



**Municipal Service Delivery & Budget
Implementation Plan
2013/ 14 Financial Year**

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Chapter 1

The Municipal Performance Management System

The overall purpose of developing a performance management system is to measure the extent of the implementation of the Lejweleputswa District Municipality's integrated development plan. This will indicate 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
PLANNING	July each year i.e. beginning of financial year	<ol style="list-style-type: none"> 1. Manager/Supervisor to schedule meeting with Employee to agree on performance objectives* for the year. 2. Both the Manager/Supervisor and the Employee are required to prepare for this meeting.
COACHING	Ongoing throughout the year	<ol style="list-style-type: none"> 1. Manager/Supervisor to create both formal and informal opportunities to provide feedback to the Employee on his/her performance against the agreed objectives. 2. Employees to ask for feedback and assistance when required.

Phase	Timing	Activities
REVIEWING	<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>The process for reviewing performance is as follows:</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 – this only needs to be done at the final review in June and not at the mid-year review.</p>
REWARDING	<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

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

- (1) The Council will receive a performance report from the Mayor on a half-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

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

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.

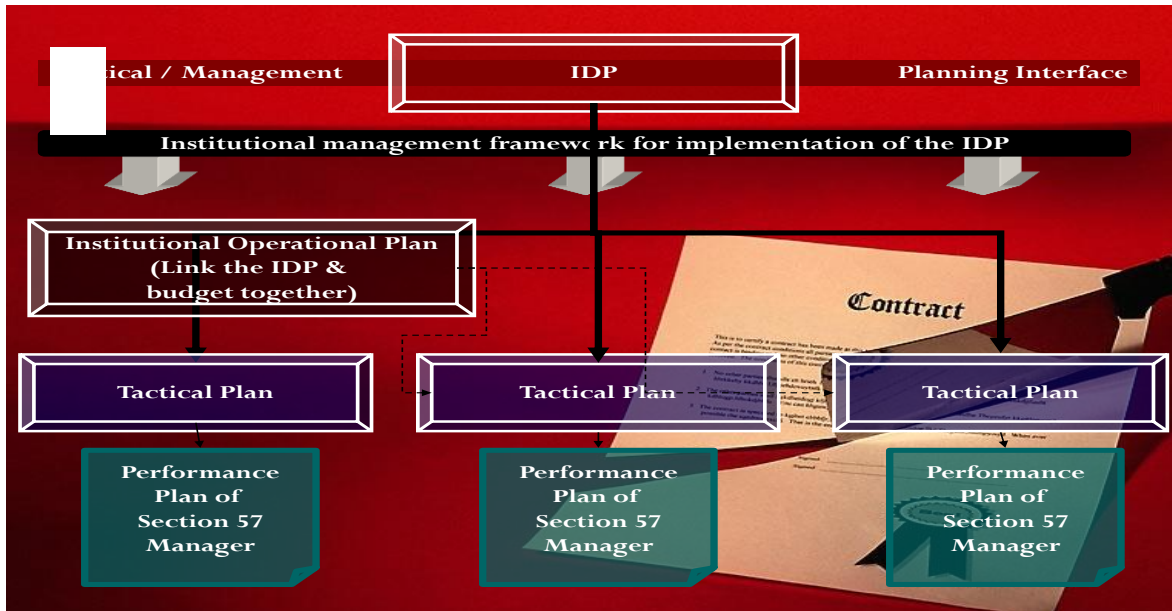


Figure 2: Relationship among individual and institutional performance plans

Municipal PMS¹

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.

¹ Organisational PMS Policy of the Lejweleputswa District Municipality

- (5) A multi-year plan (*Departmental Service Delivery and Budget Implementation Plan*) is prepared for each of the Departments in the municipality. These Plans are requirements for the structured cascading down of the IDP to implementation levels in the municipality.
- (6) A *Municipal (to-layer) Service Delivery and Budget Implementation Plan (SDBIP)* is then compiled to integrate the individual Departmental SDBIPs and guide the design and development of an organisational scorecard for the Municipality in respect of planned performance for a specific financial year.
- (7) The Municipality align its budget with its Municipal (top-layer) Service Delivery and Budget Implementation Plan as part of the annual planning and budgeting processes as prescribed in the Municipal Systems Act, 2000 and the Municipal Finance Management Act, 2003.
- (8) The Municipality annually reviews its institutional *performance scorecard*. The scorecard reflects a balanced approach to measuring, reviewing and assessing organisational performance. In this regard the word *balanced* implies that the scorecard must reflect the Key Performance Areas and IDP Objectives of the Municipal IDP.
- (9) Performance planning and monitoring in the municipality is done according to the format of the prescribed five Key Performance Areas, which are derived from Government’s strategic agenda for District government, which are:
 - 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)

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

Table 4: GANTT Chart: PMS (Municipal)

	Milestone	2013					2014					2015	
		Mar	May	Jun	July	Oct	Jan	Apr	Jun	Jul	Aug	Jan	Mar
Municipal Monitoring & Evaluation System	1 Draft IDP												
	2 IDP Road shows												
	3 Approved IDP												
	4 Municipal SDBIP												
	5 Departmental SDBIPs												
	6 Performance Scorecard												
	7 Performance review: Q1												
	8 Performance review: Mid-year												
	9 Section 72 Report												
	10 Performance review: Q3												
	11 Closing of the FY												
	12 Performance review: Annual												
	13 Annual Performance Report												
	14 Annual Report												
	15 Oversight Report												

Critical milestones

Supporting Milestones

Individual Performance Management System²

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

² 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
Planning	July each year i.e. beginning of financial year	<p>3. Manager/Supervisor to schedule meeting with Employee to agree on performance objectives* for the year.</p> <p>(*In respect of the Municipal Manager or Section 57 Managers to be directly linked to the SDBIP of the respective directorate to be reflected in the Performance Agreement and Performance Plan.</p> <p>*In the case of Non Section 57 Employees (lower ranking officials) job descriptions can be used to set performance objectives. However it is important to always</p>

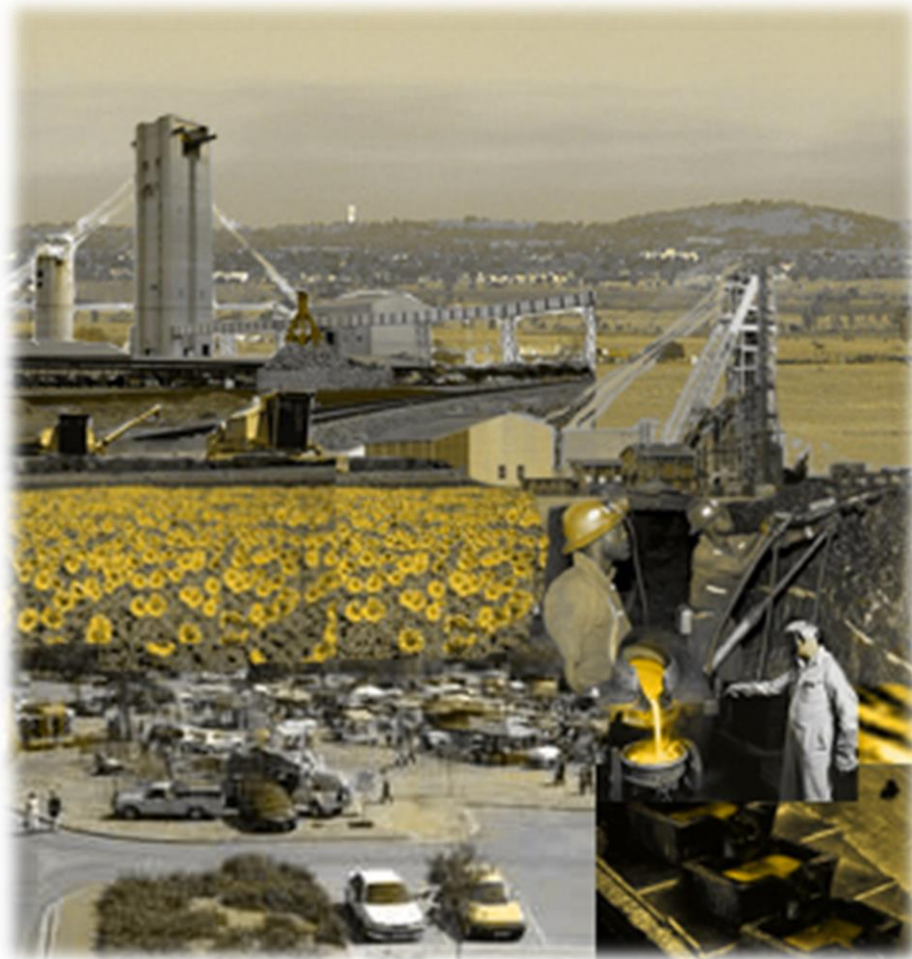
Phases	Timing	Activities
		<p>consider the IDP and each Department's respective SDBIP in setting performance objectives. To be reflected in the Performance Management Tool and Performance Plan)</p> <ol style="list-style-type: none"> 4. Both the Manager/Supervisor and the Employee are required to prepare for this meeting. 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"> <input type="checkbox"/> Employment Contract <input type="checkbox"/> Job Description <input type="checkbox"/> Performance Agreement with Key Performance Areas and Core Competency Criteria <input type="checkbox"/> Performance Plan <input type="checkbox"/> Personal Development Plan <input type="checkbox"/> Code of Conduct <input type="checkbox"/> Financial Disclosure form 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"> <input type="checkbox"/> Job Description <input type="checkbox"/> Performance Plan <input type="checkbox"/> Personal Development Plan <input type="checkbox"/> Performance Management Tool with Objectives and weights in terms of relevant Codes of Conduct to the specific posts
Monitoring	Ongoing throughout the year	<ol style="list-style-type: none"> 5. Manager/Supervisor to provide ongoing feedback and assistance to the Employee on his/her performance against the agreed objectives. 6. Employees to request for feedback and assistance when required.
Reviewing	<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"> 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 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. 2. Remedial actions if need be.
Evaluation	<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"> 1. Formal review sessions to be held twice a year as set in the Regulations to be done by the panels.
Rewarding	<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"> 1. Employees to be rewarded according to the policy 2. Ensure that Development needs are addressed. <p><i>Non Section 57 Employees</i></p> <ol style="list-style-type: none"> 4. The Quality Assurance Committee and the Chief Financial Officer to determine affordability in terms of rewards. 5. Allocation of rewards 6. Ensure that development needs are addressed.

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

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

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

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



Chapter 2

Quarterly Key Performance Indicators and Targets, 2013/14 Financial Year

National KPA 1	Municipal Strategic Focus Area	Strategic Objective	Key Performance Indicator	Annual Budget	Baseline	Five year target	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Department
Basic Services and Infrastructure Investment												

Local Economic Development

National KPA 2	Municipal Strategic Focus Area	Strategic Objective	Key Performance Indicator	Annual Budget	Baseline	Five year target	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Department
Local Economic Development	2.1. Clean audit	Adhere to all administrative responsibilities in order to achieve a clean Audit by 2014.	Number of activity reports as per MSIG conditions and plan	-	New project	16	4	1	1	1	1	LED
			Number of detailed quarterly call centre progress reports	-	4	20	4	1	1	1	1	LED
	2.2. Poverty alleviation	Ensure identification of destitute families and allocate food parcels	Number of identified destitute families	R500,000	1	5	1	1	-	-	-	LED/Executive Mayor
	2.3. Cooperatives Development	Strengthen stakeholder collaboration on cooperative development. Mentor existing cooperatives to sustain their initiatives.	Number of collaborative meetings	-	-	8	2	-	-	1	1	LED
			Number of cooperatives still in operation.	-	Monthly visits were conducted	25	5	-	-	-	5	LED
	2.4. Economic Development	Facilitate and support the establishment of a SMME incubation hub Facilitate the establishment of the call centre in Matjhabeng Provide a platform to local and national artists with a view of confirming existence of our diverse cultural practices	Number of SMME incubated per annum	-	New project	10	10	-	-	-	10	LED
			Number of progress reports.		Project was started in 2012/13	16	4	1	1	1	1	LED
			80s Festival	R600,000	1	5	1	-	1	-	-	LED
	2.5. SMME Development	Facilitate support of SMME in the district	Number of quarterly progress reports.	-	New project	16	4	1	1	1	1	LED

	2.7 Heritage Festival	Provide a platform to local and national artists with a view of confirming existence of our diverse cultural practices	Number of different music genres listed in the music line-up.	-	1	5	1	-	1	-	-	LED
	2.8 Agricultural project	Support development of young women established enterprises	Number of enterprises financially supported	R500,000	1	1	-	-	-	-	1	LED

Municipal Transformation and Institutional Development

National KPA 3	Municipal Strategic Focus Area	Strategic Objective	Key Performance Indicator	Annual Budget	Baseline	Five year target	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Department
Municipal Transformation and Institutional Development	3.1. Clean audit	Adhere to all administrative responsibilities in order to achieve a clean Audit by 2014.	Number of signed council agenda and minutes.	-	New project	16	4	1	1	1	1	Corporate Services
			Number of signed MAYCO agenda and minutes	-	New project	16	4	1	1	1	1	Corporate Services
			Number of signed bid committee agenda and minutes	-	New project	12	3	-	-	-	3	Corporate Services
			Number of risk committee minutes and agenda	-	New project	16	4	-	1	2	1	Corporate Services
			Number of audit/performance committee minutes and agenda	-	New project	16	4	1	1	1	1	Corporate Services
			Number of verified monthly leave register	-	New project	48	12	3	3	3	3	Corporate Services
	3.1. Skills Development	Support indigents students with bursaries to register and attend tertiary institutions in pursuit of post matric qualifications in the areas of mining, IT etc.	Number of bursaries issued per annum	R900,800	10	50	10	0	0	10	0	Corporate Services/Executive Mayor
			To give experiential training to students at tertiary institutions to complete their qualifications.	R63,600	New project	80	20	20	5	5	5	Corporate Services

	3.2. Workplace Skills Plan	To provide financial assistance to staff members to upgrade their skills.	Number of staff members undertaking short courses to upgrade their skills.	-	18	50	10	0	0	10	0	Corporate Services
	3.3. Employee Wellness Programme	Conduct employee wellness programmes.	Number of employees wellness programme conducted.	R40,000	New project	16	4	1	1	1	1	Corporate Services
	3.4. Employment Equity Plan	Establish a functional employment equity committee.	Number of meeting held by the committee	-	-	16	4	1	1	1	1	Corporate Services
	3.5. Performance Information	Cascade a performance culture to include lower level staff members in the municipality.	Number of staff members involved in performance management set up.	R65,000	5	80	20	-	-	-	20	MM/Corporate Services

Municipal Financial Viability and Management

National KPA 4	Municipal Strategic Focus Area	Strategic Objective	Key Performance Indicator	Annual Budget	Baseline	Five year target	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Department	
	4.1. Clean audit	Achieve a clean audit by 2014	% reduction of matters of emphasis by the AG.	R1,250m	0	1	100% reduction of matters of emphasis.	-	-	-	100% reduction of matters of emphasis.	All Departments	
	4.2. Supply Chain Management compliance	Comply with supply chain policy on finalizing payments	Number of quotations finalized within 14 days.	-	All quotations were finalized within 14 days	All quotations finalized within 14 days	All quotations finalized within 14 days	All quotations finalized within 14 days	All quotations finalized within 14 days	All quotations finalized within 14 days	All quotations finalized within 14 days	Finance	
		Comply with supply chain policy on finalizing tenders	Number of tenders finalized within 60 days	-	-	All tenders finalized within 60 days	All tenders finalized within 60 days	All tenders finalized within 60 days	All tenders finalized within 60 days	All tenders finalized within 60 days	All tenders finalized within 60 days	Finance/All Departments	
		Convene all tender committees to ensure compliance with the supply chain policy.	Ensure tender specification committee sit for each tender to be awarded.	-	New project	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Finance/All Departments
			Ensure tender evaluation committee sit for each tender to be awarded.	-	New project	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Finance/All departments
	Ensure tender adjudication committee sit for each tender to be awarded.	-	New project	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Dependent on tenders advertised	Finance/All departments	
	4.3. Asset Register	Update asset register on a quarterly basis in line	Number of updates done	-	-	Depending of	4	1	1	1	1	1	Finance

	with municipal procurement	with assets purchased.			procurement							
4.4. Financial reports	Submit reports in line with Municipal Finance Management Act and regulations.	Number of reports submitted within the required time frame.	-	14	56	14	4	4	3	3		Finance/MM
4.5. Annual Financial Statements	Compile and submit a draft GRAP compliant annual financial statement in line with MFMA.	Date when the draft AFS gets submitted to AG	Refer above	29 August 2012	Every end of August for the next five years.	End of August 2013	End of August 2013	-	-	-		Finance
		Quality of a draft AFS compiled and submitted.	Refer above	GRAP compliant AFS	5 GRAP compliant AFS	1 draft GRAP compliant AFS	1 draft GRAP compliant AFS	-	-	-		Finance
4.6. OPEX spending	Ensure implementation of prioritized OPEX items.	Number of adopted OPEX items.	-	100%	All adopted OPEX items	All adopted OPEX items	All adopted OPEX items	All adopted OPEX items	All adopted OPEX items	All adopted OPEX items	All adopted OPEX items	All departments
4.7. CAPEX spending	Ensure implementation of prioritized CAPEX items.	Number of adopted CAPEX items	-	30 days	All adopted CAPEX items	All adopted CAPEX items	All adopted CAPEX items	All adopted CAPEX items	All adopted CAPEX items	All adopted CAPEX items	All adopted CAPEX items	All Departments
4.8. Payments	Ensure payments are done	Number of invoices paid within 30 days.		30 days	30 days	30 days	30 days	30 days	30 days	30 days	30 days	Finance

National KPA 5	Municipal Strategic Focus Area	Strategic Objective	Key Performance Indicator	Annual Budget	Baseline	Five year target	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Department
Good Governance and Public Participation	5.1. IDP	Ensure participation of all stakeholders as per the municipality's public participation policy.	Number of stakeholder meetings held for IDP.	-	4	20	4	0	1	2	1	Municipal Manager's Office
	5.2. Moral Regeneration	To improve inter-generational respect	Number of awareness campaigns conducted	R200,000	4	20	4	1	1	1	1	Executive Mayor
	5.3. District Aids Council	To coordinate meetings of a District Aids Council	Number of DAC meetings held	R20,000	1	9	2	-	-	1	1	Executive Mayor
	5.4. HIV & AIDS	To coordinate HIV/AIDS programmes throughout the district.	Number of HIV/AIDS programmes coordinated.	R10,000	1	9	2	-	-	1	1	Executive Mayor
	5.5. Gender, Disability and the Elderly	To conduct targeted awareness campaigns on the elderly, disabled and women.	Number of targeted awareness campaigns conducted.	R53,600	4	10	2	-	-	1	1	Executive Mayor
	5.6. Children's Programme	To conduct targeted awareness campaigns on children's programmes.	Number of targeted awareness campaigns conducted.	R50,000	1	9	2	-	-	1	1	Executive Mayor
	5.7. Campaigns	To conduct campaigns to educate communities about service delivery issues	Number of campaigns conducted.	R650,000	4	20	4	1	1	1	1	Executive Mayor
	5.8. Educational project	Encourage matriculation learners to improve their learning/passing grades.	Number of events held in a year	R400,000	1	5	1	-	-	1	-	Executive Mayor
	5.9. Grant-in-Aid	Provide help to members of the communities during their times of	Number of people assisted	R59,500	10+	Dependent on the amount needed for assistance	Dependent on the amount needed for assistance	Dependent on the amount needed for	Dependent on the amount needed for assistance	Dependent on the amount needed for	Dependent on the amount needed for assistance	Executive Mayor

	need.							assistance		assistance		
5.10. Campaigns	Conduct constant accredited skills training sessions for all ward committees.	Number of accredited skills training sessions conducted.	R100,000	New project	8	2	0	1	1	0	0	Speaker's Office
5.11. Public Participation and Education	Engage critical stakeholders in decision making processes of the municipality	Number of different stakeholders attending annual report processes	R100,000	New project	80	20	-	-	20	-	-	Speaker's Office
5.12. IGR	Ensure implementation of a single window of coordination in the district.	Number of monitoring and evaluation meetings held.	-	4	20	4	1	1	1	1	1	Municipal Manager's Office
		Number of technical district coordinating forum meetings held.	-	4	20	4	1	1	1	1	1	Municipal Manager's Office
		Number of political district coordinating forum meetings held.	-	4	20	4	1	1	1	1	1	Office of the Executive Mayor
		Number of successful interventions made to local municipalities as a result of requests made.	-	3	15	3	0	1	1	1	1	Municipal Manager's Office
5.13. Policy Development	Develop policies that are a priority to the municipality.	Number of policies developed throughout the term.	-	3	10	2	0	1	1	0	Municipal Manager's Office	
5.14. Branding	Ensure continued marketing of our municipality through development of branding materials.	Number of branding materials developed for distribution.	R61,000	4	5	1	1	-	-	-	Municipal Manager's Office	
5.15. Communication	To disseminate information on all	Number of occasions service delivery	R50,000	-	16	4	1	1	1	1	Executive Mayor/Municipal	

		municipal service delivery programmes	information was disseminated									Manager
5.16. Internal audit		Conduct quarterly internal audit to ensure improvement of service delivery.	Number of quarterly internal audits conducted per annum	-	New project	16	4	1	1	1	1	Municipal Manager's office
5.17. Risk Management		Conduct quarterly risk assessments on identified municipal programmes as per the risk audit plan.	Number of quarterly risk assessments conducted	-	New project	16	4	1	1	1	1	Municipal Manager's office

National KPA 6	Municipal Strategic Focus Area	Strategic Objective	Key Performance Indicator	Annual Budget	Baseline	Five year target	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Department	
Safety and Security	6.1. Potable water	Facilitate provision of safe potable drinking water throughout the district.	Number of samples taken in terms of SANS 241.	R150,000	55	250	60	15	15	15	15	EH	
			% improvement on non-compliant water sources	-	New project	100%	100%	0	50%	80%	100%	EH	
	6.2. Food selling outlets inspections	Ensure that all food selling outlets comply with required legislation each year	Number food selling outlets inspected	R100,000	500	2000	500	100	150	150	100	EH	
			Number of food samples taken		400	1600	400	100	100	100	100	EH	
	6.3. Environmental Protection and awareness	Conduct environmental safety awareness campaigns.	Number of environmental awareness campaigns conducted	R43,600	3	20	4	1	1	1	1	EH	
	6.4. Air quality control	Establish air quality emission inventory.	Number of progress reports developed	R150,000	New project	16	4	1	1	1	1	1	EH
		Register all companies that emit contaminated air.	Number of companies to be registered.		New project	40	10	-	-	-	10	EH	
	6.5. Environmental Development	Maintain identified parks in Virginia and Odendaalsrus	Number of parks maintained	R50,000	Continuous	20	4	1	1	1	1	1	EH
	6.6. Waste Management	Monitor all waste management sites throughout the district.	Number of waste management advisory reports written	-	New project	16	4	1	1	1	1	1	EH
		Assess all waste collection services in	Number of waste collection assessments	-	New project	16	4	1	1	1	1	1	EH

	the district.	conducted										
	Conduct awareness campaigns in conjunction with respective local municipalities in the district.	Number of waste management campaigns held	-	New project	20	5	1	2	1	1	1	EH
6.6. Disaster Management	Increase disaster management awareness throughout the district.	Number of disaster awareness campaigns held.	R60,000	2	10	2	0	1	1	0	0	DM
	Coordinate all disasters for purposes of providing needed assistance	Number of disasters positively responded to for the term.	-	4	As per occurrence	As per occurrence	As per occurrence	As per occurrence	As per occurrence	As per occurrence	As per occurrence	DM
6.7. Sports, Recreation, Arts and Culture	Coordinate all sporting events in the district.	Number of events successfully coordinated	R100,000 (Youth Development)	4	20	4	1	1	1	1	1	EH&DM
			R520,000 (OR Tambo Games)	1	5	1	0	1	0	0	0	EH&DM
			- (Municipal Sports)	1	5	1	0	1	0	0	0	DM
6.8. Disaster Relief Fund	To respond timeously to all disaster events throughout the district.	Number of disasters successfully responded to.	R90,360	-	-	-	-	-	-	-	DM	
6.9. Disaster Relief awareness	To conduct disaster relief awareness throughout the district.	Number of disaster awareness campaigns conducted.	R35,365	4	20	4	1	1	1	1	1	DM

		Conduct firefighting awareness campaign	Number of firefighting awareness campaigns conducted	--	1	10	2	1	-		1	DM
	6.10. Disaster Management Forum	Convene disaster management forum	Number of disaster management forum meetings convened	-	4	20	4	1	1	1	1	DM



Chapter 3

**Budget summary,
2013/14 Budget**

DC18 Lejweleputswa - Table A1 Budget Summary										
Description	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
R thousands										
Financial Performance										
Property rates	-	-	-	-	-	-	-	-	-	-
Service charges	-	-	-	-	-	-	-	-	-	-
Investment revenue	5 076	3 551	2 877	1 680	1 680	1 680	-	1 668	1 670	1 670
Transfers recognised - operational	88 139	92 852	96 214	100 387	100 489	100 489	-	104 076	109 155	115 676
Other own revenue	975	774	1 358	685	735	735	-	564	380	71
Total Revenue (excluding capital transfers and contributions)	94 190	97 177	100 449	102 752	102 904	102 904	-	106 308	111 205	117 417
Employee costs	41 081	43 397	43 239	49 515	48 727	48 727	-	54 802	58 364	61 866
Remuneration of councillors	6 273	5 929	6 490	7 909	7 909	7 909	-	8 374	8 918	9 453
Depreciation & asset impairment	3 726	5 633	7 956	7 845	7 845	7 845	-	6 027	6 539	7 193
Finance charges	4 054	3 836	3 107	2 841	2 841	2 841	-	2 583	2 321	2 022
Materials and bulk purchases	-	-	-	-	-	-	-	-	-	-
Transfers and grants	10 774	12 234	7 966	4 450	4 450	4 450	-	4 450	4 450	4 450
Other expenditure	21 989	29 122	47 770	29 315	33 352	33 352	-	29 131	31 622	33 158
Total Expenditure	87 897	100 151	116 527	101 874	105 124	105 124	-	105 366	112 214	118 142
Surplus/(Deficit)	6 293	(2 974)	(16 078)	878	(2 220)	(2 220)	-	942	(1 009)	(725)
Transfers recognised - capital	-	-	-	-	-	-	-	-	-	-
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	6 293	(2 974)	(16 078)	878	(2 220)	(2 220)	-	942	(1 009)	(725)
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	6 293	(2 974)	(16 078)	878	(2 220)	(2 220)	-	942	(1 009)	(725)
Capital expenditure & funds sources										
Capital expenditure	13 821	9 511	9 151	3 842	3 842	3 842	-	3 170	361	110
Transfers recognised - capital	-	-	-	-	-	-	-	-	-	-

Public contributions & donations	-	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	13 821	9 511	9 151	3 842	3 842	3 842	-	3 170	361	110
Total sources of capital funds	13 821	9 511	9 151	3 842	3 842	3 842	-	3 170	361	110
Financial position										
Total current assets	58 369	51 058	32 871	30 559	27 535	27 535	-	18 000	12 000	9 000
Total non current assets	87 804	90 640	83 545	65 821	65 491	65 491	-	62 321	61 960	61 850
Total current liabilities	11 433	8 522	7 996	9 307	8 555	8 555	-	7 768	6 849	7 104
Total non current liabilities	24 749	24 646	23 907	21 273	21 273	21 273	-	19 737	18 008	15 040
Community wealth/Equity	109 992	108 530	84 513	65 800	63 198	63 198	-	52 816	49 103	48 706
Cash flows										
Net cash from (used) operating	12 604	5 216	(1 870)	8 723	6 607	6 607	-	858	(2 808)	(2 596)
Net cash from (used) investing	(12 821)	15 368	(5 044)	6 843	6 843	6 843	-	(3 170)	(361)	(110)
Net cash from (used) financing	(1 374)	(1 863)	(1 706)	(1 585)	(1 793)	(1 793)	-	1 847	2 113	2 380
Cash/cash equivalents at the year end	52 744	71 465	62 846	36 827	34 504	34 504	22 846	34 038	32 983	32 656
Cash backing/surplus reconciliation										
Cash and investments available	50 009	43 734	31 115	21 605	21 605	21 605	-	18 000	12 000	9 000
Application of cash and investments	4 292	4 689	5 785	(2 103)	920	920	-	5 921	4 736	5 058
Balance - surplus (shortfall)	45 717	39 046	25 330	23 707	20 684	20 684	-	12 079	7 264	3 942
Asset management										
Asset register summary (WDV)	1 185	916	4 812	330	-	-	-	-	-	-
Depreciation & asset impairment	3 726	5 633	7 956	7 845	7 845	7 845	6 027	6 027	6 539	7 193
Renewal of Existing Assets	-	7 595	-	1 000	1 000	1 000	1 000	200	-	-
Repairs and Maintenance	724	803	1 575	913	624	624	756	756	804	854
Free services										
Cost of Free Basic Services provided	-	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided	-	-	-	-	-	-	-	-	-	-
Households below minimum service level										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

DC18 Lejweleputswa - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)										
Vote Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Revenue by Vote	1									
Vote 1 - Executive Mayor		–	11 511	–	–	–	–	–	–	–
Vote 2 - Speaker		–	3 270	–	–	–	–	–	–	–
Vote 3 - Mayoral Committee		–	5 843	–	–	–	–	–	–	–
Vote 4 - Council General		86 145	17 881	94 343	98 137	98 137	98 137	101 936	106 971	113 459
Vote 5 - Municipal Manager		–	6 731	–	–	–	–	–	–	–
Vote 6 - Budget & Treasury		7 500	11 571	5 315	3 615	3 665	3 665	3 482	3 300	2 991
Vote 7 - Corporate Services		–	6 735	–	–	102	102	–	–	–
Vote 8 - Human Resources		–	2 504	–	–	–	–	–	–	–
Vote 9 - Information Technology		–	1 882	–	–	–	–	–	–	–
Vote 10 - Property		–	1 654	–	–	–	–	–	–	–
Vote 11 - Municipal Support		–	1 099	–	–	–	–	–	–	–
Vote 12 - Planning Development		544	7 911	790	1 000	1 000	1 000	890	934	967
Vote 13 - Community & Social Services		–	5 438	–	–	–	–	–	–	–
Vote 14 - Environmental Health Services		–	11 163	–	–	–	–	–	–	–
Vote 15 - Tourism		–	1 985	–	–	–	–	–	–	–
Total Revenue by Vote	2	94 190	97 177	100 449	102 752	102 904	102 904	106 308	111 205	117 417
Expenditure by Vote to be appropriated	1									
Vote 1 - Executive Mayor		7 876	11 742	19 772	7 731	9 391	9 391	10 034	10 596	11 156
Vote 2 - Speaker		2 590	2 860	2 550	2 890	2 820	2 820	2 827	3 007	3 186
Vote 3 - Mayoral Committee		4 843	5 423	4 352	5 118	4 918	4 918	5 526	5 882	6 234
Vote 4 - Council General		25 318	26 536	25 850	15 352	15 558	15 558	16 083	17 274	17 651
Vote 5 - Municipal Manager		7 585	7 846	8 219	11 445	12 016	12 016	10 382	11 050	11 714
Vote 6 - Budget & Treasury		9 845	10 116	10 401	15 314	14 780	14 780	16 197	17 121	18 026
Vote 7 - Corporate Services		4 751	5 719	5 944	9 171	8 746	8 746	10 322	11 181	11 861
Vote 8 - Human Resources		1 128	1 361	2 123	–	–	–	–	–	–
Vote 9 - Information Technology		1 189	1 497	1 887	–	–	–	–	–	–
Vote 10 - Property		1 573	1 255	4 157	4 739	4 542	4 542	4 686	5 052	5 490
Vote 11 - Municipal Support		453	1 987	1 349	–	–	–	–	–	–
Vote 12 - Planning Development		7 512	8 753	11 694	8 330	8 082	8 082	6 341	6 721	7 097
Vote 13 - Community & Social Services		4 541	3 754	4 730	9 931	9 254	9 254	7 755	8 242	8 731

Vote 14 - Environmental Health Services		7 514	9 527	9 229	11 722	11 389	11 389	12 662	13 461	14 265
Vote 15 - Tourism		1 182	1 777	4 268	130	3 630	3 630	2 550	2 628	2 733
Total Expenditure by Vote	2	87 897	100 151	116 527	101 874	105 124	105 124	105 366	112 214	118 142
Surplus/(Deficit) for the year	2	6 293	(2 974)	(16 078)	878	(2 220)	(2 220)	942	009	(725)
<i>References</i>										
1. Insert 'Vote'; e.g. department, if different to standard classification structure										
2. Must reconcile to Budgeted Financial Performance (revenue and expenditure)										
3. Assign share in 'associate' to relevant Vote										



Chapter 4

Expenditure Forecast, 2013/14 Budget

DC18 Lejweleputswa - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding											
Vote Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
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		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	-	-	-	-	-	-	-	-	-	-
Single-year expenditure to be appropriated	2										
Vote 1 - Executive Mayor		31	33	74	40	40	40	-	59	-	-
Vote 2 - Speaker		21	12	27	30	30	30	-	35	-	-
Vote 3 - Mayoral Committee		-	-	69	20	20	20	-	30	-	-
Vote 4 - Council General		6 347	5 003	91	260	260	260	-	965	200	-
Vote 5 - Municipal Manager		17	21	106	200	200	200	-	80	-	-
Vote 6 - Budget & Treasury		107	49	86	945	945	945	-	83	20	10
Vote 7 - Corporate Services		77	-	1	22	22	22	-	346	-	-
Vote 8 - Human Resources		-	-	9	-	-	-	-	-	-	-
Vote 9 - Information Technology		1 198	208	544	-	-	-	-	-	-	-
Vote 10 - Property		9	-	787	1 300	1 300	1 300	-	450	100	100
Vote 11 - Municipal Support		-	-	18	-	-	-	-	-	-	-
Vote 12 - Planning Development		2 125	13	30	25	25	25	-	50	15	-
Vote 13 - Community & Social Services		3 888	4 075	7 260	-	-	-	-	150	26	-

Vote 14 - Environmental Health Services		1	96	50	1 000	1 000	1 000	-	923	-	-
Vote 15 - Tourism		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		13 821	9 511	9 151	3 842	3 842	3 842	-	3 170	361	110
Total Capital Expenditure - Vote		13 821	9 511	9 151	3 842	3 842	3 842	-	3 170	361	110
Capital Expenditure - Standard											
Governance and administration		7 807	5 326	1 812	2 817	2 817	2 817	-	2 047	320	110
Executive and council		6 416	5 070	367	550	550	550	-	1 169	200	-
Budget and treasury office		107	49	104	945	945	945	-	83	20	10
Corporate services		1 284	208	1 340	1 322	1 322	1 322	-	796	100	100
Community and public safety		3 888	4 075	7 260	-	-	-	-	150	26	-
Community and social services		3 888	4 075	7 260	-	-	-	-	150	26	-
Sport and recreation											
Public safety											
Housing											
Health											
Economic and environmental services		2 126	110	80	1 025	1 025	1 025	-	973	15	-
Planning and development		2 125	13	30	25	25	25	-	50	15	-
Road transport											
Environmental protection		1	96	50	1 000	1 000	1 000	-	923	-	-
Trading services		-	-	-	-	-	-	-	-	-	-
Electricity											
Water											
Waste water management											
Waste management											
Other											
Total Capital Expenditure - Standard	3	13 821	9 511	9 151	3 842	3 842	3 842	-	3 170	361	110
Funded by:											
National Government											
Provincial Government											
District Municipality											
Other transfers and grants											
Transfers recognised - capital	4	-	-	-	-	-	-	-	-	-	-
Public contributions & donations	5										
Borrowing	6										
Internally generated funds		13 821	9 511	9 151	3 842	3 842	3 842	-	3 170	361	110
Total Capital Funding	7	13 821	9 511	9 151	3 842	3 842	3 842	-	3 170	361	110
<u>References</u>											

1. Municipalities may choose to appropriate for capital expenditure for three years or for one year (if one year appropriation projected expenditure required for yr2 and yr3).									
2. Include capital component of PPP unitary payment. Note that capital transfers are only appropriated to municipalities for the budget year									
3. Capital expenditure by standard classification must reconcile to the appropriations by vote									
4. Must reconcile to supporting table SA20 and to Budgeted Financial Performance (revenue and expenditure)									
5. Must reconcile to Budgeted Financial Performance (revenue and expenditure)									
6. Include finance leases and PPP capital funding component of unitary payment - total borrowing/repayments to reconcile to changes in Table SA17									
7. Total Capital Funding must balance with Total Capital Expenditure									
8. Include any capitalised interest (MFMA section 46) as part of relevant capital budget									



Chapter 5

Transfers and Subsidies- 2013/14 Budget

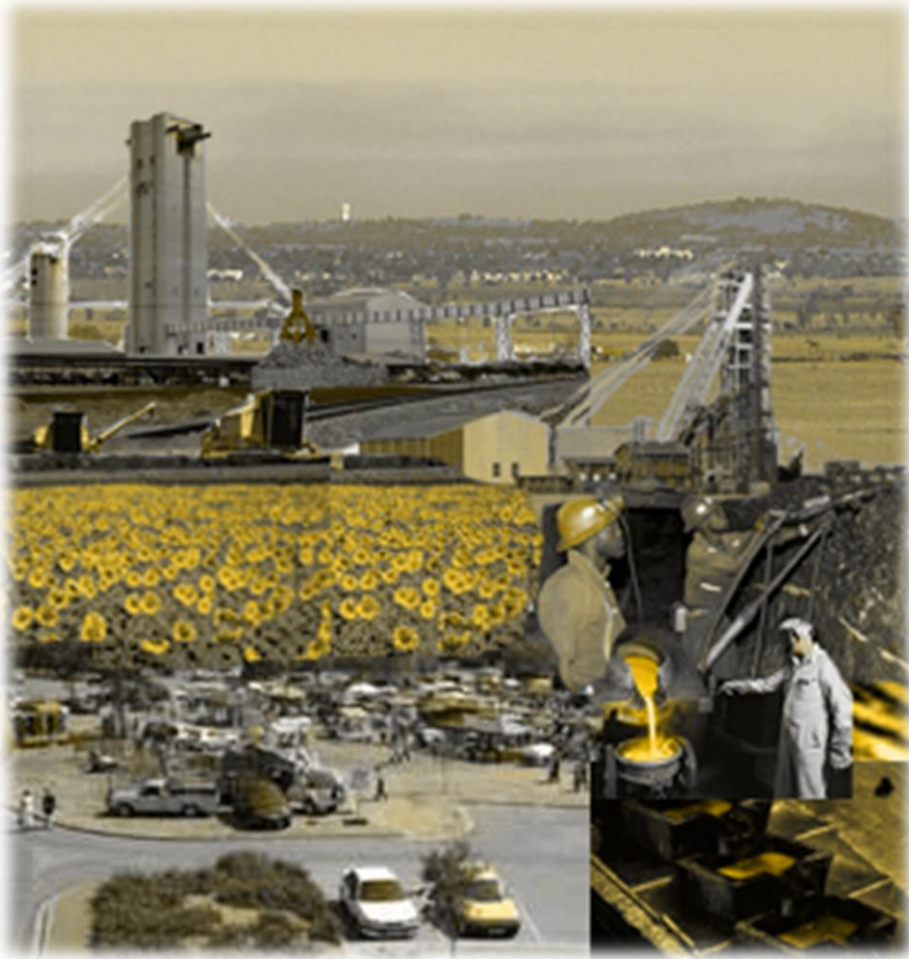
DC18 Lejweleputswa - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
R thousand										
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		85 572	92 672	96 211	100 387	100 387	100 387	104 076	109 155	115 676
Local Government Equitable Share		15 883	21 182	21 907	23 155	23 155	23 155	24 735	26 565	30 762
RSC Levy Replacement		67 695	69 740	71 828	73 982	73 982	73 982	76 201	78 487	80 432
Finance Management		1 449	1 000	1 250	1 250	1 250	1 250	1 250	1 250	1 250
Municipal Systems Improvement		544	750	790	1 000	1 000	1 000	890	934	967
EPWP Incentive				436	1 000	1 000	1 000	1 000		
Rural Roads Asset Management Systems Grant									1 919	2 265
Provincial Government:		-	-	-	-	-	-	-	-	-
Rural Roads Asset Management Systems Grant										
District Municipality:		-	-	-	-	-	-	-	-	-
<i>[insert description]</i>										
Other grant providers:		2 567	-	-	-	-	-	-	-	-
LGSETA										
<i>Other grant providers:</i>		2 567								
Total Operating Transfers and Grants	5	88 139	92 672	96 211	100 387	100 387	100 387	104 076	109 155	115 676

Capital Transfers and Grants										
National Government:		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert desc]										
Provincial Government:		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert description]										
District Municipality:		-	-	-	-	-	-	-	-	-
[insert description]										
Other grant providers:		-	-	-	-	-	-	-	-	-
LGSETA										
Total Capital Transfers and Grants	5	-	-	-	-	-	-	-	-	-
TOTAL RECEIPTS OF TRANSFERS & GRANTS		88 139	92 672	96 211	100 387	100 387	100 387	104 076	109 155	115 676

References

1. Each transfer/grant is listed by name as gazetted together with the name of the transferring department or municipality, donor or other organisation
2. Amounts actually RECEIVED; not revenue recognised (objective is to confirm grants transferred)
3. Replacement of RSC levies
4. Housing subsidies for housing where ownership transferred to organisations or persons outside the control of the municipality
5. Total transfers and grants must reconcile to Budgeted Cash Flows
6. Motor vehicle licensing refunds to be included under 'agency' services (Not Grant Receipts)



Chapter 6

Capital Expenditure Forecasts, 2013/14 Budget

DC18 Lejweleputswa - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding											
Vote Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Capital expenditure - Municipal Vote											
Multi-year expenditure appropriation	2										
Vote 1 - Executive Mayor		-	-	-	-	-	-	-	-	-	-
1.9 - Expenditure sub vote									-	-	-
Vote 2 - Speaker		-	-	-	-	-	-	-	-	-	-
2.9 - Expenditure sub vote									-	-	-
Vote 3 - Mayoral Committee		-	-	-	-	-	-	-	-	-	-
3.9 - Expenditure sub vote									-	-	-
Vote 4 - Council General		-	-	-	-	-	-	-	-	-	-
4.9 - Expenditure sub vote									-	-	-
Vote 5 - Municipal Manager		-	-	-	-	-	-	-	-	-	-
5.9 - Expenditure sub vote									-	-	-
Vote 6 - Budget & Treasury		-	-	-	-	-	-	-	-	-	-
6.9 - Expenditure sub vote									-	-	-
Vote 7 - Corporate Services		-	-	-	-	-	-	-	-	-	-
7.9 - Expenditure sub vote									-	-	-
Vote 8 - Human Resources		-	-	-	-	-	-	-	-	-	-
8.9 - Expenditure sub vote									-	-	-
Vote 9 - Information Technology		-	-	-	-	-	-	-	-	-	-
9.9 - Expenditure sub vote									-	-	-
Vote 10 - Property		-	-	-	-	-	-	-	-	-	-
10.9 - Expenditure sub vote									-	-	-
Vote 11 - Municipal Support		-	-	-	-	-	-	-	-	-	-
11.9 - Expenditure sub vote									-	-	-
Vote 12 - Planning Development		-	-	-	-	-	-	-	-	-	-
12.9 - Expenditure sub vote									-	-	-

Vote 13 - Community & Social Services		-	-	-	-	-	-	-	-	-	-
13.9 - Expenditure sub vote											
Vote 14 - Environmental Health Services		-	-	-	-	-	-	-	-	-	-
14.9 - Expenditure sub vote											
Vote 15 - Tourism		-	-	-	-	-	-	-	-	-	-
15.9 - Expenditure sub vote											
Capital multi-year expenditure sub-total		-	-	-	-	-	-	-	-	-	-
Capital expenditure - Municipal Vote											
Single-year expenditure appropriation	2										
Vote 1 - Executive Mayor		31	33	74	40	40	40	-	59	-	-
1.9 - Expenditure sub vote		31	33	74	40	40	40		59		
Vote 2 - Speaker		21	12	27	30	30	30	-	35	-	-
2.9 - Expenditure sub vote		21	12	27	30	30	30		35		
Vote 3 - Mayoral Committee		-	-	69	20	20	20	-	30	-	-
3.9 - Expenditure sub vote				69	20	20	20		30		
Vote 4 - Council General		6 347	5 003	91	260	260	260	-	965	200	-
4.9 - Expenditure sub vote		6 347	5 003	91	260	260	260		965	200	
Vote 5 - Municipal Manager		17	21	106	200	200	200	-	80	-	-
5.9 - Expenditure sub vote		17	21	106	200	200	200		80		
Vote 6 - Budget & Treasury		107	49	86	945	945	945	-	83	20	10
6.9 - Expenditure sub vote		107	49	86	945	945	945		83	20	10
Vote 7 - Corporate Services		77	-	1	22	22	22	-	346	-	-
7.9 - Expenditure sub vote		77		1	22	22	22		346		
Vote 8 - Human Resources		-	-	9	-	-	-	-	-	-	-
8.9 - Expenditure sub vote				9							
Vote 9 - Information Technology		1 198	208	544	-	-	-	-	-	-	-
9.9 - Expenditure sub vote		1 198	208	544							
Vote 10 - Property		9	-	787	1 300	1 300	1 300	-	450	100	100
10.9 - Expenditure sub vote		9		787	1 300	1 300	1 300		450	100	100
Vote 11 - Municipal Support		-	-	18	-	-	-	-	-	-	-
11.9 - Expenditure sub vote				18							
Vote 12 - Planning Development		2 125	13	30	25	25	25	-	50	15	-
12.9 - Expenditure sub vote		2 125	13	30	25	25	25		50	15	

Vote 13 - Community & Social Services		3 888	4 075	7 260	-	-	-	-	150	26	-
13.9 - Expenditure sub vote		3 888	4 075	7 260					150	26	
Vote 14 - Environmental Health Services		1	96	50	1 000	1 000	1 000	-	923	-	-
14.9 - Expenditure sub vote		1	96	50	1 000	1 000	1 000		923		
Vote 15 - Tourism		-	-	-	-	-	-	-	-	-	-
15.9 - Expenditure sub vote											
Capital single-year expenditure sub-total		13 821	9 511	9 151	3 842	3 842	3 842	-	3 170	361	110
Total Capital Expenditure		13 821	9 511	9 151	3 842	3 842	3 842	-	3 170	361	110