

**Steve Tshwete  
Local Municipality  
MP313**



***July 2008 – June 2009  
High Level Service  
Delivery & Budget  
Implementation Plan***

**STEVE TSHWETE LOCAL MUNICIPALITY**  
**HIGH LEVEL SERVICE DELIVERY**  
**&**  
**BUDGET IMPLEMENTATION PLAN**  
**2008/2009**

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## Functional Codes

### National Treasury Functions

### Main

### Sub

### Votes

### Council Functions

<b>EXECUTIVE &amp; COUNCIL</b>		<b>EX</b>	
EXECUTIVE & COUNCIL		EX	100 COUNCILS GENERAL
		EX	105 MAYORAL ADMINISTRATION
		EX	110 MUNICIPAL MANAGER
		EX	120 TOWN SECRETARY
		EX	123 VALUATIONS
		EX	130 GRANTS-IN-AID AND DONATIONS
		EX	218 UMSOBOMVU YOUTH CENTRE
<b>FINANCE &amp; ADMINISTRATION</b>		<b>FA</b>	
OTHER ADMIN		OA	108 INTERNAL AUDIT
		OA	109 DEPUTY MUNICIPAL MANAGER
		OA	111 MANAGER PUBLIC SERVICES
		OA	112 TECHNICAL AND FACILITIES MANAGER
		OA	113 MANAGER CORPORATE SERVICES
		OA	116 DEVELOPMENTAL OFFICER YOUTH
		OA	117 GENDER & SOCIAL MANAGER
		OA	118 MIG PROJECT MANAGEMENT UNIT
		OA	121 PUBLIC RELATIONS
		OA	311 SECURITY SERVICES
		OA	500 CHIEF CIVIL ENGINEERING SERVICES
		OA	575 WORKS TRANSPORT
INFORMATION TECHNOLOGY		IT	122 INFORMATION TECHNOLOGY
HUMAN RESOURCES		HR	141 PERSONNEL SERVICES
PROPERTY SERVICES		PY	150 MUNICIPAL BUILDINGS
		PY	151 MUNICIPAL OFFICES: MHLUZI
		PY	152 MUN.OFFICES:NASARET
		PY	153 24 HOUR CONTROL CENTRE
		PY	154 MUNICIPAL OFFICES HENDRINA/KWA
		PY	554 SERVICE CENTRE
		PY	555 FIXED PROPERTY
		PY	558 SHOW GROUNDS
		PY	630 SALE OF LAND MIDDELBURG TOWNLANDS
		PY	651 SALE OF LAND MHLUZI EXT 2
		PY	653 SALE OF LAND MHLUZI EXT 4
		PY	654 SALE OF LAND MHLUZI EXT 5
		PY	655 SALE OF LAND MHLUZI EXT 6
		PY	657 SALE OF LAND MHLUZI EXT 8
		PY	662 SALE OF LAND KWAZAMOKUHLE EXT 3
		PY	664 SALE OF LAND HENDRINA TOWN
		PY	665 SALE OF LAND HENDRINA EXT 1
		PY	666 SALE OF LAND MIDDELBURG EXT 11
		PY	669 SALE OF LAND AERORAND
		PY	673 SALE OF LAND MIDDELBURG EXT 18
		PY	674 SALE OF LAND MIDDELBURG EXT 21
		PY	676 SALE OF LAND MIDDELBURG EXT 23
		PY	678 SALE OF LAND KWAZAMOKUHLE EXT 6
		PY	681 SALE OF LAND EASTDENE 1
		PY	683 SALE OF LAND MIDDELBURG EXT 26
		PY	690 SALE OF LAND NASARET
		PY	691 SALE OF LAND NASARET EXT 1
FINANCE		PY	760 WORKSHOP
		FI	170 ASSESSMENT RATES
		FI	171 COAL RESERVES
		FI	200 MANAGER:FINANCE
		FI	205 FINANCIAL DATA PROCESSING
		FI	210 FINANCIAL MANAGEMENT GRANT(FMG)
		FI	211 PROVINCIAL GRANT MANAGEMENT SUPPORT PROGRAM
		FI	214 LED GRANT
		FI	215 LGTF GRANT
		FI	230 STORES
		FI	250 INSURANCE
<b>PLANNING &amp; DEVELOPMENT</b>		<b>PD</b>	
PLANNING & DEVELOPMENT		IP	114 INTEGRATED DEVELOPMENT PLAN (IDP)
		LD	124 LOCAL ECONOMIC DEVELOPMENT (LED)
		PL	502 TOWN PLANNING
<b>ROAD TRANSPORT</b>		<b>TP</b>	
VEHICLE LICENSING & TESTING		LT	300 LICENSING
ROADS & STORMWATER		RD	540 ROADS & STORM WATER
		RD	541 SUNDRY PRIVATE JOBS
		RD	542 ROADS & STORM WATER:HENDRINA
		RD	543 ROADS & STORM WATER:VILLAGES
		RD	544 ROADS & STORMWATER:INYANDA
ROADS OTHER		RO	545 RAILWAY LINES
		RO	557 TAXI TERMINALS

## National Treasury Functions

## Main

## Sub

## Votes

## Council Functions

<b>HEALTH</b>	<b>HL</b>		
HEALTH OTHER		HO	400
CLINICS		CL	440
		CL	441
		CL	442
<b>COMMUNITY &amp; SOCIAL SERVICES</b>	<b>CS</b>		
LIBRARIES & ARCHIVES		LB	140
COMMUNITY HALLS & FACILITIES		HA	161
		HA	213
CEMETERIES & CREMATORIUMS		CM	505
<b>PUBLIC SAFETY</b>	<b>PS</b>		
POLICE		TR	310
FIRE		PF	515
<b>SPORT &amp; RECREATION</b>	<b>PK</b>		
SPORT & RECREATION		PK	510
		PK	530
		PK	533
		PK	534
		PK	539
<b>WASTE MANAGEMENT</b>	<b>WM</b>		
SOLID WASTE		RR	420
		RR	421
		RR	422
		RR	425
		RR	430
<b>WASTE WATER MANAGEMENT</b>	<b>WW</b>		
SEWERAGE		SR	546
		SR	547
		SR	550
		SR	551
		SR	552
		SR	553
PUBLIC TOILETS		PT	410
<b>HOUSING</b>	<b>HS</b>		
HOUSING		HS	125
		HS	220
		HS	221
		HS	222
		HS	223
		HS	224
		HS	225
		HS	226
		HS	227
		HS	451
		HS	452
		HS	453
		HS	460
<b>WATER</b>	<b>TW</b>		
WATER DISTRIBUTION		WD	217
		WD	560
		WD	562
		WD	565
		WD	566
		WD	567
WATER STORAGE		WP	216
		WP	561
		WP	563
		WP	564
		WP	571
<b>ELECTRICITY</b>	<b>ED</b>		
ELECTRICITY DISTRIBUTION		ER	700
		ER	705
		ER	710
		ER	750
STREET LIGHTING		SL	731

33/06/2008

**SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN (SDBIP) 2008/2009  
FINANCIAL YEAR**

6/1/1/33 (M)/lb

**Report by the Executive Manager Finance**

1. The MFMA, Act 56 of 2003 prescribes:

1.1 Chapter 8, Section 69(3)

*“That 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.”*

and

1.2 Section 53(i)(c)(ii)

*“That the municipality’s service delivery and budget implementation plan (SDBIP) is approved by the mayor within 28 days after the approval of the budget.”*

and

1.3 Section 53(3)

*“The mayor must ensure –*

*(a) that the revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter as set out in the SDBIP, are **made public no later than 14 days** after the approval of the SDBIP.”*

1.4 Section 54 (3)

*“The Mayor must ensure that any revisions of the SDBIP are made public promptly.”*

2. The SDBIP serves as a “contract” between the administration, Council and community expressing the goals and directives set by the Council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This will provide the basis for measuring performance in service delivery on a quarterly basis against end-of-year targets with relation to implementation of the budget.

3. The SDBIP is essentially a management and implementation tool which sets in-year information, such as quarterly service delivery and monthly budget targets, and links each service delivery output to the budget, thus providing credible management information. It is also a vital monitoring tool to monitor the in-year performance of the municipality and linking targets to top management.
4. Chapter 1 of the MFMA defines the SDBIP as follows and is this also the basic minimum information required to compile a SDBIP.

*“a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality’s delivery of services and the execution of its annual budget and which must indicate -*

*(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.*

*(c) any other matters that may be prescribed.”*

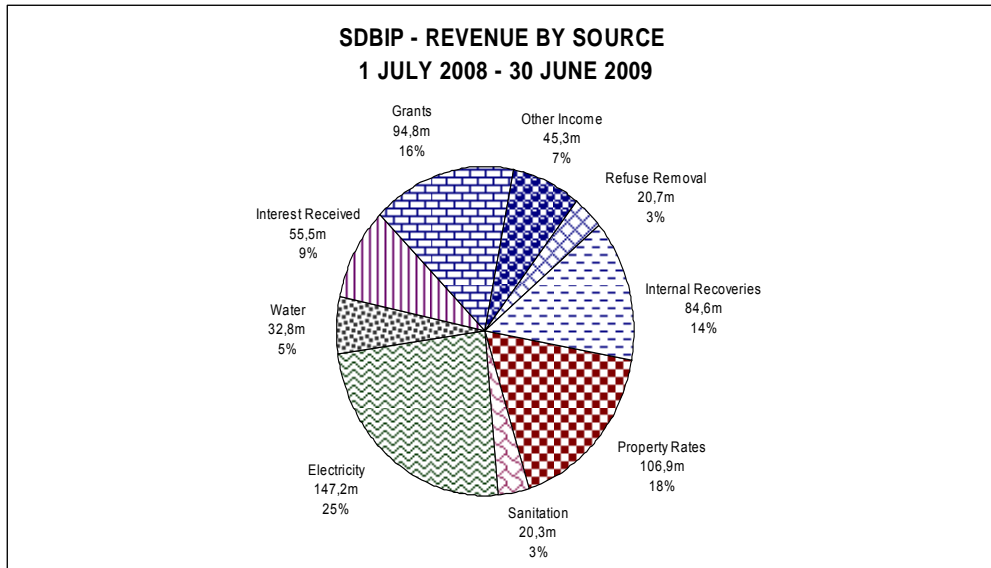
5. National Treasury provided guidelines on the compilation of the SDBIP’s through MFMA Circular No. 13. According to these guidelines the SDBIP can be divided into five components:

5.1 Component 1 - Monthly projections of revenue to be collected for each source

One of the most important and basic priorities is to collect revenue as budgeted for. Failure to collect revenue will undermine the ability to deliver on services, as expenditure estimates must then be adjusted downwards.

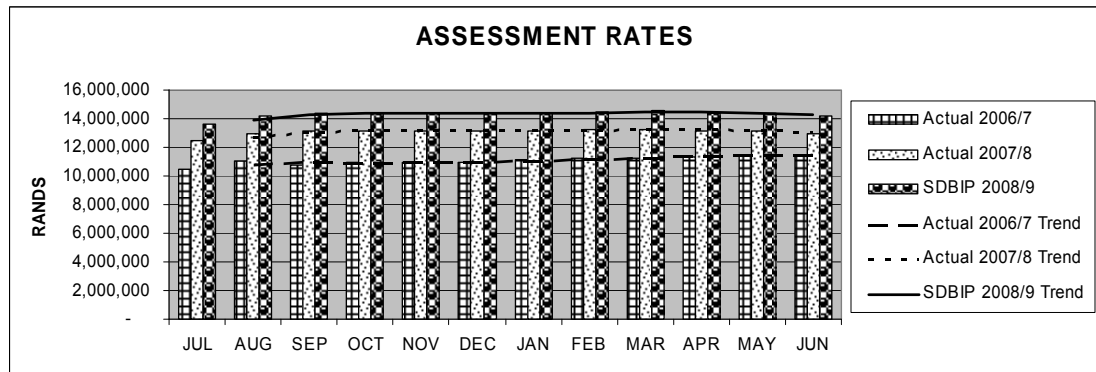
Attached as **ANNEXURE P Page 221** is the monthly projections of revenue by source.

The following is a graphical presentation of total revenue by source.

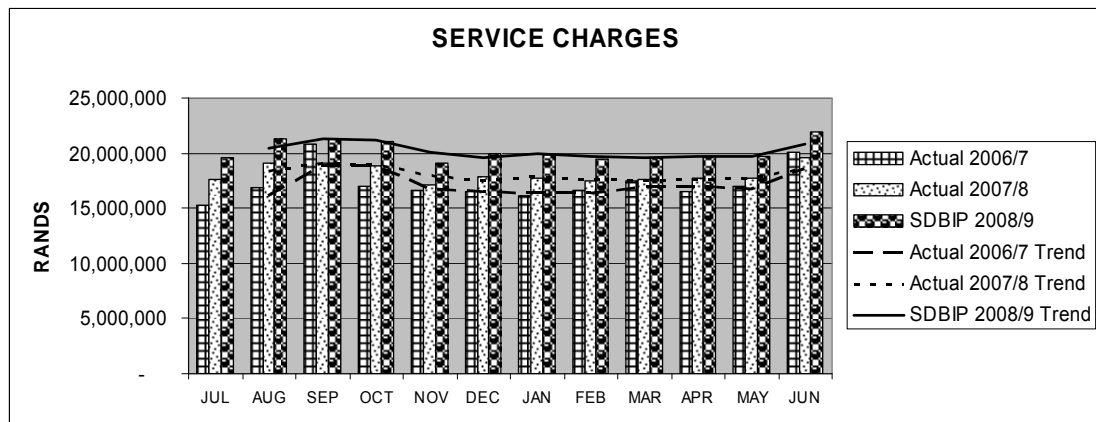


If the monthly projections of the main revenue categories for 2008/09 are compared with the actual and forecast figures of the previous and current financial years, it can be graphically presented as follows:

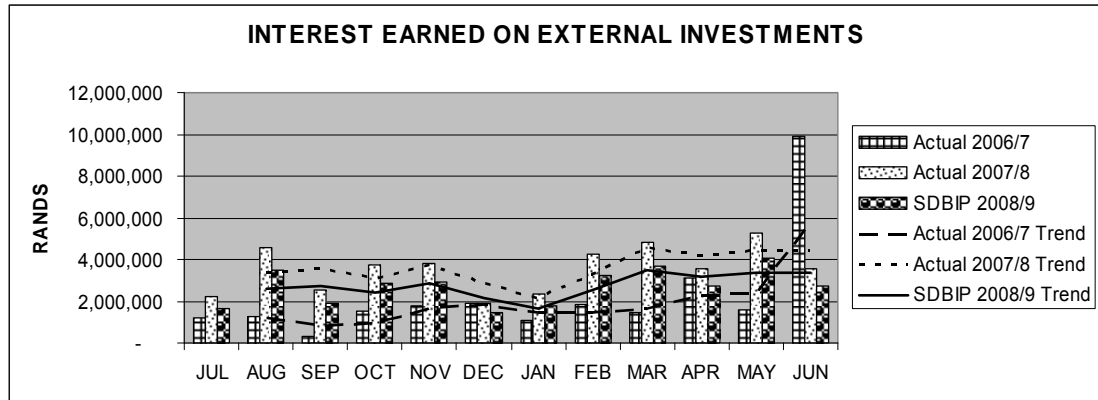
- Assessment Rates



- Service Charges



- Interest Earned on External Investments



Projections for revenue should also include performance measures in relation to collection rates to enable monitoring of the effectiveness of credit control policies and procedures.

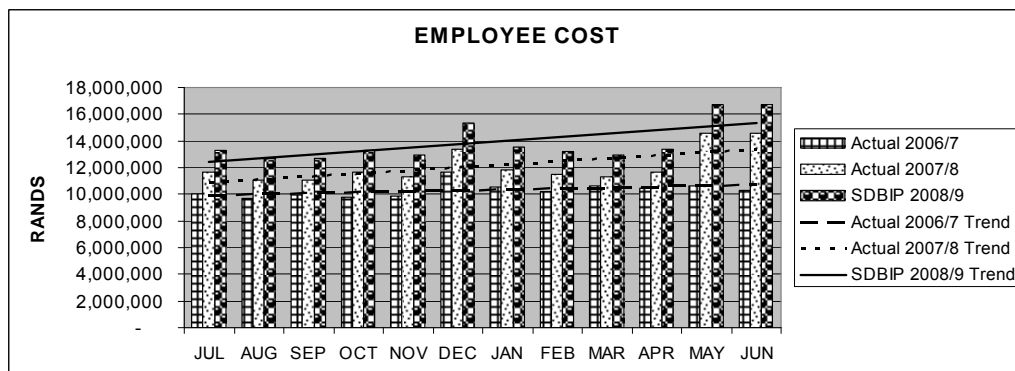
It is therefore recommended that the following performance indicators for revenue collection be adopted for the 2008/2009 financial year:

- To maintain the collection rate at above 95% (amounts collected/ amounts billed).
- To ensure that the debtors to revenue ratio be maintained below 15%.
- To ensure that the debtors days remain below 45 days.

5.2 Component 2 - Monthly projections of operating expenditure (OPEX), capital expenditure (CAPEX) and revenue for each vote

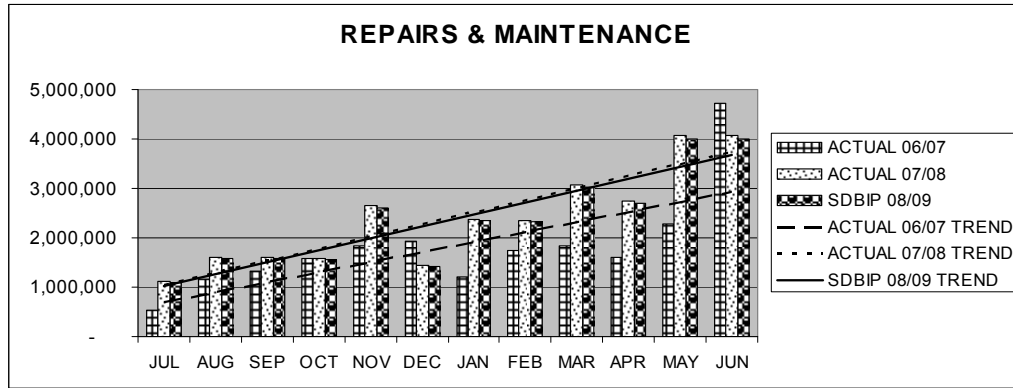
These projections relate to cash paid and revenue received for each vote as per **ANNEXURE Q Page 222 to 227**. If the monthly projections of the main operating expenditure categories for 2008/09 are compared with actual and forecast figures of the previous and current financial years, it can graphically be presented as follows:

- Employee Cost

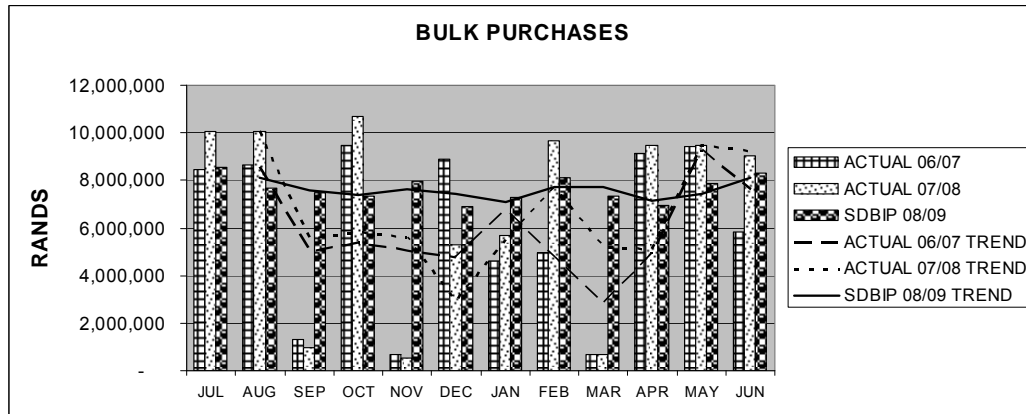


- Repairs and Maintenance

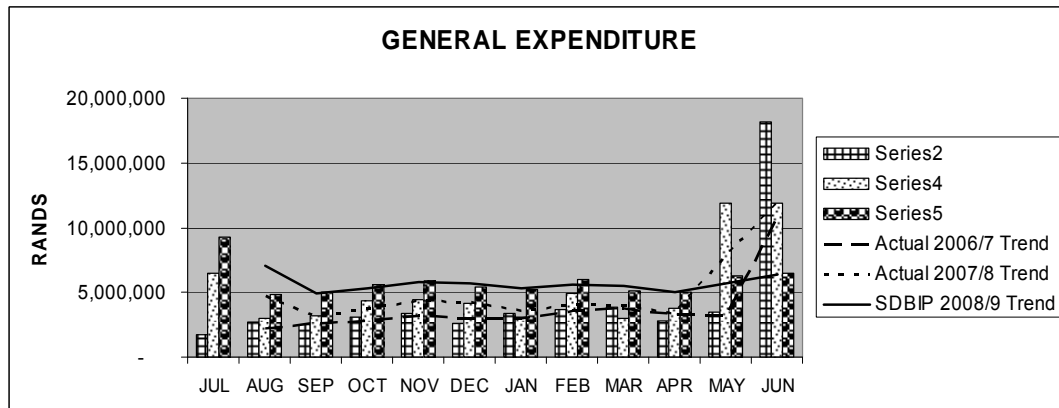




- Bulk Purchases

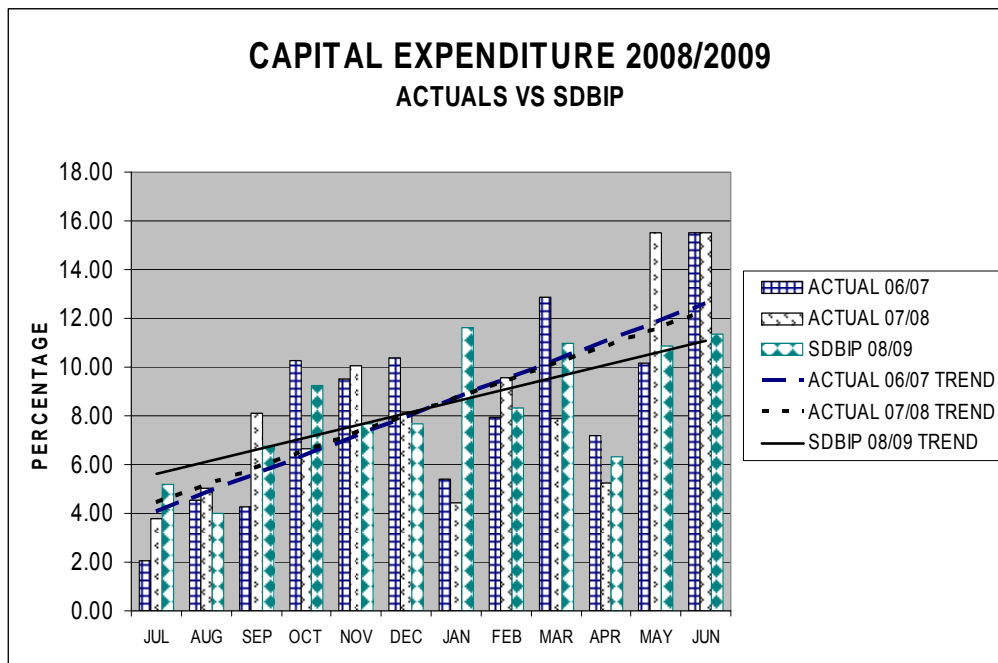


- General Expenditure



- Capital Expenditure

The planning of capital expenditure compared to 2006/07 and 2007/08 actual and forecasts can be graphically presented as follows:



5.3 Component 3 - Quarterly projections of service delivery targets and performance indicators for each vote

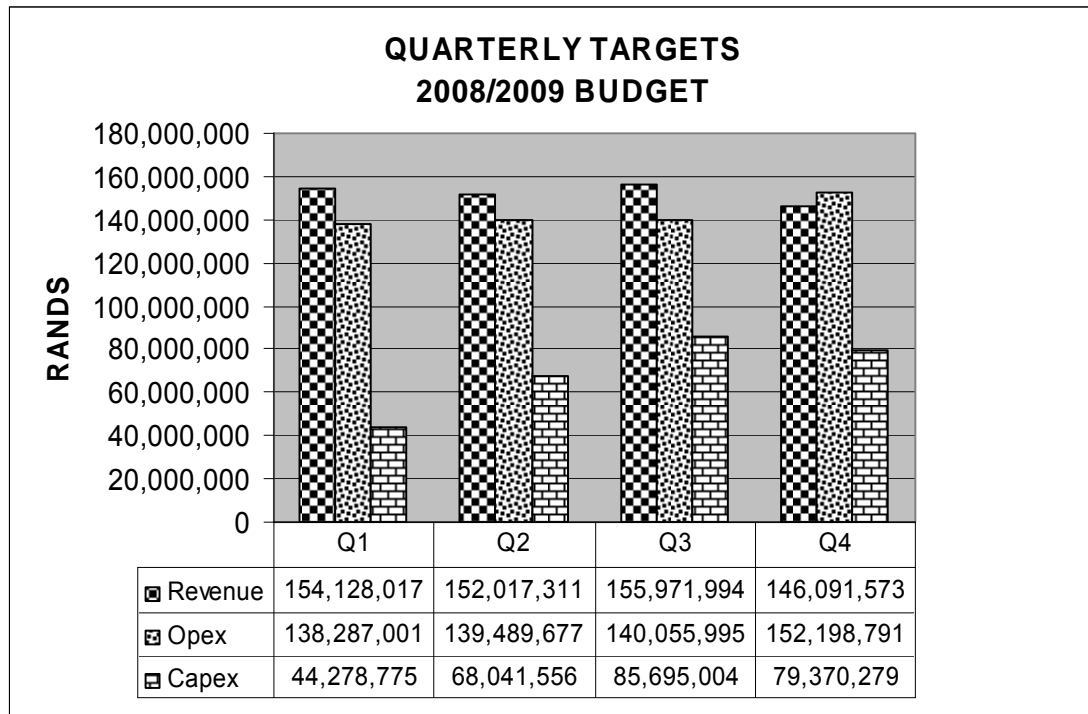
Service delivery targets relate to the level and standard of service being provided to the community and include targets for the reduction in backlogs of basic services.

The development of appropriate service delivery and performance targets and indicators will differ from municipality to municipality depending on their practices and challenges. These targets and indicators must be:

- Split into quarterly projections for the forthcoming budget in the SDBIP.
- Contained in annual performance agreements of the Municipal Manager and Senior Managers.
- Reported on periodically during the year. (Quarterly and mid-year) and the annual report.

The performance indicators and targets for 2008/2009 will form part of the annual performance agreements of the Municipal Manager and senior managers. Attached hereto as **ANNEXURE R Page 228 to 234** are the key performance indicators as approved in the IDP.

The combination of monthly targets into quarterly targets, in financial terms, for both the operating and capital budgets can be graphically presented as follows :



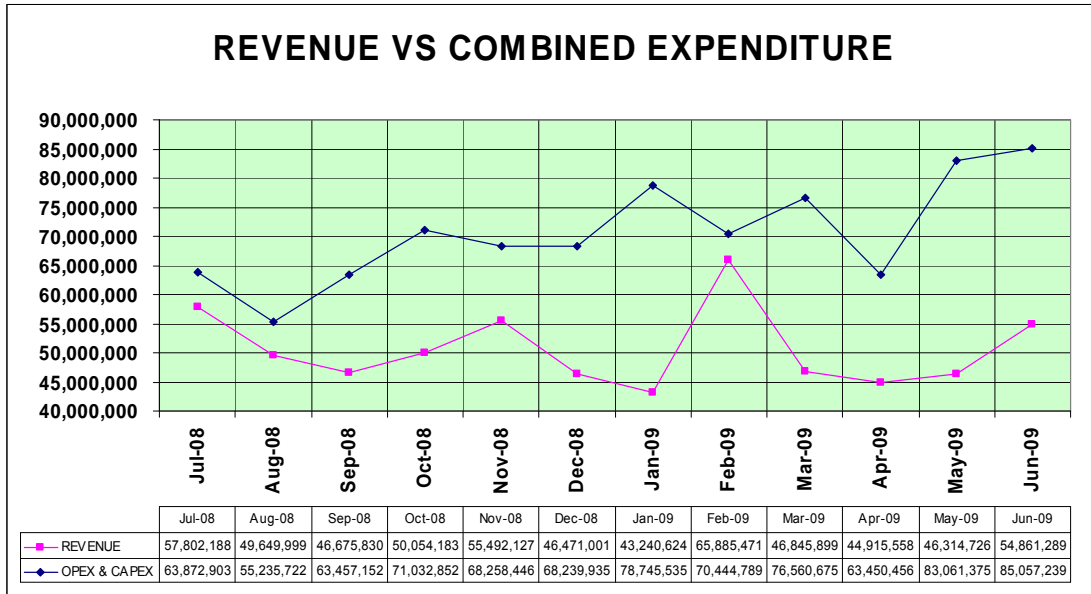
5.4 Components 4 and 5 - Ward information for expenditure and detailed capital works plan by ward over three year

Attached as **ANNEXURE S Page 235 to 334** are the detailed capital works plans for each vote. Ward information for capital projects were supplied where possible.

In order to comply with prescribed detail of this component, templates were designed, which indicate the following information per capital project:

- Program name
- Cost centre
- Responsible person
- Project number
- Project name
- Project deliverables
- Funding source
- Ward
- Planned start date
- Planned completion date
- Total budget amount
- Capital cost per month
- Accumulated monthly progress
- Budgeted amount for two outer years

7. Finally, in summary, the projected budgeted operational revenue and combined operational and capital expenditure flow for the 2008/2009 financial year can be graphically presented as follows:



8. It is recommended:

- 8.1 That the different components of the SDBIP attached as **ANNEXURE P – S Page 221 to 334** be approved.
- 8.2 That the SDBIP be made public within 14 days from approval.
- 8.3 That the SDBIP be implemented and monitored as from the 1 July 2008.

**Recommendation by the Municipal Manager**

- 1 **THAT** the different components of the SDBIP attached as **ANNEXURE P, Q, R & S Page 221 to 334**, be approved.
- 2 **THAT** in terms of Section 54(3) of the MFMA, the SDBIP be made public.
- 3 **THAT** the SDBIP be implemented and monitored as from the 1 July 2008.

**M33/06/2008**

**SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN (SDBIP) 2008/2009  
FINANCIAL YEAR**

6/1/1/33 (M)/lb

(Item 33 p 9 MC 01/07/2008)

**RESOLVED BY THE EXECUTIVE MAYOR**

- 1 **THAT** the different components of the SDBIP attached as **ANNEXURE P, Q, R & S Page 221 to 334**, be approved.
- 2 **THAT** in terms of Section 54(3) of the MFMA, the SDBIP be made public.
- 3 **THAT** the SDBIP be implemented and monitored as from the 1 July 2008.

# **ANNEXURE A**

## **Summary of Implementation Plans for OPEX, CAPEX & Revenue**

**MONTHLY PROJECTIONS OF REVENUE AND EXPENDITURE BY VOTE FOR 2008/2009**

		Jul-08			Aug-08			Sep-08		
		Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
<b>Executive &amp; Council</b>	<b>EX</b>	<b>2,975,354</b>	<b>-</b>	<b>(6,377,085)</b>	<b>2,608,489</b>	<b>360,000</b>	<b>(974,807)</b>	<b>2,580,704</b>	<b>200,000</b>	<b>(974,807)</b>
Executive & Council	EX	2,975,354	-	(6,377,085)	2,608,489	360,000	(974,807)	2,580,704	200,000	(974,807)
<b>Finance &amp; Administration</b>	<b>FA</b>	<b>16,692,104</b>	<b>656,000</b>	<b>(22,906,573)</b>	<b>12,295,635</b>	<b>825,000</b>	<b>(21,693,193)</b>	<b>12,440,420</b>	<b>1,627,900</b>	<b>(19,209,137)</b>
Other Admin	OA	2,404,685	-	(1,805,313)	2,391,894	-	(1,805,313)	2,483,080	11,000	(1,805,313)
Information Technology	IT	385,786	456,000	(204,808)	414,619	725,000	(204,808)	421,018	1,030,000	(204,808)
Human Resources	HR	410,700	-	(379,053)	374,220	-	(379,093)	372,310	-	(379,063)
Property Services	PY	1,974,973	100,000	(1,889,256)	2,021,902	100,000	(1,878,173)	2,045,058	300,000	(1,885,994)
Finance	FI	11,515,960	100,000	(18,628,143)	7,093,000	-	(17,425,806)	7,118,954	286,900	(14,933,959)
<b>Planning &amp; Development</b>	<b>PD</b>	<b>507,416</b>	<b>200,000</b>	<b>(72,425)</b>	<b>550,198</b>	<b>200,000</b>	<b>(92,725)</b>	<b>550,412</b>	<b>200,000</b>	<b>(83,325)</b>
Integrated Development Plan (IDP)	IP	75,247	-	-	73,458	-	-	73,828	-	-
Local Economic Development (LED)	LD	77,587	-	-	76,173	-	-	77,070	-	-
Town Planning	PL	354,582	200,000	(72,425)	400,567	200,000	(92,725)	399,514	200,000	(83,325)
<b>Road Transport</b>	<b>TP</b>	<b>2,942,829</b>	<b>1,383,331</b>	<b>(395,404)</b>	<b>2,974,858</b>	<b>2,482,331</b>	<b>(742,771)</b>	<b>2,974,360</b>	<b>4,775,631</b>	<b>(623,513)</b>
Vehicle Licensing & Testing	LT	755,406	-	(391,426)	732,682	-	(739,816)	735,132	120,000	(617,866)
Roads & Stormwater	RD	2,117,557	1,383,331	(157)	2,171,636	2,482,331	(116)	2,168,620	4,655,631	(2,144)
Roads Other	RO	69,866	-	(3,821)	70,540	-	(2,839)	70,608	-	(3,503)
<b>Health</b>	<b>HL</b>	<b>1,242,927</b>	<b>810,180</b>	<b>(1,429,047)</b>	<b>1,202,558</b>	<b>1,500</b>	<b>(1,325)</b>	<b>1,212,306</b>	<b>155,000</b>	<b>(1,429,046)</b>
Clinics	CL	1,035,129	400,000	(1,427,722)	1,000,622	1,500	-	1,010,235	5,000	(1,427,721)
Health Other	HO	207,798	410,180	(1,325)	201,936	-	(1,325)	202,071	150,000	(1,325)
<b>Community &amp; Social Services</b>	<b>CS</b>	<b>805,122</b>	<b>10,000</b>	<b>(47,022)</b>	<b>772,807</b>	<b>10,000</b>	<b>(56,699)</b>	<b>772,688</b>	<b>140,020</b>	<b>(36,040)</b>
Libraries & Archives	LB	476,231	10,000	(4,192)	435,644	10,000	(3,882)	436,324	50,000	(3,862)
Community Halls & Facilities	HA	98,518	-	(7,830)	98,564	-	(5,817)	98,508	-	(7,178)
Cemeteries & Crematoriums	CM	230,373	-	(35,000)	238,599	-	(47,000)	237,856	90,020	(25,000)
<b>Public Safety</b>	<b>PS</b>	<b>2,456,150</b>	<b>2,800,000</b>	<b>(338,075)</b>	<b>2,500,477</b>	<b>1,218,000</b>	<b>(504,675)</b>	<b>2,474,745</b>	<b>88,000</b>	<b>(469,175)</b>
Traffic	TR	1,332,992	-	(327,116)	1,319,547	1,218,000	(493,716)	1,326,202	-	(458,216)
Fire Services	PF	1,123,158	2,800,000	(10,959)	1,180,930	-	(10,959)	1,148,543	88,000	(10,959)
<b>Sport &amp; Recreation</b>	<b>PK</b>	<b>2,166,735</b>	<b>490,000</b>	<b>(494,518)</b>	<b>2,331,758</b>	<b>800,400</b>	<b>(484,025)</b>	<b>2,856,298</b>	<b>570,000</b>	<b>(1,007,201)</b>
Sport, Parks & Recreation	PK	2,166,735	490,000	(494,518)	2,331,758	800,400	(484,025)	2,856,298	570,000	(1,007,201)
<b>Waste Management</b>	<b>WM</b>	<b>2,355,053</b>	<b>-</b>	<b>(3,956,611)</b>	<b>2,303,408</b>	<b>-</b>	<b>(2,083,072)</b>	<b>2,370,657</b>	<b>-</b>	<b>(2,109,988)</b>
Solid Waste	RR	2,355,053	-	(3,956,611)	2,303,408	-	(2,083,072)	2,370,657	-	(2,109,988)
<b>Waste Water Management</b>	<b>WW</b>	<b>1,777,113</b>	<b>2,313,862</b>	<b>(3,547,214)</b>	<b>1,808,625</b>	<b>2,707,462</b>	<b>(2,335,130)</b>	<b>1,816,539</b>	<b>2,764,862</b>	<b>(1,908,053)</b>
Sewerage	SR	1,694,582	2,313,862	(3,547,214)	1,728,079	2,707,462	(2,335,130)	1,735,900	2,764,862	(1,908,053)
Public Toilets	PT	82,531	-	-	80,546	-	-	80,639	-	-
<b>Housing</b>	<b>HS</b>	<b>475,033</b>	<b>222,600</b>	<b>(81,503)</b>	<b>472,117</b>	<b>-</b>	<b>(66,131)</b>	<b>479,329</b>	<b>30,000</b>	<b>(76,528)</b>
Housing	HS	475,033	222,600	(81,503)	472,117	-	(66,131)	479,329	30,000	(76,528)
<b>Water</b>	<b>TW</b>	<b>2,219,046</b>	<b>2,663,592</b>	<b>(3,390,988)</b>	<b>2,230,388</b>	<b>1,878,192</b>	<b>(3,381,529)</b>	<b>2,231,527</b>	<b>2,031,592</b>	<b>(3,499,629)</b>
Water Distribution	WD	1,358,436	2,663,592	(3,390,988)	1,347,083	1,873,592	(3,381,529)	1,361,287	1,935,592	(3,499,629)
Water Purification	WP	860,610	-	-	883,305	4,600	-	870,240	96,000	-
<b>Electricity</b>	<b>ED</b>	<b>12,883,396</b>	<b>2,825,060</b>	<b>(14,022,005)</b>	<b>12,069,812</b>	<b>631,707</b>	<b>(15,685,861)</b>	<b>11,907,608</b>	<b>6,206,554</b>	<b>(14,393,498)</b>
Electricity Distribution	ER	12,493,432	2,275,000	(14,022,005)	11,647,654	265,000	(15,685,861)	11,486,201	6,023,200	(14,193,498)
Street Lighting	SL	389,964	550,060	-	422,158	366,707	-	421,407	183,354	(200,000)
<b>TOTAL</b>		<b>49,498,278</b>	<b>14,374,625</b>	<b>(57,058,470)</b>	<b>44,121,130</b>	<b>11,114,592</b>	<b>(48,101,943)</b>	<b>44,667,593</b>	<b>18,789,559</b>	<b>(45,819,940)</b>

**MONTHLY PROJECTIONS OF REVENUE AND EXPENDITURE BY VOTE FOR 2008/2009**

		Oct-08			Nov-08			Dec-08		
		Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
<b>Executive &amp; Council</b>	<b>EX</b>	<b>2,596,943</b>	<b>-</b>	<b>(977,317)</b>	<b>2,513,906</b>	<b>-</b>	<b>(5,026,514)</b>	<b>3,071,310</b>	<b>-</b>	<b>(977,337)</b>
Executive & Council	EX	2,596,943	-	(977,317)	2,513,906	-	(5,026,514)	3,071,310	-	(977,337)
<b>Finance &amp; Administration</b>	<b>FA</b>	<b>12,729,849</b>	<b>1,647,000</b>	<b>(20,192,788)</b>	<b>13,171,226</b>	<b>1,835,000</b>	<b>(23,760,931)</b>	<b>13,219,022</b>	<b>1,078,025</b>	<b>(19,495,823)</b>
Other Admin	OA	2,447,611	310,000	(1,805,313)	2,691,232	380,000	(1,805,313)	2,779,142	300,000	(1,805,313)
Information Technology	IT	418,858	747,000	(204,808)	484,876	260,000	(204,808)	428,142	486,000	(204,808)
Human Resources	HR	456,366	-	(379,053)	503,368	50,000	(379,053)	396,624	-	(729,063)
Property Services	PY	2,033,343	565,000	(1,882,967)	2,143,204	1,145,000	(1,886,617)	2,047,103	292,025	(1,894,647)
Finance	FI	7,373,671	25,000	(15,920,647)	7,348,546	-	(19,485,140)	7,568,011	-	(14,861,992)
<b>Planning &amp; Development</b>	<b>PD</b>	<b>566,540</b>	<b>200,000</b>	<b>(87,525)</b>	<b>568,458</b>	<b>200,000</b>	<b>(74,475)</b>	<b>666,768</b>	<b>200,000</b>	<b>(85,725)</b>
Integrated Development Plan (IDP)	IP	75,308	-	-	84,603	-	-	96,027	-	-
Local Economic Development (LED)	LD	77,660	-	-	77,032	-	-	81,392	-	-
Town Planning	PL	413,572	200,000	(87,525)	406,823	200,000	(74,475)	489,349	200,000	(85,725)
<b>Road Transport</b>	<b>TP</b>	<b>3,033,948</b>	<b>6,058,331</b>	<b>(2,927,561)</b>	<b>3,061,578</b>	<b>5,834,631</b>	<b>(814,485)</b>	<b>3,168,073</b>	<b>3,218,331</b>	<b>(1,835,191)</b>
Vehicle Licensing & Testing	LT	793,696	400,000	(922,166)	748,248	48,000	(808,766)	839,881	-	(728,766)
Roads & Stormwater	RD	2,167,275	5,658,331	(2,002,134)	2,239,226	5,786,631	(2,146)	2,232,749	3,218,331	(1,102,174)
Roads Other	RO	72,977	-	(3,261)	74,104	-	(3,573)	95,443	-	(4,251)
<b>Health</b>	<b>HL</b>	<b>1,251,989</b>	<b>167,930</b>	<b>(1,325)</b>	<b>1,233,273</b>	<b>95,890</b>	<b>(1,325)</b>	<b>1,391,448</b>	<b>-</b>	<b>(1,429,046)</b>
Clinics	CL	1,043,431	167,930	-	1,026,953	95,890	-	1,163,131	-	(1,427,721)
Health Other	HO	208,558	-	(1,325)	206,320	-	(1,325)	228,317	-	(1,325)
<b>Community &amp; Social Services</b>	<b>CS</b>	<b>855,436</b>	<b>475,000</b>	<b>(41,525)</b>	<b>855,773</b>	<b>134,980</b>	<b>(42,783)</b>	<b>881,461</b>	<b>365,000</b>	<b>(41,523)</b>
Libraries & Archives	LB	477,395	250,000	(4,842)	456,597	50,000	(3,462)	495,937	-	(6,812)
Community Halls & Facilities	HA	106,960	35,000	(6,683)	110,844	35,000	(7,321)	106,352	90,000	(8,711)
Cemeteries & Crematoriums	CM	271,081	190,000	(30,000)	288,332	49,980	(32,000)	279,172	275,000	(26,000)
<b>Public Safety</b>	<b>PS</b>	<b>2,615,115</b>	<b>180,000</b>	<b>(291,625)</b>	<b>2,731,789</b>	<b>1,000,000</b>	<b>(210,375)</b>	<b>2,791,226</b>	<b>115,000</b>	<b>(268,375)</b>
Traffic	TR	1,416,719	80,000	(280,666)	1,513,537	-	(199,416)	1,523,622	90,000	(257,416)
Fire Services	PF	1,198,396	100,000	(10,959)	1,218,252	1,000,000	(10,959)	1,267,604	25,000	(10,959)
<b>Sport &amp; Recreation</b>	<b>PK</b>	<b>2,722,501</b>	<b>490,000</b>	<b>(494,033)</b>	<b>2,956,746</b>	<b>1,860,000</b>	<b>(696,197)</b>	<b>2,784,322</b>	<b>430,000</b>	<b>(504,595)</b>
Sport, Parks & Recreation	PK	2,722,501	490,000	(494,033)	2,956,746	1,860,000	(696,197)	2,784,322	430,000	(504,595)
<b>Waste Management</b>	<b>WM</b>	<b>2,395,382</b>	<b>-</b>	<b>(2,037,408)</b>	<b>2,405,676</b>	<b>-</b>	<b>(3,364,831)</b>	<b>2,613,740</b>	<b>550,000</b>	<b>(1,931,277)</b>
Solid Waste	RR	2,395,382	-	(2,037,408)	2,405,676	-	(3,364,831)	2,613,740	550,000	(1,931,277)
<b>Waste Water Management</b>	<b>WW</b>	<b>1,944,197</b>	<b>2,689,862</b>	<b>(2,302,298)</b>	<b>1,959,372</b>	<b>1,989,862</b>	<b>(3,065,663)</b>	<b>1,996,648</b>	<b>1,278,862</b>	<b>(2,043,444)</b>
Sewerage	SR	1,860,344	2,689,862	(2,302,298)	1,870,903	1,989,862	(3,065,663)	1,902,632	1,278,862	(2,043,444)
Public Toilets	PT	83,853	-	-	88,469	-	-	94,016	-	-
<b>Housing</b>	<b>HS</b>	<b>487,430</b>	<b>30,000</b>	<b>(72,741)</b>	<b>499,795</b>	<b>160,000</b>	<b>(77,619)</b>	<b>540,590</b>	<b>125,000</b>	<b>(88,237)</b>
Housing	HS	487,430	30,000	(72,741)	499,795	160,000	(77,619)	540,590	125,000	(88,237)
<b>Water</b>	<b>TW</b>	<b>2,361,793</b>	<b>2,820,092</b>	<b>(3,537,326)</b>	<b>2,417,533</b>	<b>3,525,092</b>	<b>(3,309,733)</b>	<b>2,382,198</b>	<b>2,060,092</b>	<b>(3,502,670)</b>
Water Distribution	WD	1,455,692	2,535,092	(3,537,326)	1,496,894	2,890,092	(3,309,733)	1,454,007	1,935,092	(3,502,670)
Water Purification	WP	906,101	285,000	-	920,639	635,000	-	928,191	125,000	-
<b>Electricity</b>	<b>ED</b>	<b>11,849,204</b>	<b>10,864,310</b>	<b>(15,829,621)</b>	<b>12,680,666</b>	<b>4,567,200</b>	<b>(13,757,935)</b>	<b>11,516,753</b>	<b>11,796,066</b>	<b>(13,621,164)</b>
Electricity Distribution	ER	11,428,011	9,814,310	(15,579,621)	12,188,740	4,567,200	(13,457,935)	11,100,701	11,593,522	(13,271,164)
Street Lighting	SL	421,193	1,050,000	(250,000)	491,926	-	(300,000)	416,052	202,544	(350,000)
<b>TOTAL</b>		<b>45,410,327</b>	<b>25,622,525</b>	<b>(48,793,093)</b>	<b>47,055,791</b>	<b>21,202,655</b>	<b>(54,202,866)</b>	<b>47,023,559</b>	<b>21,216,376</b>	<b>(45,824,407)</b>



**MONTHLY PROJECTIONS OF REVENUE AND EXPENDITURE BY VOTE FOR 2008/2009**

		Jan-09			Feb-09			Mar-09		
		Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
<b>Executive &amp; Council</b>	EX	3,204,019	700,000	(974,857)	2,632,827	215,000	(7,727,232)	2,560,252	325,000	(974,877)
Executive & Council	EX	3,204,019	700,000	(974,857)	2,632,827	215,000	(7,727,232)	2,560,252	325,000	(974,877)
<b>Finance &amp; Administration</b>	FA	12,739,544	1,300,000	(19,138,523)	12,917,519	1,942,000	(26,350,571)	12,818,513	1,323,000	(21,716,722)
Other Admin	OA	2,501,379	-	(1,805,313)	2,560,174	-	(1,805,313)	2,669,524	-	(1,805,320)
Information Technology	IT	473,868	655,000	(204,808)	507,353	542,000	(204,808)	511,872	483,000	(204,808)
Human Resources	HR	385,042	-	(379,093)	501,815	-	(379,063)	384,626	130,000	(379,073)
Property Services	PY	2,071,440	645,000	(1,889,640)	2,056,044	1,150,000	(1,881,340)	2,118,719	550,000	(1,868,770)
Finance	FI	7,307,815	-	(14,859,669)	7,292,133	250,000	(22,080,047)	7,133,772	160,000	(17,458,751)
<b>Planning &amp; Development</b>	PD	577,978	200,000	(70,725)	582,538	200,000	(108,975)	584,658	200,000	(71,625)
Integrated Development Plan (IDP)	IP	82,571	-	-	94,324	-	-	95,944	-	-
Local Economic Development (LED)	LD	78,005	-	-	77,663	-	-	83,433	-	-
Town Planning	PL	417,402	200,000	(70,725)	410,551	200,000	(108,975)	405,281	200,000	(71,625)
<b>Road Transport</b>	TP	3,096,948	3,283,331	(794,902)	3,063,746	2,373,331	(2,332,917)	3,255,586	2,123,331	(644,011)
Vehicle Licensing & Testing	LT	770,220	-	(788,916)	761,732	-	(749,366)	750,837	-	(637,866)
Roads & Stormwater	RD	2,249,968	3,283,331	(2,157)	2,222,714	2,373,331	(1,580,428)	2,434,660	2,123,331	(4,084)
Roads Other	RO	76,760	-	(3,829)	79,300	-	(3,123)	70,089	-	(2,061)
<b>Health</b>	HL	1,270,683	-	(1,325)	1,246,457	150,000	(1,325)	1,241,730	-	(1,429,047)
Clinics	CL	1,058,987	-	-	1,037,373	150,000	-	1,035,497	-	(1,427,722)
Health Other	HO	211,696	-	(1,325)	209,084	-	(1,325)	206,233	-	(1,325)
<b>Community &amp; Social Services</b>	CS	897,276	10,100,000	(46,358)	831,663	125,000	(49,611)	861,809	10,128,000	(40,535)
Libraries & Archives	LB	483,777	-	(3,512)	480,193	-	(7,212)	458,152	-	(4,312)
Community Halls & Facilities	HA	109,084	10,000,000	(7,846)	107,273	25,000	(6,399)	110,196	10,000,000	(4,223)
Cemeteries & Crematoriums	CM	304,415	100,000	(35,000)	244,197	100,000	(36,000)	293,461	128,000	(32,000)
<b>Public Safety</b>	PS	2,602,387	-	(259,775)	2,963,289	1,083,000	(370,725)	2,666,561	710,000	(339,475)
Traffic	TR	1,419,797	-	(248,816)	1,622,947	1,075,000	(359,766)	1,444,752	710,000	(328,516)
Fire Services	PF	1,182,590	-	(10,959)	1,340,342	8,000	(10,959)	1,221,809	-	(10,959)
<b>Sport &amp; Recreation</b>	PK	2,748,919	400,000	(981,666)	2,865,490	650,000	(485,551)	2,716,112	567,279	(478,874)
Sport, Parks & Recreation	PK	2,748,919	400,000	(981,666)	2,865,490	650,000	(485,551)	2,716,112	567,279	(478,874)
<b>Waste Management</b>	WM	2,424,414	60,000	(1,915,828)	2,389,196	200,000	(4,424,181)	2,404,047	750,000	(1,919,260)
Solid Waste	RR	2,424,414	60,000	(1,915,828)	2,389,196	200,000	(4,424,181)	2,404,047	750,000	(1,919,260)
<b>Waste Water Management</b>	WW	2,025,804	1,651,862	(1,728,028)	1,899,752	1,599,862	(4,493,060)	1,939,230	1,549,162	(1,692,824)
Sewerage	SR	1,938,489	1,651,862	(1,728,028)	1,814,406	1,599,862	(4,493,060)	1,853,091	1,549,162	(1,692,824)
Public Toilets	PT	87,315	-	-	85,346	-	-	86,139	-	-
<b>Housing</b>	HS	511,524	-	(81,630)	552,471	-	(70,575)	510,115	-	(53,951)
Housing	HS	511,524	-	(81,630)	552,471	-	(70,575)	510,115	-	(53,951)
<b>Water</b>	TW	2,430,391	2,165,092	(3,214,980)	2,594,551	2,155,092	(3,834,538)	2,360,569	2,095,092	(2,799,747)
Water Distribution	WD	1,518,531	2,050,092	(3,214,980)	1,645,685	2,040,092	(3,834,538)	1,429,217	1,980,092	(2,799,747)
Water Purification	WP	911,860	115,000	-	948,866	115,000	-	931,352	115,000	-
<b>Electricity</b>	ED	12,032,793	12,322,570	(13,236,783)	12,788,005	12,424,000	(14,188,724)	12,246,629	10,624,000	(13,058,271)
Electricity Distribution	ER	11,558,142	11,906,570	(13,236,662)	12,315,344	12,374,000	(14,188,724)	11,726,550	10,424,000	(13,058,271)
Street Lighting	SL	474,651	416,000	(121)	472,661	50,000	-	520,079	200,000	-
<b>TOTAL</b>		<b>46,562,680</b>	<b>32,182,855</b>	<b>(42,445,380)</b>	<b>47,327,504</b>	<b>23,117,285</b>	<b>(64,437,985)</b>	<b>46,165,811</b>	<b>30,394,864</b>	<b>(45,219,219)</b>

**MONTHLY PROJECTIONS OF REVENUE AND EXPENDITURE BY VOTE FOR 2008/2009**

		Apr-09			May-09			Jun-09		
		Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
<b>Executive &amp; Council</b>	<b>EX</b>	<b>2,636,233</b>	-	<b>(974,807)</b>	<b>3,122,418</b>	-	<b>(977,347)</b>	<b>3,511,297</b>	-	<b>(1,274,799)</b>
Executive & Council	EX	2,636,233	-	(974,807)	3,122,418	-	(977,347)	3,511,297	-	(1,274,799)
<b>Finance &amp; Administration</b>	<b>FA</b>	<b>12,852,351</b>	<b>742,200</b>	<b>(20,652,370)</b>	<b>14,975,579</b>	<b>554,000</b>	<b>(21,606,354)</b>	<b>14,360,475</b>	<b>340,000</b>	<b>(20,556,021)</b>
Other Admin	OA	2,588,574	-	(1,527,536)	2,771,579	-	(1,527,536)	2,788,285	-	(1,527,544)
Information Technology	IT	494,249	522,000	(204,808)	610,824	194,000	(204,808)	611,469	100,000	(204,820)
Human Resources	HR	461,030	-	(676,053)	456,960	-	(379,053)	492,691	-	(379,039)
Property Services	PY	2,093,955	220,200	(1,879,846)	2,210,822	60,000	(1,867,644)	2,330,955	-	(1,960,824)
Finance	FI	7,214,543	-	(16,364,127)	8,925,394	300,000	(17,627,313)	8,137,075	240,000	(16,483,794)
<b>Planning &amp; Development</b>	<b>PD</b>	<b>566,592</b>	<b>200,000</b>	<b>(72,625)</b>	<b>645,050</b>	<b>200,000</b>	<b>(82,725)</b>	<b>582,929</b>	<b>1,200,000</b>	<b>(1,328,025)</b>
Integrated Development Plan (IDP)	IP	76,127	-	-	85,640	-	-	86,335	-	-
Local Economic Development (LED)	LD	77,539	-	-	84,419	-	-	84,341	-	-
Town Planning	PL	412,926	200,000	(72,625)	474,991	200,000	(82,725)	412,253	1,200,000	(1,328,025)
<b>Road Transport</b>	<b>TP</b>	<b>3,116,081</b>	<b>1,463,331</b>	<b>(662,925)</b>	<b>3,511,012</b>	<b>1,253,331</b>	<b>(761,901)</b>	<b>3,662,835</b>	<b>2,163,359</b>	<b>(5,797,019)</b>
Vehicle Licensing & Testing	LT	780,325	-	(657,816)	898,700	-	(757,866)	899,371	-	(1,193,564)
Roads & Stormwater	RD	2,264,805	1,463,331	(2,122)	2,524,377	1,253,331	(2,080)	2,674,406	2,163,359	(4,602,058)
Roads Other	RO	70,951	-	(2,987)	87,935	-	(1,955)	89,058	-	(1,397)
<b>Health</b>	<b>HL</b>	<b>1,264,962</b>	-	<b>(1,325)</b>	<b>1,505,644</b>	-	<b>(1,325)</b>	<b>1,504,175</b>	-	<b>(1,325)</b>
Clinics	CL	1,054,298	-	-	1,260,863	-	-	1,257,926	-	-
Health Other	HO	210,664	-	(1,325)	244,781	-	(1,325)	246,249	-	(1,325)
<b>Community &amp; Social Services</b>	<b>CS</b>	<b>851,991</b>	-	<b>(38,433)</b>	<b>975,276</b>	<b>5,000,000</b>	<b>(45,118)</b>	<b>1,012,743</b>	<b>200,000</b>	<b>(53,103)</b>
Libraries & Archives	LB	490,159	-	(4,312)	549,320	-	(6,112)	589,188	200,000	(6,238)
Community Halls & Facilities	HA	109,309	-	(6,121)	129,561	5,000,000	(4,006)	140,549	-	(2,865)
Cemeteries & Crematoriums	CM	252,523	-	(28,000)	296,395	-	(35,000)	283,006	-	(44,000)
<b>Public Safety</b>	<b>PS</b>	<b>2,582,956</b>	<b>410,000</b>	<b>(208,525)</b>	<b>3,298,052</b>	<b>300,000</b>	<b>(368,575)</b>	<b>3,146,661</b>	-	<b>(209,625)</b>
Traffic	TR	1,424,733	410,000	(197,566)	1,895,834	300,000	(357,616)	1,746,972	-	(193,674)
Fire Services	PF	1,158,223	-	(10,959)	1,402,218	-	(10,959)	1,399,689	-	(15,951)
<b>Sport &amp; Recreation</b>	<b>PK</b>	<b>2,844,446</b>	<b>439,000</b>	<b>(504,393)</b>	<b>3,147,053</b>	<b>170,000</b>	<b>(475,872)</b>	<b>3,249,915</b>	-	<b>(468,386)</b>
Sport, Parks & Recreation	PK	2,844,446	439,000	(504,393)	3,147,053	170,000	(475,872)	3,249,915	-	(468,386)
<b>Waste Management</b>	<b>WM</b>	<b>2,461,561</b>	<b>1,380,000</b>	<b>(1,896,926)</b>	<b>2,795,603</b>	-	<b>(1,906,746)</b>	<b>2,804,646</b>	-	<b>(2,188,229)</b>
Solid Waste	RR	2,461,561	1,380,000	(1,896,926)	2,795,603	-	(1,906,746)	2,804,646	-	(2,188,229)
<b>Waste Water Management</b>	<b>WW</b>	<b>1,939,303</b>	<b>1,449,862</b>	<b>(2,165,959)</b>	<b>2,292,892</b>	<b>1,290,862</b>	<b>(1,666,066)</b>	<b>2,280,172</b>	<b>1,355,502</b>	<b>(10,218,211)</b>
Sewerage	SR	1,851,867	1,449,862	(2,165,959)	2,184,333	1,290,862	(1,666,066)	2,171,605	1,355,502	(10,218,211)
Public Toilets	PT	87,436	-	-	108,559	-	-	108,567	-	-
<b>Housing</b>	<b>HS</b>	<b>516,867</b>	-	<b>(68,454)</b>	<b>616,179</b>	-	<b>(52,297)</b>	<b>617,379</b>	-	<b>(43,567)</b>
Housing	HS	516,867	-	(68,454)	616,179	-	(52,297)	617,379	-	(43,567)
<b>Water</b>	<b>TW</b>	<b>2,360,055</b>	<b>1,625,092</b>	<b>(3,285,616)</b>	<b>2,621,502</b>	<b>1,445,292</b>	<b>(3,374,775)</b>	<b>2,962,992</b>	<b>1,900,798</b>	<b>(11,498,655)</b>
Water Distribution	WD	1,411,965	1,470,092	(3,285,616)	1,568,636	1,425,292	(3,374,775)	1,787,226	1,845,798	(11,498,655)
Water Purification	WP	948,090	155,000	-	1,052,866	20,000	-	1,175,766	55,000	-
<b>Electricity</b>	<b>ED</b>	<b>11,822,573</b>	<b>9,925,000</b>	<b>(13,181,172)</b>	<b>13,336,630</b>	<b>20,005,000</b>	<b>(13,205,382)</b>	<b>13,843,711</b>	<b>24,357,650</b>	<b>(14,430,614)</b>
Electricity Distribution	ER	11,324,207	9,875,000	(13,181,172)	12,742,962	20,005,000	(13,205,382)	13,250,041	23,857,650	(14,430,614)
Street Lighting	SL	498,366	50,000	-	593,668	-	-	593,670	500,000	-
<b>TOTAL</b>		<b>45,815,971</b>	<b>17,634,485</b>	<b>(43,713,530)</b>	<b>52,842,890</b>	<b>30,218,485</b>	<b>(44,524,483)</b>	<b>53,539,930</b>	<b>31,517,309</b>	<b>(68,067,579)</b>

**MONTHLY PROJECTIONS OF REVENUE AND EXPENDITURE BY VOTE FOR 2008/2009**

		TOTAL 2008/2009			Total OPEX & CAPEX
		Opex	Capex	Rev	
<b>Executive &amp; Council</b>	<b>EX</b>	<b>34,013,752</b>	<b>1,800,000</b>	<b>(28,211,786)</b>	<b>35,813,752</b>
Executive & Council	EX	34,013,752	1,800,000	(28,211,786)	35,813,752
<b>Finance &amp; Administration</b>	<b>FA</b>	<b>161,212,237</b>	<b>13,870,125</b>	<b>(257,279,006)</b>	<b>175,082,362</b>
Other Admin	OA	31,077,159	1,001,000	(20,830,440)	32,078,159
Information Technology	IT	5,762,934	6,200,000	(2,457,708)	11,962,934
Human Resources	HR	5,195,752	180,000	(5,195,752)	5,375,752
Property Services	PY	25,147,518	5,127,225	(22,665,718)	30,274,743
Finance	FI	94,028,874	1,361,900	(206,129,388)	95,390,774
<b>Planning &amp; Development</b>	<b>PD</b>	<b>6,949,537</b>	<b>3,400,000</b>	<b>(2,230,900)</b>	<b>10,349,537</b>
Integrated Development Plan (IDP)	IP	999,412	-	-	999,412
Local Economic Development (LED)	LD	952,314	-	-	952,314
Town Planning	PL	4,997,811	3,400,000	(2,230,900)	8,397,811
<b>Road Transport</b>	<b>TP</b>	<b>37,861,854</b>	<b>36,412,600</b>	<b>(18,332,600)</b>	<b>74,274,454</b>
Vehicle Licensing & Testing	LT	9,466,230	568,000	(8,994,200)	10,034,230
Roads & Stormwater	RD	27,467,993	35,844,600	(9,301,800)	63,312,593
Roads Other	RO	927,631	-	(36,600)	927,631
<b>Health</b>	<b>HL</b>	<b>15,568,152</b>	<b>1,380,500</b>	<b>(5,726,786)</b>	<b>16,948,652</b>
Clinics	CL	12,984,445	820,320	(5,710,886)	13,804,765
Health Other	HO	2,583,707	560,180	(15,900)	3,143,887
<b>Community &amp; Social Services</b>	<b>CS</b>	<b>10,374,045</b>	<b>26,688,000</b>	<b>(538,750)</b>	<b>37,062,045</b>
Libraries & Archives	LB	5,828,917	570,000	(58,750)	6,398,917
Community Halls & Facilities	HA	1,325,718	25,185,000	(75,000)	26,510,718
Cemeteries & Crematoriums	CM	3,219,410	933,000	(405,000)	4,152,410
<b>Public Safety</b>	<b>PS</b>	<b>32,829,408</b>	<b>7,904,000</b>	<b>(3,839,000)</b>	<b>40,733,408</b>
Traffic	TR	17,987,654	3,883,000	(3,702,500)	21,870,654
Fire Services	PF	14,841,754	4,021,000	(136,500)	18,862,754
<b>Sport &amp; Recreation</b>	<b>PK</b>	<b>33,390,295</b>	<b>6,866,679</b>	<b>(7,075,311)</b>	<b>40,256,974</b>
Sport, Parks & Recreation	PK	33,390,295	6,866,679	(7,075,311)	40,256,974
<b>Waste Management</b>	<b>WM</b>	<b>29,723,383</b>	<b>2,940,000</b>	<b>(29,734,357)</b>	<b>32,663,383</b>
Solid Waste	RR	29,723,383	2,940,000	(29,734,357)	32,663,383
<b>Waste Water Management</b>	<b>WW</b>	<b>23,679,647</b>	<b>22,641,884</b>	<b>(37,165,950)</b>	<b>46,321,531</b>
Sewerage	SR	22,606,231	22,641,884	(37,165,950)	45,248,115
Public Toilets	PT	1,073,416	-	-	1,073,416
<b>Housing</b>	<b>HS</b>	<b>6,278,829</b>	<b>567,600</b>	<b>(833,233)</b>	<b>6,846,429</b>
Housing	HS	6,278,829	567,600	(833,233)	6,846,429
<b>Water</b>	<b>TW</b>	<b>29,172,545</b>	<b>26,365,110</b>	<b>(48,630,186)</b>	<b>55,537,655</b>
Water Distribution	WD	17,834,659	24,644,510	(48,630,186)	42,479,169
Water Purification	WP	11,337,886	1,720,600	-	13,058,486
<b>Electricity</b>	<b>ED</b>	<b>148,977,780</b>	<b>126,549,117</b>	<b>(168,611,030)</b>	<b>275,526,897</b>
Electricity Distribution	ER	143,261,985	122,980,452	(167,510,909)	266,242,437
Street Lighting	SL	5,715,795	3,568,665	(1,100,121)	9,284,460
<b>TOTAL</b>		<b>570,031,464</b>	<b>277,385,615</b>	<b>(608,208,895)</b>	<b>847,417,079</b>

# **ANNEXURE B**

## **Key Performance Indicators**

## KEY PERFORMANCE INDICATORS

### Resource Management Perspective

KPI	Input Indicator	Output Indicator	Outcome Indicator	Baseline Indicator	Target	Priority
Percentage of debtors to revenue ratio maintained at below 15%(NKPI)	Debt collection using the Credit Control Policy	Debtors to revenue ratio maintained at 3% below 15%	Improved financial rating of Municipality	11% Ratio and uncollectible debts of 19% of Debtors' books	Reducing uncollectible outstanding debts by June 2009	Financial Viability
	Write off unrecoverable bad debt					
Percentage by which the staff complement is maintained above 85%	Filling in of posts within 3 months of them becoming vacant	Staff levels maintained at 5% above 85%	Maintenance of the standard of service delivery	Staff levels are above 85% of the official staff complement	Maintain a staff complement of above 85% on an ongoing basis	Financial Viability
Percentage of Operating Budget allocated to maintenance of capital assets	Ensure maintenance according to program for all capital assets over expected economic life span	5% of the direct operating expenditure is actually spent on the maintenance of assets	Standard of capital assets maintained at highest levels possible	Expenditure for maintenance of capital assets is kept at 5.45% o	100% of budget allocated to the maintenance of capital assets spent by June 2009	Institutional Transformation and Organisational Development
Percentage of employees who are satisfied with their overall working conditions	Do a continuous assessment of overall working conditions with the view to improving them where and when necessary	70% or more employees rate their satisfaction level with working conditions at above 50 %	Job satisfied employees who are motivated and committed	70% of all employees rate their satisfaction level above 50%	Ensuring that a minimum of 70% of employees rate their satisfaction level with their overall working conditions at above 50% on an ongoing basis	Financial Viability
	Approach Unions of employees with a view to improving workplace relations					
Percentage of the municipal budget actually spent on implementing the skills development plan(NKPI)	Allocate adequate funds to ensure the implementation of the Skills Development Plan	0.15% of the municipal budget actually spent on implementing the skills development plan	Improved service delivery	0.12% is actually spent on implementing the skills development plan	Organize an appropriate number of training session or workshop to provide skills to employees by June 2009	Institutional Transformation and Organisational Development
	Organize and run programmers on skills development with employees		Better skilled and performing employees			
			Community satisfied with service delivery			
Number of people from employment equity target groups employed in the three highest levels of management in compliance with the approved employment equity plan (NKPI)	Ensure specifics in compliance with the Employment Equity Act are included in advertisements for employment positions	Number of people(16 out of 25) employed in the three highest levels of management in compliance with the Employment Equity Act	Employment in the three highest levels of employment reflect the composition of the population in the country	Employment in the 3 highest levels of management does not reflect (16 out of 25) composition of the population as expected by the Employment Equity Act	Biased appointment of staff in favour of employment target groups in the three highest levels of management when filling vacancies on an ongoing basis	Institutional Transformation and Organisational Development
Number of Multi-Purpose Community Service Centres created	Provision of adequate funds for the phase 1 creation of the MPCCs	Completed phase 1 of the two MPCCs at Doornkop and Mhluzi	Communities have access to a variety of services	Limited access to services due to distant community facilities	Completion of phase 1 of two MPCCs at Doornkop and Mhluzi respectively by June 2009	Institutional Transformation and Organisational Development

**Service Delivery Perspective**

<b>KPI</b>	<b>Input Indicator</b>	<b>Output Indicator</b>	<b>Outcome Indicator</b>	<b>Baseline Indicator</b>	<b>Target</b>	<b>Priority</b>
Percentage of households earning less than R1 100 per month with access to all Council's Free Basic Services (NKPI)	Application forms on free basic services made freely available at all municipal offices, paypoints and with Ward Councillors	78% of all households earning less than R1 100 per month are participating in Council's Free Basic Services Programme	Relief to poverty stricken households as a result of access to free basic services	78% of the 12809 households have access and are participating in Council's Free Basic Services Program	Ensuring that 10 000 households earning less than R1 100 per month continue to have access and are participating in Council's Free Basic Services Program by June 2009	Electricity Solid Waste Sanitation Water
Percentage of households having access to a basic level of water (NKPI)	Investigate alternative ways of providing water in the rural areas	91,5% Households have access to basic level of drinking water	Every citizen has access to a supply of sufficient water	All households in the urban areas receive piped drinking water	Ensuring access to a basic level of drinking water to 300 additional households in the municipality by June 2009	Water
	Drill boreholes on farms where the need exists					
	Provide piped water in new developments					
Percentage of households having access to a basic level of electricity (NKPI)	Allocate adequate funds to ensure improvement of the electricity supply throughout the Municipality	37,8% of the budget is spent on the improvement of electricity supply	...% of the budget was spent on improving electricity supply	Adequate and uninterrupted flow of electricity throughout the Municipality	Spending 37,8% of the budget to ensure an improved and uninterrupted supply of electricity in the Municipality by June 2009	Electricity
Percentage of households having access to a basic level of solid waste removal (NKPI)	Adequate refuse collection vehicles and personnel	Refuse collection per week per household in the urban areas	Citizens enjoy an environment that is not harmful to their health or well being	Refuse removal done at least once per household per week	Ensuring that refuse removal is done at least once per household per week on an ongoing basis	Solid Waste
Percentage reduction in the number of spots identified as filled with garden refuse/garbage at illegal places	Adequate supply of containers/collection points for garden refuse/garbage placed at strategic points throughout all the townships	10% decrease in the number of spots where garden refuse/garbage is dumped illegally	Citizens enjoy an environment that is not harmful to their health or well being	73 Spots identified as being in need of garbage containers to address the cleanliness and health environment of residents	10% Decrease in the number of spots where garden refuse/garbage is dumped illegally by June 2009	Solid Waste
	Appointment of temporary employees for cleaning purposes					
Percentage of households having access to a basic level of sanitation (NKPI)	Adequate funds allocated for the provision of toilet facilities in rural areas	100 Households in the rural areas provided with toilet facilities	Households enjoy an environment that is not harmful to their well being and a respected and protected dignity	1 714 households in the rural areas do not have proper sanitation	Provision of toilet facilities to 100 households in the rural areas by June 2009	Sanitation
Percentage of residents who rate our service delivery manner and speed above 80% satisfaction level	Prompt and efficient provision of all municipal services	60% of the residents whose satisfaction level is above % regarding the delivery of municipal services	High level of satisfaction by residents on the manner in which the municipality delivers services to them	No baseline indicator is available	Increasing the rating of service delivery by the municipality to 60 % and above and keeping to this rating level on an ongoing basis	Institutional Transformation and Organisational Development

<b>KPI</b>	<b>Input Indicator</b>	<b>Output Indicator</b>	<b>Outcome Indicator</b>	<b>Baseline Indicator</b>	<b>Target</b>	<b>Priority</b>
Number of kilometers with which gravel roads are reduced through training	Adequate funds for road works and stormwater drainage system	Tarring of 6,2 km of gravel streets in urban areas	Short traveling distances and safe streets between areas in the urban area	Several km of untarred streets in urban areas	Tarring of 6,2km gravel streets by June 2009	Roads & Storm Water
Number of kilometers of gravel roads repaired in the rural areas	Adequate funds for road works in the rural areas	42 km of gravel roads repaired in the rural areas	Improved accessibility and safe roads between areas	Unsatisfactory quality of graded roads in the rural areas	Improving 42km of graded roads in rural areas by June 2009	Roads & Storm Water
Number of kilometers of new roads/streets in new developments	Adequate funds for road works in new developments	10 km of new streets opened up in the new developments in urban areas	Short traveling distances and safe streets between areas in the urban areas	No formal streets in new developments	Construction of 10 km of streets in new developments in the urban areas by June 2009	Roads & Storm Water
Number of metres or km of storm water drainage pipes laid in the urban areas	Adequate funds for the laying of a storm water drainage system	2 700m stormwater drainage pipes; 750m channels; 2.2km subsurface drainage along streets in the urban areas	No threat from uncontrolled storm water during heavy rains	Lack of several km of storm water drainage pipes along streets in the urban areas	Laying of 2700m of stormwater drainage pipes; 750m channels; 2.2km subsurface drainage along streets in the urban areas by June 2009	Roads & Storm Water
Number of sports fields developed or maintained and upgraded	Funds made available for the provision and maintenance of sport and recreational facilities	At least 1 sports fields developed	Adequately supplied, satisfied and sport participating community	Inadequate sports facilities throughout the municipality	Providing at least 1 graded soccer field in the rural areas by June 2009	Sports & Recreation
Number of new parks, open spaces and recreational facilities developed, repaired or maintained	Funds made available for parks and playing equipment	3 New parks and open spaces developed	Highly satisfied community which utilizes the facilities	Inadequate number of parks and open spaces for the community in the urban areas	Opening up of 3 new parks and open spaces in the urban areas by June 2009 Providing adequate recreational facilities in the urban areas by June 2009	Parks & Playing Equipment
		Budgeted amount spent fully on recreational facilities		Inadequate recreational facilities in the urban areas		
Number of areas where land for the development of new cemeteries has been acquired	Adequate funds made available for the acquiring of land for the development of new cemeteries	1 Area where land has been acquired for the development of a new cemetery	Satisfied and relieved community	No land is available for the development of new cemeteries	Acquiring land for the development of 1 new cemetery by June 2009	Cemeteries

### Development Impact Perspective

KPI	Input Indicator	Output Indicator	Outcome Indicator	Baseline Indicator	Target	Priority
Number of new business ventures attributable to the municipality's LED initiatives	IDP posted on municipal website	10 new businesses or industries established	Availability of work opportunities and reduction of poverty levels for local residents	A limited number of investors are establishing businesses/industries	Attracting 10 new investors to establish businesses and industries by June 2009	Local Economic Development & Job Creation
	Special incentives on purchase price of business/industrial sites by investors					
Number of new jobs created through the municipality's LED initiatives including capital projects(NKPI)	Provide for adequate funds in the budget	At least 4 000 man days employment opportunities to be created through capital projects	Reduced unemployment and poverty levels	Inadequate job opportunities available	Creation of ± 4 000 man days employment opportunities(temporary) by June 2009	Local Economic Development & Job Creation
Number of learners provided with learning experiences in the work place by means of learnerships	Employee contracts	14 Potential employees with basic work experience	Employable individuals	Potential employees are not employable due to lack of minimum level of work experience	Provide learnership contracts to 14 learners by June 2009	Local Economic Development & Job Creation
	Coaching in the work place		Self-employable individuals			
Number of job opportunities created as a result of the Extended Public Works Programme(EPWP)	Providing funds for labour intensive projects	500 Citizens who are employed in labour intensive projects	Reduced unemployment and poverty levels	Limited number of work opportunities within the municipality	Creation of 500 job opportunities through the EPWP projects funded by NDM by June 2009	Local Economic Development & Job Creation
	Identification of labour intensive project					
Number of industrial stands created	Allocation of adequate funds for the creation of industrial stands	8 Industrial stands created	Economic development with resultant reduction in unemployment and poverty levels	Inadequate number of industrial stands available for purchase by investors	8 Industrial stands created by June 2009	Local Economic Development & Job Creation
Number of condoms distributed to members of the community	Order condoms from hospital and distribute through clinics and hotspots	70 000 Condoms distributed to the community	All the citizens in the municipal area have access to health care services	70 000 Condoms distributed during the previous financial year	Distribute 70 000 condoms by June 2009	Health



<b>KPI</b>	<b>Input Indicator</b>	<b>Output Indicator</b>	<b>Outcome Indicator</b>	<b>Baseline Indicator</b>	<b>Target</b>	<b>Priority</b>
Number of HIV/AIDS awareness campaigns/workshops held	Adequate funds in the budget for organizing and conducting awareness campaigns	6 Reports on campaigns or workshops	All citizens within the municipal area have access to health care services	6 Awareness campaigns or workshops on HIV/AIDS were conducted	Conduct 61 HIV/AIDS awareness campaigns or workshops by June 2007	Health
Number of mothers who go onto the program on the prevention of transmission of the HIV from mother to child	Provision of information on the prevention of transmission of the HIV from mother to child and encouraging mothers to go onto the program	300 Mothers go onto the program on the prevention of transmission of HIV from mother to child	All citizens within the municipal area have access to health care services	224 Mothers are on the HIV program to prevent transmission of HIV/AIDS from mother to child	300 Mothers go onto the program on the prevention of transmission of HIV from mother to child by June 2009	Health
Number of Pulmonary TB clients on treatment	Place order for provisions with Provincial Dept. of Health	1271 Pulmonary TB clients are on treatment	All citizens within the municipal area have access to health care services	1271 Pulmonary TB clients are on treatment	Maintain the number of clients on Pulmonary TB treatment at 1271 by June 2009	Health
Number of clients who are exposed to counseling and voluntary testing	Provision of information on voluntary counseling and testing	2500 Clients are exposed to information on voluntary testing and counseling	All citizens within the municipal area have access to health care services	No baseline	2500 Clients exposed to information on voluntary testing and counseling by June 2009	Health
Number of workplace health programs implemented or supported	Adequate funds on the budget for the implementation of workplace health programs	3 Workplace health programs implemented.	All citizens within the municipal area have access to health care services	Workplace health programs implemented/supported	3 Workplace health programs implemented by June 2009	Health
The percentage by which traffic collisions are reduced at high risk areas	Posting of traffic officers at all high risk areas	15% Reduction in the number of traffic collisions at high risk areas	No threat to safety of road/street users due to traffic collisions	1486 Traffic collisions occurred in the high risk areas in the last financial year	15% Reduction in the number of traffic collisions occurring in high risk areas by June 2009	Safety & Security
	Additional traffic calming measures constructed at high risk places					
The percentage of the capital budget actually spent on capital projects identified for a particular financial year in terms of the IDP(NKPI)	Monitor and ensure expenditure of capital budget on capital projects as identified in the IDP	80% of Capital budget spent on capital projects as identified in the IDP	High level satisfaction by residents in a manner which the municipality delivers projects as identified in the IDP	80% of the capital budget is actually spent on the delivery of IDP capital projects	Ensuring that 80% of the capital budget is actually spent on IDP capital projects by June 2009	Financial Viability

KPI	Input Indicator	Output Indicator	Outcome Indicator	Baseline Indicator	Target	Priority
Number of available residential sites for purchase by community	Funds allocated for the servicing of new stands for purchase by the community	335 Serviced stands provided	Residents have access to serviced stands for the building of houses	Insufficient residential sites available for purchase by the community	Servicing of 335 residential sites for purchase by the community by June 09	Land Use
Number of additional church sites provided for purchase by church community	Funds set aside for the servicing of church sites	5 Additional church sites serviced	Satisfied church community	Insufficient church sites available for purchase by the church community	Servicing of 5 church sites for purchase by June 2009	Land Use
Number of rural villages created	Allocation of adequate funds for the creation of a rural village	1 Additional rural village created	Citizens have access to adequate housing	1 Rural village created	1 Additional rural village created by June 2009	Housing
Number of additional sites created and serviced for low cost housing	Laying of infrastructure for low cost housing development	1 126 Residential sites for low cost housing created and serviced	Available serviced sites for low cost housing allocations /subsidies	Inadequate serviced sites for low cost housing development	Creation and servicing of 1 126 sites for low cost housing by June 09	Housing
Percentage increase in the number of people visiting to make use of library facilities	Visiting schools for marketing libraries	20% Increase in the number of people using library facilities	An educated and informed community	5 109 People visited and made use of library facilities	20% Increase in the number of people using library facilities by June 2009	Education & Libraries
	Publish in Masakhane News					
	Utilising local Radio Station(GMFM)					
Number of libraries whose IT systems are linked to the main server	Purchase licence for the system	ICT systems of 3 libraries linked to main server	Easy and speedy access in retrieving information and communication between libraries	Only 1 library is linked to the main server	Linking computer systems of 3 libraries to the main server	Education & Libraries
Number of samples taken on air pollution and potable water and milk quality	Provision of adequate funds to enable sampling to take place	108 samples on air 200 samples on milk 250 samples on water	Ensuring that citizens have access to a healthy environment	108 samples on air 155 samples on milk 187 samples on water by June 2007	108 air samples 200 milk samples 250 water samples by June 2009	Environmental Management

**Governance Perspective**

<b>KPI</b>	<b>Input Indicator</b>	<b>Output Indicator</b>	<b>Outcome Indicator</b>	<b>Baseline Indicator</b>	<b>Target</b>	<b>Reasons for underperformance/ variance</b>
Percentage of voting age population who believe that they are given the necessary information and opportunity to participate in matters of local government in their area	Conducting a survey to determine voter beliefs regarding the opportunity to participate in matters of local government in their area	% of voting age population who believe that they are given the necessary information and opportunity to participate in matters of local government in their area	A well informed and participating community in local government matters	No baseline (Voters 85755)	Ensuring that.....% of voting age population believe that they are given the necessary information and opportunity to participate in matters of local government in their area by June 2009	Institutional Transformation and Organisational Development
Number of functional and effective ward committees	Drafting and distribution of meeting agendas	24 Ward Committees holding meetings	Community participation	Insufficient and irregular consultation between politicians and the community	Ensuring that 24 Ward Committees are functional and effective by June 2009	Institutional Transformation and Organisational Development
	Distribution of invitations for Ward and for Ward Committee meetings					
	Typing of ward committee or ward minutes					
Number of inputs from previously disadvantaged individuals coming through suggestion boxes or call-ins or written letters	Communication strategy developed and implemented	300 inputs received through suggestion boxes or call -ins from previously disadvantaged individuals	Participation by previously disadvantaged individuals from the community on community matters	375 inputs received from previously disadvantaged individuals through suggestion boxes or call-ins	300 inputs made by previously disadvantaged individuals by June 2009	Institutional Transformation and Organisational Development
	Suggestion boxes posted at strategic places.					
	Community awareness at ward meetings					