



# Final Municipal Service Delivery & Budget Implementation Plan

## 2015/16 Financial Year

Draft Municipal SDBIP 2015/16 Financial Year: Lejweleputswa District Municipality

1 | Page



# Index

<b>Chapter 1</b>	<b>The Municipal Performance Management System</b>	<b>Page</b>	<b>3-13</b>
<b>Chapter 2</b>	<b>Quarterly Key Performance Indicators and Targets, 2015/16 Financial Year</b>	<b>Page</b>	<b>15-33</b>
<b>Chapter 3</b>	<b>Monthly budgeted revenue and expenditure projections for 2015/2016 financial year</b>	<b>Page</b>	<b>35-42</b>





# Chapter 1

## The Municipal Performance Management System

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

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

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

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

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

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

The performance management system of Lejweleputswa District Municipality must -

- (a) promote efficiency and effectiveness in the operation of the municipality
- (b) reflect the developmental priorities of the municipality
- (c) promote the economic use of resources
- (d) comply in all respect with the relevant legislation
- (e) even handed and transparent in its impact on all role players in the municipality
- (f) measure performance at the municipal, departmental, project team and individual level



- (g) recognise and reward superior performance
- (h) identify performance that is substandard and have procedures and processes in place to address such performance be politically driven, but administratively managed.

## The Institutional Framework

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

- (1) The Council will receive a performance report from the Mayor on a mid-year basis (half-yearly).
- (2) The Mayor is responsible for ensuring that the senior management of Lejweleputswa District Municipality gather relevant information throughout each reporting period and submit progress reports on a quarterly basis.
- (3) The Municipal Manager and the senior management team must ensure that the key performance indicators and performance targets set are met. This requires proper work planning and scheduling, appropriate resourcing of activities and continuous supervision. The senior management must also identify sub-standard performance and take corrective action where necessary to ensure that performance targets will be met.
- (4) The internal auditing function must audit and assess –
  - the accuracy of performance reports;
  - the functionality of the performance management system;
  - whether the performance management system complies with the Municipal Systems Act;
  - the extent to which the municipality's performance measurements are reliable in measuring performance;
  - the performance measurements of the District Municipality; and
  - submit quarterly reports to the Municipal Manager and the Performance Audit Committee.
- (5) The Performance Audit Committee must -
  - review the quarterly reports submitted to it;
  - review the performance management system focusing on economy, efficiency, effectiveness and impact in so far as the key performance indicators and performance targets set by Lejweleputswa District Municipality are concerned and make recommendations in this regard to the Council through the Mayor; and
  - at least twice in a financial year submit an audit report to the Council through the Mayor.
- (6) The Municipal Manager must compile an annual performance management report for submission to the Council through the Mayor. Access to this report must be provided to community structures, the MEC for District government, the Auditor General and the Minister for Provincial and District Government.

## The Documentation

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

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



## Reviewing Performance

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Two review sessions are held as follows:

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

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

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



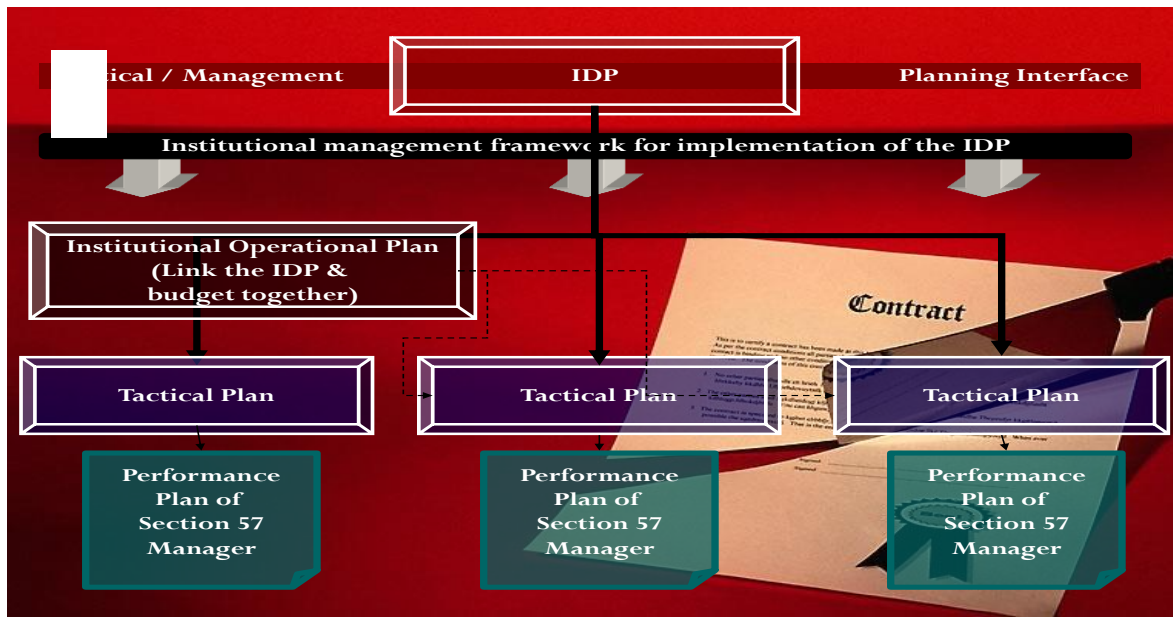


Figure 2: Relationship among individual and institutional performance plans

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

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

- (1) The Municipality derives its inputs, outputs and outcomes indicators from the IDP.
- (2) The required key performance indicators specified in the Municipal Planning and Performance Regulations (Regulation 10) are included in the municipal SDBIP to be measured as part of the quarterly measurement of municipal performance projected in the municipal SDBIP.
- (3) The Municipality annually review its key performance indicators as part of the process of reviewing its IDP, PMS and SDBIPs, as required in Regulation 11 of the Municipal Planning and Performance Management Regulations.
- (4) The Municipality attempts to structure its planning and organising systems and processes in such a manner that it is capable of complying with Regulation 12 of the Municipal Planning and Performance Management Regulations, 2001, as it relate to the setting of **key performance targets**. The Key Performance Targets of the Municipality will therefore be –
  - practical and realistic;
  - measure the efficiency, effectiveness, quality and impact of the performance of the municipality, administrative component, structure, body or person for whom a target has been set;
  - commensurate with available resources;
  - commensurate with the municipality's capacity; and
  - consistent with the municipality's development priorities and objectives set out in its integrated development plan.
- (5) A *multi-year plan (Departmental Service Delivery and Budget Implementation Plan)* is prepared for each of the Departments in the municipality. These Plans are requirements for the structured cascading down of the IDP to implementation levels in the municipality.

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



- (6) A *Municipal (to-layer) Service Delivery and Budget Implementation Plan (SDBIP)* is then compiled to integrate the individual Departmental SDBIPs and guide the design and development of an organisational scorecard for the Municipality in respect of planned performance for a specific financial year.
- (7) The Municipality align its budget with its Municipal (top-layer) Service Delivery and Budget Implementation Plan as part of the annual planning and budgeting processes as prescribed in the Municipal Systems Act, 2000 and the Municipal Finance Management Act, 2003.
- (8) The Municipality annually reviews its institutional *performance scorecard*. The scorecard reflects a balanced approach to measuring, reviewing and assessing organisational performance. In this regard the word *balanced* implies that the scorecard must reflect the Key Performance Areas and IDP Objectives of the Municipal IDP.
- (9) Performance planning and monitoring in the municipality is done according to the format of the prescribed five Key Performance Areas, which are derived from Government’s strategic agenda for District government, which are:
- Basic Service Delivery and Infrastructure;
  - District Economic Development;
  - Financial Viability and Management;
  - Institutional Transformation and Organizational Development; and
  - Good Governance and Public Participation.

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

<b>Municipal Monitoring and Evaluation System</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Chapter 6 of the Municipal Systems Act, 2000</li> <li><input type="checkbox"/> Chapter 3 of the Municipal Planning and Performance Management Regulations, 2001</li> </ul>
<b>Performance Reporting</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Mid-year budget and performance report:</b> Section 72 of the Municipal Finance Management Act, 2003</li> <li><input type="checkbox"/> <b>Annual Performance Report:</b> Section 46 of the Municipal Systems Act, 2000</li> <li><input type="checkbox"/> <b>Annual Report:</b> Sections 121-129 of the Municipal Finance Management Act, 2003 and MFMA Circular No. 11, dated 14 January 2005.</li> </ul>

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

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

**Critical milestones**
  

**Supporting Milestones**

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

### The Municipal Individual Performance Management Policy

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

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

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

The performance management system is linked to the operational budget of Lejweleputswa District Municipality through the determination of performance targets in the service delivery budget implementation plan (SDBIP). The budget and IDP process is linked to each other, reflected each year in the budget and planning framework. Budget

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

priorities will be integrated with development plan priorities and the areas that the performance management system is developed to measure.

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

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

The four phases of the cycle are explained below.

### Planning

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

### Monitoring

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

### Measuring

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

### Reviewing

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

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

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



Phases	Timing	Activities
		<p>objectives. To be reflected in the Performance Management Tool and Performance Plan)</p> <ol style="list-style-type: none"> <li>4. Both the Manager/Supervisor and the Employee are required to prepare for this meeting.</li> <li>5. Ensure that the following documentation in respect of the Municipal Manager as well as Section 57 Managers are compiled for the financial year or updated when necessary: <ul style="list-style-type: none"> <li><input type="checkbox"/> Employment Contract</li> <li><input type="checkbox"/> Job Description</li> <li><input type="checkbox"/> Performance Agreement with Key Performance Areas and Core Competency Criteria</li> <li><input type="checkbox"/> Performance Plan</li> <li><input type="checkbox"/> Personal Development Plan</li> <li><input type="checkbox"/> Code of Conduct</li> <li><input type="checkbox"/> Financial Disclosure form</li> </ul> </li> <li>6. Ensure that the following documentation in respect of Non Section 57 Employees are compiled for the financial year or updated when necessary: <ul style="list-style-type: none"> <li><input type="checkbox"/> Job Description</li> <li><input type="checkbox"/> Performance Plan</li> <li><input type="checkbox"/> Personal Development Plan</li> <li><input type="checkbox"/> Performance Management Tool with Objectives and weights in terms of relevant Codes of Conduct to the specific posts</li> </ul> </li> </ol>
<b>Monitoring</b>	Ongoing throughout the year	<ol style="list-style-type: none"> <li>5. Manager/Supervisor to provide ongoing feedback and assistance to the Employee on his/her performance against the agreed objectives.</li> <li>6. Employees to request for feedback and assistance when required.</li> </ol>
<b>Reviewing</b>	<p>First 2 weeks of October for Quarter 1</p> <p>First 2 weeks of April for Quarter 3</p>	<p><i>Municipal Manager And Section 57 Managers</i></p> <ol style="list-style-type: none"> <li>1. Informal review sessions to be held between the Section 57 manager and the Municipal Manager in the first 2 weeks of October as well as well as the first 2 weeks of April to determine whether objectives as set for the specific quarters has been met or not and to what extent.</li> <li>2. Remedial actions if need be.</li> </ol>
<b>Evaluation</b>	<p>In January for Mid-Year evaluations</p> <p>In July for end of the year evaluation</p>	<p><i>Municipal Managers And Section 57 Managers</i></p> <ol style="list-style-type: none"> <li>1. Formal review sessions to be held twice a year as set in the Regulations to be done by the panels.</li> </ol>
<b>Rewarding</b>	<p>Budget in February of each year</p> <p>Rewards to be paid in September after the respective evaluation cycle each year</p> <p>Pro-rata rewards to be paid upon termination of contract should the employee qualify</p>	<p><i>Municipal Manager And Section 57 Managers</i></p> <ol style="list-style-type: none"> <li>1. Employees to be rewarded according to the policy</li> <li>2. Ensure that Development needs are addressed.</li> </ol> <p><i>Non Section 57 Employees</i></p> <ol style="list-style-type: none"> <li>4. The Quality Assurance Committee and the Chief Financial Officer to determine affordability in terms of rewards.</li> <li>5. Allocation of rewards</li> <li>6. Ensure that development needs are addressed.</li> </ol>



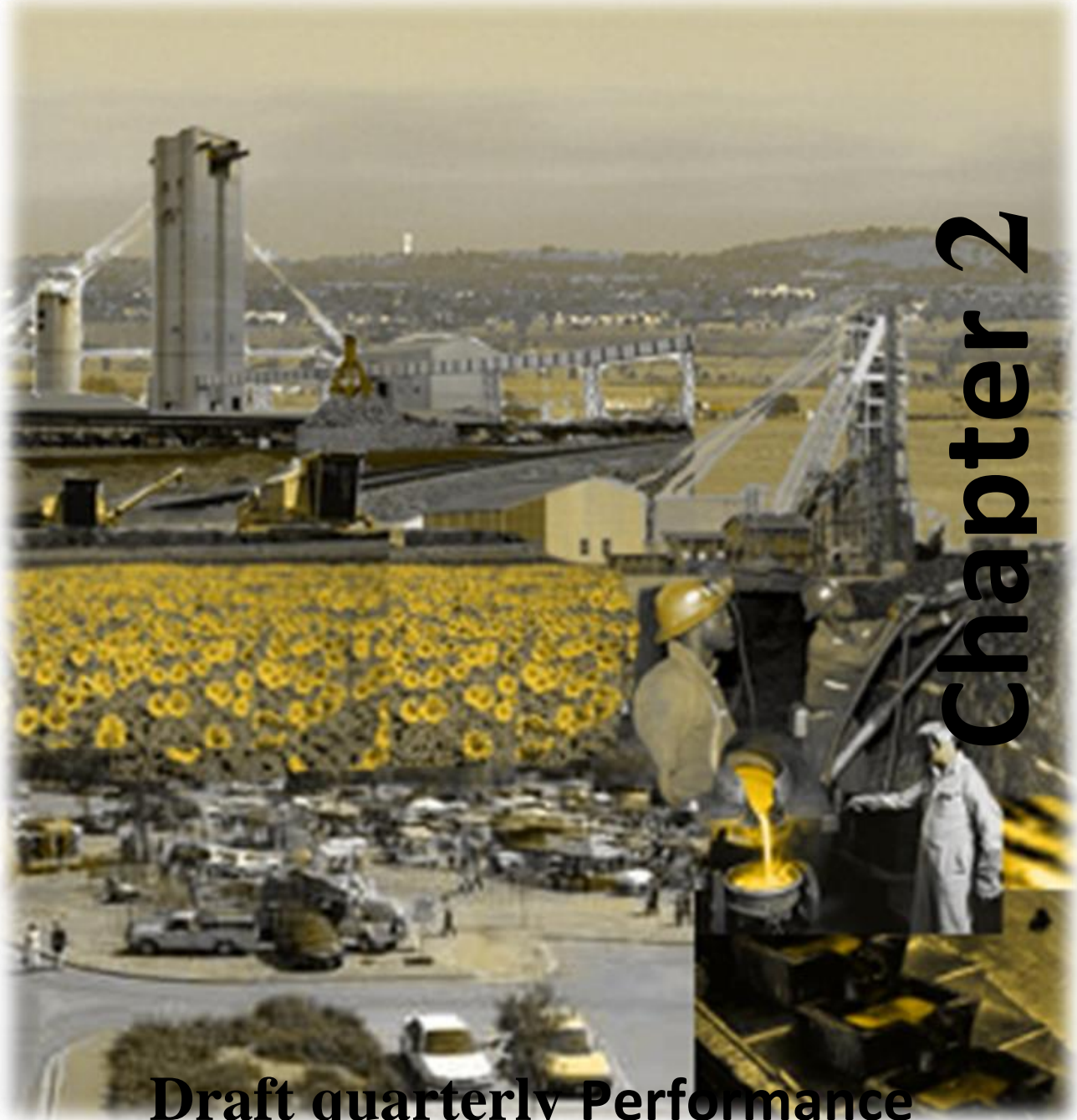
A Service Delivery Budget Implementation Plan (SDBIP), and Departmental Service Delivery and Budget Implementation Plans for each of the departments of the municipality, in line with appropriate guidelines and legislation, must be developed annually.

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

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

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





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

National KPA 1	Municipal Strategic Focus Area	Objective	Strategy	Project Name	Key Performance Indicator	Baseline Year 1	2015/2016 Targets	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Department
Basic Services and Infrastructure Investment	To upgrade a community Hall	Upgrade existing Majwemasweu (Brandfort) community hall 2016	To upgrade the hall June 2016	Upgrade Community Hall	No of community hall upgraded	0	1	0	1	0		1 000 000	Municipal Manager

LOCAL ECONOMIC DEVELOPMENTGG

National KPA 2	Municipal Strategic Focus Area	Objective	Strategy	Project Name	Key Performance Indicator	Baseline Year 5	2015/2016 Targets	Q 1	Q 2	Q 3	Q4	Budget	Department
	2.1 A. Economic Development	Expand Agricultural development to sustain food security 2016	Facilitate 2 Capacity building workshops for Cooperatives in the District	Capacity Building Programme	Number Capacity Building programmes	0	2	0	1	1	0	R 100 000	LED
	B. Economic Development	Expand Agricultural development to sustain food security 2016	Develop the LDM LED Strategy Implementation Plan	LED Strategy Implementation Plan	Number of LED Strategy Implementation Plan	0	1	0	1	0	0	In-house	LED
	C. Economic Development	Expand Agricultural development to sustain food security 2016	Convene District LED Forum Meetings	District LED Forum	Number of District LED Meetings convened	2	2	0	1	0	1	In house	LED
	D. Economic Development	To improve access to telecommunication services within the district by 2016	To install VPN System	Broadband VPN Technologies	Number of meetings held  Network architect study done	New	0	0	0	0	0		LDA
	E. Economic Development	To reduce greenhouse emissions in the district 2018	Developing solar power plant that will replace the current use of coal to generate electricity	Solar Power Plant	Number of meetings held with stakeholders, EIA study conducted, Bankable Business Plan Constructed Solar power plant	New	0	0	0	0	0		LDA
	F. Economic Development	To add-value to the district's agricultural products in order to boost the economy of the district	Agro-processing of Soya Beans in Nala	Soya Bean Processing	Number of meetings  Pre-feasibility study	New project	0	0	0	0	0		LDA
	G. Economic Development	To mine salt in Soutpan for purpose of beauty spar	Processing the salt into a commercial product	Salt Mining processing	Number of meetings  Pre-feasibility study	New project	0	0	0	0	0		LDA



	H. Economic Development	To develop the municipality Game Reserve to attract eco-tourists and game hunters	Upgrade the game reserve	Game farming	Number of meetings	New project	0	0	0	0	0		LDA
	2.2. A. SMME Development	Workshop for Smme	Convene small scale mining workshop	Small scale mining workshop	Number of small scale mining workshops Conducted	New project	1	0	1	0	0	R 100 000	LED
	B. SMME Development	Workshop for Smme	Convene Smme s Workshop on bid processes	Smme Bid process Workshops	Number of Smmes Bid process w/shops convened	New project	2	0	1	0	1		LED
	2.3. A. Tourism Development	Promotion of tourists Attraction	Develop tourism banners	Tourism Banners	Numbers of tourism banners Developed	2	2	0	2	0	0		Tourism
	B. Tourism Development		Launch District Tourism Forum	Tourism forum	Number of Tourism forums launched	1	1	0	1	0	0		LED
	C. Tourism Development	Create an environment for the promotion of singing talent	Invitation of Artists to perform during year end festival in December 2016	Year end festival	Number of year end festivals held	1	1	0	0	1	0	1million	LED
	D. Tourism Development	To attract tourists to Lejweleputswa Region	Organise Easter Festival Virginia	Golf Tournament	Number of Easter Festival held	1	1				1	1 million	LED
	E. Tourism Development	To promote Tournament in Ldm region	Invitations of Golf Players to the Tournament	Golf Tournament	Number of Golf Tournaments	1	1	0	0	1	0	25 000	LED

National KPA 3	Municipal Strategic Focus Area	Objective	Strategy	Project Name	Key Performance Indicator	Baseline-Year 5	2015/2016 Targets	Q1	Q2	Q3	Q4	Budget	Department
<b>Municipal Transformation and Institutional Development</b>	3.1. A. Sound municipal administration	To adhere to all administrative responsibilities	Develop and distribute 20 signed portfolio committee agendas and minutes	Portfolio committee meetings	Number of signed portfolio committee agendas and minutes developed and distributed	20	16	4	4	4	4		Corporate Services
	B. Sound municipal administration	To adhere to all administrative responsibilities	Develop and distribute all signed MAYCO agendas and minutes	MAYCO meetings	Number signed MAYCO agendas and minutes	4	4	1	1	1	1		Corporate Services
	C. Sound municipal administration	To adhere to all administrative responsibilities	Develop and distribute signed council agendas and minutes	Council meetings	Number of signed council agendas and minutes	4	4	1	1	1	1		Corporate Services
	3.2 Local Labour forum	To ensure a functional LLF	Convene 4 LLF meetings annually	LLF meetings	Number of LLF meetings convened	4	4	1	1	1	1		Corporate Services
	3.3. A. Skills Development	Support indigents students with bursaries to register and attend tertiary institutions in pursuit of post matric qualifications in the areas of	Sign 20 experiential learners by the end of June 2016.	Student bursaries	Number of bursaries issued per annum	20	20	0	0	20	0	2 100 000	Corporate Services

	mining, IT etc.												
<b>B. Skills Development</b>	To give experiential training to students at tertiary institutions to complete their qualifications.	Number of learners completing the experiential training.	Experiential training	Number of learners who completed experiential training	20	20	5	5	5	5	100 000	Corporate Services	
<b>3. 4. A. Workplace Skills Plan</b>	Upgrade the skills of the staff members	Enrol staff members for attending short courses by the end of June 2016	Short courses	Number of staff members undertaking short courses to upgrade their skills.	18	30	5	10	10	5		Corporate Services	
<b>B. Workplace Skills Plan</b>	Support staff members to further their qualifications.	Provide financial assistance to staff members to further their studies	Financial assistance	Number of staff members financially supported	10	30	5	5	15	5	220 000	Corporate Services	
<b>3.5. A. Employee Wellness Programme</b>	Conduct employee physical and mental wellness programmes	Facilitate two fun walk for the employees by the end of June 2016	Employee wellness	Number of employees wellness programme conducted.	4	4	1	1	1	1	140 000	Corporate Services	
<b>B. Employee Wellness Programme</b>	Conduct employee physical and mental wellness programmes	Facilitate inter-district sport day	Employee wellness	Number of inter-district sport day facilitated	1	1	0	1	0	0		Corporate Services	
<b>3.6.A. Employment Equity</b>	Ensure adherence to requirements of employment equity	Employ two women into senior management positions	Employment equity	Number of women employed into senior management positions	1	2	0	0	2	0		Corporate Services	
<b>B. Employment</b>	Ensure adherence to	Facilitate 4 employment	Employment	Number of employment equity	4	4	1	1	1	1		Corporate Services	

	Equity	requirements of employment equity	equity forum meetings by the end of June 2016	equity forum	forum facilitated								
	C. Employment Equity	To ensure adherence to occupational health and safety act	Establishment of occupational health and safety committee by June 2016	Occupational health and safety committee	Number of occupational health and safety committee meetings convened	New project	4	1	1	1	1		Corporate Services
	3.8.A. Security Management	Create an environment to improve safety of people staff and property in municipal s	Monitor weekly in and out register book in all municipal entrances.	Security Management	Number of consolidated monthly access reports developed	New	12	3	3	3	3		Corporate services
	3.8.B. Security Management	Create an environment to improve safety of people staff and property in municipal s	Re-activate an surveillance system and report monthly	Security Management	Number of monthly security reports developed	New	12	3	3	3	3		Corporate services
	3.8.C. Security Management	Create an environment to improve safety of people staff and property in municipal s	Reactivate the use of access points by all staff members	Security Management	Monthly reports on functional use of access points.	Finger access points installed ( Municipal Building)	12	3	3	3	3		Corporate services

National KPA 4	Municipal Strategic Focus Area	Objective	Strategy	Project name	Key Performance Indicator	Baseline-Year 2	2015/2016 Targets	Q 1	Q2	Q3	Q4	Budget	Department
<b>Municipal Financial Viability and Management</b>	4.1. A. Clean audit	Achieve a clean audit by 2016	To address all the matters of emphasis raised in the 2014/2015 financial year	Clean audit	Number of matters of emphasis eliminated	29		0	0	All matters addressed (18)	0	1,250	All Departments
	.B. Clean audit	Achieve a clean audit by 2016	To review 3 financial and IT policies (Disaster recovery plan, SCM, IT) by the end of June 2016.	Financial policy review	Number of financial and IT policies reviewed	3	3	0	0	3	0		Finance
	4.2.A. Supply Chain Management compliance	Improve management of procurement processes.	To develop virement, Business continuity plan and 3G Data policies by June 2016	Financial policy development	Number of new policies developed	10	3	0	0	3	0		Finance
	B. Supply Chain Management compliance	Improve management of procurement processes.	Train staff members on procurement processes.	SCM Training	Number of staff members trained,	10	10	0	0	10	0		Finance
	4.3.A. Asset Management	To ensure improved and updated municipal assets	Train bid committees members on procurement processes annually	Bid committees training	Number of bid committee members	13	13	0	13	0	0		Finance
	B. Asset Management	To ensure improved and updated municipal assets	Update asset register as and when purchases are made	Asset Management	Number of asset register updates done	12	12	3	3	3	3		Finance
	C. Asset Management	To ensure improved and updated municipal assets	Update asset register on a monthly basis	Asset Management	Number of asset register updated	101	84	14	10	30	30		Finance/MM

4.4. Financial reports 4.5. A . IT	To strengthen and sustain sound administrative and financial capacity of the district	Comply and submit financial reports.	Financial reporting	Number of financial reports submitted	Once a month	46	9	14	9	14		Finance
		To procure new version of Microsoft licence by June 2015	Microsoft licences	Frequency of procuring new Microsoft licences	1	1	0	0	1	0		Finance
	To render effective & efficient ICT services	Upgrade the municipal domain controller in June 2015	Upgrading municipal domain controller	Frequency of upgrading municipal domain controller	0	0	1	0	1	0		Finance
		Install wireless points to improve connectivity in the Disaster centre by June 2015	Wireless points installation	Number of wireless points connected	2	0	0	0	0	0		Finance
D. IT	To render effective & efficient ICT services	Increase the server capacity back-up to cater for all municipal users	Number of municipal officials catered for through the back-up service	Number of municipal officials catered for through the back-up service	170	170	85	85	0	0		

National KPA 5	Municipal Strategic Focus Area	Objective	Strategy	Project Name	Key Performance Indicator	Baseline Year 5	2015/16	Q1	Q2	Q3	Q4	Budget	Department
							Target						
Good Governance and Public Participation	5.1. A. IDP	Ensure participation of all stakeholders in the IDP forum meetings.	Invite all stakeholders on our IDP database to participate in our forum meetings	IDP	Number of stakeholders invited to our IDP forum meetings.	4	100	1	1	1	1		Municipal Manager's Office
	B. IDP	Ensure implementation of a District wide integrated planning process	To review and approve a District IDP framework plan to inform process plans of all local municipalities.	District IDP framework plan	Number of framework plans reviewed	1	1	1	0	0	0		Municipal Manager's Office
	C. IDP	Ensure implementation of a District wide integrated planning process	Review and approve a District IDP process plan	District IDP process plan	Number of process plans reviewed	1	1	1	0	0	0		Municipal Manager's Office
	D. IDP	Ensure implementation of a District wide integrated planning process	Coordinate the review and approval of local IDP process plans	Local IDP process plans	Number of local IDP process plans reviewed	5	5	5	0	0	0		Municipal Manager's Office
	E. IDP	Ensure implementation of a District wide integrated planning process	Convene four IDP Managers forum meetings by the end of June 2016	IDP Managers forum	Number of IDP Managers forum meetings convened	4	4	1	1	1	1		Municipal Manager's Office
	5.2. Moral regeneration	Restore societal moral values	Convening public awareness campaigns	Moral regeneration	Number of awareness campaigns convened	4	4	1	1	1	1	220 000	Executive Mayor
	5.3 Cooperative Development	Strengthen stakeholder collaboration on cooperative development.	Establish five Cooperatives in five local municipalities by 2016	Cooperative Development	Number of collaborative meetings	New project	4	2	0	0	4	500 000	Executive Mayor
	5.4. A District Aids Council & HIV & AIDS	Reduce the spread of HIV & AIDS in the District	Coordinate 4 District Aids Council meetings	DAC	Number of DAC meetings coordinated	4	4	1	1	1	1	40 000	Executive Mayor

B. District Aids Council & HIV & AIDS	Reduce the spread of HIV & AIDS in the District	Coordinate HIV and AIDS awareness campaigns throughout the district.	HIV and AIDS awareness campaigns	Number of HIV and AIDS awareness coordinated.	4	4	1	1	1	1	50 000	Executive Mayor
5.5. A. Gender, Disability, Elderly and Children's Programme	Promote the interests of designated groups	Conduct targeted awareness campaigns on the elderly	Targeted campaigns	Number of targeted awareness campaigns conducted for the elderly	1	1	0	1	0	0	50 000	Executive Mayor
B. Gender, Disability, Elderly and Children's Programme	Promote the interests of designated groups	Conduct targeted awareness campaigns for women	Targeted campaigns	Number of targeted awareness campaigns conducted for the women	1	1	1	0	0	0		Executive Mayor
C. Gender, Disability, Elderly and Children's Programme	Promote the interests of designated groups	Conduct targeted awareness campaigns for the people with disabilities	Targeted campaigns	Number of targeted awareness campaigns conducted for people with disabilities	1	1	0	1	0	0		Executive Mayor
D. Gender, Disability, Elderly and Children's Programme	Promote the interests of designated groups	Conduct targeted awareness campaigns on children's programmes.	Targeted campaigns	Number of targeted awareness campaigns conducted for children	1	1	0	1	0	0	200 000	Executive Mayor
5.6. A. National Campaigns	Ensure coordination of all national and provincial campaigns in the district.	Convene 1state of the province address session	State of the Province address	Number of campaigns conducted.	1	1	0	0	0	1	1,5 000	Executive Mayor
B. National Campaigns	Ensure coordination of all national and provincial campaigns in the district.	Undertake 4 international trips	International trips	Number of trips undertaken	1	4	1	1	1	1		Executive Mayor



C. National Campaigns	Ensure coordination of all national and provincial campaigns in the district.	Convene 1 international women's day celebration activity	International women's day	Number of international women's day celebration activity convened	1	0	1	0	1	0		Executive Mayor
D. National Campaigns	Ensure coordination of all national and provincial campaigns in the district	Convene 1 freedom day celebration activity	Freedom day celebration	Number of freedom day celebration activity convened	1	1	0	0	1	0		Executive Mayor
E. National Campaigns	Ensure coordination of all national and provincial campaigns in the district.	Launch 16 days of activism against women and children abuse	16 Days activism	Number of 16 days activism against women and children launched	1	1	0	1	0	0		Executive Mayor
5.7 Mandela day	To participate in the 67 minutes Mandela day in July.	Launch Mandela day	Mandela day		1	1	1	0	0	0	100 000	Executive Mayor
5.8 Bursaries	T provide bursaries to deserving students in Lejweleputswa region/district	Identify needy students in the district to apply for bursaries	Bursaries	Number of bursaries awarded	20	20	0	0	20	0	2,100 000	Executive Mayor
5.9. Educational project	Encourage matriculation learners to improve their learning/passing grades.	Conduct motivational talk	Motivational talk	Number of motivational talks conducted	1	1	0	0	1	0	600 000	Executive Mayor
5.10. Grant-in-Aid	Create a conducive environment for the provision of aid during times of need	Donate money to members of the communities during times of need.	Grant -in -Aid	Number of members given donation	20	Dependent on the amount needed for assistance	0	0	20	0	130 000	Executive Mayor
5.11 Arts and Culture	To ensure arts and culture is celebrated in the district	Organise Arts and Culture activities in the district	Arts and Culture celebrations	Number of activities organised	1	1	1	0	0	0	250 000	Executive Mayor

5.12 Youth Development	To ensure that the needs of young people are catered for	Organise youth activities in the District	Youth development	No of youth development activities organised	1	1	0	1	0	0	320 000	Executive Mayor
5.13 OR Tambo games	To facilitate hosting of OR Tambo games		OR Tambo games	Number of games facilitated	New project	1	1	0	0	0	659 000	Speaker's Office
5.14. Training Ward councillors	Improve skills of ward councillors & committee members throughout the district	Conduct 2 district wide accredited skills training sessions for all ward committees.	Accredited Skills Training	Number of accredited training sessions conducted.	New project	2	2	0	0	0		Speaker's Office
5.15. Ward committee competitions	Reward best performing ward committees in the district	Convene 1 annual ward committee award by the end of June 2016	Ward committee competitions	Number of ward awards convened	3	1	1	0	0	0	150 000 (MSIG)	Speaker's Office
5.16. Public Participation and Education	Provide a platform for the promotion of stakeholder participation	Convene three public participation meetings on IDP by June 2016.	Public Participation meetings	Public participation meetings convened	10	3	3	0	0	0	100 000 (MSIG)	Speaker's Office
5.17. National Population registration campaign	Coordinate continuous registration of new born babies and all citizens from 16 years upwards	Convene 2 outreach programmes in each local municipality by the end of June 2016.	Outreach programmes	Provide birth certificates and id's for residents	20	10	10	0	0	0	150 000	Speaker's Office
5.18. Men's Forum	Encourage the promotion of a non-violent society through men outreach programme	Convene 4 local municipal sessions per year	Men's forum	Number of men's forum sessions held per year.	20	20	5	5	5	5	150 000	Municipal Manager's Office
5.19. A. IGR ( M and E)	Ensure implementation of a single window of coordination in the district.	Conduct four (4) M & E site visits per year.	IGR	Number of monitoring and evaluation site visits conducted per year	4	4	1	1	1	1		Municipal Manager's Office
B. IGR( Technical)	Ensure implementation of a single window of coordination in the	Convene 4 technical district coordinating committee meetings per year	IGR	Number of technical district coordinating forum meetings	4	4	1	1	1	1		Office of the Executive Mayor

	district.			held.									
C. IGR ( Political	Ensure implementation of a single window of coordination in the district.	Convene 4 political coordinating forum meetings per year	IGR	Number of political district coordinating forum meetings held.	4	4	1	1	1	1			LED & Planning
5.20.LED Forum	Coordinate all local economic development initiatives throughout the district	Convene 4 LED forum meetings per year	LED Forum	Number of LED forum meetings convened	4	4	1	1	1	1			Municipal Manager's Office
5.21. Policy Development	Create an improved policy environment in the municipality.	Revise three identified policies by June 2016	Policy development	Number of policies revised.	3	1	1	0	0	0			Municipal Manager's Office
5.22. Branding	Ensure effective branding of LDM activities	Procure a 4x4 meter municipal banner	Branding	Number of municipal banners procured sources	New project	1	1	0	0	0	62 000		Municipal Manager's office
5.23. Internal audit	Facilitate achievement of a clean audit of the municipality and its entity	Conduct quarterly internal audits to ensure improvement of service delivery.	Internal audit	Number of quarterly internal audits conducted per annum	4	4	1	1	1	1			Municipal Manager's office
5.24. Risk Management	Conduct quarterly risk assessments on identified municipal programmes as per the risk audit plan.	Conduct monthly monitoring of identified risks and provide feedback	Risk management	Number of quarterly risk assessments conducted	4	4	1	1	1	1			Municipal Manager
5.25.Performance Management System	Promote a culture of performance management	Coordinate the development of eighteen (18) non-financial performance reports by the end of June 2016	Performance Management	Number of reports developed by the end of June 2016	2	18	3	6	3	6	100 000		Municipal Manager
5.26.Facilitation of Indoor Arena	To facilitate the establishment of the Nelson Mandela Arena	To facilitate the development of indoor Arena by 2016	Indoor Arena	No of meetings facilitated	New Project	2	0	1	0	1	20 000		Municipal Manager

	5.27. Ensure effective branding of LDM and communication with all its stakeholders	Reflect quarterly Communication of Achievements of the Municipality through newsletters , print or electronic Data	Advertise in various media sources	Municipal branding And Communication	Number of Adverts in the Media		40	10	10	<b>10</b>	10	62 000	Municipal Manager
	5.28.EPWP Programme	To facilitate creation Jobs for disadvantaged Youth women and men	Create jobs for 80 unemployed youth, women and men	Epwp	Number of jobs created	85	80	0	80	<b>0</b>	0	1,310	

	Municipal Strategic Focus Area	Objective	Strategy	Project Name	Key Performance Indicator	Baseline Year 5	2015/16	Q 1	Q2	Q3	Q4	Budget	Department
<b>Safe and healthy environment</b>	6.1Municipal health services	To do water quality monitoring to ensure safe and healthy potable water	Implement effective water quality monitoring program.	Water quality monitoring	Number of water quality samples taken in terms of SANS 241.	179	204	51	51	51	51	100 000	EH
	6.2.A. Municipal health services	Enhance consumer protection with sufficient food control	Monitor all food selling outlets for compliance to legislation	Food quality monitoring	Number of food selling outlets complied	500	500	125	125	125	125		EH
	B. Municipal health services	Enhance consumer protection with sufficient food control	Implement effective food sampling program	Food sampling	Number of food samples taken	161	160	40	40	40	40	100 000	EH
	6.3 Municipal health services	To create public environmental health awareness	Implement environmental health awareness campaigns	Environmental health awareness campaign	Number of environmental health awareness campaigns conducted.	4	4	1	1	1	1	40 000	EH
	6.4 . A. Municipal health services	Ensure safe air quality	Ensure licensing of air quality emitters.	Licensing of air quality emitters	Number of licenses issued	4	4	1	1	1	1		EH
	B. Municipal health services	Ensure safe air quality	Auditing of Atmospheric Emission Licences issued	Auditing of Licences	Number of Licences audited	New project	10	2	3	4	1	100 000	EH
	6.5.A. Municipal health services	To ensure responsible waste management practices	Quarterly Monitoring 16 waste management landfill sites	Waste management monitoring	Number of waste management landfill sites monitored	64	64	16	16	16	16		EH
	6.7 Municipal health services	To ensure responsible waste management practices	Quarterly Monitoring 17 waste collection services	Waste collection monitoring	Number of waste collection services monitored	68	68	17	17	17	17		EH
	6.8 Municipal health services	To ensure responsible waste management practices	Conduct quarterly waste management awareness campaigns.	Waste management campaigns	Number of waste management campaigns held	4	4	1	1	1	1		EH

	6.9 Disaster Management	Conduct Disaster Management awareness campaigns.	Conduct monthly disaster awareness campaigns in schools, and among the communities in conjunction with the 5 local municipalities in the district	Disaster awareness campaigns	Number of monthly disaster awareness campaigns held.	36	12	3	3	3	3	20 000	DM
	6.10 .A. Disaster Management	Ensure an integrated, and multi-sectoral approach to Disaster Management in the District	Convene four quarterly disaster management advisory forum meetings	Disaster Relief Awareness.	Number of disaster Management Advisory Forum meetings held	4	4	1	1	1	1	25 000	DM
	B. Disaster Management	Ensure an integrated, and multi-sectoral approach to Disaster Management in the District	Attend the 4 Provincial Advisory Forum meetings held quarterly.	Disaster Relief Awareness	Number of Provincial Disaster Management Meetings attended.	4	4	1	1	1	1		
	C. Disaster Management	Ensure an integrated, and multi-sectoral approach to Disaster Management in the District	Establish Local Municipalities' Disaster Management Forums in the 5 Local Municipalities.	Disaster Relief Awareness	Number of Local Municipality Disaster Management Forums established and subsequent meetings attended.	<b>New</b>	5	1	1	2	1		
	D. Disaster Management	Ensure an integrated, and multi-sectoral approach to Disaster Management in the District	Conduct Disaster Management workshops for Councillors and Officials in conjunction with SALGA and the Provincial Disaster 10 Disaster Management Management Centre.	Disaster Relief Awareness	Number of Disaster Management Workshops held.	<b>New</b>	1	0	1	0	0		DM
	E. Disaster Management	Ensure an integrated, and multi-sectoral approach to Disaster Management in the District	Participate in Sector Departments' public awareness campaigns.	Disaster Relief Awareness	Number of sector departments' public awareness campaigns attended.	NEW	1	0	1	0	0		DM

	6.11 Disaster Management	Formalize and promote integrated, uniform, and consistent response and recovery to Disasters, and Disaster incidents throughout the district.	Develop disaster mitigation strategies; Contingency Plans; Evacuation Plans; and Draft a Relief Assistance Policy for Incidents.	Disaster Relief	No of reports submitted on incidents responded to and relief rendered	As per request	4	1	1	1	1	60 000	DM
	6.12.A. Fire services	Ensure coordination of fire services throughout the District.	Conduct fire safety awareness campaigns.	a.Fire Safety awareness Campaigns.	Number of reports on fire safety awareness campaigns conducted	1	4	1	1	1	1		DM
	B.Fire services	Ensure coordination of fire services throughout the District.	Procure of fire-fighting protective clothing for Tokologo LM and Masilonyana LM	b.fire-fighting Protective clothing	Fire-fighting Protective clothing procured.	New	0	0	0	0	0	80 000 (MSIG)	DM
	C.Fire services	Assessment of Firefighting Bakkies unit for 4 Municipalities:Tokologo, Tswelopele, Nala. Masilonyana	Assess Municipal Firefighting Bakkies	c.Assessment of Bakkies	Number of fire-fighting Bakkies assessed	0	0	0	0	0	0		
	D.Fire services		Training of fire fighters for tokologo	d.Assessment of Bakkies	No of Trainings Conducted	1	0	0	0	0	0		



**Monthly budget and revenue and  
expenditure projections for 2015/2016  
financial year**

**Chapter 3**



DC18 Lejweleputswa - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2015/16												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>Revenue By Source</b>	-															
Property rates													-	-	-	-
Property rates - penalties & collection charges													-	-	-	-
Service charges - electricity revenue													-	-	-	-
Service charges - water revenue													-	-	-	-
Service charges - sanitation revenue													-	-	-	-
Service charges - refuse revenue													-	-	-	-
Service charges - other													-	-	-	-
Rental of facilities and equipment													-	-	-	-
Interest earned - external investments		14	83	250	374	183	246	157	86	145	117	123	112	1 890	1 760	1 846
Interest earned - outstanding debtors													95	95	-	-
Dividends received													-	-	-	-
Fines													-	-	-	-
Licences and permits													-	-	-	-
Agency services													-	-	-	-
Transfers recognised - operational		46 025		934		38 524				23 223			6 969	115 675	116 386	117 494
Other revenue		5	8	6	9	14	6	7	8	9	10	6	14	100	105	110
Gains on disposal of PPE													-	-	-	-
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>46 044</b>	<b>91</b>	<b>190</b>	<b>383</b>	<b>721</b>	<b>252</b>	<b>164</b>	<b>94</b>	<b>377</b>	<b>127</b>	<b>129</b>	<b>190</b>	<b>117 760</b>	<b>118 251</b>	<b>119 450</b>
<b>Expenditure By Type</b>	-															
Employee related costs		985	371	482	626	714	070	530	707	860	613	820	677	61 455	64 426	67 422
Remuneration of councillors						738	741						1	9 410	9 848	10 306

	705	710	723	731			771	760	770	773	780	208			
Debt impairment													-	-	-
Depreciation & asset impairment	607	618	606	560	657	651	674	656	678	631	650	624	7 611	8 030	8 447
Finance charges						011						011	2 022	1 666	1 253
Bulk purchases													-	-	-
Other materials													-	-	-
Contracted services													-	-	-
Transfers and grants	500	168	290	372	405	460	300	275	190	200	150	140	5 450	5 450	5 450
Other expenditure	165	290	346	487	409	610	025	989	070	582	458	060	33 490	29 883	31 916
Loss on disposal of PPE													-	-	-
<b>Total Expenditure</b>	<b>962</b>	<b>157</b>	<b>447</b>	<b>776</b>	<b>923</b>	<b>543</b>	<b>300</b>	<b>387</b>	<b>568</b>	<b>799</b>	<b>858</b>	<b>719</b>	<b>119 439</b>	<b>119 303</b>	<b>124 794</b>
<b>Surplus/(Deficit)</b>	<b>36 082</b>	<b>(8 066)</b>	<b>(7 258)</b>	<b>(8 394)</b>	<b>29 798</b>	<b>(10 291)</b>	<b>(10 136)</b>	<b>(10 293)</b>	<b>12 809</b>	<b>(10 672)</b>	<b>(10 730)</b>	<b>(4 529)</b>	<b>(1 679)</b>	<b>(1 052)</b>	<b>(5 344)</b>
Transfers recognised - capital													-	-	-
Contributions recognised - capital													-	-	-
Contributed assets													-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>36 082</b>	<b>(8 066)</b>	<b>(7 258)</b>	<b>(8 394)</b>	<b>29 798</b>	<b>(10 291)</b>	<b>(10 136)</b>	<b>(10 293)</b>	<b>12 809</b>	<b>(10 672)</b>	<b>(10 730)</b>	<b>(4 529)</b>	<b>(1 679)</b>	<b>(1 052)</b>	<b>(5 344)</b>
Taxation													-	-	-
Attributable to minorities													-	-	-
Share of surplus/ (deficit) of associate													-	-	-
<b>Surplus/(Deficit)</b>	<b>1 36 082</b>	<b>(8 066)</b>	<b>(7 258)</b>	<b>(8 394)</b>	<b>29 798</b>	<b>(10 291)</b>	<b>(10 136)</b>	<b>(10 293)</b>	<b>12 809</b>	<b>(10 672)</b>	<b>(10 730)</b>	<b>(4 529)</b>	<b>(1 679)</b>	<b>(1 052)</b>	<b>(5 344)</b>

References

1. Surplus (Deficit) must reconcile with Budgeted Financial Performance

**DC18 Lejweleputswa - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)**

Description	Ref	Budget Year 2015/16	Medium Term Revenue and Expenditure Framework
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R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>Revenue by Vote</b>															
Vote 1 - Executive Mayor												-	-	-	-
Vote 2 - Speaker												-	-	-	-
Vote 3 - Mayoral Committee												-	-	-	-
Vote 4 - Council General	42 609				38 524				25 389			6 973	113 495	114 176	115 211
Vote 5 - Municipal Manager		934										(4)	930	960	033
Vote 6 - Budget & Treasury	1 500	129	272	138	116	302	225	173	266	371	180	(336)	3	3	3
Vote 7 - Corporate Services												-	-	-	-
Vote 8 - Human Resources												-	-	-	-
Vote 9 - Information Technology												-	-	-	-
Vote 10 - Property												-	-	-	-
Vote 11 - Municipal Support												-	-	-	-
Vote 12 - Planning & Development												-	-	-	-
Vote 13 - Community & Social Services												-	-	-	-
Vote 14 - Environmental Health Services												-	-	-	-
Vote 15 - Tourism												-	-	-	-
<b>Total Revenue by Vote</b>	<b>44 109</b>	<b>1 063</b>	<b>272</b>	<b>138</b>	<b>38 640</b>	<b>302</b>	<b>225</b>	<b>173</b>	<b>25 655</b>	<b>371</b>	<b>180</b>	<b>6 633</b>	<b>117 760</b>	<b>118 251</b>	<b>119 450</b>
<b>Expenditure by Vote to be appropriated</b>															
Vote 1 - Executive Mayor	917	923	943	956	969	985	098	1	1	1	1	090	13	13	13
Vote 2 - Speaker	195	214	227	249	261	250	278	297	307	293	263	244	3	3	3
Vote 3 - Mayoral Committee	450	475	486	508	515	527	482	490	465	429	410	827	6	6	6
Vote 4 - Council General	940	1 053	1 199	500	640	684	704	853	050	982	739	820	19	18	19
Vote 5 - Municipal Manager	760	832	940	972	048	290	144	1	1	1	1	1	13	12	13
Vote 6 - Budget & Treasury	1 056	1 248	1 356	479	570	680	480	521	670	396	304	428	17	17	18
Vote 7 - Corporate Services	901	935	959	082	980	150	163	294	182	063	187	915	12	12	13
Vote 8 - Human Resources												-	-	-	-
Vote 9 - Information Technology												-	-	-	-
Vote 10 - Property	416	433	480	470	556	461	467	439	484	450	460	406	5	5	6
Vote 11 - Municipal Support												-	-	-	-
Vote 12 - Planning & Development	539	490	504	518	561	818	612	603	741	686	642	615	7	7	7
Vote 13 - Community & Social Services	708	761	820	763	742	830	762	801	733	806	835	743	9	9	9
Vote 14 - Environmental Health Services	713	863	885	901	823	855	942	915	889	926	957	895	10	10	11
Vote 15 - Tourism			400			370			250			1	2	2	2
<b>Total Expenditure by Vote</b>	<b>7 595</b>	<b>8 227</b>	<b>9 198</b>	<b>9</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>119</b>	<b>119</b>	<b>124</b>

				398	665	900	133	699	285	414	425	500	439	303	794	
<b>Surplus/(Deficit) before assoc.</b>		36 514	(7 164)	(8 927)	260 <sup>(9)</sup>	975 <sup>28</sup>	(598) <sup>(10)</sup>	(908) <sup>(9)</sup>	(526) <sup>(10)</sup>	370 <sup>14</sup>	(043) <sup>(10)</sup>	(245) <sup>(10)</sup>	867 <sup>(4)</sup>	(679) <sup>(1)</sup>	(052) <sup>(1)</sup>	(344) <sup>(5)</sup>
Taxation Attributable to minorities Share of surplus/ (deficit) of associate													-	-	-	-
<b>Surplus/(Deficit)</b>	1	36 514	(7 164)	(8 927)	260 <sup>(9)</sup>	975 <sup>28</sup>	(598) <sup>(10)</sup>	(908) <sup>(9)</sup>	(526) <sup>(10)</sup>	370 <sup>14</sup>	(043) <sup>(10)</sup>	(245) <sup>(10)</sup>	867 <sup>(4)</sup>	(679) <sup>(1)</sup>	(052) <sup>(1)</sup>	(344) <sup>(5)</sup>

**DC18 Lejweleputswa - Supporting Table SA27 Budgeted monthly revenue and expenditure (standard classification)**

Description	Ref	Budget Year 2015/16												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>Revenue - Standard</b>	-															
<b>Governance and administration</b>		42											75	117	118	119
609		609	-	-	-	-	-	-	-	-	-	-	151	760	251	450
Executive and council		42											71	114	115	116
609		609											816	425	136	244
Budget and treasury office													3	3	3	3
Corporate services													335	335	115	206
<b>Community and public safety</b>													-	-	-	-
Community and social services													-	-	-	-
Sport and recreation													-	-	-	-
Public safety													-	-	-	-
Housing													-	-	-	-
Health													-	-	-	-
<b>Economic and environmental services</b>													-	-	-	-
Planning and development													-	-	-	-

Road transport												-	-	-	-
Environmental protection												-	-	-	-
<b>Trading services</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Electricity												-	-	-	-
Water												-	-	-	-
Waste water management												-	-	-	-
Waste management												-	-	-	-
<b>Other</b>												-	-	-	-
<b>Total Revenue - Standard</b>	42 609	-	-	-	-	-	-	-	-	-	-	75 151	117 760	118 251	119 450
<b>Expenditure - Standard</b>															
<b>Governance and administration</b>	6 535	7 072	7 545	7 216	7 539	8 027	7 816	8 380	8 672	7 996	7 991	5 179	89 969	89 515	93 595
Executive and council	4 162	4 456	4 750	4 185	4 433	4 736	4 706	5 126	5 336	5 087	5 040	2 430	54 447	53 695	56 133
Budget and treasury office	1 056	1 248	1 356	1 479	1 570	1 680	1 480	1 521	1 670	1 396	1 304	1 428	17 188	17 284	18 041
Corporate services	1 317	1 368	1 439	1 552	1 536	1 611	1 630	1 733	1 666	1 513	1 647	1 321	18 333	18 535	19 421
<b>Community and public safety</b>	708	761	820	763	742	830	762	801	733	806	835	743	9 305	9 451	9 906
Community and social services	708	761	820	763	742	830	762	801	733	806	835	743	9 305	9 451	9 906
Sport and recreation												-	-	-	-
Public safety												-	-	-	-
Housing												-	-	-	-
Health												-	-	-	-
<b>Economic and environmental services</b>	1 391	1 353	1 388	1 419	1 384	1 673	1 554	1 518	1 630	1 612	1 588	1 381	17 891	18 066	18 912
Planning and development	539	490	504	518	561	818	612	603	741	686	642	615	7 328	7 338	7 681
Road transport												-	-	-	-
Environmental protection	852	863	885	901	823	855	942	915	889	926	946	767	10 563	10 728	11 231
<b>Trading services</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Electricity												-	-	-	-
Water												-	-	-	-
Waste water management												-	-	-	-
Waste management												-	-	-	-
<b>Other</b>			250	15		1 000		10	1 000			-	2 275	2 271	2 382
<b>Total Expenditure - Standard</b>	8 634	9 186	10 003	9 413	9 665	11 530	10 133	10 709	12 035	10 414	10 414	7 303	119 439	119 303	124 794
<b>Surplus/(Deficit) before assoc.</b>	33 975	(9) 186)	(10) 003)	(9) 413)	(9) 665)	(11) 530)	(10) 133)	(10) 709)	(12) 035)	(10) 414)	(10) 414)	67 848	(1) 679)	(1) 052)	(5) 344)
Share of surplus/ (deficit) of associate												-	-	-	-
<b>Surplus/(Deficit)</b>	1 33 975	(9) 186)	(10) 003)	(9) 413)	(9) 665)	(11) 530)	(10) 133)	(10) 709)	(12) 035)	(10) 414)	(10) 414)	67 848	(1) 679)	(1) 052)	(5) 344)

**DC18 Lejweleputswa - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)**

Description	Ref	Budget Year 2015/16												Medium Term Revenue and Expenditure Framework			
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18	
<b>R thousand</b>																	
<b>Multi-year expenditure to be appropriated</b>	1																
Vote 1 - Executive Mayor														-	-	-	-
Vote 2 - Speaker														-	-	-	-
Vote 3 - Mayoral Committee														-	-	-	-
Vote 4 - Council General														-	-	-	-
Vote 5 - Municipal Manager														-	-	-	-
Vote 6 - Budget & Treasury														-	-	-	-
Vote 7 - Corporate Services														-	-	-	-
Vote 8 - Human Resources														-	-	-	-
Vote 9 - Information Technology														-	-	-	-
Vote 10 - Property														-	-	-	-
Vote 11 - Municipal Support														-	-	-	-
Vote 12 - Planning & Development														-	-	-	-
Vote 13 - Community & Social Services														-	-	-	-
Vote 14 - Environmental Health Services														-	-	-	-
Vote 15 - Tourism														-	-	-	-

													-	-	-	-
<b>Capital multi-year expenditure sub-total</b>	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b><u>Single-year expenditure to be appropriated</u></b>																
Vote 1 - Executive Mayor				25									-	25	26	28
Vote 2 - Speaker			10										-	10	20	22
Vote 3 - Mayoral Committee			15										-	15	27	29
Vote 4 - Council General		5				50	15			80			-	150	92	94
Vote 5 - Municipal Manager		19		138		43							-	200	100	55
Vote 6 - Budget & Treasury		70		50		200	80	250			250		-	900	280	280
Vote 7 - Corporate Services		40			60								-	100	45	51
Vote 8 - Human Resources													-	-	-	-
Vote 9 - Information Technology													-	-	-	-
Vote 10 - Property		30											-	30	84	89
Vote 11 - Municipal Support													-	-	-	-
Vote 12 - Planning & Development		8	40	12									-	60	63	63
Vote 13 - Community & Social Services		40											-	40	45	35
Vote 14 - Environmental Health Services		3	60	42								25	-	130	200	200
Vote 15 - Tourism													-	-	-	-
<b>Capital single-year expenditure sub-total</b>	2	-	215	125	267	60	293	95	250	80	250	25	-	660 <sup>1</sup>	981	945
<b>Total Capital Expenditure</b>	2	-	215	125	267	60	293	95	250	80	250	25	-	660 <sup>1</sup>	981	945

*References*

1. Table should be completed as either Multi-Year expenditure appropriation or Budget Year and Forward Year estimates

2. Total Capital Expenditure must reconcile to Budgeted Capital Expenditure