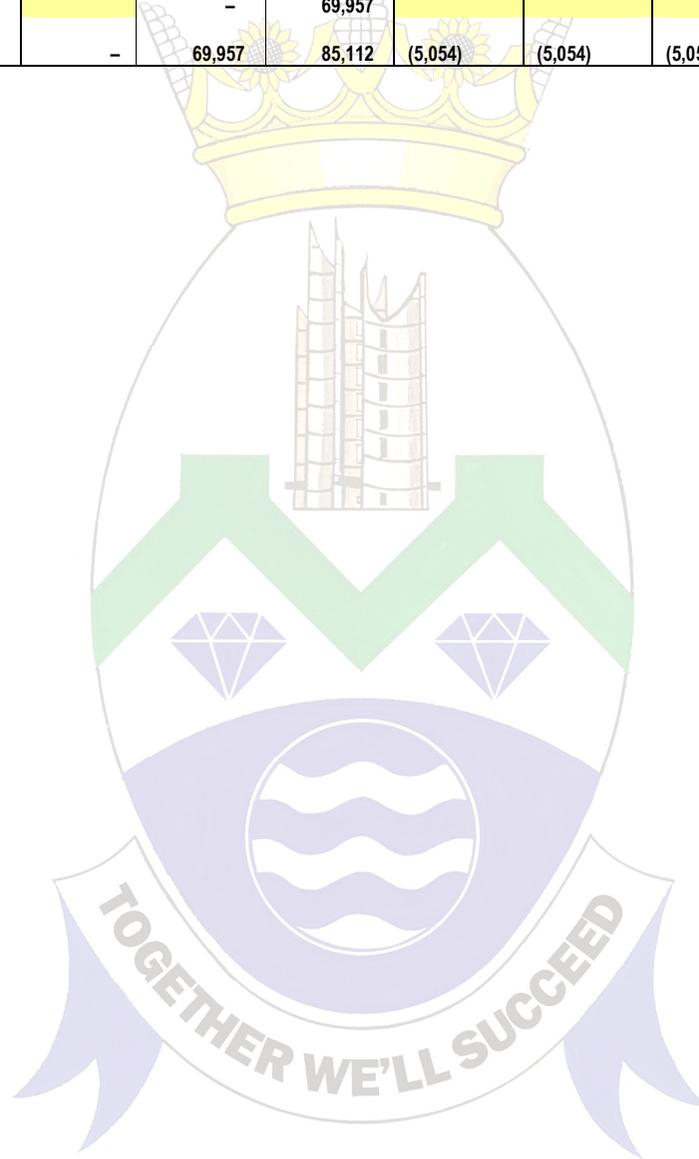
Vote Description	Ref	2008/9	2009/10	2010/11	Current Year 2011/12				2012/13 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
Vote 1 - EXECUTIVE & COUNCIL		-	-	100	-	-	-	-	-	-	-
Vote 2 - Finance & Admin		-	300	-	3,547	3,547	3,547	3,547	555	720	840
Vote 3 - Community Facilities		-	860	1,650	1,500	1,500	1,500	1,500	7,435	7,930	8,465
Vote 4 - Housing		-	-	-	-	-	-	-	-	-	-
Vote 5 - PUBLIC SAFETY		-	-	-	2,000	2,000	2,000	2,000	-	-	-
Vote 6 - SPORT & RECREATION		-	-	3,800	-	-	-	-	-	-	-
Vote 7 - WASTE MANAGEMENT		-	-	2,100	-	-	-	-	1,272	1,450	1,600
Vote 8 - WASTE WATER MANAGEMENT		-	-	9,238	10,652	10,652	10,652	10,652	10,514	12,060	13,850
Vote 9 - ROADS TRANSPORT		-	-	12,591	4,970	4,970	4,970	4,970	4,518	4,700	4,900
Vote 10 - WATER		-	27,578	7,582	11,473	11,473	11,473	11,473	21,249	27,941	32,390
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	-	28,738	37,061	34,142	34,142	34,142	34,142	45,542	54,801	62,045
Single-year expenditure to be appropriated	2										
Vote 1 - EXECUTIVE & COUNCIL		-	-	-	-	-	-	-	-	-	-
Vote 2 - Finance & Admin		-	-	-	-	-	-	-	-	-	-
Vote 3 - Community Facilities		-	-	-	-	-	-	-	-	-	-
Vote 4 - Housing		-	-	-	-	-	-	-	-	-	-
Vote 5 - PUBLIC SAFETY		-	-	-	-	-	-	-	-	-	-
Vote 6 - SPORT & RECREATION		-	-	-	-	-	-	-	-	-	-
Vote 7 - WASTE MANAGEMENT		-	-	-	-	-	-	-	-	-	-
Vote 8 - WASTE WATER MANAGEMENT		-	-	-	-	-	-	-	-	-	-
Vote 9 - ROADS TRANSPORT		-	-	-	-	-	-	-	-	-	-
Vote 10 - WATER		-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-

Capital single-year expenditure sub-total		-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Vote		-	28,738	37,061	34,142	34,142	34,142	34,142	45,542	54,801	62,045
Capital Expenditure - Standard											
Governance and administration		-	300	100	3,547	3,547	3,547	3,547	555	720	840
Executive and council				100							
Budget and treasury office			300		3,547	3,547	3,547	3,547	555	720	840
Corporate services											
Community and public safety		-	860	5,450	3,500	3,500	3,500	3,500	7,435	7,930	8,465
Community and social services			860	1,650	1,500	1,500	1,500	1,500	435	510	600
Sport and recreation				3,800	2,000	2,000	2,000	2,000	7,000	7,420	7,865
Public safety											
Housing											
Health											
Economic and environmental services		-	-	12,591	4,970	4,970	4,970	4,970	4,518	4,700	4,900
Planning and development											
Road transport				12,591	4,970	4,970	4,970	4,970	4,518	4,700	4,900
Environmental protection											
Trading services		-	27,578	18,920	22,125	22,125	22,125	22,125	33,035	41,451	47,840
Electricity											
Water			27,578	7,582	11,473	11,473	11,473	11,473	21,249	27,941	32,390
Waste water management				9,238	10,652	10,652	10,652	10,652	10,514	12,060	13,850
Waste management				2,100					1,272	1,450	1,600
Other											
Total Capital Expenditure - Standard	3	-	28,738	37,061	34,142	34,142	34,142	34,142	45,542	54,801	62,045
Funded by:											
National Government			20,942	25,211	30,322	30,322	30,322	30,322	36,868	38,801	41,044
Provincial Government				8,000					8,000	15,000	20,000
District Municipality											
Other transfers and grants											
Transfers recognised - capital	4	-	20,942	33,211	30,322	30,322	30,322	30,322	44,868	53,801	61,044
Public contributions & donations	5										
Borrowing	6										
Internally generated funds			7,796	3,850	3,820	3,820	3,820	3,820	675	1,000	1,001
Total Capital Funding	7	-	28,738	37,061	34,142	34,142	34,142	34,142	45,542	54,801	62,045

FS181 Masilonyana - Table A7 Budgeted Cash Flows

Description	Ref	2008/9	2009/10	2010/11	Current Year 2011/12				2012/13 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Ratepayers and other			45,249	27,242	46,595	46,595	46,595		38,557	47,731	56,900
Government - operating	1		60,896	79,674	74,392	74,392	74,392		83,391	89,265	96,713
Government - capital	1		20,942	33,211	30,322	30,322	30,322		44,782	53,801	61,044
Interest			159	0	50	50	50		12,500	13,100	13,886
Dividends			13	10	11	11	11		37	39	41
Payments											
Suppliers and employees			(6,910)	(90,764)	(119,044)	(119,044)	(119,044)		(128,814)	(144,577)	(162,076)
Finance charges			1,167	(1,007)	(514)	(514)	(514)		(555)	(589)	(624)
Transfers and Grants	1										
NET CASH FROM/(USED) OPERATING ACTIVITIES		-	121,515	48,366	31,812	31,812	31,812	-	49,898	58,770	65,884
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE											
Decrease (Increase) in non-current debtors											
Decrease (increase) other non-current receivables											
Decrease (increase) in non-current investments											
Payments											
Capital assets			(32,030)	(33,211)	(34,142)	(34,142)	(34,142)		(44,782)	(53,801)	(61,044)
NET CASH FROM/(USED) INVESTING ACTIVITIES		-	(32,030)	(33,211)	(34,142)	(34,142)	(34,142)	-	(44,782)	(53,801)	(61,044)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans											
Borrowing long term/refinancing			(19,528)		(2,724)	(2,724)	(2,724)		(2,724)	(2,620)	(2,777)
Increase (decrease) in consumer deposits											
Payments											
Repayment of borrowing											
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	(19,528)	-	(2,724)	(2,724)	(2,724)	-	(2,724)	(2,620)	(2,777)

NET INCREASE/ (DECREASE) IN CASH HELD		-	69,957	15,155	(5,054)	(5,054)	(5,054)	-	2,392	2,349	2,063
Cash/cash equivalents at the year begin:	2	-	-	69,957	-	-	-	-	2,392	2,392	4,742
Cash/cash equivalents at the year end:	2	-	69,957	85,112	(5,054)	(5,054)	(5,054)	-	2,392	4,742	6,805



Vote Description: Finance
 Department: Finance

Manager Responsible for Vote: Kobus Vermeulen (Acting)

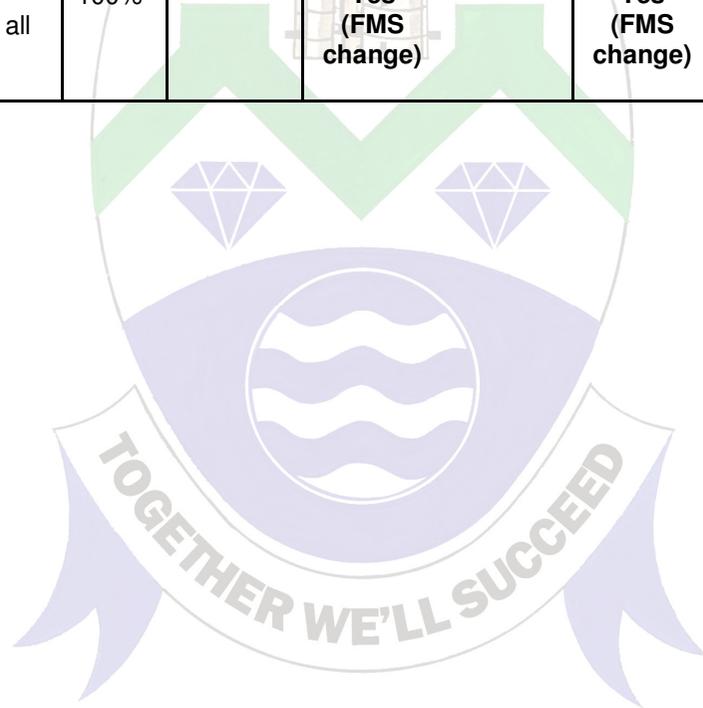
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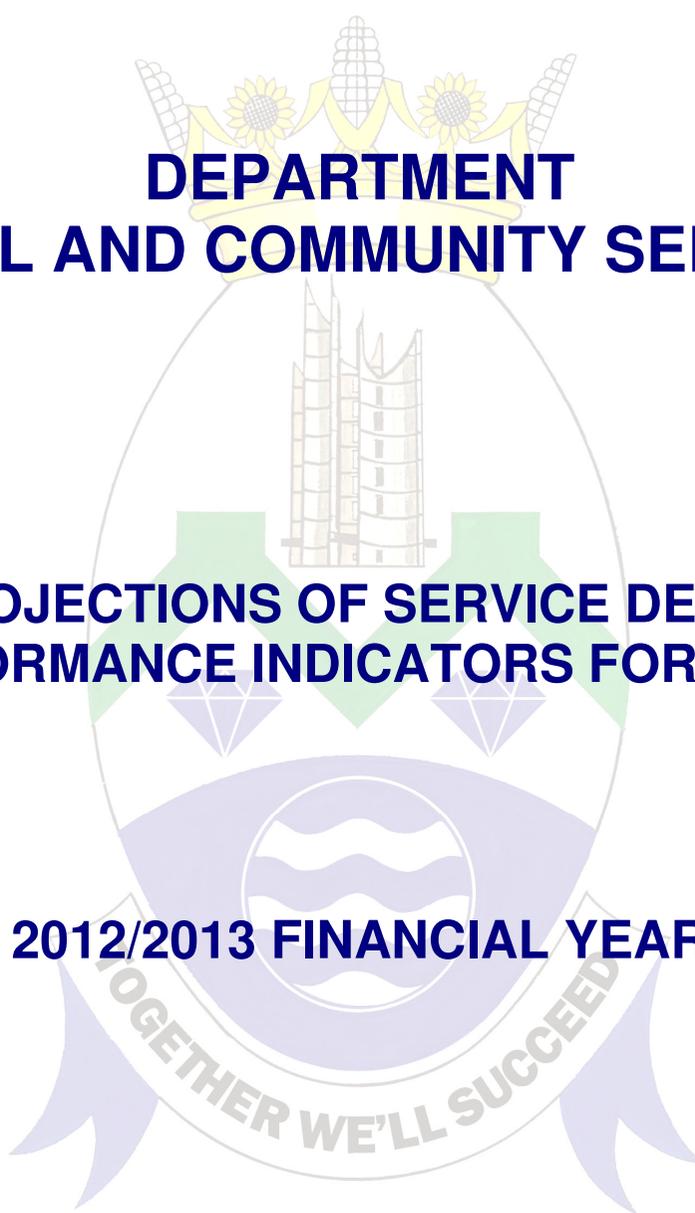
Aligned with KEY FOCUS AREA or IDP OBJECTIVE	KEY PERFORMANCE AREA OF VOTE	KEY PERFORMANCE INDICATOR (Unit of measurement)	KEY PERFORMANCE TARGET (number of units)								
			Annual Target	Q1 Target		Q2 Target		Q3 Target		Q4 Target	
				Achieved	Not Achieved	Achieved	Not Achieved	Achieved	Not Achieved	Achieved	Not Achieved
Prudent financial management practices implemented in terms of the MFMA	Compilation of GRAP compliant Annual Financial Statements	Submission to the Office of the Auditor General and to Treasury by 31 August 2010	100%	Yes (100%)		Yes (100%)					
	Implementation of the new financial management system	GRAP compliant FMS	100%	Yes (30%)		Yes (70%)					
	Develop, review and implementation of major financial management policies	Various policies, in compliance with relevant legislative framework, must be adopted by Council and be implemented	100%	Yes (40%)		Yes (40%)					

		accordingly								
	Effective system of expenditure control is maintained	Expenditure management is as dictated in the MFMA	100%	Yes (40%)	Yes (50%)					
	Effective revenue management	<ul style="list-style-type: none"> ▪ Existing accounts screened and rectified (data cleansing/purification) ▪ Improvement in collection rate on current billing ▪ Improved collection on arrear accounts ▪ Accurate meter reading ▪ Distribution of monthly levies on time 	<p>100%</p> <p>60% - 80%</p> <p>50%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p>	<p>Yes (100%)</p>	<p>Yes (100%)</p>					

	<ul style="list-style-type: none"> ▪ Timely allocation / processing of all direct deposits ▪ Development and implementation of proper internal controls in respect of daily cash ups 									
Compilation of the Adjustment Budget	As per MFMA requirements	100%	N/a	N/a	N/a					
Compilation of the Annual Budget	A budget schedule in a prescribed format with relevant supporting documentation	100%	N/a	N/a	N/a					
Implementation of the Supply Management Policy	Supply Management Policy must comply with the prescribed framework and have a functional unit	100%	Yes (20%)		Yes (20%)					
Implement a GRAP compliant asset register	GRAP compliant asset register which is inclusive of all municipal assets	100%	Yes (10%)		Yes (10%)					

Compilation of monthly reconciliations	Monthly compilation and review of reconciliations	100%	Yes (40%)	Yes (40%)					
Compilation of monthly departmental reports	Timeous submission of departmental monthly reports	100%	Yes (70%)	Yes (40%)					
Compliance reporting	Timeous submission of Section 71 and Quarterly Reports to National Treasury	100%	Yes (100%)	Yes (100%)					
Clearing of suspense accounts	Timeous clearing of all suspense accounts	100%	Yes (FMS change)	Yes (FMS change)					



The logo of the Department of Social and Community Services is a large, light-colored watermark in the background. It features a central shield with a building, two green arrows pointing down, and a purple banner at the bottom with the text 'TOGETHER WE'LL SUCCEED'. Above the shield is a crown with sunflowers and corn cobs.

**DEPARTMENT
SOCIAL AND COMMUNITY SERVICES**

**QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS
AND PERFORMANCE INDICATORS FOR EACH VOTE**

2012/2013 FINANCIAL YEAR

Vote Description: Cemeteries Manager responsible for Vote: Bokkie Olivier (Acting)
Community Services

Included under Department: Social and

Aligned with KEY FOCUS AREA or IDP OBJECTIVE	KEY PERFORMANCE AREA OF VOTE	KEY PERFORMANCE INDICATOR (Unit of measurement)	KEY PERFORMANCE TARGET (number of units)									
			Annual Target	Q1 Target		Q2 Target		Q3 Target		Q4 Target		
				Achieved	Not Achieved							
Providing and Facilitating Sustainable Infrastructure and Service Delivery												
	To deliver an effective maintenance service in all Masilonyana Units	To ensure opening of graves for burials every week and cleaning of cemeteries	As per number of burials per town. Cleansing	100%		90%		85%				
	Repair and maintenance of equipment	To ensure that all equipment used that broke down be repaired (brush cutters & Compressor)	R29 700	X		X		X				
Grounds and gardens	To ensure that fences be repaired where there are still fences – Theunissen, Brandfort, Tshepong and Ikgomotseng	R20 000		X		X		X				

	Chemicals	To purchase chemicals to combat weeds. Weed killer.	All active cemeteries R57 000	X	X			X		
	Furniture & Equipment	Brush Cutters & Lawn mowers at all units	R76 990	X		X		X		
	Grave numbers	To purchase building sand, cement to make grave numbers at all units.	R8 000	X	X		X			
	Rent Plant and Equipment	To dig graves at all units when equipment from Municipality not available	R67 200	X		X		X		
	Capital Projects – Fencing Own funding									
	New cemeteries – Masilo		R1500 000	X		X	X			
	Makeleketa									
	Planning and registering & Appointment consultants									

Vote Description: Parks & Recreation Manager responsible for Vote: Bokkie Olivier (Acting) and Community Services

Included under Department: Social

Aligned with KEY FOCUS AREA or IDP OBJECTIVE	KEY PERFORMANCE AREA OF VOTE	KEY PERFORMANCE INDICATOR (Unit of measurement)	KEY PERFORMANCE TARGET (number of units)								
			Annual Target	Q1 Target		Q2 Target		Q3 Target		Q4 Target	
				Achieved	Not Achieved						
Providing and Facilitating Sustainable Infrastructure and Service Delivery	To ensure an effective maintenance in all parks and open spaces in all units	To deliver an effective service	All parks and public places	70%		75%		80%			
	REPAIR AND MAINTENANCE Buildings	To ensure that building maintenance be done on a regular basis	R15 000 All units	10%		25%		30%			
	Grounds and Gardens	Repairs of fencing around facilities	R10 000 All units		X		X		X		
	Plant & Equipment	Repair of equipment Brush cutters & mowers	R30 000 All units	70%		75%		85%			
	Vehicles	Repair of vehicles	R100 000	80%		85%		90%			
	GENERAL EXPENDITUR	Purchase of chemicals to	All units R41 000		X	X			X		

E Chemicals	combat weeds in parks, on pavements and recreation facilities									
Material and consumables	Cleaning material for facilities	All units R21 000	100%	100%		100%				
Uniforms	Purchase protective clothing	R71 209		X	X			X		
Furniture & Equipment	Purchasing Lawn mower Brush cutters Spades, Rakes generator	R59 850 Winburg soccer fields All units All units		X		X		X		



Vote Description: Refuse Services Manager responsible for Vote: Bokkie Olivier (Acting) Included under Department: Social and Community Services

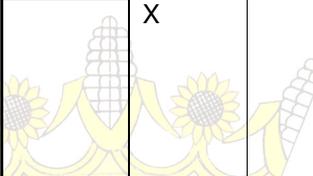
Aligned with KEY FOCUS AREA or IDP OBJECTIVE	KEY PERFORMANCE AREA OF VOTE	KEY PERFORMANCE INDICATOR (Unit of measurement)	KEY PERFORMANCE TARGET (number of units)								
			Annual Target	Q1 Target		Q2 Target		Q3 Target		Q4 Target	
				Achieved	Not Achieved						
Providing a service that is in line with the Bathos Pele Principles	To deliver an effective refuse service to the Community	Refuse service in all units	As per service delivery plan	80%		80%		90%			
	REPAIR & MAINTENANCE Landfill Sites	Repair and Maintain Landfill sites Repair fences Landfill notice boards	R100000 All units	20%		30%		80%			
	Vehicles	Repair vehicles	R250000	90%		95%		95%			
	GENERAL EXPENDITURE Fuel	Purchase fuel for vehicles	R309483	90%		90%		95%			

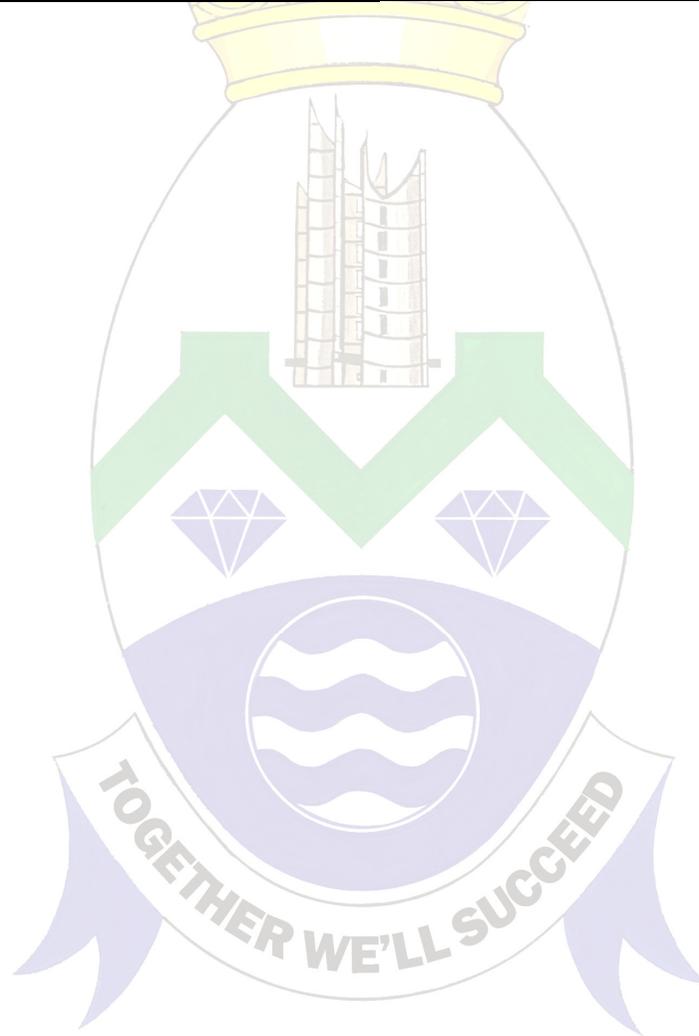
Uniforms	Purchase of protective clothing	R1173 98		X		X		X		
Furniture & Equipment	Purchase of refuse bins Purchase landfill notice boards	All units R42 968		X	X			X		
Rent Plant & Equipment	Rent earth removing equipment to level heaps on landfill sites	All units R2824 88	X		X		X			
CAPITAL PROJECTS Own Funding Capital Projects Own Funding	To purchase refuse vehicles for service rendering	In units where there is a need R1 100 000		X	X			X		

LANDFILL MANAGEMENT AND OPERATION TRAINING ; ATTENDED W. J OLIVIER (ASS. MANAGER REFUSE PARKS CEMETERIES AND RECREATION FACILITIES) 17 OCTOBER 2011 – 21 OCTOBER 2011 IN BLOEMFONTEIN.

Vote Description: Town Hall & Offices Manager responsible for Vote: Bokkie Olivier (Acting) Included under Department: Social and Community Services

Aligned with KEY FOCUS AREA or IDP OBJECTIVE	KEY PERFORMANCE AREA OF VOTE	KEY PERFORMANCE INDICATOR (Unit of measurement)	KEY PERFORMANCE TARGET (number of units)								
			Annual Target	Q1 Target		Q2 Target		Q3 Target		Q4 Target	
				Achieved	Not Achieved						
Providing and Facilitating Sustainable Infrastructure and Service Delivery	To ensure effective maintenance of Council Buildings	Maintenance of halls and offices	All units	50%		55%		60%			
	Repairs and maintenance										
	Buildings	Maintenance of Council Buildings	R136 000	50%		55%		55%			
	Plant & Equipment	Repairs polishers & aircon	R8 000	X		X		X			
	Vehicles	Repair vehicles	R37500	90%		95%		90%			
	General Expenditure										
	Fuel	Fuel for vehicles and equipment	R20 760	X		X					
	Material & Consumable	Cleaning material-Maintenance	R40 000	X		X		X			
Uniforms	Protective clothing	R30 793		X	X		X				

	Furniture & Equipment	Purchasing furniture Steel tables 50 150 chairs Vacuum cleaner & aircon	R68 500		X		X		X		
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Vote Description: Libraries Community Services

Manager responsible for Vote: Bokkie Olivier (Acting)

Included under Department: Social and

Aligned with KEY FOCUS AREA or IDP OBJECTIVE	KEY PERFORMANCE AREA OF VOTE	KEY PERFORMANCE INDICATOR (Unit of measurement)	KEY PERFORMANCE TARGET (number of units)								
			Annual Target	Q1 Target		Q2 Target		Q3 Target		Q4 Target	
Development and Uplifting of People	To ensure the Community have access to information	Enhancement of people		Achieved	Not Achieved						
			All units except Ikgomotse ng	100%		100%		100%			
			Stationery	R5 000	X		X		X		
			Materials & Consumables	R 0	X		X		X		

Vote Description: Social & Community Services

Manager responsible for Vote: Bokkie Olivier (Acting)

Included under Department: Social and Community Services

Aligned with KEY FOCUS AREA or IDP OBJECTIVE	KEY PERFORMANCE AREA OF VOTE	KEY PERFORMANCE INDICATOR (Unit of measurement)	KEY PERFORMANCE TARGET (number of units)				
			Annual Target	Q1 Target	Q2 Target	Q3 Target	Q4 Target
Good Community							

Services Administration with sustainable use of resources				Achieved	Not Achieved						
	To establish an effective, efficient and performance driven administration	Administering the department	All units	90%		90%		90%			
	General expenditure										
	Stationery	To keep the Administration functioning	R20 000		X		X	X			
	Material & consumables	Cleaning material for Municipal buildings	R40 000	X		X		X			
	Seminars	To attend workshops	R15 000		X	X		X			
	Consultant fees	Appointment of consultants when needed. Not necessary with projects	R80 000.		X		X		X		

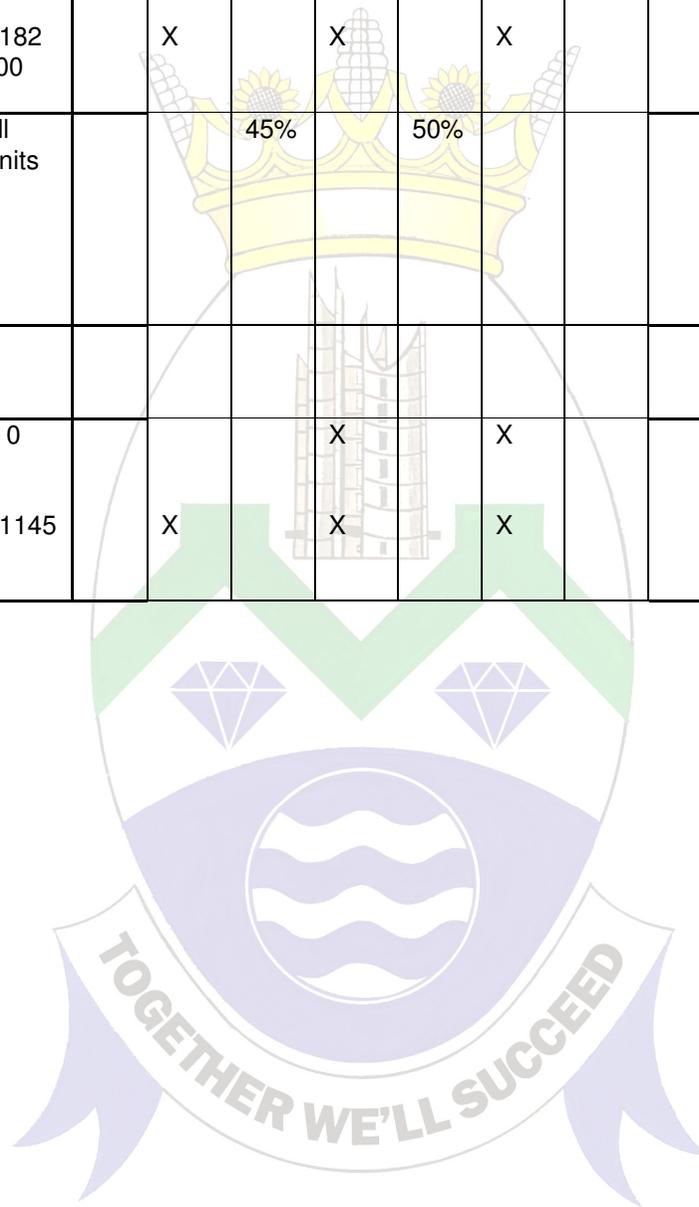


Vote Description: Housing Services

Manager responsible for Vote: Bokkie Olivier (Acting) Included under Department: Social and Community Services

Aligned with KEY FOCUS AREA or IDP OBJECTIVE	KEY PERFORMANCE AREA OF VOTE	KEY PERFORMANCE INDICATOR (Unit of measurement)	KEY PERFORMANCE TARGET (number of units)								
			Annual Target	Q1 Target		Q2 Target		Q3 Target		Q4 Target	
				Achieved	Not Achieved						
Providing and Facilitating Sustainable Housing	To ensure an effective maintenance of housing in all Masilonyana Units	Maintenance of all Municipal housing	All Units	50%		55%		65%			
	Repair and maintenance										
	Buildings	Maintenance of Council Buildings	R20 000	X		X		X			
	Plant & Equipment	Repair equipment	R18 000		X		X		X		
	General Expenditure										
	Postage	To ensure that letters are posted all units	R4 295	X		X		X			
	Furniture & equipment	Purchase of equipment(computer software)	R97 000		X		X		X		
	Training	Training of officials	R 0		X		X		X		

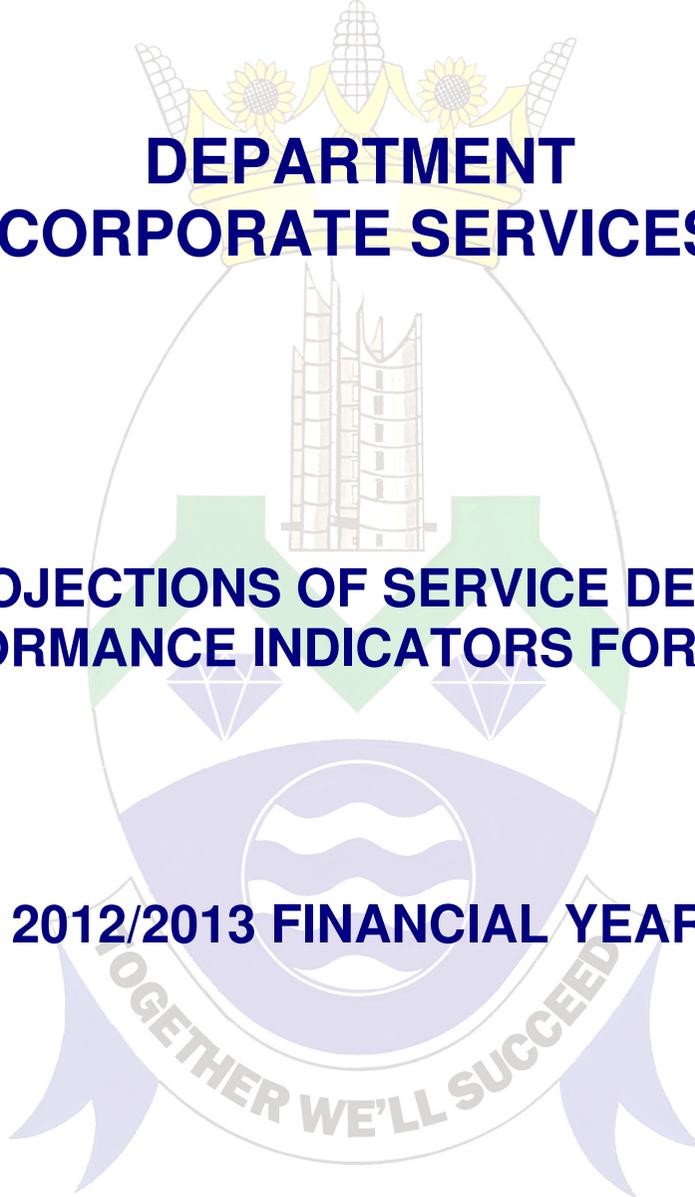
ce										
Plant & equipment	Repairs pumps fences	R182 000		X		X		X		
Buildings	To ensure that all Council building are maintained on regular basis	All Units			45%		50%			
General Expenditure										
Furniture & Equipment	Computer software	R 0				X		X		
Training	Training of officials	R1145 0		X		X		X		



Vote Description: Traffic Services

Manager responsible for Vote: Bokkie Olivier (Acting) Included under Department: Social and Community Services

Aligned with KEY FOCUS AREA or IDP OBJECTIVE	KEY PERFORMANCE AREA OF VOTE	KEY PERFORMANCE INDICATOR (Unit of measurement)	KEY PERFORMANCE TARGET (number of units)								
			Annual Target	Q1 Target		Q2 Target		Q3 Target		Q4 Target	
				Achieved	Not Achieved						
Providing and Facilitating Sustainable safety and service Delivery	Repairs and Maintenance	Ensure that all roads and signs are maintained	R3 000	30%		20%		10%			
	Plant & Equipment		R150 000	5%		100%		X			
	Road signs & plant		R12 000	100%			X		X		
	Vehicle	To ensure that the vehicles are serviced properly	R44 000	X		X		X			
	General Expenditure										
	Stationary Costs		R4 000		X		X	X			
	Uniforms	Protective clothing	R9 000		X				X		
	Lisence & registration fees	Lisencing and registration of municipal vehicles	R80 000	X		X		X			



**DEPARTMENT
CORPORATE SERVICES**

**QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS
AND PERFORMANCE INDICATORS FOR EACH VOTE**

2012/2013 FINANCIAL YEAR

Vote Description: Administration Services

Manager responsible for Vote: Mr. S.J. Lehloenya

Included under Department: Corporate Services

Aligned with KEY FOCUS AREA or IDP OBJECTIVE	KEY PERFORMANCE AREA OF VOTE	KEY PERFORMANCE INDICATOR (Unit of measurement)	KEY PERFORMANCE TARGET (number of units)										
			Annual Target	Q1 Target		Q2 Target		Q3 Target		Q4 Target			
				Achieved	Not Achieved	Achieved	Not Achieved	Achieved	Not Achieved	Achieved	Not Achieved		
Good/ Co-operative Governance with sustainable use of Resources and the Environment Democracy and Governance	To establish an effective, efficient and performance driven administration that is managed in accordance with Municipal, Structures and Finance Management Acts and other legislation to ensure implementation of the IDP	Balanced Scorecard implemented	To achieve the performance measures contained in the Balanced Scorecard										
				Council Meetings	6 Council meetings	6 Council meetings	25%		25%				
				Executive Committee Meetings	6 Exco meetings	6 Exco meetings	0%		0%				

Vote Description: Human Resources Manager responsible for Vote: Mr. S.J. Lehloeny Included under Department: Corporate Services

Aligned with KEY FOCUS AREA or IDP OBJECTIVE	KEY PERFORMANCE AREA OF VOTE	KEY PERFORMANCE INDICATOR (Unit of measurement)	KEY PERFORMANCE TARGET (number of units)									
			Annual Target	Q1 Target		Q2 Target		Q3 Target		Q4 Target		
				Achieved	Not Achieved							
	Review of the Organisational Structure	Organisational Structure reviewed & approved by Council	30 August 2012	25%		65%						
	Implementation of staff and organisational PMS	PMS developed, approved and implemented	31 December 2012	25%		0%						
	Review of HR policies	HR policies to be reviewed, approved by Council and implemented	8 policies		0%	0%						
	Employment Equity Plan	Employment Equity Plan approved by Council			0%	0%						
	Employment Equity Reports	Number of Reports submitted to Council	30 November 2012		0%	0%						
	Skills Development Plan	Skills Development Plan approved by Council	30 August 2012		0%	0%						

	Skills Training Plan	Number of Training programmes	6	25%	25%					
	Local Labour Forum Meetings	Number of Meetings	8	25%	12.5%					
	Education ABET	Number of Employees			0%	0%				
	Health & Safety Programme	Number of Awareness Meetings	4	12.5%		0%				
	Gender Equity Policy	Policy approved by Council	1 policy		0%	0%				
	HIV & Aids Policy	Policy approved by Council	1 policy	25%	25%					
	HIV & Aids Awareness	Policy approved by Council	1 policy		0%	0%				
	People Development	Workplace Skills Plan and Personal Development Plans	Plan & strategy developed & implemented	25%	12.5%					
	Employment Equity and Job Creation	Employment Equity Plan and Strategy	Plan & strategy developed & implemented			0%	0%			

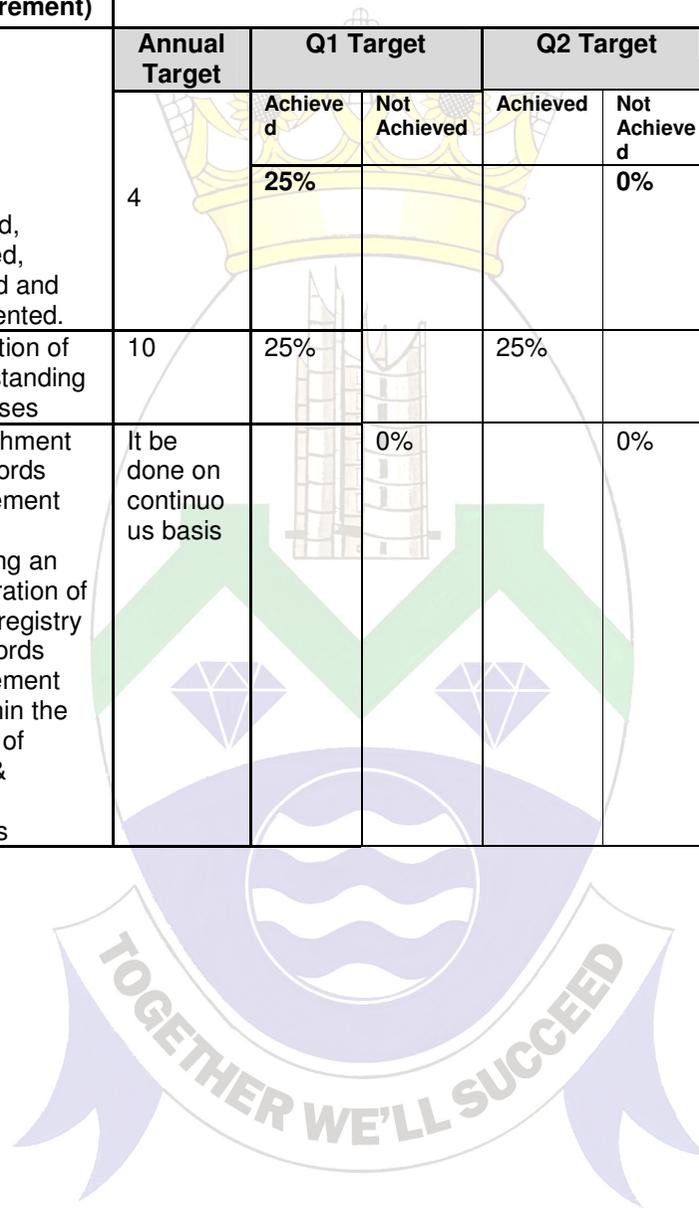
Vote Description: Legal Services

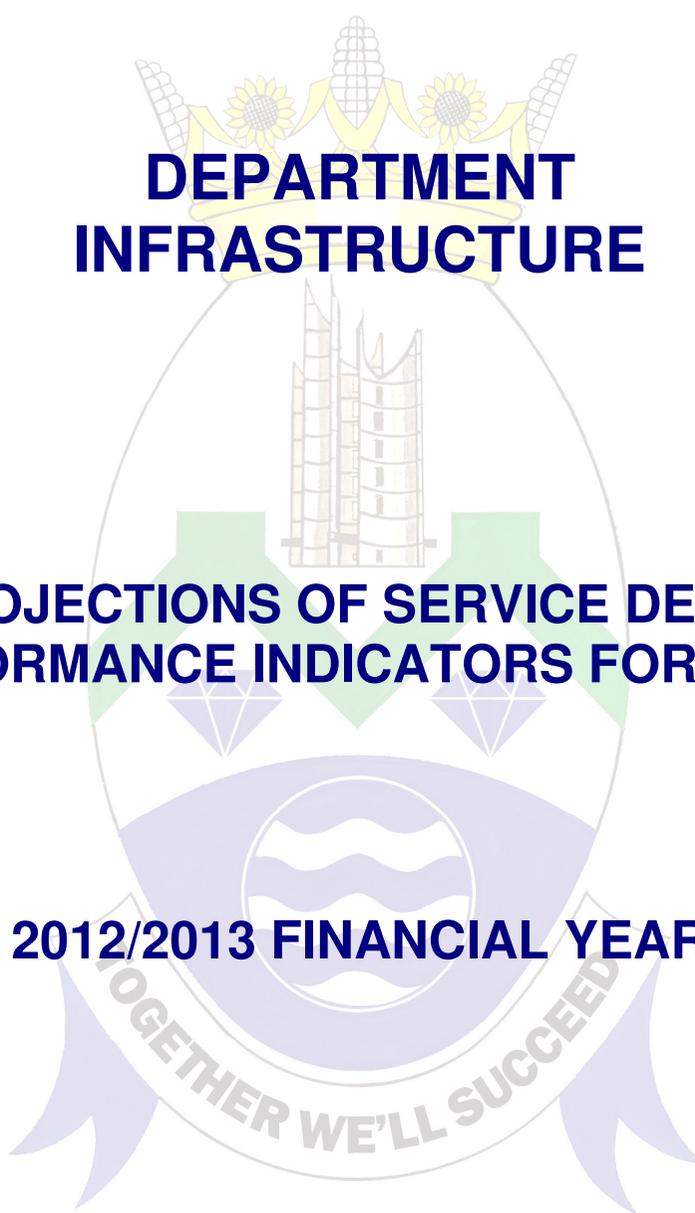
Manager responsible for Vote: Mr. S.J. Lehloeny

Included under Department: Corporate Services

Aligned with KEY FOCUS AREA or IDP OBJECTIVE	KEY PERFORMANCE AREA OF VOTE	KEY PERFORMANCE INDICATOR (Unit of	KEY PERFORMANCE TARGET (number of units)							

		measurement)									
			Annual Target	Q1 Target		Q2 Target		Q3 Target		Q4 Target	
				Achieved	Not Achieved						
	Review of by-laws	By-laws reviewed, approved, gazetted and implemented.	4	25%			0%				
	Legal cases	Finalisation of the outstanding legal cases	10	25%		25%					
	To establish an effective, efficient and performance driven administration that is managed in accordance with relevant pieces of legislation and other related matter	Establishment of a records management unit and restricting an incorporation of current registry into records management unit within the division of Admin & Support Services	It be done on continuous basis		0%		0%				





**DEPARTMENT
INFRASTRUCTURE**

**QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS
AND PERFORMANCE INDICATORS FOR EACH VOTE**

2012/2013 FINANCIAL YEAR

Vote Description: Infrastructure

Manager responsible for Vote: Mr. L.M. Maja Included under Department: Infrastructure

Aligned with KEY FOCUS AREA or IDP OBJECTIVE	KEY PERFORMANCE AREA OF VOTE	KEY PERFORMANCE INDICATOR (Unit of measurement)	KEY PERFORMANCE TARGET (number of units)								
			Annual Target	Q1 Target		Q2 Target		Q3 Target		Q4 Target	
				Achieved	Not Achieved	Achieved	Not Achieved	Achieved	Not Achieved	Achieved	Not Achieved
1.1 Access to water	1.1.1 Brand fort water treatment works producing quality potable water	Functional water treatment works	R6,169,879.79	R1,434,219.09	No	R871,881.30	No				
		Replaced asbestos water pipe network	R3,314,856.50	R2,774,416.53	No	R1,977,789.20	Yes				
1.2 Access to Sanitation	1.1.2 Winburg Asbestos pipes replacement	Water network with functional isolation valves	R4,310,566.24	R3,210,545.54	Yes	R183,849.00					

1.3 Access to Electricity	1.1.3 Winburg Isolation vales											
	1.2.1 Winburg Waste Water Treatment Works	Final planning and designs of the WWTW to be upgraded	R12,000,000									
	1.2.2 Theunissen Eradication of 2265 toilets	2265 Flushing toilets	R3,428,014.50	R474,170.76	No	R375,977.10	No					
1.4 Access to municipal roads	1.2.3 Soutpan Eradication of 400 toilets	400 Flushing toilets	R2,039,368.13	R850,650.99	Yes	R1,430,115.17	Yes					
	1.2.2 Soutpan upgrading of sewer ponds, effluent disposal and sewer collector mains	Functional sewer system		R502,434.55	Yes	R52,370.80	Yes					
	1.3.1 Highmast lights	Completed high mast lights										
	1.4.1 Theunissen	Complete 5 km surfaced	R4,078,947.4	R6,736,413.68	Yes	R778,000.23	Yes					

	bus route	road									
	1.4.2 Winburg upgrading of gravel roads to surface	Complete surfaced roads	R1,260,56 2.75	R0.00	No	R0.00	No				
	1.4.3 Verkeerdevlei and Soutpan roads and storm water drainage	8,7 surfaced roads and storm water drainage	R8,000,00 0	R0.00	No	R0.00	No				
1.5 Storm water management	1.6.1 Winburg upgrading of storm water	Functional storm water drainage	R3,188,00 7	R239,10 0.50	No	R454,8 96.54	No				
	Soutpan community hall	Complete community hall	R1,500,00 0	R2,264,6 21.14	Yes	R0.00	Yes				
1.6 Community hall and sports facilities	Brandfort sports facility	Complete sports facility									