

Nala Local Municipality

Service Delivery and Budget Implementation Plan
2009/2010

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NALA LOCAL MUNICIPALITY

Service Delivery and Budget Implementation Plan 2009/2010

1. INTRODUCTION

A service-delivery and budget implementation plan (SDBIP) is a detailed plan for implementing a municipality's delivery of municipal services and its annual budget. An SDBIP must indicate –

- (a) projections for each month of revenue to be collected, by source and operational and capital expenditure, by vote;
- (b) service delivery targets and performance indicators for each quarter; and
- (c) other matters that may be prescribed.

The Mayor, in consultation with (i.e. with the concurrence of) the other members of the Executive Committee, must approve the draft SDBIP within 28 days after the Council approved the Municipality's annual budget. As soon as the SDBIP has been approved the Mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter, as set out in the SDBIP, are made public.

The Municipal Manager must submit the draft SDBIP for any year, together with the draft budget for the year to which it relates and other prescribed supporting documentation, to the Mayor, who must table the draft budget, draft SDBIP and other prescribed documents in the Council not later than 31 March. As soon as the draft budget and supporting documentation, including the draft SDBIP, has been tabled it must be published for comment.

The SDBIP is essentially a business plan and forms an integral part of the financial planning process. It provides a means to measure the efficiency of service delivery by linking the financial inputs indicated in the budget to the service outputs and outcomes. The SDBIP also connects the budget to managers' annual performance agreements. It includes detailed information on how the budget will be implemented by means of –

- (a) cash flow forecasts;
- (b) performance indicators; and
- (c) service delivery targets.

2. COMPONENTS OF THE SDBIP

The four primary components of an SDBIP are:

- (a) Monthly projections of revenue to be collected from each source.
- (b) Monthly projections of operating and capital expenditure from each vote.
- (c) Quarterly projections of service delivery targets and performance indicators for each vote.
- (d) A detailed capital works plan, broken down by ward.

3. REPORTING ON THE SDBIP

This section covers reporting on the SDBIP as a way of linking activities actually undertaken by the Municipality with the SDBIP and the Municipality's oversight and monitoring activities. Financial reporting is prescribed in the Local Government: Municipal Financial Management Act 2003 (Act No 56 of 2003) (the MFMA). The MFMA confers clear and supplementary reporting responsibilities on the accounting officer and on the Mayor.

3.1 Monthly reporting

Section 71 of the MFMA stipulates that the accounting officer must report, in writing, within 10 working days after the end of each month, on actual revenue accrued and spending against the budget. The "monthly budget statement" must provide detailed information on the following:

- (a) actual revenue, per source;
- (b) actual borrowings;
- (c) actual expenditure, per vote;
- (d) actual capital expenditure, per vote; and
- (e) the amount of any allocations received

If necessary, the following must be explained in the monthly budget statement:

- (i) any material variances from the Municipality's projected revenue by source, and from the Municipality's expenditure projections per vote;
- (ii) any material variances from the SDBIP; and

- (iii) any remedial or corrective steps taken or to be taken to ensure that the projected revenue and expenditure remain within the Municipality's approved budget.

3.2 Quarterly reporting

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

3.3 Mid-year budget and performance assessment and report

Section 72(1)(a) of the MFMA outlines the requirements for mid-year reporting. The accounting officer must assess the Municipality's performance of the during the first half of each year taking into account –

- (a) the monthly statements referred to in section 71 of the MFMA for the first half of the relevant year;
- (b) the Municipality's service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the SDBIP;
- (c) the past year's annual report, and progress on resolving problems identified there-in; and
- (d) the performance of every municipal entity under the sole or shared control of the Municipality, taking into account reports in terms of section 88 from any such entities.

Based on the outcomes of the mid-year budget and performance assessment report, an adjustments budget may be tabled if actual revenue or expenditure amounts are materially different from the projections contained in the budget or the SDBIP. If required, the SDBIP must be modified based on the mid-year performance review. SDBIP is thus a contract that holds the Municipality accountable to the community.

4. LINKING THE IDP TO THE BUDGET

The Municipality identified 10 strategic focus areas (SFAs) based on the inputs from the community. These are:

- (a) Municipal transformation and organisational development
- (b) Democracy and governance

- (c) Social and economic development
- (d) Good governance and municipal transformation
- (e) Institutional development and transformation
- (f) Municipal financial viability and management
- (g) Basic service delivery and infrastructure investment
- (h) Good governance and public participation
- (i) Infrastructure development and service delivery
- (j) Local economic development

As shown in the diagram below the Municipality's budget is informed by the strategic focus areas (SFA's) at a corporate level. Corporate objectives with measurable key performance indicators (KPIs) and targets are identified. The business planning processes undertaken at departmental level must yield objectives with indicators and targets. The business planning process must determine what resources will be required in time for the budget process.

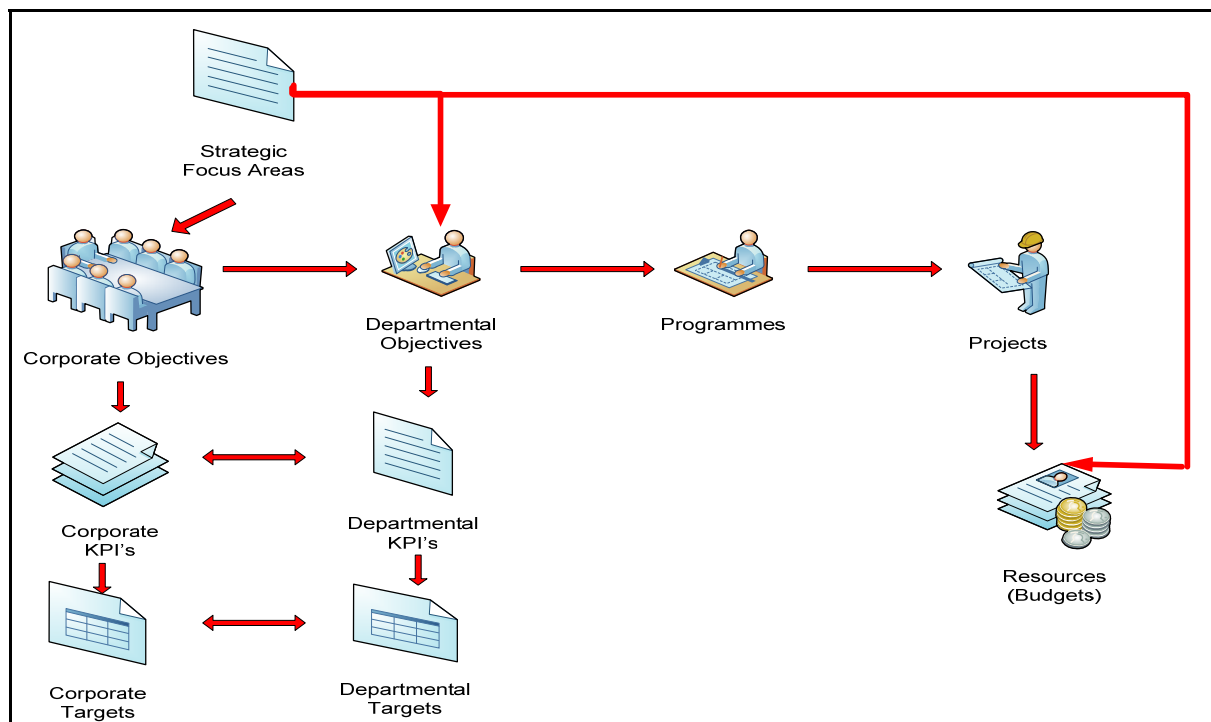


Illustration 1: Linking the IDP, corporate key performance indicators and budget

5. BUDGET FOR 2009/10

The following set of graphs gives an overview of the Municipality's approved budget for 2009/10.

5.1 Annual projections of income and expenditure

The operating and capital expenditure and revenue for the financial year are summarized per category of expenditure and revenue source in the table below:

OUTPUT UNIT	Opex	Capex	Rev
Salaries and allowances	49 134 310		
General expenses	69 570 611		
Bulk purchases	35 660 058		
Repairs and maintenance	11 249 478		
Depreciation and finance charges	4 877 445		
Capital costs		33 919 000	
Contributions			
IDP Projects		24 157 587	
Property rates			11 000 000
Service charges			91 972 868
Other income			963 980
Grants and subsidies			65 981 414
Project specific grants and subsidies			33 919 000
Contributions to capital from income			24 157 587
	170 491 902	58 076 587	227 994 849

Table 1: Budget summary per category of expenditure and source of revenue

The income and expenditure per service is shown below.

OUTPUT UNIT	Opex	Capex	Rev
Community Services			
Executive & Council	24 041 223	690 090	4 688 700
Planning & Development	827 190	2 100 000	1 498 347
Road Transport	9 310 406	20 700 000	1 757 200
Sport & Recreation	3 573 634		1 493 620
Finance & Admin	39 461 078	2 966 435	15 368 702
Other	1 357 323		33 919 000
Sub Total	78 570 853	26 456 525	58 725 569
Subsidised Services			
Community & Social	2 164 831		4 912 208
Public Safety	3 599 051	1 350 000	719 656

OUTPUT UNIT	Opex	Capex	Rev
Housing	3 950 008	500 000	60 928
Sub Total	9 713 890	1 850 000	5 692 791
Economical Services			
Waste Management	16 190 392	6 143 000	29 931 738
Waste Water Management	9 636 027	18 127 062	22 177 010
Sub Total	25 826 420	24 270 062	52 108 748
Trading Services			
Electricity	32 862 788	1 500 000	52 741 475
Water	23 517 951	4 000 000	58 726 265
Sub Total	56 380 739	5 500 000	111 467 740
Total	170 491 902	58 076 587	227 994 849

Table 2: Revenue and expenditure per service

The income and expenditure for the 2009/2010 financial year is shown below.

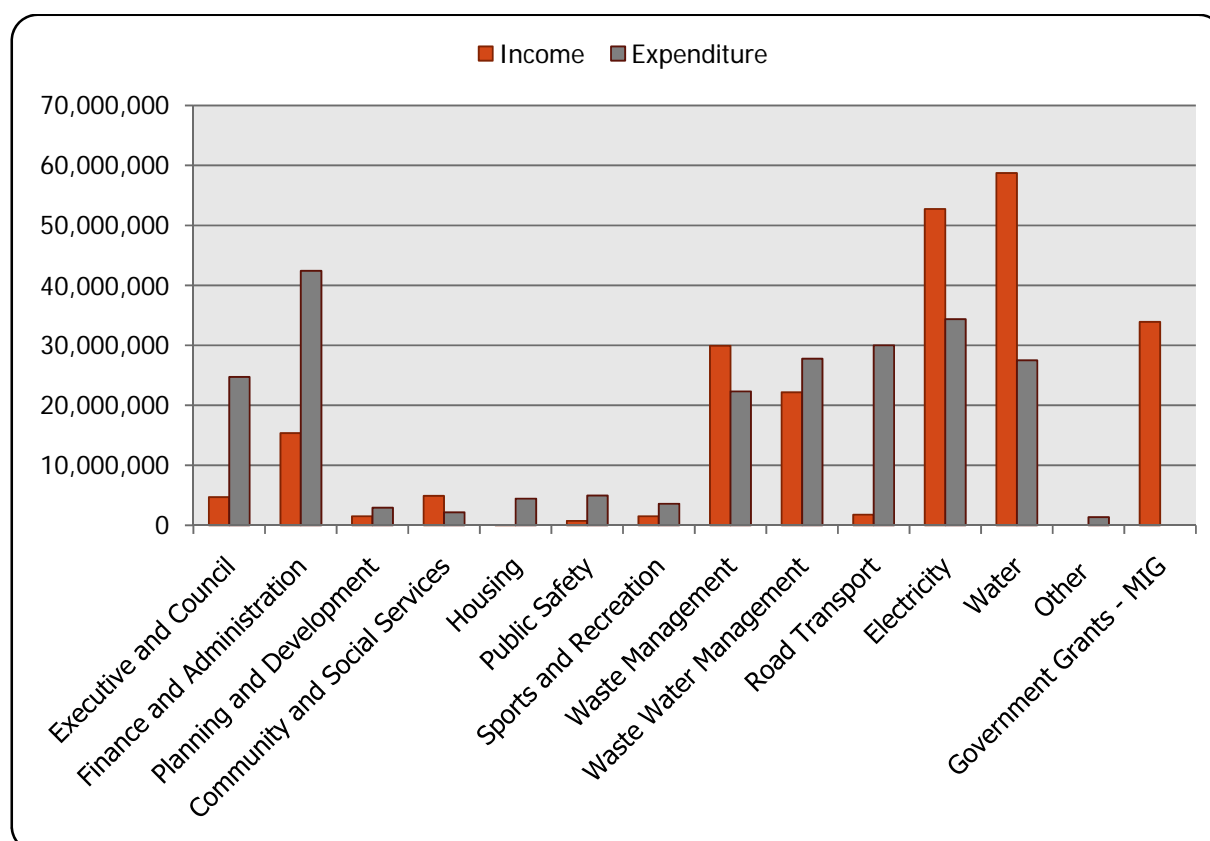


Illustration 2: Revenue and expenditure per service

5.2 Capital Budget

The capital expenditure by service for the financial year is shown in the table below.

NALA LOCAL MUNICIPALITY Capital Expenditure by GFS	2009/10 Budget R
Community & Social Development	-
Electricity	1 500 000
Executive & Council	690 090
Finance & Administration	2 966 435
Housing	500 000
Other	-
Planning & Development	2 100 000
Public Safety	1 350 000
Road Transport	20 700 000
Sports & Recreation	-
Waste Management	6 143 000
Waste Water Management	18 127 062
Water	4 000 000
Total	58 076 587

Table 3: Capital budget per service

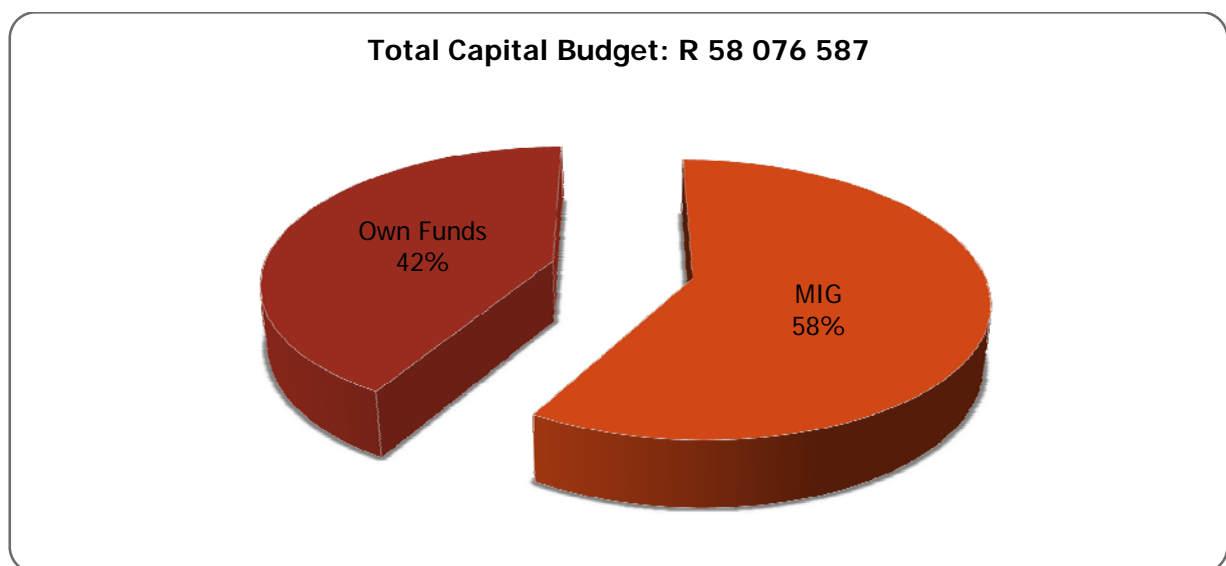


Illustration 3: Sources of capital funding

5.3 Capital Works Plan

The capital works plan for the financial year as well as the source of funding is shown in the table below:

Capital Budget 2009/10 Description	Details	Funding Source	2009/10
Wesselsbron Taxi Rank Phase Two (Rev)	Wesselsbron	MIG	928 646
Monyakeng: Paved Roads Phase Two	Monyakeng	MIG	8 000 000
Kgotsoong: Paved Roads Phase Two	Kgotsoong	MIG	8 000 000
Purification Plant Phase Two	Monyakeng	MIG	6 079 565
Land infill Bothaville/Kgotsoong	Bothaville/Kgotsoong	MIG	4 000 000
Land infill Wesselsbron/Monyakeng	Monyakeng	MIG	2 143 000
Project Management Unit		MIG	1 567 789
Kgotsoong: Paved Roads Phase One (Rev)		MIG	2 300 000
Monyakeng: Paved Roads Phase One (Rev)		MIG	900 000
Sub Total MIG			33 919 000
Monyakeng Bucket Eradication Phase 4	Monyakeng	Own Funds	4 500 000
Kgotsoong Internal Sewer - Greenfields 1500 Erfs	Kgotsoong	Own Funds	4 273 749
Corporate	Motor Vehicles	Own Funds	265 090
Public Safety	Fire Brigade Motor Vehicles	Own Funds	1 350 000
Council	Ward Committees Bus	Own Funds	425 000
Finance and Administration	Motor Vehicles	Own Funds	470 000
Electricity	Motor Vehicles - Fleet	Own Funds	1 500 000
Housing	Storage	Own Funds	500 000
Monyakeng Internal Sewer Networks New Sites	Monyakeng	Own Funds	3 273 748
Kgotsoong Water Reticulation - New Sites	Kgotsoong	Own Funds	2 000 000
Monyakeng Water Reticulation - New Sites	Monyakeng	Own Funds	2 000 000
Kgotsoong Reseal of Roads	Kgotsoong	Own Funds	1 500 000
Town Planning Monyakeng	Monyakeng	Own Funds	2 100 000
Sub Total own funds			24 157 587
Total			58 076 587

Table 4: Capital projects for 2009/10

5.4 Operating budget

Where the money comes from to fund the operational expenditure is shown in the graph below. The total budgeted operating expenditure budgeted for the 2009/2010 financial year is R 227,990,291.

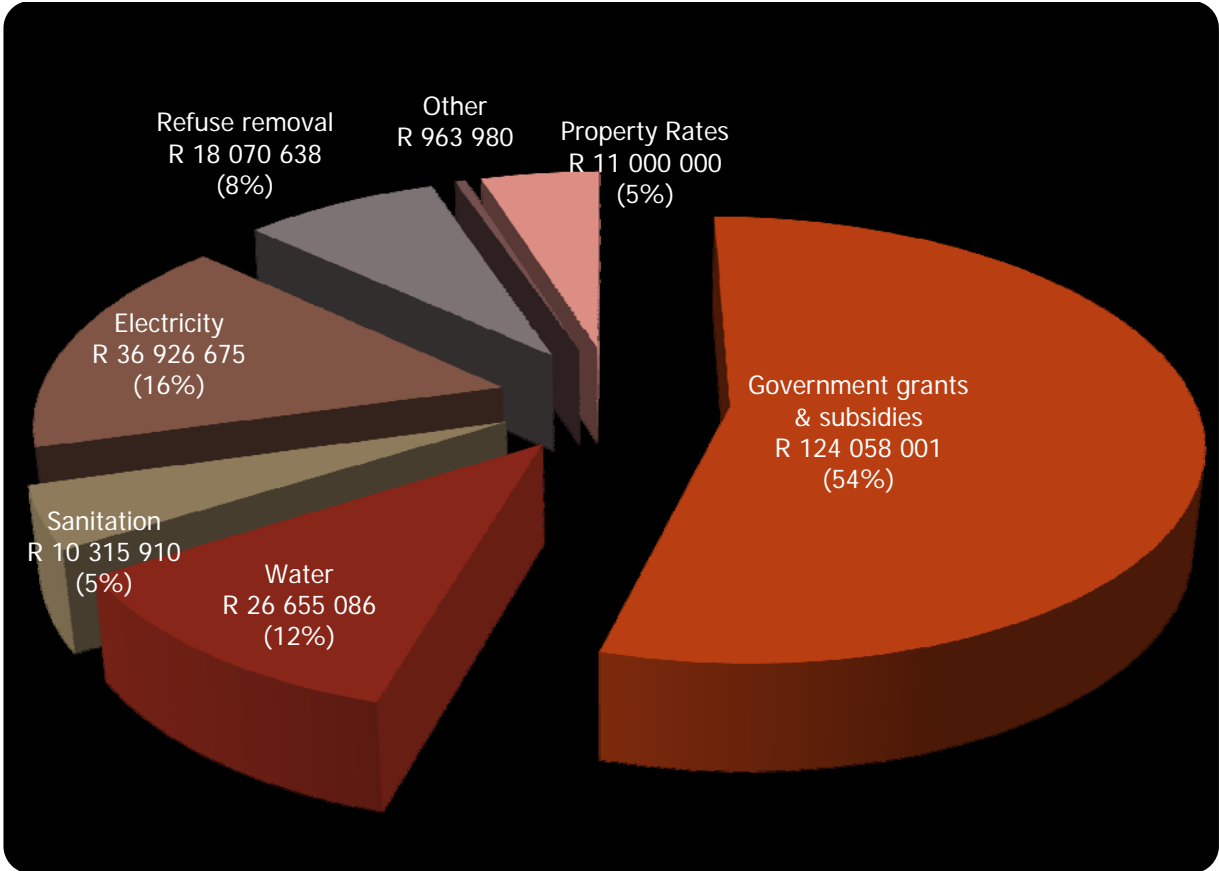


Illustration 4: Funding of operating expenditure

How the money will be used per vote is set out below.

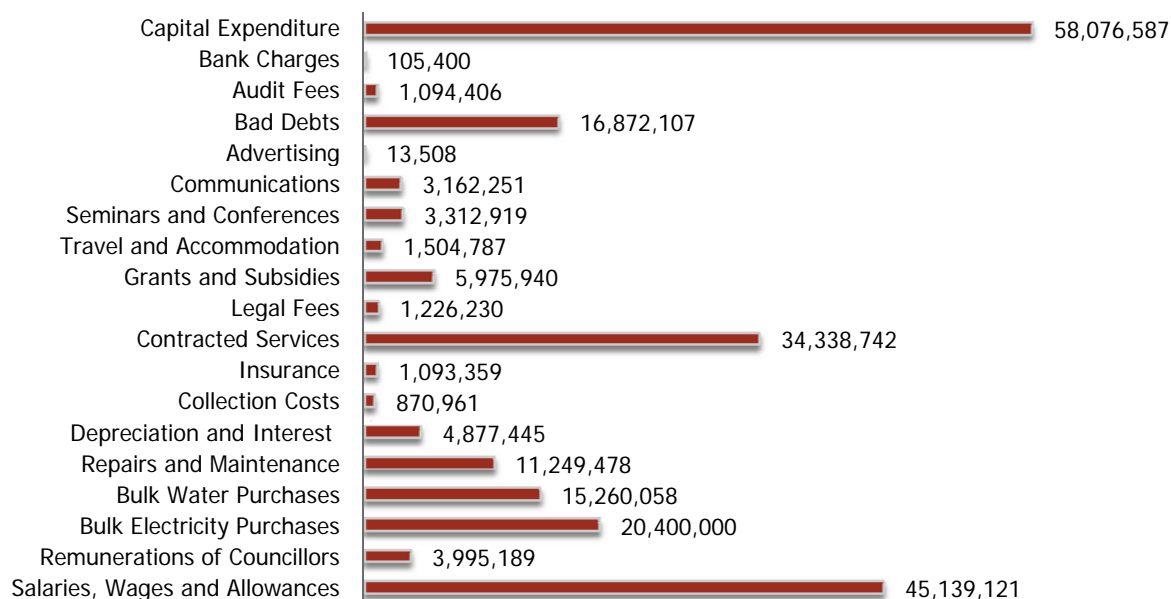


Table 5: Operating expenditure per main line item

The expenditure per service is shown in the table below.

NALA LOCAL MUNICIPALITY Operating expenditure by GFS Classification	Budget R
Executive & Council	24 731 313
Finance & Admin	42 427 513
Planning & Development	2 927 190
Community & Social Services	2 164 831
Housing	4 450 008
Public Safety	4 949 051
Sports & recreation	3 573 634
Waste Management	22 333 392
Waste Water Management	27 763 089
Road Transport	30 010 406
Electricity	34 362 788
Water	27 517 951
Other	1 357 323
	228 568 489

Table 6: Operating expenses per vote and sub-vote

6. BUDGET IMPLEMENTATION 2009/2010

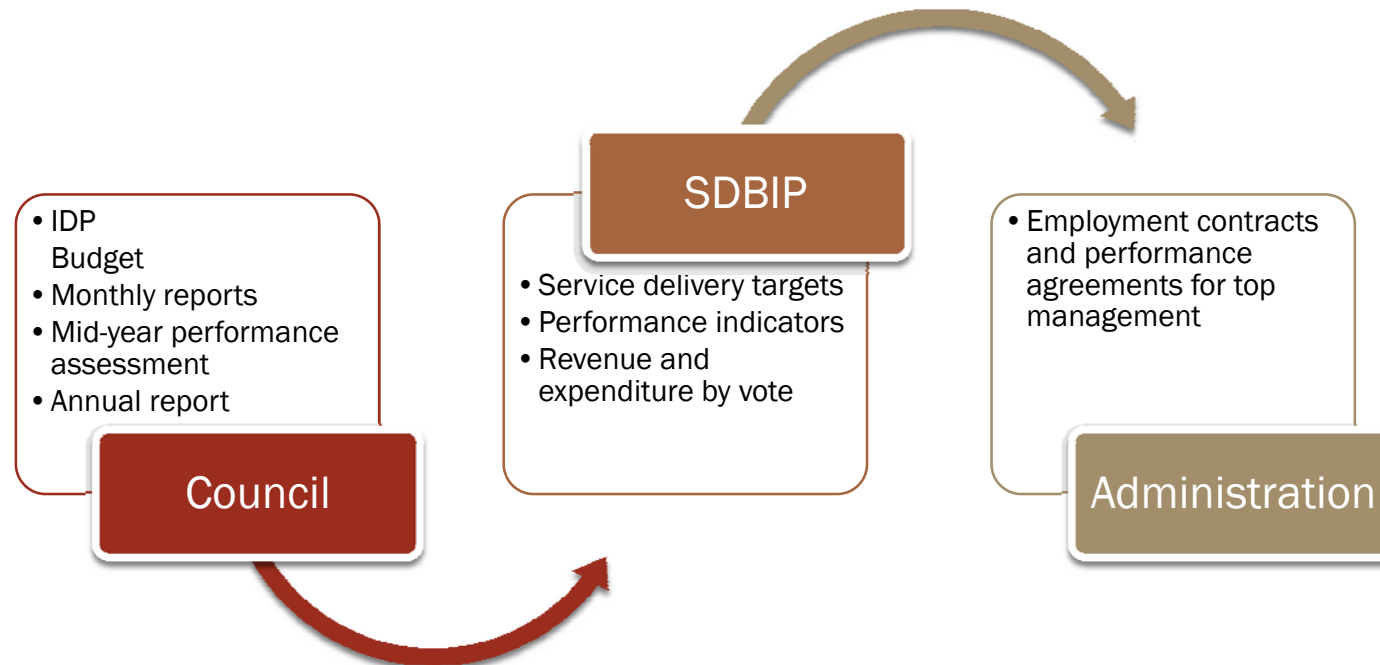
6.1 Monthly projections of income and expenditure by vote and by revenue source

MONTHLY CASH FLOWS	TOTAL	Budget July 2008 R	Budget Aug 2008 R	Budget Sep 2008 R	Budget Oct 2008 R	Budget Nov 2008 R	Budget Dec 2008 R
Cash Operating Revenue by Source							
Government grants & subsidies	124 058 001	31 014 500	-	-	31 014 500	-	-
Service charges - water revenue from tariff billing	-26 655 086	2 221 447	2 221 447	2 221 447	2 221 447	2 221 447	2 221 447
Service charges - sanitation revenue from tariff billing	10 315 910	859 659	859 659	859 659	859 659	859 659	859 659
Service charges - electricity revenue from tariff billing	36 926 675	3 077 223	3 077 223	3 077 223	3 077 223	3 077 223	3 077 223
Service charges - refuse removal from tariff billing	18 070 638	1 505 887	1 505 887	1 505 887	1 505 887	1 505 887	1 505 887
Property Rates	11 000 000	916 667	916 667	916 667	916 667	916 667	916 667
Service charges - other	963 980	80 332	80 332	80 332	80 332	80 332	80 332
Cash Operating Receipts by Source	174 680 119	39 675 714	8 661 214	8 661 214	39 675 714	8 661 214	8 661 214
Cash Operating Expenditure by Type							
Executive & Council	24 731 313	2 060 943	2 060 943	2 060 943	2 060 943	2 060 943	2 060 943
Finance & Admin	42 427 513	3 535 626	3 535 626	3 535 626	3 535 626	3 535 626	3 535 626
Planning and Development	2 927 190	243 933	243 933	243 933	243 933	243 933	243 933
Community & Social Services	2 164 831	180 403	180 403	180 403	180 403	180 403	180 403
Housing	4 450 008	370 834	370 834	370 834	370 834	370 834	370 834
Public Safety	4 949 051	412 421	412 421	412 421	412 421	412 421	412 421
Sports & recreation	3 573 634	297 803	297 803	297 803	297 803	297 803	297 803
Waste Management	22 333 392	1 861 116	1 861 116	1 861 116	1 861 116	1 861 116	1 861 116
Waste water Management	27 763 089	2 313 591	2 313 591	2 313 591	2 313 591	2 313 591	2 313 591
Road Transport	30 010 406	2 500 867	2 500 867	2 500 867	2 500 867	2 500 867	2 500 867
Electricity	34 362 788	2 863 566	2 863 566	2 863 566	2 863 566	2 863 566	2 863 566
Water	27 517 951	2 293 163	2 293 163	2 293 163	2 293 163	2 293 163	2 293 163
Other	1 357 323	113 110	113 110	113 110	113 110	113 110	113 110
Cash operating expenses by type	228 568 489	19 047 374	19 047 374	19 047 374	19 047 374	19 047 374	19 047 374
Bank Balance at beginning of the month	237 700	-53 650 670	-33 022 330	-43 408 490	-53 794 650	-33 166 309	-43 552 469
NET INCREASE/(DECREASE) IN CASH/INVESTMENTS	-53 888 370	20 628 340	-10 386 160	-10 386 160	20 628 340	-10 386 160	-10 386 160
Bank Balance at end of the month	-53 650 670	-33 022 330	-43 408 490	-53 794 650	-33 166 309	-43 552 469	-53 938 629

MONTHLY CASH FLOWS	Budget Jan 2009 R	Budget Feb 2009 R	Budget Mar 2009 R	Budget Apr 2009 R	Budget May 2009 R	Budget Jun 2009 R
Cash Operating Revenue by Source						
Government grants & subsidies	31 014 500	-	-	31 014 500	-	-
Service charges - water revenue from tariff billing	2 221 447	2 221 447	2 221 447	2 221 447	2 221 447	2 221 447
Service charges - sanitation revenue from tariff billing	859 659	859 659	859 659	859 659	859 659	859 659
Service charges - electricity revenue from tariff billing	3 077 223	3 077 223	3 077 223	3 077 223	3 077 223	3 077 223
Service charges - refuse removal from tariff billing	1 505 887	1 505 887	1 505 887	1 505 887	1 505 887	1 505 887
Property Rates	916 667	916 667	916 667	916 667	916 667	916 667
Service charges - other	80 332	80 332	80 332	80 332	80 332	80 332
Cash Operating Receipts by Source	39 675 714	8 661 214	8 661 214	39 675 714	8 661 214	8 661 214
Cash Operating Expenditure by Type						
Executive & Council	2 060 943	2 060 943	2 060 943	2 060 943	2 060 943	2 060 943
Finance & Admin	3 535 626	3 535 626	3 535 626	3 535 626	3 535 626	3 535 626
Planning and Development	243 933	243 933	243 933	243 933	243 933	243 933
Community & Social Services	180 403	180 403	180 403	180 403	180 403	180 403
Housing	370 834	370 834	370 834	370 834	370 834	370 834
Public Safety	412 421	412 421	412 421	412 421	412 421	412 421
Sports & recreation	297 803	297 803	297 803	297 803	297 803	297 803
Waste Management	1 861 116	1 861 116	1 861 116	1 861 116	1 861 116	1 861 116
Waste water Management	2 313 591	2 313 591	2 313 591	2 313 591	2 313 591	2 313 591
Road Transport	2 500 867	2 500 867	2 500 867	2 500 867	2 500 867	2 500 867
Electricity	2 863 566	2 863 566	2 863 566	2 863 566	2 863 566	2 863 566
Water	2 293 163	2 293 163	2 293 163	2 293 163	2 293 163	2 293 163
Other	113 110	113 110	113 110	113 110	113 110	113 110
Cash operating expenses by type	19 047 374	19 047 374	19 047 374	19 047 374	19 047 374	19 047 374
Bank Balance at beginning of the month	-53 938 629	-33 310 289	-43 696 449	-54 082 609	-33 454 269	-43 840 429
NET INCREASE/(DECREASE) IN CASH / INVESTMENTS	20 628 340	-10 386 160	-10 386 160	20 628 340	-10 386 160	-10 386 160
Bank Balance at end of the month	-33 310 289	-43 696 449	-54 082 609	-33 454 269	-43 840 429	-54 226 589

7. PERFORMANCE INDICATORS AND SERVICE-DELIVERY TARGETS

The service delivery targets and performance indicators for each department and the Council are shown below. The service delivery targets and performance indicators contained herein is linked to the Municipality's performance management system. If the Municipality changes the performance management system it must also make changes to the service delivery targets and performance indicators in the SDBIP. By cascading performance measures from strategic to operational level, the IDP and the SDBIP forms the link with individual performance management. This ensures that performance management at the various levels relate to one another, which is a requirement of the Municipal Planning and Performance Regulations and the MFMA. The MFMA specifically requires that the annual performance agreements of managers must be linked to the SDBIP and the measurable performance objectives approved with the budget (MFMA Circular 13). The SDBIP in essence becomes the main operational tool to translate and manage the performance objectives as formulated in the IDP. The following diagram illustrates the process.



7.1 Council and Political Office-Bearers

No	Indicator	Driver	Measurement unit/target	First quarter		Second quarter		Third quarter		Fourth quarter	
				Target	Output	Target	Output	Target	Output	Target	Output
1	Municipal Manager appointed and employment contract signed	Council Mayor	31 Aug 2009	1		0	0	0	0	0	0
2	Councillors meet with their constituencies to provide feedback	Speaker	Per cllr	24		24		24		24	
3	Ward committee meetings held	Speaker	Per ward cllr	12		12		12		12	
4	No of public meetings to obtain input on the draft budget for 2010/11	Mayor	Per ward	0	0	0	0	0	0	12	
5	No of public meetings held on review of the IDP for 2010/11	Mayor	Per ward	12		12		12		12	
6	No of public meetings to set corporate KPIs and targets for 2009/10	Mayor	Per ward	12		0	0	0	0	0	0
7	Corporate performance report for 2008/09 made public	Mayor	Publication	1		0	0	0	0	0	0
8	Quarterly performance review of the Municipal Manager conducted	Mayor	Quarterly	1		1		1		1	
9	Mayor's quarterly financial report submitted to the Council	Mayor	30 Oct 2009 30 Jan 2010 30 Apr 2010 30 Jul 2010	1		1		1		1	
10	Mid-year budget and performance report for 2009/10 submitted to the Council	Mayor	31 Jan 2010	0	0	0	0	1		0	0
11	Oversight report on the annual report for 2008/09 adopted	Speaker/ Mayor	31 Mar 2009	0	0	0	0	0	0	1	
12	Audit committee appointed and functional	Council	31 Dec 2009	0	0	1		0	0	0	0
13	Performance audit committee appointed and functional	Council	31 Dec 2009	0	0	1		0	0	0	0
14	Oral and written notices of ward committee and public meetings are given at least 5 working days ahead of a planned meeting	Speaker/ Mayor	Quarterly	100%		100%		100%		100%	

No	Indicator	Driver	Measurement unit/target	First quarter		Second quarter		Third quarter		Fourth quarter	
				Target	Output	Target	Output	Target	Output	Target	Output
18	The Council has designated an employee as Waste Management Officer in terms of section 10(3) of the <i>National Environmental Management: Waste Act 2008 (Act No 59 of 2008)</i>	Council	30 Sept 09	1		0	0	0	0	0	0
19	Reports regarding expenses incurred against the Mayor's social responsibility budget (Vote No 0101/4441) submitted to the Council	Mayor	Quarterly	1		1		1		1	

No	Indicator	First quarter		Second quarter		Third quarter		Fourth quarter	
		Target	Output	Target	Output	Target	Output	Target	Output
	section 11(4) of the <i>National Environmental Management: Waste Act 2008</i> (Act No 59 of 2008)								
16	The IDP incorporates an integrated transport plan in terms of section 36(1) of the <i>National Land Transport Act 2009</i> (Act No 5 of 2009)	0	0	0	0	0	0	100%	
17	The Municipality has and implements a comprehensive good governance charter, incorporating an appropriate anti-corruption strategy/local integrity system	0	0	0	0	100%		100%	
18	The Municipality has a comprehensive and suitable public participation strategy/civic engagement strategy, which is aligned to its good governance charter and communication strategy	0	0	100%		100%		100%	
19	Municipal bylaws are rationalised	0	0	100%		0	0	0	0
20	R 5,000,000 of overdue debtors as at 30 Jun 2009 is collected	RM 1		RM 1		RM 1		RM 2	
21	Current debtors collection rate (payment rate) as at 30 Jun 2009 is improved by 10%	2,5%		2,5%		2,5%		2,5%	
22	The year-end balance of the Municipality's overdraft reflected in the cash book is R 0.00	0	0	0	0	0	0	100%	
23	Ward committee members have the skills and knowledge to perform their functions effectively	0	0	0	0	100%	0	100%	0
24	Prescribed documents and notices are regularly uploaded to the Municipality's website	100%		100%		100%		100%	
25	Overtime work and overtime remuneration across the Municipality are reduced by 10%	2.5%		2.5%		2.5%		2.5%	
26	Internal audit unit established and operational	0	0	1		0	0	0	0
27	Decisions regarding complaints of alleged misconduct received are made within 10 working days of receiving a complaint	100%		100%		100%		100%	
28	Performance reviews of managers who are directly accountable to the Municipal Manager are conducted quarterly	100%		100%		100%		100%	
29	Employees assigned to the Department undergo training in accordance with the WSP	100%		100%		100%		100%	
30	No budget vote assigned to the Department is under-spent by more than 5%	100%		100%		100%		100%	
31	The Department did not incur, authorise, commit or made – <ul style="list-style-type: none"> • unauthorised expenditure; • irregular expenditure; or 	100%		100%		100%		100%	

7.3 Budget and Treasury Office/Department of Finance

No	Indicator	First quarter		Second quarter		Third quarter		Fourth quarter	
		Target	Output	Target	Output	Target	Output	Target	Output
1	The Municipality has a complete set off appropriate financial management policies, incl. – <ul style="list-style-type: none"> • budget and budgeting; • asset management; • debt collection and credit control; • indigent support; • asset management; • risk management; • investment etc. 	0	0	0	0	100%		100%	
2	The Municipality has a manual containing standard operating procedures for activities conducted in, and related to, the management of, and accounting for, the Municipality's income and expenditure	0	0	0	0	100%		100%	
3	The Municipality's supply chain management policy and the Municipal Supply Chain Management Regulations are implemented consistently	100%		100%		100%		100%	
4	Responses to issues raised in the audit report for 2008/09 is – <ul style="list-style-type: none"> • submitted to the audit committee; and • incorporated in the annual report for 2008/09 	0	0	0	0	100%		0	0
5	Budgeted revenue from interest raised on overdue debtors are collected	25%		25%		25%		25%	
6	Money owing to creditors for more than 30 days are reduced by R 16,104,798	25%		25%		25%		25%	
7	Current skills of employees assigned to the BTO are evaluated against the prescripts of the <i>Municipal Regulations on Minimum Competency Levels, 2007</i> (Government Notice No R.493 of 15 June 2007), and a personal development plan compiled for each employee to acquire the relevant skills she/he lacks	0	0	100%		0	0	0	0
8	Difference between cash flow projections and actual income and expenditure does not exceed 5%	100%		100%		100%		100%	
9	Trade creditors are paid within 30 days of receipt of invoice	100%		100%		100%		100%	
10	The liquidity ratio consistently exceeds 1	100%		100%		100%		100%	

No	Indicator	First quarter		Second quarter		Third quarter		Fourth quarter	
		Target	Output	Target	Output	Target	Output	Target	Output
11	The solvency ratio consistently is 1 or more	100%		100%		100%		100%	
12	The leave reserve is fully cash backed	100%		100%		100%		100%	
13	The bad debt provision is fully cash backed	100%		100%		100%		100%	
14	The Municipality has bylaws to give effect to its – <ul style="list-style-type: none"> • tariff policy; • rates policy; and • credit control and debt collection policy 	0	0	0	0	100%		0	0
15	Debtor enquiries regarding debtor accounts are resolved within 5 working days	100%		100%		100%		100%	
16	The Municipality keeps separate financial statements, including a balance sheet of the waste services provided in terms of section 9(2)(f) of the <i>National Environmental Management: Waste Act 2008</i> (Act No 59 of 2008) .	100%		100%		100%		100%	
17	Employees assigned to the Department undergo training in accordance with the WSP	100%		100%		100%		100%	
18	No budget vote assigned to the Department is under-spent by more than 5%	100%		100%		100%		100%	
19	The Department did not incur, authorise, commit or made – <ul style="list-style-type: none"> • unauthorised expenditure; • irregular expenditure; or • fruitless and wasteful expenditure 	100%		100%		100%		100%	
20	Performance standards are set for suppliers engaged by the Department and compliance therewith enforced	100%		100%		100%		100%	
21	Contract variations are comprehensively documented, approved by the person who awarded the principal contract and annexed to the principal contract	100%		100%		100%		100%	
22	Specifications for construction contracts – <ul style="list-style-type: none"> • are biased toward labour intensive construction methodologies; • require employment of local labour; • prefer local sub-contractors being engaged 	100%		100%		100%		100%	
23	Council and committee resolutions relating to the Department are executed within 10 working days of the closing of the relevant meeting	100%		100%		100%		100%	
24	Incoming correspondence and enquiries regarding the	100%		100%		100%		100%	

7.4 Department of Corporate Services

No	Indicator	First quarter		Second quarter		Third quarter		Fourth quarter	
		Target	Output	Target	Output	Target	Output	Target	Output
1	The Municipality consistently complies with the <i>Occupational Health and Safety Act 1993</i> (Act No 85 of 1993) and concomitant regulations : <ul style="list-style-type: none"> • it has a written occupational safety and health policy; • health and safety representatives are appointed; • health and safety committees are established; • health and safety committees meet at least quarterly; • prescribed signs are posted and maintained; • IODs are reported in accordance with relevant prescripts; and • employees across the Municipality wear appropriate and adequate safety gear and protective clothing 	100%		100%		100%		100%	
2	The Municipality complies with the <i>Employment Equity Act 1998</i> (Act No 55 of 1998): <ul style="list-style-type: none"> • employment equity report submitted to the Department of Labour on/before 1 Oct 2009 • appointment of personnel are made in accordance with numerical goals in the employment equity plan • employment equity plan is reviewed 	100%		100%		100%		100%	
3	The Municipality complies with the <i>Skills Development Act 1998</i> (Act No 97 of 1998): <ul style="list-style-type: none"> • updated WSP is submitted to the LGSETA; • claims for the mandatory training grant and the discretionary training grant submitted to the LGSETA; and • Quarterly and an annual training reports are submitted to the LGSETA 	100%		100%		100%		100%	
4	The Municipality has an effective central records management system – <ul style="list-style-type: none"> • file plan approved by the Provincial Archive Service • file storage facility approved by the Provincial Archive Service • securities (e.g. contracts, deeds of transfer, notarial 	100%		100%		100%		100%	

No	Indicator	First quarter		Second quarter		Third quarter		Fourth quarter	
		Target	Output	Target	Output	Target	Output	Target	Output
	deeds, leases etc), face value documents and personal staff files are stored in a limited access facility <ul style="list-style-type: none"> archives registers and files are maintained in terms of records management best practices at least two personnel members have undergone and completed accredited records management training 								
5	The Municipality has an effective human resources/personnel administration system	100%		100%		100%		100%	
6	The Municipality has comprehensive human resources management policies that complies with relevant legislation, arbitration awards, judgements and best practice, including – <ul style="list-style-type: none"> induction of newly appointed employees; an employee wellness policy; and a corporate training strategy and policy, including procedures for the nomination of employees to attend training events 	100%		100%		100%		100%	
7	The Municipality has a comprehensive manual of standard operating procedures for activities conducted in, and related to, the management and administration of its human resources	0	0	100%		100%		100%	
8	The Municipality's delegation system and delegated powers are reviewed and updated	0	0	0	0	100%		0	0
9	Draft minutes of Council and committee meetings are submitted to the Municipal Manager within 3 working days of the relevant meeting closing	100%		100%		100%		100%	
10	The Municipality's website is maintained regularly	100%		100%		100%		100%	
11	Complete documentation for Council and committee meetings are distributed to cllrs and relevant personnel at least 48 hours prior to the meeting concerned commencing	100%		100%		100%		100%	
12	Disciplinary enquiries conducted internally are completed (i.e. sanction issued) within 40 working days of appointment of a prosecutor/initiator	100%		100%		100%		100%	
13	The approved staff establishment is maintained as an	100%		100%		100%		100%	

No	Indicator	First quarter		Second quarter		Third quarter		Fourth quarter	
		Target	Output	Target	Output	Target	Output	Target	Output
	electronic database								
14	Staff members are regularly briefed regarding new collective agreements, changes to collective agreements and new and amended labour legislation	1		1		1		1	
15	Newly appointed employees receive written particulars of their appointment (complying with s 29 of the <i>Basic Conditions of Employment Act 1997</i> (Act No 75 of 1997) not later than the day they start working	100%		100%		100%		100%	
16	Employees assigned to the Department undergo training in accordance with the WSP	100%		100%		100%		100%	
17	No budget vote assigned to the Department is under-spent by more than 5%	100%		100%		100%		100%	
18	The Department did not incur, authorise, commit or made – <ul style="list-style-type: none"> • unauthorised expenditure; • irregular expenditure; or • fruitless and wasteful expenditure 	100%		100%		100%		100%	
19	Performance standards are set for suppliers engaged by the Department and compliance therewith enforced	100%		100%		100%		100%	
20	Contract variations are comprehensively documented, approved by the person who awarded the principal contract and annexed to the principal contract	100%		100%		100%		100%	
21	Specifications for construction contracts – <ul style="list-style-type: none"> • are biased toward labour intensive construction methodologies; • require employment of local labour; • prefer local sub-contractors being engaged 	100%		100%		100%		100%	
22	Council and committee resolutions relating to the Department are executed within 10 working days of the closing of the relevant meeting	100%		100%		100%		100%	
23	Incoming correspondence and enquiries regarding the Department is attended to within 5 working days	100%		100%		100%		100%	

7.5 Department of Technical Services

No	Indicator	First quarter		Second quarter		Third quarter		Fourth quarter	
		Target	Output	Target	Output	Target	Output	Target	Output
1	Maintenance plans are approved for the maintenance of - <ul style="list-style-type: none"> • sewage networks and waste water treatment plant; • water networks, water pumps, water meters, reservoirs and water purification works; • streets, roads and storm water management systems • street and area lighting 	100%		100%		100%		100%	
2	Personnel assigned to the Municipality's water and sewage services as operators, process controllers and supervisors comply with the qualifications and experiential requirements set in terms of the <i>National Water Act</i> 1998 (Act No 36 of 1998)	100%		100%		100%		100%	
3	Hard top streets in Kgotsong are resealed according to a plan approved by the Council	100%		100%		100%		100%	
4	Internal streets are paved, as follows – <ul style="list-style-type: none"> • Monyakeng, Phase 1: ... km • Monyakeng, Phase 2: ... km • Kgotsong, Phase 1: ... km • Kgotsong, Phase 2: ... km 	0	0	0	0	0	0	100%	
5	Wesselsbron Taxi Rank (Phase 2) completed	0	0	0	0	0	0	100%	
6	Monyakeng bucket eradication project, Phase 4 completed	0	0	0	0	0	0	100%	
7	Internal sewage system is completed for 1,500 erven in Kgotsong (Greenfields)	0	0	0	0	0	0	100%	
8	Internal sewage networks are completed for ... new erven in Monyakeng	0	0	0	0	0	0	100%	
9	Water reticulation is completed as follows – <ul style="list-style-type: none"> Monyakeng: ... new erven Kgotsong: ... new erven 	0	0	0	0	0	0	100%	
10	Vehicles and equipment allocated to the Department are maintained in proper working order according to manufacturers' specifications	100%		100%		100%		100%	
11	The Municipality consistently complies with the <i>Regulations relating to Compulsory National Standards and Measures to Conserve Water</i> (Government Notice No R.509 of 8 June	100%		100%		100%		100%	

No	Indicator	First quarter		Second quarter		Third quarter		Fourth quarter	
		Target	Output	Target	Output	Target	Output	Target	Output
	2001)								
12	The Municipality has promulgated and consistently enforces water services bylaws contemplated in section 21 of the <i>Water Services Act 1997 (Act No 108 of 1997)</i>	100%		100%		100%		100%	
13	Subsidies for indigent burials are granted in terms of the Municipality's policy	100%		100%		100%		100%	
14	All cemeteries owned by the Municipality and that are currently utilised are – <ul style="list-style-type: none"> • licensed; and • managed and operated in terms of the relevant legislation and license conditions 	0	0	0	0	0	0	100%	
16	The Municipality has promulgated and implements appropriate solid waste management bylaws	0	0	0	0	100%		0	0
17	The landfill sites used by the Municipality are – <ul style="list-style-type: none"> • licensed; and • managed and operated in terms of the relevant licensing conditions and best practices 	100%		100%		100%		100%	
18	The Municipality has appropriate fire fighting equipment	100%		100%		100%		100%	
19	Selected employees are trained in fire fighting and extinguishing fires	0	0	0	0	100%		0	0
20	Employees assigned to the Department undergo training in accordance with the WSP	100%		100%		100%		100%	
21	No budget vote assigned to the Department is under-spent by more than 5%	100%		100%		100%		100%	
22	The Department did not incur, authorise, commit or made – <ul style="list-style-type: none"> • unauthorised expenditure; • irregular expenditure; or • fruitless and wasteful expenditure 	100%		100%		100%		100%	
23	Performance standards are set for compliance suppliers engaged by the Department and compliance therewith enforced	100%		100%		100%		100%	
24	Contract variations are comprehensively documented, approved by the person who awarded the principal contract and annexed to the principal contract	100%		100%		100%		100%	
25	Specifications for construction contracts –	100%		100%		100%		100%	

