

# MASILONYANA LOCAL MUNICIPALITY

#### **Statement of Approval by the Mayor**

Consistent with the powers and duties vested in me as the Mayor in terms of the Municipal Finance Management Act, it is an honour to approve the Service Delivery and Budget Implementation Plan (SDBIP) for Masilonyana Local Municipality.

The SDBIP is an operational tool that enables key stakeholders in local government to monitor municipal performance. The Municipal Manager may use the SDBIP to monitor the performance of senior managers, while I (Mayor) may use the SDBIP as a basis for monitoring the Municipal Manager. Ultimately, the SDBIP should be a published and made available to the community to enable broader monitoring of the municipal performance towards service delivery outputs and outcomes identified in the SDBIP.

The annual creation and publication of SDBIPs represent progress towards the realization of Section 152(a) of the Constitution of the Republic of South Africa, increasing democratic and accountable local government. The SDBIP is essentially a "contract" between administration, council and the community expressing the developmental goals and objectives in terms of quarterly output and outcome targets to be met by the municipal administration over the next financial year. It provides the basis for measuring municipal performance and ensuring that municipal budget expenditure is clearly linked to service delivery achievement.

The SDBIP is a layered document, consisting of multiple components and levels. At this time, the SDBIP is comprised of only Component 3, a portion of the top layer, as priority was given to this vital component dealing with consolidated performance and service delivery targets. In the future, top management is expected to develop the other layers and components of the SDBIP, with the provision of more detail on the range of municipal services and service delivery. Other than the top layer of the SDBIP, much of this information will not be made public, nor tabled with council, as it will exist primarily to support the realisation of operational targets and assist with the internal monitoring of performance within Masilonyana Local Municipality.

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#### INTRODUCTION

The strategic direction of the municipality has been outlined in the municipal Integrated Development Plan, and its review has been conducted in consultation with the community while its credibility is supported by the sound and realistic budget.

Section 53 of the MFMA defines the SDBIP as follow:

"a detailed plan approved by the mayor of the municipality in terms of section 53(1)©(ii) for implementing the municipality's delivery of services and execution of its annual budget and which must indicate –

- Projections for each month of
- Revenue to be collected by source; and
- Operation and capital expenditure by vote.
- Service delivery targets and performance indicators for each quarter.

Any other matter that may be prescribed."

Therefore SDBIP must give effect to the municipal budget and IDP. It is an expression of the objectives of the municipality in a quantifiable outcome that will be implemented by the administration for the financial period 01 July 2013/31 June 2014. It includes the services delivery targets and performance indicators for each quarter which is linked to the senior management performance agreements. It therefore facilitates oversight over financial and non financial performance of the municipality and allows the municipal manager to monitor the performance of managers reporting directly to him, the mayor to monitor the municipal manager and the community to monitor the municipal governance.

Based on public participation, input and the 2013 Municipality Strategic Planning, Masilonyana Local Municipality developed specific focus areas and corporate objectives were developed from these areas and further expanded into directorates. Resources were then allocated through a budget prioritization model at a corporate level and then pulled through to a directorate, underpinned by programmes and projects. Objectives will be measured through key performance indicators at every level, and continuously monitored throughout the whole financial year. This will form the basis for the annual reporting.

The purpose of the above synopsis is to provide background in the role of the SDBIP and guide the reader through the relationship between service delivery and budget implementation.

The content is high-level and strategic and is intended for use by the general public and the municipal council. This document (SDBIP) is a layered plan, with the top layer of the plan dealing with consolidated service delivery targets and links such targets to senior management. Only the tip of the information pyramid will be published as a corporate SDBIP. This document correlates with the published SDBIP as required by National Treasury.

#### **LEGISLATIVE IMPERATIVES**

All South African municipalities obliged by law to develop Service Delivery and Budget Implementation Plans. This obligation is informed by the provisions of the Municipal Finance Management Act (MFMA) of 2003 which makes it compulsory for municipalities to prepare Service Delivery and Budget Implementation Plans to ensure that their annual budgets are strategically aligned to and integrated with the IDP performance targets and delivery expectations.

According to Section 53 (1) (c) (ii) and (iii) of the MFMA, the Mayor of a municipality must take all reasonable steps to ensure:

That the municipality's SDBIP is approved by the Mayor within 28 days after the approval of the budget

That performance management contracts for the municipal manager and all senior managers comply with the act in order to promote sound financial management and are linked to the measurable performance objectives approved with the budget and to the SDBIP and are concluded in accordance with section 57(2) of the Municipal Systems Act.

SDBIP is defined as a detailed plan approved by the Mayor of a municipality for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate the following:

- (a) Projections for each month of -
- (i) Revenue to be collected, by source; and
- (ii) Operational and capital expenditure, by vote
- (b) Service delivery targets and performance indicators for each quarter, and
- (c) Any other matters prescribed in according to Section 53 of the MFMA, the Mayor is entrusted with specific roles in relation to SDBIP. These roles related to:
  - Provision of general political guidance over the budget process and the priorities that guide the budget process (Section 53(1));
  - Ensuring that Council approves the annual budget before the start of the financial year;
  - Overseeing the Accounting Officer and CFO;
  - Ensuring adherence to the time schedule for budget;
  - Ensuring that the SDBIP is approved (by the Mayor) within 28 days after the approval of the budget;
  - Ensuring that annual performance agreements for the Municipal Manager and senior managers are linked with measurable performance objectives in the IDP and the SDBIP; and

Making the SDBIP public no later than 14 days after its approval.

#### **Budget implementation**

- **69.** (1) The accounting officer of a municipality is responsible for implementing the municipality's
- approved budget, including taking all reasonable steps to ensure—
  - (a) that the spending of funds is in accordance with the budget and is reduced as necessary when revenue is anticipated to be less than projected in the budget or in the service delivery and budget implementation plan; and
  - (b) that revenue and expenditure are properly monitored.
- **69.** (2) When necessary, the accounting officer must prepare an adjustments budget and submit it
  - to the mayor for consideration and tabling in the municipal council.
- **69.** (3) The accounting officer must no later than 14 days after the approval of an annual budget
  - submit to the mayor—
- (a) a draft service delivery and budget implementation plan for the budget year; and
- (b) drafts of the annual performance agreements as required in terms of section 57(1)(b)
- of the Municipal Systems Act for the municipal manager and all senior managers.

Similarly, the in terms of sections 68 and 69 of the MFMA (see extract of MFMA below), the Municipal Manager, as an accounting officer, bears certain responsibilities pertaining to the SDBIP, which are summarized as follows:

- Assist the Mayor to perform budgetary functions and provide the Mayor with administration support, information and resources;
- Implement the budget;
- Spending in accordance with budget and ensure that it is reduced as necessary when revenue is anticipated to be less than projected in the budget or in the SDBIP;
- Ensure that revenue and expenditure is properly monitored;
- Prepare adjustments budget when necessary; and Submit draft SDBIP and drafts annual performance agreements for the Municipal Manager and all senior managers.

According to MFMA Circular No. 13, issued by National Treasury, the SDBIP—serves as a contract between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. If also—provides the basis for measuring performance in service delivery against end of-year targets and implementing the budget. MFMA Circular No.13 does not generally prescribe what the SDBIP must contain. However, it does highlight the five components of SDBIP on the basis that "Municipal managers and mayors are free to add on to these components and also to develop the lower layers of the SDBIP to the extent they believe will be useful. If The five necessary components are:

- Monthly projections of revenue to be collected for each source;
- Monthly projections of expenditure (operating and capital) and revenue for each vote;
- Quarterly projections of service delivery targets and performance indicators for each vote;
- Ward information for expenditure and service delivery; and
- Capital works plan broken down by ward over three years.

#### **GENERAL INFORMATION**

#### **VISION**

#### STRATEGIC OBJECTIVES OVER THE NEXT FIVE YEARS

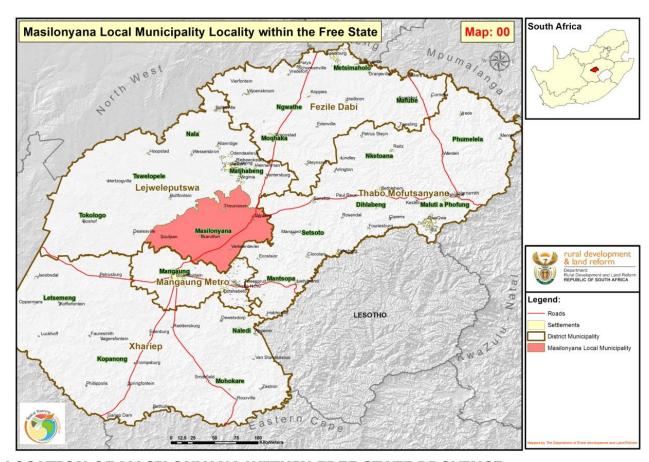
Priority	Objectives	Outcomes
• Water	To ensure that 100% of households in all formal settlement(s)around Masilonyana have access to clean (basic level) of water by July 2014	<ul> <li>100% of access to basic level of water for formal settlements households</li> <li>Water infrastructure required to enable achievement of the strategic objective as measured in terms of the performance targets in this 5-year IDP.</li> <li>The percentage of households earning less than R1, 200 per month with access to free basic services</li> </ul>

• Sanitation	To ensure that 100% of households in formal settlements in Masilonyana area have access to basic level of sanitation by 2014	<ul> <li>100% of households in formal settlements have access to basic level of sanitation</li> <li>Sanitation infrastructure required to enable achievement of the strategic objective as measured in terms of the performance targets in the MTAS.</li> </ul>
Municipal     Roads and     Storm-water	To ensure that indentified internal roads in Masilonyana area are maintained and / or upgraded to facilitate economic and social activity required for the sustainable development of the municipality; thus implementing the current Infrastructure Master Plan	Repairing of tarred roads, Paving and re-gravelling of roads in accordance with the targets and projects indicated in the MTAS.
Local and Rural Economic Development	To create employment opportunities in Masilonyana Municipal Area; based on projects and programmes outlined in the IDP and MTAS	<ul> <li>(Number of) Employment opportunities created through targeted IDP projects</li> <li>(Number of) Employment opportunities created through EPWP initiatives</li> </ul>
Institution     Building	To facilitate the financial viability of Masilonyana local Municipality as measured in terms of the key indicators of the Municipal Planning and Performance Management Regulations, 2001	the municipality's IDP
	To facilitate institutional transformation and development in Masilonyana Local Municipality	The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment

		equity plan;
		<ul> <li>Targets in the organizational redesign and change management strategy; and</li> <li>Skills development targets in the</li> </ul>
		Municipal Skills Development Plan
	To ensure good governance in Masilonyana Local Municipality	Monthly ward committee meetings with duly recorded minutes that are submitted to Council at regular intervals for consideration
		An organizational and individual Performance Management and Monitoring and Evaluation Systems that facilitate quarterly, mid-year and annual performance, as well as financial reports
Refuse removal	To ensure good waste management in Masilonyana Municipality	<ul> <li>Three more licensed and registered landfill sites to make a total of 5</li> <li>100% of households in formal areas with access to refuse removal services at basic acceptable national</li> </ul>
		standards
Electricity     reticulation	To ensure that 100% of households in Masilonyana Municipal area have access to electricity by 2014	100% of households in formal areas with access to electricity by 2013
Cemeteries     and Parks	To ensure effective management of graveyards and cemeteries in Masilonyana Municipal area	Adequate provision for, safe and well maintained graveyards and cemeteries
Sport and Recreational facilities	To ensure access to well maintained, quality sporting and recreational facilities in Masilonyana Municipal area	Adequate provision for, safe and well maintained sport and recreational facilities, as measured in terms of the targets set for the programmes and projects in the MTAS and IDP
• Traffic and Parking	To ensure effective traffic management in Masilonyana Municipality	Adequate provision for traffic management and parking, as measured in terms of the targets set for

	programmes and project in the IDP
Firefighting	Employment of 16 trained fire fighters in terms of the final draft Organogram

#### **POPULATION COMPARISON**



#### **LOCATION OF MASILONYANA WITHIN FREE STATE PROVINCE**

### ALIGNMENT AND INTEGRATION OF IDP, BUDGET, PMS AND SDBIP

The local government system operates as one whole system. It is like a chain of whose strength is determined its different links. For this reason, the SDBIP must not

be understood and treated as just another appendage of service delivery requirement and with a silo effect.

But must be viewed as a vital component which needs to be aligned with the IDP, Budget and Performance Management System. In essence, the Integrated Development Plan (IDP) outlines how the challenges of sustainable development in a municipality are to be met through strategic intervention and optimum service delivery over a five year period. The IDP is developed by a municipality in conjunction with its community.

However, for the IDP to be credible, it must be supported by a realistic and sound budget. The actual implementation of the IDP over a single financial year is given effect through the performance contracts of the municipal manager and the senior managers.

An effective performance management system monitors actual performance against contractual obligations. Effective service delivery relies upon the IDP, the budget and the performance management system being closely integrated. The Service Delivery Budget Implementation Plan (SDBIP) is a dynamic tool that facilitates this integration.

Thus, SDBIP must be informed by the budget, the IDP and the performance agreements of senior management. It thus facilitates oversight over financial and nonfinancial performance of the municipality.

#### REPORTING REQUIREMENTS ON SDBIP

SDBIP forms a vital link in streamlining the oversight and monitoring of the operations of the municipal administration. The MFMA prescribes a set of reporting requirements, which allows Councillors to monitor progress in relation to the implementation of the IDP and its programmes on service delivery. In particular, four reporting requirements critical to municipal governance are:

- Monthly reporting;
- Quarterly reporting;
- Mid-term performance assessment; and
- Annual reporting.

These requirements are explained below.

#### **Monthly Reporting**

Section 71 of the MFMA stipulates that reporting on actual revenue targets and spending against the budget should occur on a monthly basis. This reporting must be conducted by the accounting officer of a municipality no later than 10 working days, after the end of each month.

Reporting must include the following:

- Actual revenue, per source;
- Actual borrowings;
- Actual expenditure, per vote;
- Actual capital expenditure, per vote; and
- The amount of any allocations received.

If necessary, explanation of the following must be included in the monthly reports:

- Any material variances from the municipality's projected revenue by source, and from the municipality's expenditure projections per vote;
- Any material variances from the service delivery and budget implementation plan and;
- Any remedial or corrective steps taken or to be taken to ensure that the projected revenue and expenditure remain within the municipalities approved budget.

#### **Quarterly Reporting**

Section 52 (d) of the MFMA compels the Mayor to submit a report to the council on the implementation of the budget and the financial state of affairs of the municipality within 30 days of the end of each quarter. The quarterly performance projections captured in the SD&BIP form the basis for the mayor's quarterly report.

#### Mid-year Performance Assessment Reporting

Section 72 (1) (a) of the MFMA outlines the requirements for mid-year reporting. The accounting officer is required by the 25th January of each year to assess the performance of the municipality during the first half of the year taking into account –

(i) the monthly statements referred to in section 71 of the first half of the year

- (ii) the municipalities service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the service delivery and budget implementation plan;
- (iii) the past year's annual report, and progress on resolving problems identified in the annual report; and
- (iv) the performance of every municipal entity under the sole or shared control of the municipality, taking into account reports in terms of section 88 from any such entities.

Based on the outcomes of the mid-year budget and performance assessment report, an adjustments budget may be tabled if actual revenue or expenditure amounts are materially different from the projections contained in the budget or the SDBIP. Because the SDBIP is also a living document, it may be modified based on the mid-year performance review.

#### **Annual Reporting**

Section 121 of MFMA states that every municipality and every municipal entity must for each financial year prepare an annual report and the council of a municipality must within nine months after the end of a financial year deal with the annual report of the municipality and of any municipal entity under the municipality's sole or shared control.

The purpose of an annual report is to:

- Provide a record of the activities of the municipality or municipal entity during the financial year to which the report relates;
- Provide a report on performance against the budget of the municipality or municipal entity for that financial year; and
- Promote accountability to the local community for the decisions made throughout the year by the municipality or municipal entity.
- The annual report of a municipality must include the annual financial statements of the municipality as submitted to the Auditor-General for audit purposes.

It is therefore clear from the above requirements that SDBIP occupies a very important place in ensuring that municipalities are accountable to their stakeholders and the communities they serve.

Thus, the performance of the administration against approved performance targets and indicators is an integral part of litmus tests for gauging the whole performance and viability of the municipality in its entirety.

#### 2013/14 MUNICIPAL SCORECARD

Though not stated as one of the components of SDBIP, it is submitted that the Municipal Performance Management Scorecard is vital window through which the whole import of SDBIP must be viewed.

For it's the Municipal Scorecard that sets the tone and appetite for service delivery, in a given financial year for a specific municipality. The budgets and how it is to be expended seeks to achieve the scorecard. For this reason, the initial starting point for preparing the SDBIP has been the development of the Municipal Performance Scorecard for 2013/2014 Financial Year.

This scorecard is based on the Integrated Development Plan and is informed by provincial and national IDP Guidelines. It specifies the targets to be met and the time frames within which to meet them.

The main champion is the Municipal Manager and certain targets are implemented via staff reporting directly to the Municipal Manager. The municipality is in a unique situation in that none of the staff reporting to the Municipal Manager are on five year contract in terms of section 57 of the Municipal Systems Act.

However, this does not mean performance contracting is not applicable to them, though the issue of incentives for non-section 57 staff will also be addressed this financial year (2013/2014).

### TOP 4 CORPORATE INDICATORS AND THREE YEAR CORPORATE SCORECARD

Extracted from the 2011 Stone Safari Strategic Planning Session

OBJECTIVE	INDICATOR	BASELINE	TARGET
CLEAN AUDIT	Auditor General's view	Unqualified	Unqualified
<b>CLEAN MUNICIPALITY</b>	Manage key financial	Introduce internal	Train municipal
	areas	controls	employees on
			procedures &
		controls	
		Centralise supply Reduce audit	
		chain queries linked to	
		management scm	
		Income control	Compile section 52
			reports

		Cash flow	Compile section 71
		management	reports
		Indigent support	Update indigent register
		Review Valuation Roll	Ensure accurate billing for property rates
		Revaluation of Infrastructure Assets	Ensure that the municipality's assets are properly quantified and valued.
	Manage municipal assets	Develop Asset Management Plan	Implement Asset Management Plan for operational assets (water, sanitation, roads & waste management)
		Identify, label & register all municipal assets	Update asset register
		Provide equitable community facilities	Provide facilities across communities & ensure equitable access
CLEAN GOVERNANCE	Manage governance areas	Update risk register	Conduct risk based audits
		Develop risk management plan	Mitigate risks factors
		Enhance public participation	Develop public engagement schedule & ensure 4 engagements per ward per annum
		Cascade performance management	Review job descriptions & develop work plan for every employee

Improve time in resolving customer complains	10% reduction & 14 days	10%
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#### 2013/2014 QUARTERLY CORPORATE SCORECARD

There are three sections to this annual scorecard, i.e. Alignment and Linkage, Objective and Indicator Detail, and Tracking and Monitoring. The scorecard provides the quarterly corporate targets against which the Municipality will be held accountable. Service delivery targets and performance indicators will be cascaded into the Directorate, Departmental and Director's Scorecards (Section 57 employees), which will be used for internal monitoring of the organisation.

#### THREE YEARS CORPORATE SCORECARD

High level municipal wide service delivery breakdown is presented in this section. Service delivery targets and performance indicators will be cascaded down into directorate and director's scorecard, which will be used for internal monitoring.

The following 15 strategic focus areas are broken down into corporate objectives for the municipality and each corporate objective is further broken down into directorate objectives. The following objectives have been identified and deduced from the 2013 Amanzi Municipal Strategic Planning Report:

- Access clean drinking water;
- Access to sanitation;
- Maintain and upgrade municipal roads and storm water;
- Local and rural economic development;
- Build a capable municipality;
- Improve refuse removal and waste management;

- Effective management of cemeteries, parks and recreational facilities;
- Electricity reticulation;
- Traffic control and management;
- Improve disaster management;
- Establish effective public participation;
- Facilitate the development of a healthy and socially inclusive society;
- Foster safe and secure environment;
- Facilitate conservation of natural resources;
- Participate and facilitate reduction of crime within Masilonyana.

#### THREE YEARS CORPORATE SCORE-CARD

SFA's	Strategic Planning Objective	Indicator	Target 2013/14 Baseline	2014/15	2015/16
	Increase no of	No of direct	2000	3000	4000
Local and	job opportunity	jobs created			
Rural		Employment			
Economic		opportunities			
Development		created			
		through			
		EPWP			
		initiatives			
	Improve	% of land	60%	70%	80%
	approval for	use			
	land use &	applications			
	planning	finalised			
	applications	within the			
		legislative			

	framework			
Improve approval time for building plans	% of building plans applications finalised within the legislative framework	60%	70%	80%
Improve local tourism within Masilonyana	% increase of visitors	5%	20%	50%
Identify land for landing strip	Demarcate an area	End February 2014		
Street trading	Regulate street trading	Develop & introduce by-laws	Enforce by-laws	Enforce by-laws

SFA's	Strategic Planning Objective	Indicator	Target 2013/14 Baseline	2014/15	2015/16
SUSTANABLE	Increase	Ensure 100%	Increase %	90%	95%
SERVICE	access to	of	of formal	30%	3370
DELIVERY & INFRASTRUCTURE DEVELOPMENT	sanitation	households in formal settlements in Masilonyana area have access to basic level of sanitation by	households		

	2014			
Increase access to clean drinking water	Ensure 100% of households in all formal settlement(s) around Masilonyana have access to clean (basic level) of water by July 2014	11%	Blue drop	Blue drop
Increase access to basic level of sanitation	Ensure 100% of households in formal settlements in Masilonyana area have access to basic level of sanitation by 2014	Increase % of formal households	% increase	% increase
Increase access to electricity	% of informal settlements with access	50%	70%	90%
Improve access to basic refuse removal & collection	All formal & informal households receiving refuse removal & collection	100%	100%	100%
Reduce water demand &	% reduction in constrained water	35%	30%	20%

	lose	demand			
	Sustainable water supply	Ensure Drinking water compliance	90%	100%	100%
	Increase subsidised housing subsidies opportunities	No of housing subsidies per annum	% increase	% increase	% increase
	Manage waste	Minimise waste	% of waste diverted from landfilled sites		
	Improve maintenance of infrastructure	Reduce maintenance costs	% decrease	% decrease	% decrease
		Reduce electricity outages	Reduce load- shedding	Reduce load- shedding	Reduce load- shedding
		complete incomplete projects	complete all identified incomplete projects		
		Reduce energy consumption	% reduction in use of electricity	Maintain reduction of 10%	Maintain reduction of 20%
	Improve maintenance of	Maintain all community halls	All	All	All
	municipality facilities	Fence sporting facilities	All	All	All

	Number of libraries opened according to scheduled times	All	All	All
	Number of erven upgraded	Incrementally serviced erven	% increase	% increase
	Reduction in accidents	% decrease	% decrease	% decrease
Improve Municipal Roads and Storm-water Maintenance	Ensure that indentified internal roads in Masilonyana area are maintained /upgraded	All identified municipal roads	% increase	% increase

SFA's	Strategic Planning Objective	Indicator	Target 2013/14 Baseline	2014/15	2015/16
SUSTAINABLE FINANCIAL MANAGEMENT	Improve capital spending	% spend of capital budget	Spending that is aligned to the approved budget	% spend of capital budget	% spend of capital budget
	Improve spending on operational budget	% spend of operational budget	Spending that is aligned to the approved budget	% spend of operational budget	% spend of operational budget
	Maintain municipal credit rating	View of independent credit rating	Short term & long term	Short term & long term	Short term & long term

Enhance	Develop	Implement	Compile	Review
revenue	financial	financial	analysis	financial
	enhancement	enhancement	report &	enhancement
	strategy	strategy	close all	strategy
			gaps	
Budgeting	Compile draft	Align Budget	Align	Align Budget
	Budget	to IDP & PMS	Budget to	to IDP & PMS
			IDP & PMS	
Municipal	Develop	Update asset	Update	Update asset
assets	asset register	register	asset	register
management			register	

SFA's	Strategic Planning Objective	Indicator	Target 2013/14 Baseline	2014/15	2015/16	
CUCTATNAR				I		
SUSTAINAB LE GOOD GOVERNAN CE	Improve public participation	Review public participation strategy	Develop schedule of engagement & implement the strategy	Review public participation strategy		Review publi participation
		Conduct community survey	Reduce % community complains	Conduct comr survey	nunity	Conduct com survey
	Improve communication	Promote access to information	Develop communication strategy & implement it	Review comm strategy	unication	Review comr strategy
			Enhance inter/external communication	Enhance intercommunication		Strengthen S Relations
		Enhance relations	Two stakeholder			

	with the media	session held per annum		
Performance management	Develop a framework	Implement & cascade performance to lower levels	Monitor performance & Compile a Report	Monitor perfo
Clean audit	Improve audit opinion	Unqualified Auditor General's report	Clean Auditor General's report	Clean Audito report
Risk management	Update risk register & Develop risk management plan	Conduct risk based audits	Conduct risk based audits	Conduct risk audits
Strategic planning & annual	Facilitate strategic planning	Develop draft IDP	Develop draft IDP	Develop draf
reporting	Pidiming	Compile annual report	Compile annual report	

SFA's	Strategic Planning Objective	Indicator	Target 2013/14 Baseline	2014/15	2015/16
BUILDING	Build human	Review	Implement	Implement	Implement the WSDP & Co
CAPABLE	resource	workplace	the WSDP &	the WSDP	Annual Report
MUNICIPALITY	capacity	skills	Compile	& Compile	
		development	Annual	Annual	
		plan	Report	Report	
		Bursary	Identify		
		scheme	relevant		
			programs &		
			increase % of		

		employees		
Employment equity	Set realistic targets	Review Employment	Improve equity	
planning		Equity Plan	status	
Employees data purification	Identify all municipal employees	Verify employees - citizenship, address & qualifications	Maintain & update employee data	Maintain & update employe
Review municipal structure	Identify critical posts	Fill critical posts		

(DIRECTORATE: MUNICIPAL MANAGER)

SFA's	Strategic Planning Objective	Indicator	Target 2013/14 Baseline	Q1	Q2	Q3	Q4
SUSTAI NABLE GOOD GOVER NANCE	Improve public participation	Review public participation strategy	Develop schedule of engagement	Implem ent the strateg y  1 meetin g	Compile midyear report  1 meetin g	1 meetin g	
		Conduct community survey	Reduce % community complains	Place suggest box at all units	Conduc t survey		

Improve communicat ion	Promote access to information	Develop communication strategy & implement it	Monitor	Compile a report		
		inter/external communication				
	Enhance relations with the media	Two stakeholder session held per annum		Session 1	Session 2	
Performanc e managemen t	Develop a framework	Implement & cascade performance to lower levels	Review job descript ions	Develo p work plans	Monitor	
Clean audit	Improve audit opinion	Unqualified Auditor General's report	Develo p action plan	Implem ent	Monitor	
Risk managemen t	Update risk register & Develop risk management plan	Conduct risk based audits				
Strategic planning & reporting	Facilitate strategic planning	Develop IDP process plan	Submit process plan for approva	Facilitat e public particip ation	Develo p draft IDP	
	Monitor performance against IDP	Develop draft annual report				

(DIRECTORATE: FINANCIAL SERVICES)

SFA's	Strategic Planning Objective	Indicator	Target 2013/14 Baseline	Q1	Q2	Q3	Q4			
	FINANCIAL MANAGEMENT & VIABILITY									
SUSTAINABLE FINANCIAL MANAGEMENT	Improve capital spending	% spend of capital budget	Spending that is aligned to the approved budget	Submit section 52 report	Submit section 72 report	Submit section 52 report	Compile draft AFS			
	Improve spending on operational budget	% spend of operational budget	Spending that is aligned to the approved budget	Submit section 52 report	Submit section 72 report	Submit section 52 report	Compile draft AFS			
	Maintain municipal credit rating	View of independent credit rating	Short term & long term	Short term	Short term	Short term	Compile a report			
	Enhance revenue	Develop financial enhancement strategy	Implement financial enhancement strategy							
	Budgeting	Compile draft budget	Align Budget to IDP	Develop Budget process	Submit Budget process for approva	Develo p draft Budget for public input	Submit draft Budget for approva			
	Municipal Assets management	Develop asset register	Update asset register	Identify all assets	Update	Update	Compile a report			

(DIRECTORATE: CORPORATE SERVICES)

SFA's	Strategic	Indicator	Target	Q1	Q2	Q3	Q4
	Planning		2013/1				
			4				

BUILDING Buil CAPABLE resc	ld human Roource w	eview	LOPMENT & MU Implement the		RANSFORM	IATION	
BUILDING Buil CAPABLE resc	ld human Roource w	eview			RANSFORM	IATION	
<b>CAPABLE</b> reso	ource w		Implement the	I			
TY		kills evelopme t plan	WSDP	Compile Q1 report	Compile Q2 report	Compile Q3 report	Comp e annua Repor
		ursary cheme	Identify relevant programs & increase % of employees	% enrolled	Monitor progress		Comp e Repor
equ	µity r∈	et ealistic orgets	Review Employment Equity Plan	Table & approve draft	Submit report - dept labour	Implement EE plan	
data	a m	dentify all nunicipal mployees	Verify employees citizenship, address & qualifications	Conduct physical verificati on	Conduct qualificatio n verification	Compile report	
mu	nicipal st	lign ructure ) IDP	Identify critical posts	Agree on placeme nt	Feel all critical posts		
Sta	st	nhance caff orale	Two team building sessions		First session		Last sessio
HR	•	eview HR olicies	End Dec 2013	Table draft	Approve draft	Implement	

#### (DIRECTORATES: COMMUNITY SERVICES & TECHNICAL SERVICES)

SFA's	Strategic Planning Objective	Indicator	Target 2013/14 Baseline	Q1	Q2	Q3	Q4

SUSTANABLE SERVICE DELIVERY & INFRASTRUC TURE	Increase access to sanitation	% of formal households	Increase % of formal household	Identify all house holds	40%	70%	90%
DEVELOPME NT	Increase access to clean drinking water	RDP STD	Green - Blue drop	Green drop	Blue drop	Blue drop	Blue Drop
	Increase access to electricity	% of informal settlements with access	50%	Identify all settlement s	30%	40%	50%
	Improve access to basic refuse removal & collection	All formal & informal households receiving refuse removal & collection	100%	Identify gaps & develop a plan	50%	75%	100%
	Reduce water demand & lose	% reduction in constrained water demand	35%	Identify all grey areas			35%
	Sustainable water supply	Ensure Drinking water compliance	90%	Improve water infrastruct ure	70%	80%	90%
	Increase subsidised housing subsidies opportunitie s	No of housing subsidies per annum	% increase	Facilitate a % increase			
	Manage waste	Minimise waste	% of waste diverted from landfilled	Develop EMP & WMP	Conduc t awaren ess compai	Clean yard competi on	Compile Annual Waste Manage ment

		sites		gns		Report
Improve maintenanc e of infrastructur	Reduce maintenanc e costs	% decrease	Monitor	Assess & compile a report		
е	Reduce electricity outages	Reduce load- shedding				
	complete incomplete projects	Improve project managem ent	Identify all incomplete projects & compile a report	Compile assess ment report	Submit report to manage ment then council	
	Reduce energy consumptio n	% reduction in use of electricity	Maintain reduction of 10%	10%	10%	
Improve maintenanc e of	Maintain all community halls	All	All	All	All	
municipality facilities	Fence sporting facilities	All	All	All	All	
	Number of libraries opened according to scheduled times	All	All	All	All	
	Number of erven upgraded	Increment ally serviced erven	Identify all ervens	Submit applicat ion for townshi p establis	Monitor progres s & compile a report	

				hment		
	Reduction in accidents	Ensure reduction	Ensure traffic control	Capacit ate traffic officials		
Infrastructu re developmen t	Implement all registered & approved projects	Stick to budget allocations	Compile progress report	Compile midyear report	Compile progres s report	
		Identify new projects in line with communit y needs as contained in the 2013/14 IDP				

#### **NATIONAL KEY PERFORMANCE INDICATORS**

NUMBER OF JOBS CREATED THROUGH MUNICIPAL LED	MEASURED ON
INITIATIVES INCLUDING CAPITAL PROJECTS	DIRECTORATE
	SCORECARD
% OF MUNICIPAL CAPITAL BUDGET ACTUALLY SPEND ON	MEASURE AT CORPORATE
CAPITAL PROJECTS INDENTIFIED FOR A PARTICULAR	SCORECARD
FINANCIAL YEAR IN TERMS OF THE MUNICIPAL IDP	
% OF MUNICIPAL BUDGET ACTUALLY SPEND ON	MEASURED ON
IMPLEMENTING SKILLS DEVELOPMENT	DIRECTORATE
	SCORECARD
FINANCIAL RATIOS	MEASURE AT CORPORATE
	SCORECARD
% OF HOUSEHOLDS EARNING LESS THAN 1100 PER MONTH	MEASURE AT CORPORATE
WITH ACCESS TO FREE BASIC SERVICES	SCORECARD
% OF HOUSEHOLDS WITH ACCESS TO BASIC LEVEL OF	MEASURE AT CORPORATE
WATER, SANITATION, ELECTRICITY & REFUSE REMOVAL	SCORECARD
NUMBER OF PEOPLE FROM EMPLOYMENT EQUITY TARGET	MEASURED ON

## GROUP APPOINTED AT THREE HIGHEST LEVELS OF MANAGEMENT IN COMPLIANCE WITH THE MUNICIPAL APPROVED EMPLOYMENT EQUITY PLAN

DIRECTORATE SCORECARD

#### THREE YEAR CAPITAL PLAN

Source of Funding	2013/2014	2014/2015	2015/2016	3 Year Budget
EPWP & OWN	2,200,000	2,700,000	3,000,000	7,900,000
MIG	34,921,000	28,731,000	2,468,050	66,120,050
OWN	4,254,735	1,892,000	390,000	6,536,735
RBIG	17,000,000	20,000,000	25,000,000	62,000,000
UNKNOWN	0	0	0	0
Grand Total	58,375,735	53,323,000	30,858,050	142,556,785

Constant	. 2042/2044
Quarter	/ 2013/2014

Source of Funding	Jul-Sep	Oct -Dec	Jan -Mar	Apr - Jun
EPWP & OWN	550,000	550,000	550,000	550,000
MIG	8,730,250	8,730,250	8,730,250	8,730,250
OWN	1,063,684	1,063,684	1,063,684	1,063,684
RBIG	4,250,000	4,250,000	4,250,000	4,250,000
UNKNOWN	0	0	0	0
Grand Total	14,593,934	14,593,934	14,593,934	14,593,934

Quartely 2014/2015

Source of Funding	Jul-Sep	Oct-Dec	Jan -Mar	Apr - Jun
EPWP & OWN	675,000	675,000	675,000	675,000
MIG	7,182,750	7,182,750	7,182,750	7,182,750
OWN	473,000	473,000	473,000	473,000
RBIG	5,000,000	5,000,000	5,000,000	5,000,000
UNKNOWN	0	0	0	0
Grand Total	13,330,750	13,330,750	13,330,750	13,330,750

Quartely 2015/2016

		Guanciy	2013/2010	
Source of Funding	Juli-Sep	Oct-Dec	Jan -Mar	Apr - Jun
EPWP & OWN	750,000	750,000	750,000	750,000
MIG	617,013	617,013	617,013	617,013
OWN	97,500	97,500	97,500	97,500
RBIG	6,250,000	6,250,000	6,250,000	6,250,000
UNKNOWN	0	0	0	0
Grand Total	7,714,513	7,714,513	7,714,513	7,714,513

#### THREE YEAR CAPITAL BUDGET BY IDP PRIORITIES & DIRECTORATE OBJECTIVES

IDP PRIORITY	DIRECTORATE	BUDGET	BUDGET	BUDGET
<b>OR STRATEGIC</b>	<b>OBJECTIVE</b>	2013/14	2014/15	2015/16
<b>FOCAUS AREA</b>				
LOCAL	Economic	3,075,735	1,500,000	0
<b>ECONOMIC</b>	Development			
DEVELOPMENT				
SUSTAINABLE		1,746,050	1,436,550	1,220,100
GOOD				
GOVERNANCE				
SUSTAINABLE		1,179,000	392,000	390,000
FINANCIAL				
MANAGEMENT				
INFRASTRUCTURE	Roads	11,917,518	3,273,006	3,000,000
DEVELOPMENT	Sports	11,037,683	4,321,790	788,385
SUSTANABLE	Waste:	1,388,223	634,110	0
SERVICE	sanitation			
DELIVERY	Waste: refuse	3,308,940	157,310	0
	Water	24,722,946	41,608,234	25,459,565

#### **REVENUE AND EXPENDITURE PROJECTIONS**

MONTHLY PROJECTIONS OF REVENUE BY SOURCE

	OR THE YEAR ENDING 30 JUNE 2014	1					2013							
ΠE	DETAILS	Jul .	Ang	Sep	Oct	Nov	Dec	BUDGET	Feb	Mar	Арг	May	Jen	Total
	PROPERTY RATES		Aug	зер	UG	HUV	Dec		res		Д			1028
	Properly rates	1,302,429	1,628,036	1,302,429	1,302,429	1,302,429	976,822	976,822	1,628,036	1,302,429	1,302,429	1,302,429	1,302,429	15,629,
	Property rates (Indigent subsidy)	-387,391	-484,239	-387,391	-387,391	-387,391	-290,543	-290,543	-484,239	-387,391	-387,391	-387,391	-387,391	-4,648,
		915,038	1,143,797	915,038	915,038	915,038	686,278	686,278	1,143,797	915,038	915,038	915,038	915,038	10,980,
	USER CHARGES													
	Building plans	585	731	585	585	585	439	439	731	585	585	585	585	7,
	Grave Fees	6,469	8,086	6,469	6,469	6,469	4,852	4,852	8,086	6,469	6,469	6,469	6,469	77,
	Clearance certificates	524	655	524	524	524	393	393	655	524	524	524	524	6,
	Commonage	5,155	6,444	5,155	5,155	5,155	3,866	3,866	6,444	5,155	5,155	5,155	5,155	61
	Electricity consumption	2,513,140	3,141,425	2,513,140	2,513,140	2,513,140	1,884,855	1,884,855	3,141,425	2,513,140	2,513,140	2,513,140	2,513,140	30,157
	Departmental Electricity	-94,302	-117,878	-94,302	-94,302	-94,302	-70,727	-70,727	-117,878	-94,302	-94,302	-94,302	-94,302	-1,131
	Free basic electric ( Indigent subsidy)	-291,600	-364,500	-291,600	-291,600	-291,600	-218,700	-218,700	-364,500	-291,600	-291,600	-291,600	-291,600	-3,499
	Electricity connections	17,147	21,434	17,147	17,147	17,147	12,861	12,861	21,434	17,147	17,147	17,147	17,147	205
	Refuse removal Refuse removal (Indigent subsidy)	766,264 -238,500	957,830 -298,125	766,264 -238,500	766,264 -238,500	766,264 -238,500	574,698 -178,875	574,698 -178,875	957,830 -298,125	766,264 -238,500	766,264 -238,500	766,264 -238,500	766,264 -238,500	9,195 -2,862
	Ketuse removal (Indigent subsidy) Sewerage blockages	-236,500	-298,125 221	-238,500 177	-238,500 177	-238,500 177	-1/8,8/5 133	-1/6,6/5 133	-298,125 221	-238,500 177	-238,500 177	-238,500 177	-238,500 177	-2,862
	Sewerage connections	134	167	134	134	134	100	100	167	134	134	134	134	1
	Sewerage connections Sewerage service charges	1,477,817	1,847,271	1,477,817	1,477,817	1,477,817	1,108,362	1,108,362	1,847,271	1,477,817	1,477,817	1,477,817	1,477,817	17,733
	Sewerage service charges ( Indigent subsidy)	-316,233	-395,292	-316,233	-316,233	-316,233	-237,175	-237,175	-395,292	-316,233	-316,233	-316,233	-316,233	-3,794
	Tender fees, non refundable	1,760	2,200	1,760	1,760	1,760	1,320	1,320	2,200	1,760	1,760	1,760	1,760	-3,73-
	Valuation certificates	344	430	344	344	344	258	258	430	344	344	344	344	-
	Water consumption	1,406,449	1,758,062	1,406,449	1,406,449	1,406,449	1,054,837	1,054,837	1,758,062	1,406,449	1,406,449	1,406,449	1,406,449	16,877
	Water Free Basic (Indigent subsidy)	-286,200	-357,750	-286,200	-286,200	-286,200	-214,650	-214,650	-357,750	-286,200	-286,200	-286,200	-286,200	-3,434
	Departmental Water	-47,291	-59,113	-47,291	-47,291	-47,291	-35,468	-35,468	-59,113	-47,291	-47,291	-47,291	-47,291	-567
	Selling of siles	1,991	2,489	1,991	1,991	1,991	1,493	1,493	2,489	1,991	1,991	1,991	1,991	2:
	Wood sales	104	130	104	104	104	78	78	130	104	104	104	104	1
	Unmetered water usage Flat rate	966,667	1,208,333	966,667	966,667	966,667	725,000	725,000	1,208,333	966,667	966,667	966,667	966,667	11,60
		5,890,601	7,363,251	5,890,601	5,890,601	5,890,601	4,417,951	4,417,951	7,363,251	5,890,601	5,890,601	5,890,601	5,890,601	70,687
	RENT OF FACILITIES & EQUIPMENT													
	Communal half rent	123	154	123	123	123	92	92	154	123	123	123	123	1
	House rent	3,633	4,541	3,633	3,633	3,633	2,725	2,725	4,541	3,633	3,633	3,633	3,633	43
	Office rent	409	511	409	409	409	307	307	511	409	409	409	409	-
		4,165	5,206	4,165	4,165	4,165	3,124	3,124	5,206	4,165	4,165	4,165	4,165	49
	INTEREST EARNED												1	
	Bank account	100	125	100	100	100	75	75	125	100	100	100	100	
	External investments	28,188	35,235	28,188	28,188	28,188	21,141	21,141	35,235	28,188	28,188	28,188	28,188	33
		28,288	35,360	28,288	28,288	28,288	21,216	21,216	35,360	28,288	28,288	28,288	28,288	338
	INTEREST EARNED- outstanding debtors												1	
	Deblors	1,100,000	1,375,000	1,100,000	1,100,000	1,100,000	825,000	825,000	1,375,000	1,100,000	1,100,000	1,100,000	1,100,000	13,200
		1,100,000	1,375,000	1,100,000	1,100,000	1,100,000	825,000	825,000	1,375,000	1,100,000	1,100,000	1,100,000	1,100,000	13,200
	FINES												1	
	Traffic fines	18,750	23,438	18,750	18,750	18,750	14,063	14,063	23,438	18,750	18,750	18,750	18,750	22
		18,750	23,438	18,750	18,750	18,750	14,063	14,063	23,438	18,750	18,750	18,750	18,750	225
	OPERATING GRANTS & SUBSIDIES													
	Equitable share	6,654,250	8,317,813	6,654,250	6,654,250	6,654,250 137,500	4,990,688 103.125	4,990,688 103.125	8,317,813	6,654,250 137,500	6,654,250	6,654,250	6,654,250	79,851
	Financial management grant Councilors Support Grant	137,500 227,500	171,875 284.375	137,500 227,500	137,500 227,500	227,500	170.625	170.625	171,875 284.375	227,500	137,500 227,500	137,500 227,500	137,500 227,500	1,69 2,73
	MIG	2.910.083	3,637,604	2.910.083	2.910.083	2.910.083	2.182.563	2.182.563	3,637,604	2.910.083	2.910.083	2.910.083	2.910.083	34.92
	MSG	74,167	92 708	74.167	74.167	74.167	55,625	55,625	92 708	74.167	74.167	74.167	74.167	34,32
	EPMP	83,333	104,167	83,333	83,333	83,333	62,500	62,500	104,167	83,333	83,333	83,333	83,333	1,00
	RBIG	1.416.667	1,770,833	1.416.667	1.416.667	1.416.667	1.062.500	1.062.500	1.770.833	1.416.667	1.416.667	1.416.667	1.416.667	17,00
		11,503,500	14,379,375	11,503,500	11,503,500	11,503,500	8,627,625	8,627,625	14,379,375	11,503,500	11,503,500	11,503,500	11,503,500	138,042
	OTHER DICOME	11,000,000	11,014,010	11,020,020	11,020,020	11,020,022	U,OLF,OLO	U,OLF,OLO	11,010,010	11,000,000	11,020,022	11,020,020	11,020,022	100,01
	Commission	1,753	2,192	1,753	1,753	1,753	1,315	1,315	2 192	1 753	1,753	1,753	1,753	2
	Dividends	900	1,125	900	900	900	675	675	1,125	900	900	900	900	1
	Photocopies , fax & telephone	42,537	53,171	42,537	42,537	42,537	31,903	31,903	53,171	42,537	42,537	42,537	42,537	51
	Surplus cash	16	20	16	16	16	12	12	20	16	16	16	16	"
	Busaries Income from Mines	81,667	102,083	81,667	81,667	81,667	61,250	61,250	102,083	81,667	81,667	81,667	81,667	98
		126,873	158,591	126,873	126,873	126,873	95,155	95,155	158,591	126,873	126,873	126,873	126,873	1,52
	SURPLUS SALE OF ASSET				,	,	,	-,0		,	,	,		-,
		_	_	_	_	_		_	-	_	-	_	ا ـ ا	
	Surplus	-	-	-	-	-	-	-	-	-	-	-	-	

#### MONTHLY PROJECTIONS OF OPERATING EXPENDITURE BY VOTE

	URE FOR THE YEAR ENDING 30 JUNE 2014 DETAILS	2013/2014 BINDSFT												
.	DETAILS		Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jan 1	Total
	EMPLOYEE: REMUNERATION													
l,	Allowance; Cell phone	7,859	9,824	7,859	7,859	7,859	5,894	5,894	9,824	7,859	7,859	7,859	7,859	9
	Allowance: Housing	4,275	5,344	4,275	4,275	4,275	3.206	3.206	5,344	4,275	4.275	4,275	4,275	5
	Allowance: Locomolion Fixed	174,683	218.354	174.683	174.683	174,683	131.013	131.013	218,354	174,683	174.683	174.683	174.683	2.09
	Allowance: Slandby	40.375	50,469	40,375	40,375	40,375	30,281	30,281	50,469	40,375	40,375	40,375	40,375	48
	Bourses	320,167	400,208	320.167	320,167	320,167	240.125	240,125	400,208	320,167	320.167	320,167	320,167	3,84
- 1	Overline	87,500	109,375	87,500	87,500	87,500	65,625	65,625	109,375	87,500	87,500	87,500	87,500	1,05
	Soluties	4,196,333	5,245,417	4,196,333	4,196,333	4,196,333	3,147,250	3,147,250	5,245,417	4,196,333	4,196,333	4,196,333	4,196,333	50,35
	Salaries	4,831,193	6,038,991	4,196,333	4,831,193	4,831,193	3,623,394	3,523,394	6,038,991	4,831,193	4,831,193	4,831,193	4,831,193	
- 1.		4,831,193	6,036,991	4,831,193	4,831,193	4,831,193	3,623,394	3,b23,394	6,036,991	4,831,193	4,831,193	4,831,193	4,831,193	57,97
- 1	EMPLOYEE: SOCIAL CONTRIBUTIONS													
	Contributions: Medical Aid	263,100	328,875	263,100	263,100	263,100	197,325	197,325	328,875	263,100	263,100	263,100	263,100	3,19
	Contributions: Pension Fund	449,833	562,292	449,833	449,833	449,833	337,375	337,375	562,292	449,833	449,833	449,833	449,833	5,3
- 1	Contributions: Provident Fund	123,375	154,219	123,375	123,375	123,375	92,531	92,531	154,219	123,375	123,375	123,375	123,375	1,48
- 1	UF .	41,358	51,698	41,358	41,358	41,358	31,019	31,019	51,698	41,358	41,358	41,358	41,358	49
		877,667	1,097,083	877,667	877,667	877,667	658,250	658,250	1,097,083	877,667	877,667	877,667	877,667	10,53
- 1	GENERAL EXPENSES													
- 1	COUNCILLORS REMUNERATION													
- 1	Remmeration	523,750	654,688	523,750	523,750	523,750	392,813	392,813	654,688	523,750	523,750	523,750	523,750	6,2
		523,750	654,688	523,750	523,750	523,750	392.813	392.813	654,688	523,750	523,750	523,750	523,750	6.21
,	WORKING CAPITAL RESERVE	,	,	,			-				,		,	
	Working capital ( Provision Bad Debts)	2,461,067	3,076,334	2.461.067	2.461.067	2.461.067	1,845,800	1,845,800	3,076,334	2.461.067	2.461.067	2,461,067	2.461.067	29.5
		2,461,067	3,076,334	2,461,067	2,461,067	2,461,067	1,845,800	1,845,800	3,076,334	2,461,067	2,461,067	2,461,067	2,461,067	29,5
l,	COLLECTION- Debt Collection	2,401,407	3,010,331	2,401,401	2,101,007	2,401,401	1,010,000	1,010,000	3,010,334	2,401,401	2,401,407	2,101,007	2,101,001	2.0,0
	Collection costs	_			_		_		_	_		_	_	
- 1	Constant costs							-			-		-	
l.	NEPRECIATION .		-	-		-	-	-	-	-	-	-	-	
- 1														
ין	Depreciation	167,200	209,000	167,200	167,200	167,200	125,400	125,400	209,000	167,200	167,200	167,200	167,200	2,0
		167,200	209,000	167,200	167,200	167,200	125,400	125,400	209,000	167,200	167,200	167,200	167,200	2,0
	REPAIRS AND MAINTENANCE													
- 1	Building	50,687	63,359	50,687	50,687	50,687	38,015	38,015	63,359	50,687	50,687	50,687	50,687	6
- 1	Computer Equipment	10,054	12,568	10,054	10,054	10,054	7,541	7,541	12,568	10,054	10,054	10,054	10,054	1:
- 0	Electrical meters	18,518	23,148	18,518	18,518	18,518	13,889	13,889	23,148	18,518	18,518	18,518	18,518	2
- 1	Grounds/ gardens	4,667	5,833	4,667	4,667	4,667	3,500	3,500	5,833	4,667	4,667	4,667	4,667	
- 1	Landilling	29,167	36,458	29,167	29,167	29,167	21,875	21,875	36,458	29,167	29,167	29,167	29,167	3
- I	Molors & pumps	165,645	207,057	165,645	165,645	165,645	124,234	124,234	207,057	165,645	165,645	165,645	165,645	1,9
l,	Hetwork.	130,313	162,891	130,313	130,313	130,313	97,734	97.734	162,891	130.313	130,313	130,313	130,313	1,5
	Office Foundment	14.093	17,617	14 093	14 093	14 093	10 570	10 570	17.617	14 093	14 093	14 093	14 093	1
	Distribution	100,938	126,172	100,938	100,938	100,938	75,703	75,703	126,172	100,938	100.938	100,938	100,938	12
- 1	Plant & equipment	115,689	144,611	115,689	115,689	115,689	86,767	86,767	144,611	115,689	115,689	115,689	115,689	1,3
- 1		15,833	19,792	15,833	,	15,833	11.875	11.875	19,792	15,833	15,833	,	,	1,3
	Road signs & paint Roads & stormwater	15,833 89,279	19,792	15,833 89,279	15,833 89,279	15,833 89,279	11,875 66,959	11,875 66,959	19,792	15,833 89,279	15,833 89,279	15,833 89,279	15,833 89,279	1,0
							,							
	Speed control equipment	1,167	1,458	1,167	1,167	1,167	875	875	1,458	1,167	1,167	1,167	1,167	_
	Street lights	43,958	54,948	43,958	43,958	43,958	32,969	32,969	54,948	43,958	43,958	43,958	43,958	5
	Transformers	71,700	89,624	71,700	71,700	71,700	53,775	53,775	89,624	71,700	71,700	71,700	71,700	8
	Vehicles	147,479	184,348	147,479	147,479	147,479	110,609	110,609	184,348	147,479	147,479	147,479	147,479	1,7
- 1	Water meters	-	-	-	-	-	-	-	-	-	-	-	-	
		1,009,186	1,261,483	1,009,186	1,009,186	1,009,186	756,890	756,890	1,261,483	1,009,186	1,009,186	1,009,186	1,009,186	12,1
- 1	EXTERNAL INTEREST													
- 1	Internal borrowings	- 1	-	-	-	-	-	-	-	-	-	-	-	
- 1	External borrowings	35,350	44,188	35,350	35,350	35,350	26,513	26,513	44,188	35,350	35,350	35,350	35,350	4
	=	35,350	44,188	35,350	35,350	35,350	26,513	26,513	44,188	35,350	35,350	35,350	35,350	4
l,	CONTRACTED SERVICES			,										
	Audit internal	.	_	_		_	_	_		_	_	_		
ľ				-						-		-	-	
I.	BILK PURCHASES	$\vdash$									_		-	
- 1	BULK PURCHASES Electricity	2.106.000	2.632.500	2.106,000	2.106,000	2.106.000	1.579.500	1.579.500	2.632.500	2.106.000	2.106.000	2.106.000	2.106.000	25.2
	Water	180,229	225,286	180,229	180,229	180,229	135,172	135,172	225,286	180,229	180,229	180,229	180,229	2.1

<b>PENDIT</b>	URE FOR THE YEAR ENDING 30 JUNE 2014	2013/2014												
"	DETAILS	<b>14</b>	Aug	Sep	Oct	Nov	Dec	BUDGET	Feb	Mar	Apr	May	-	Total
	GENERAL EXPENDITURE OTHER		71113	p			LLC		100					1000
	Feel	159,810	199,763	159,810	159,810	159,810	119,858	119,858	199,763	159,810	159,810	159,810	159,810	1,917,72
	Insurance	23,380	29,225	23,380	23,380	23,380	17,535	17,535	29,225	23,380	23,380	23,380	23,380	280,56
	Chemicals	271,636	339,545	271,636	271,636	271,636	203,727	203,727	339,545	271,636	271,636	271,636	271,636	3,259,63
	Computer Software Refreshments	22,646 12,500	28,307	22,646 12,500	22,646 12,500	22,646 12,500	16,984	16,984	28,307 15,625	22,646 12,500	22,646 12,500	22,646 12,500	22,646 12,500	271,74
	Stationery costs	285,447	15,625 356,809	285,447	285,447	285,447	9,375 214,085	9,375 214,085	356,809	285,447	285,447	285,447	285,447	150,00 3,425,36
	Materials/Consumables	16,651	20,813	16,651	16,651	16,651	12,488	12,488	20,813	16,651	16,651	16,651	16,651	199,80
	Uniforms	50,791	63,488	50,791	50,791	50,791	38,093	38,093	63,488	50,791	50,791	50,791	50,791	609,48
	Cellular Phone Charges	14,636	18,295	14,636	14,636	14,636	10,977	10,977	18,295	14,636	14,636	14,636	14,636	175,62
	Internet Services	59,989	74,986	59,989	59,989	59,989	44,992	44,992	74,986	59,989	59,989	59,989	59,989	719,86
	Postage	7,526	9,407	7,526	7,526	7,526	5,644	5,644	9,407	7,526	7,526	7,526	7,526	90,31
	Telephones Entertainment	122,500 10,000	153,125 12,500	122,500 10,000	122,500 10,000	122,500 10,000	91,875 7,500	91,875 7,500	153,125 12.500	122,500 10,000	122,500 10,000	122,500	122,500 10,000	1,470,00 120,00
	Seminars/Training Courses/Congresses	22,565	28,207	22,565	22,565	22,565	16,924	16,924	28,207	22,565	22,565	22,565	22,565	270,78
	Traveling &subsistence	38,482	48,103	38,482	38,482	38,482	28,862	28,862	48,103	38,482	38,482	38,482	38,482	461,78
	Advertisements	81,667	102,083	81,667	81,667	81,667	61,250	61,250	102,083	81,667	81,667	81,667	81,667	980,00
	Audit external	206,604	258,255	206,604	206,604	206,604	154,953	154,953	258,255	206,604	206,604	206,604	206,604	2,479,25
	Bank Charges	16,750	20,938	16,750	16,750	16,750	12,563	12,563	20,938	16,750	16,750	16,750	16,750	201,00
	Branding internal	12,500	15,625	12,500	12,500	12,500	9,375	9,375	15,625	12,500	12,500	12,500	12,500	150,00
	Books & publications  Donalions/Bursaries	2,5 <b>00</b> 51,667	3,125 64,583	2,5 <b>00</b> 51,667	2,5 <b>00</b> 51,667	2,5 <b>00</b> 51,667	1,875 38,750	1,875 38,750	3,125 64,583	2,5 <b>00</b> 51,667	2,5 <b>00</b> 51,667	2,5 <b>00</b> 51,667	2,5 <b>00</b> 51,667	30,00 620,00
	Community participation	26,626	33.283	26,626	26.626	26,626	19,970	19,970	33,283	26.626	26,626	26,626	26,626	319.51
	Consultant fees	72,250	90,313	72,250	72,250	72,250	54.188	54,188	90,313	72,250	72,250	72,250	72,250	867,00
	PMS Implementation	40,000	50,000	40,000	40,000	40,000	30,000	30,000	50,000	40,000	40,000	40,000	40,000	480,00
	Cash Collecting Service	43,333	54,167	43,333	43,333	43,333	32,500	32,500	54,167	43,333	43,333	43,333	43,333	520,00
	Financial system changes	15,833	19,792	15,833	15,833	15,833	11,875	11,875	19,792	15,833	15,833	15,833	15,833	190,00
	Furniture & equipment	77,581	96,977	77,581	77,581	77,581	58,186	58,186	96,977	77,581	77,581	77,581	77,581	930,97
	Grave numbers	667	833	667	667	667	500	500	833	667	667	667	667	8,00
	DP review Interest paid	15,000 13,003	18,750 16,254	15,000 13,003	15,000 13,003	15,000 13,003	11,250 9,752	11,250 9,752	18,750 16,254	15,000 13,003	15,000 13,003	15,000 13,003	15,000 13,003	180,00 156,03
	Lease charges Fleet Management	168,800	211.000	168,800	168,800	168.800	126,600	126,600	211,000	168,800	168,800	168,800	168,800	2,025,60
	Legal Services	29,167	36,458	29,167	29,167	29,167	21.875	21,875	36,458	29,167	29,167	29,167	29,167	350.00
	Levy Bargaining council	2,909	3,637	2,909	2,909	2,909	2,182	2,182	3,637	2,909	2,909	2,909	2,909	34,91
	Levy skills development	45,396	56,745	45,396	45,396	45,396	34,047	34,047	56,745	45,396	45,396	45,396	45,396	544,79
	Long service bonus	6,667	8,333	6,667	6,667	6,667	5,000	5,000	8,333	6,667	6,667	6,667	6,667	80,00
	Lisence fees- financial system	94,500	118,125	94,500	94,500	94,500	70,875	70,875	118,125	94,500	94,500	94,500	94,500	1,134,00
	Lisence and Registration Fees Membership Fees Salga	10,266 36,485	12,833 45,607	10,266 36,485	10,266 36,485	10,266 36,485	7,700 27,364	7,7 <b>00</b> 27,364	12,833 45,607	10,266 36,485	10,266 36,485	10,266 36,485	10,266 36,485	123,19 437,82
	Pamer burish	8,137	10,171	8,137	8,137	8,137	6,103	6,1 <b>0</b> 3	10,171	8,137	8,137	8,137	8,137	97,64
	Post refirement medical liability	28,192	35,240	28,192	28,192	28,192	21,144	21,144	35,240	28,192	28,192	28,192	28,192	338,30
	Rent plant & equipment	43,324	54,155	43,324	43,324	43,324	32,493	32,493	54,155	43,324	43,324	43,324	43,324	519,89
	Rent offices equipment	23,872	29,840	23,872	23,872	23,872	17,904	17,904	29,840	23,872	23,872	23,872	23,872	286,46
	Rent offices	36,483	45,604	36,483	36,483	36,483	27,362	27,362	45,604	36,483	36,483	36,483	36,483	437,75
	Security services	13,665 33,333	17,081 41,667	13,665 33,333	13,665 33.333	13,665 33.333	10,249 25,000	10,249 25,000	17,081 41,667	13,665 33.333	13,665 33,333	13,665 33,333	13,665 33.333	163,9 400.0
	Strategic Support Training	33,333	41,667	33,333	33,333	33,333	25,000	25,000	41,667	33,333	33,333	33,333	33,333	400,0
	Valuation costs	175,000	218,750	175,000	175,000	175,000	131,250	131,250	218,750	175,000	175,000	175,000	175,000	2,100,0
	Creditors Arrears	[ 1	1 1		- 1		[ ]	[ [		-	· -	· -	-	· · ·
		2,584,069	3,230,087	2,584,069	2,584,069	2,584,069	1,938,052	1,938,052	3,230,087	2,584,069	2,584,069	2,584,069	2,584,069	31,008,83
	DEFICIT ON SALE OF ASSETS			[ ]			'							
	Deficit on sale	<u> </u>	-					-		-	-	-	-	
	CONTRIBUTIONS TO CAPITAL OUTLAY	-	-	-		-	-	-	-	-	-	-	-	-
	Furniture and Equipment	8,333	10,417	8,333	8,333	8,333	6,250	6,250	10,417	8,333	8,333	8,333	8,333	100,0
	Capital programmes	409,978	512,472	409,978	409,978	409,978	307,483	307,483	512,472	409,978	409,978	409,978	409,978	4,919,7
	Vehicles	36,250	45,313	36,250	36,250	36,250	27,188	27,188	45,313	36,250	36,250	36,250	36,250	435,0
		454,561	568,202	454,561	454,561	454,561	340,921	340,921	568,202	454,561	454,561	454,561	454,561	5,454,7
	TRANFERS TO PROVISIONS			J					[ ]					
	Accrued leave	3,225	4,031	3,225	3,225	3,225	2,419	2,419	4,031	3,225	3,225	3,225	3,225	38,6
	Capital development fund	3,225	4,031	3,225	3,225	3,225	2,419	2,419	4,031	2 700	2 777	3,225	3,225	38.6
	DIRECT OPERATING EXPENDITURE	15,233,497	19,041,871	15,233,497	15,233,497	15,233,497	11,425,122	11,425,122	19,041,871	3,225 15,233,497	3,225 15,233,497	15,233,497	15,233,497	38,6 182,801,9
	INTERNAL CHARGES	10,230,707	10,011,011	10,233,737	10,200,707	10,200,707	11,723,122	11,723,122	10,011,011	10,000,101	10,230,101	10,200,707	10,233,737	102,001,3
	Adminstration costs	-	-	-	-	-	-	-	_	-	-	-	-	-
				15,233,497						15,233,497				

MONTHLY EXPENDITURE BY VOTE (DIRECTORATE)

DORECTORATE		AUL.	AUG	98FT	ОСТ	MOV	DEC	IAN	FEB.	MAR	APR	MAT	AUN.	BUDGETYEAR
														13/14
MUNICIPAL	LED	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,500,000
MANAGER	EP	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	300,000
	PMS	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	300,000
	IA	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	120,000
	RM	663,694	889,617	663,694	663,694	663,694	437,770	437,770	889,617	663,694	663,694	663,694	663,694	7,964,324
FINANCIAL	R	796,708	1,227,134	821,708	821,708	821,708	416,281	416,281	1,227,134	821,708	821,708	821,708	821,708	9,835,491
SERVICES	ı	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	3,000,000
	SCIM	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	6,600,000
COMPONATE	HR	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,400,000
SERVICES	ADM	595,719	794,649	595,719	583,636	595,719	396,789	396,789	794,649	595,719	595,719	595,719	595,719	7,136,545
														D
TECHNICAL		1,447,155	1,808,944	1,447,155	1,447,155	1,447,155	1,085,366	1,085,366	1,808,944	1,447,155	1,447,155	1,447,155	1,447,155	17,365,363
SERVICES														
COMMUNITY		9,256,945	11,665,348	9,332,278	9,311,445	9,440,278	7,113,041	7,119,187	11,791,805	9,465,565	9,472,762	9,480,348	9,488,344	112,937,345
SERVICES														
COUNCIL		999,164	1,248,955	999,164	999,164	999,164	749,373	749,373	1,248,955	999,164	999,164	999,164	999,164	11,989,967
TOTAL		14,999,384	18,874,547	15,099,717	15,066,801	15,297,717	11,438,629	11,444,767	19,001,105	15,233,004	15,240,201	15,247,788	15,255,783	182,189,535
ECPENDITURE														
(VOIE)														

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#### **CONCLUSION**

It is obvious that for the utilization of this instrument to mature fully, a commitment to reporting on SDBIP must be reinforced by the Municipal Manager. Furthermore, Council needs to formulate an oversight view of what is happening to implement targets and to call for remedial action where performance is deemed to be inadequate.

What this means is that all the actions and day-to-day activities of management and staff at lower levels must be driven by targets set in the IDP and operationalized in the SDBIP, if management service delivery is to be improved. Mostly, critically, the aspect

of Amanzi Strategic Planning Report incorporated in the IDP and SDBIP will also need to be monitored carefully and be reported on as well.

Like the IDP, the SDBIP will not be worth the paper it is written on unless there is conscious effort to ensure that it guides the action of all staff and councillors and influence the service delivery reporting structure to all stakeholders. It is also critical that the SDBIP be reviewed on quarterly basis and adjustment be made in the medium-term performance review. This review is critical to ensuring that Masilonyana Local Municipality must also constantly look for opportunities to improve its SDBIP to accord with its realities on one hand, and to set stretch targets where necessary, on the other.

Setting the barometer for excellence