



2020/2021 ADJUSTMENT SERVICE DELIVERY
BUDGET
AND
IMPLEMENTATION PLAN (SDBIP)
WATERBERG DISTRICT MUNICIPALITY



on the Go for Growth

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1. FOREWORD BY THE EXECUTIVE MAYOR



Cllr S M Mataboge
Executive Mayor

The Waterberg District is the undiscovered gem of South African treasures, a hash land of intense beauty and colour reflected in the environment and its people. Over three million years of history has created a unique area which challenges the farmer, the adventurer and the investor. Situated in the magnificent Waterberg Mountain Range of Limpopo, the Waterberg District is the ideal getaway where the weary traveler can relax and revel in the great natural beauty of the Bushveld savannah and its rich wildlife heritage.

The Waterberg District takes an honour for being regarded as energy hub and eco-tourism of choice in Southern Africa. This is due to the commendable development of energy generation in the Waterberg District area estimated to last for over twenty years and the benefits for all the communities that stem from these two focus areas. This has considerable economic spin off due on infrastructure development and economic growth within the whole district area. The district is also proud to be eco-tourist destination of choice considering its natural beauty of its bushveld. Therefore it is imperative to mention that effective district wide planning ought to takes place and that cohesion amongst the district and local municipalities must take effect.

As means to pursue this district planning, it will therefore be significant ensure proper and coherent planning processes which begins with the development of the Integrated Development Plan (IDP), budget and Service Delivery Budget Implementation Plan (SDBIP). The SDBIP is not an isolated document but an integral part of municipal planning as arequired by Municipal Finance Management Act (MFMA) to meet set standards. The SDBIP gives effect to the IDP. The budget gives effect to the strategic priorities of the municipality and is not a management or implementation plan. The SDBIP therefore serves as a "contract" between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end-of-year targets and implementing the budget.

Approved by the Executive Mayor:

COUNCILLOR S.M MATABOGE

Date: 25 February 2021

2. INTRODUCTION

The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is required by the Municipal Finance Management Act (MFMA). In terms of Circular 13 of National Treasury, “the SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA.”

As the budget gives effect to the strategic priorities of the municipality it is important to supplement the budget and the IDP with a management and implementation plan. The SDBIP serves as the commitment by the Municipality, which includes the administration, council and community, whereby the intended objectives and projected achievements are expressed in order to ensure that desired outcomes over the long term are achieved and these are implemented by the administration over the next twelve months.

The SDBIP provides the basis for measuring performance in service delivery against quarterly targets and implementing the budget based on monthly projections. Circular 13 further suggests that “the SDBIP provides the vital link between the Executive Mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the Executive Mayor, Councilors, Municipal Manager, Senior Managers and Community.”

The purpose of the SDBIP is to monitor the execution of the budget, performance of senior management and achievement of the strategic objectives set by Council. It enables the municipal manager to monitor the performance of senior managers, the Executive Mayor to monitor the performance of the municipal manager, and for the community to monitor the performance of the municipality. In the interests of good governance and better accountability, the SDBIP should therefore determine and be aligned with the performance agreements of the municipal manager and senior managers.

3. LEGISLATIVE PROVISIONS

According to the Municipal Finance Act (MFMA) the definition of a SDBIP is:

‘Service delivery and budget implementation plan’ means a detailed plan approved by the mayor of a municipality in terms of section 53 (1) (c) (ii) for implementing the municipality’s delivery of municipal services and its annual budget, and which must indicate-

- a) projections for each month of-
 - (i) revenue to be collected, by source; and
 - (ii) operational and capital expenditure, by vote;
- b) service delivery targets and performance indicators for each quarter

Section 53 of the MFMA stipulates that the Executive Mayor should approve the SDBIP within 28 days after the approval of the budget. The Executive Mayor must also ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after their approval.

Section 1 of the MFMA defines a “vote” as:

- a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and
- b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned

4. COMPONENTS

National Treasury directives are clear on the contents and methodology to derive at the SDBIP. As a first step, the IDP objectives need to be quantified and related into key performance indicators. The budget is aligned to the objectives, projects and milestones to enable the SDBIP to serve as monitoring tool for service delivery. What gets measured, gets done, therefore it should be noted, that in order to improve on certain processes and co-operation within the municipality, process indicators have been developed for measurement purposes during 2020/21 financial year.

The Waterberg District Municipality has incorporated the following relevant components into their SDBIP, but has used the initiative to devise it as follows:

1. Monthly projections of Revenue by Source.
2. Monthly projections of Revenue and Expenditure by Vote.
3. Monthly projections of Capital Expenditure by Vote.
4. Quarterly projections of service delivery targets and performance indicators for each vote.
5. Capital Works Plan over three years.

In the development of Waterberg District Municipality's SDBIP cognizance was taken of the IDP Priorities, Objectives and Strategies as well as the back to basics contained in the IDP ensuring progress towards the achievement thereof. The SDBIP of the Waterberg District Municipality is aligned to the Key Performance Areas (KPAs) as prescribed by Regulations 805 of 2006 and the IDP Guidelines by COGTA for purposes of alignment to the Performance Agreements of the Municipal Manager and Managers directly accountable to the Municipal Manager.

The Institutional Indicators will form part of the Performance Agreements and Plans of the Municipal Manager and Managers directly accountable to the Municipal Manager. Indicators are assigned quarterly targets and responsibilities to monitor performance.

The SDBIP serves as a management, implementation and monitoring tool that will assist the Executive Mayor, Councillors, Municipal Manager and Senior Managers in delivering services to the community. The SDBIP is described as a layered plan. The top layer deals with consolidated service delivery targets and time frames as indicated on this plan. Top Management is held accountable for the implementation of the consolidated projects and Key Performance Indicators.

5. VISION, MISSION AND VALUES

In line with the National Development Plan, the strategic vision of the Waterberg District Municipality was revised during the strategic planning session. The **Vision** of Waterberg District Municipality is:

“To be the best energy hub and ecotourism destination in Southern Africa”

The strategic **Missions** speak about what the purpose of the Waterberg District Municipality is. The Mission is:

“ To invest in a constituency of talented human capital who are motivated and innovative to build a sustainable economy in the field of energy, minerals and eco-tourism for the benefit of all our communities “

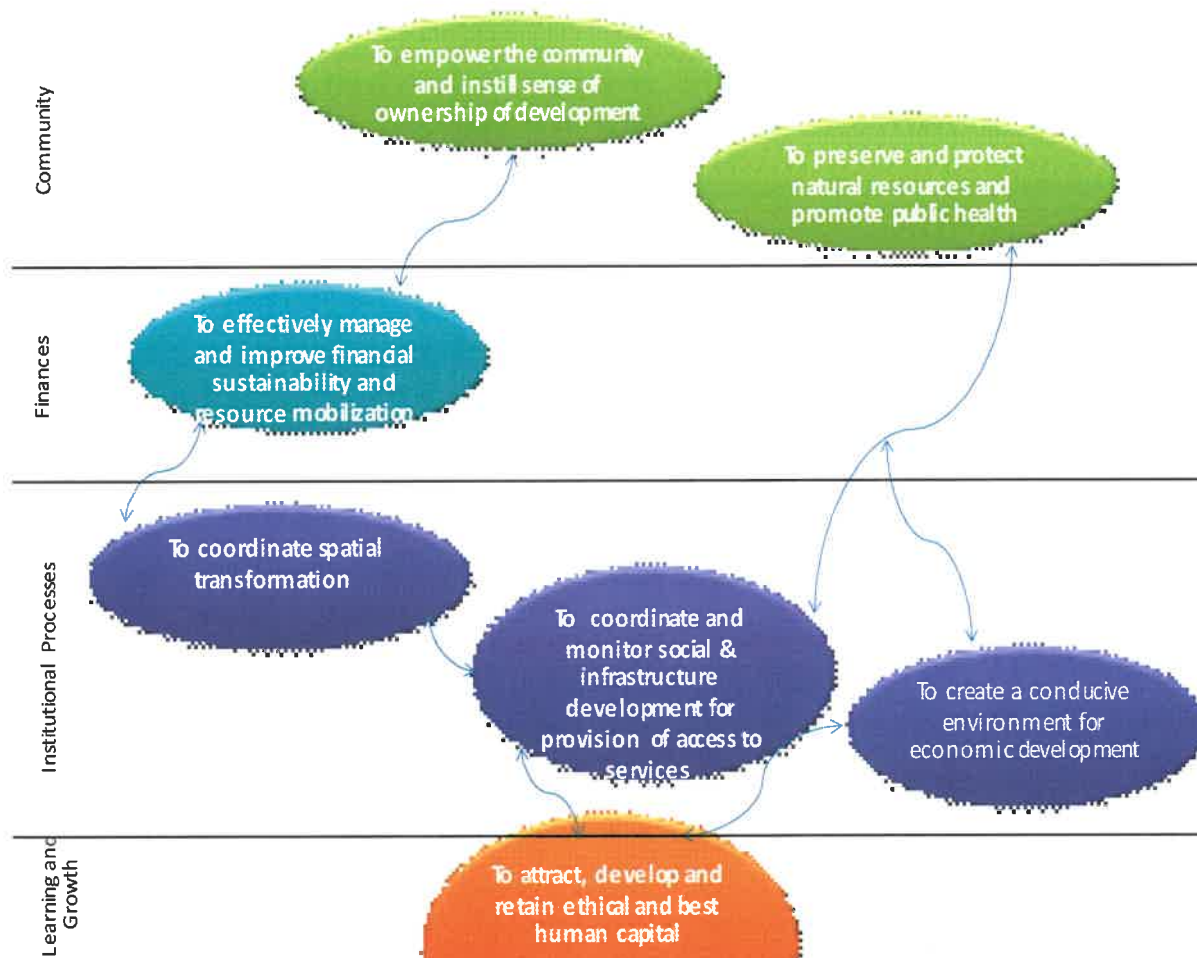
6. VALUES OF WATERBERG DISTRICT MUNICIPALITY

Values represent the core priorities of an organization's culture, including what drives employees and politicians within the municipality to achieve set strategies. The **Values** of Waterberg District Municipality are:

- ✓ **Honesty**
- ✓ **Respect**
- ✓ **Fairness**
- ✓ **Integrity**
- ✓ **Accountability**
- ✓ **Accessibility**
- ✓ **Effectiveness**
- ✓ **Ubuntu**

7. STRATEGIC OBJECTIVES MAP

The Strategy Map below depicts the Strategic Objectives on how the Waterberg District Municipality will be able to become the energy hub and eco-tourism destination in Southern Africa. These objectives were positioned in terms of the Balanced Scorecard Perspectives being: Learning and Growth; Institutional Processes; Financial results and Community Satisfaction. All operational outputs as contained within the SDBIP are aligned to the attainment of one or more of these objectives.



8. 2020-2021 STRATEGIC OBJECTIVE

NO.	KEY PERFORMANCE AREA (KPA)	STRATEGIC OBJECTIVE
1.	BASIC SERVICE DELIVERY	To coordinate and monitor social and infrastructure development for the provision and access to services.
2.	SPATIAL RATIONALE	To coordinate spatial transformation.
3.	FINANCIAL MANAGEMENT & VIABILITY	To effectively and efficiently manage finances and resource mobilisation.
4.	LOCAL ECONOMIC DEVELOPMENT	To create a conducive environment for radical economic development.
5.	GOOD GOVERNANCE & PUBLIC PARTICIPATION	To develop and implement integrated management & governance systems
6.	TRANSFORMATION & ORGANISATIONAL DEVELOPMENT	To attract, develop and retain ethical and best human capital

9. VOTES AND OPERATIONAL OBJECTIVES

Votes and Operational objectives	Office of the Municipal Manager	To promote a culture of good corporate governance and accountability. To provide support to internal departments and local municipalities.
	Budget and Treasury Office (Vote 002)	To effectively manage and improve financial sustainability. To reduce deviation, fruitless and wasteful, irregular and unauthorised expenditures. To ensure compliance to SCM, the MFMA and other pieces of legislation.
	Corporate Support & Shared Services (Vote 003)	To provide training and development to officials and councillors. To give administrative to internal departments and legal advice to Council.
	Planning and Development (Vote 004 and 020)	To promote the creation of decent and sustainable jobs. To promote and market WDM icons.
	Infrastructure Development (Vote 005)	To co-ordinate and support the provision of basic services within the district. To promote maintenance and investment in infrastructure.
	Office of the Executive Mayor(Vote 006)	To promote public participation in municipal affairs. To improve the quality of life of the vulnerable groups.
	Social development and community services (Vote 007 and 009)	To promote environmentally sound practices and public health awareness.

10.MONTHLY REVENUE AND EXPENDITURE

DC36 Waterberg - Supporting Table SB14 Adjustments Budget - monthly revenue and expenditure - 28 February 2021

February 2021		Ref	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework	Budget Year +1 2021/22	Adjusted Budget	Adjusted Budget
Description	R thousands		Budget Year 2020/21															
			July	August	Sept.	October	November	December	January	February	March	April	May	June				
Revenue By Source			Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	
Property rates																		
Service charges - electricity revenue																		
Service charges - water revenue																		
Service charges - sanitation revenue																		
Service charges - refuse revenue																		
0																		
Rental of facilities and equipment																		
Interest earned - external investments		433	1 710	533	425	452	46	910	733	733	933	733	(2 282)				9 628	
Interest earned - outstanding debtors																		
Dividends received																		
Fines, penalties and forfeits																		
Licences and permits																		
Agency services																		
Transfers and subsidies		86 000					40 064			20 211					146 275	143 570	149 273	
Other revenue		93	77	82	77	143	76	72	89	78	93	93	763	1 736	1 117	1 166		
Gains																		
Total Revenue		86 526	1 787	615	502	595	40 186	982	822	21 022	1 026	826	(1 520)	153 371	153 891	160 067		
Expenditure By Type																		
Employee related costs		9 985	9 985	9 985	9 985	9 985	9 985	9 985	9 985	9 985	9 985	9 985	10 141	119 979	130 101	138 118		
Remuneration of councillors		755	755	755	755	755	755	755	755	755	755	755	928	9 233	9 810	10 423		
Debt impairment		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Depreciation & asset impairment		729	729	729	729	729	729	729	729	729	729	729	609	8 628	9 025	9 440		

11. MONTHLY REVENUE AND EXPENDITURE (MUNICIPAL VOTE)

DC36 Waterberg - Supporting Table SB12 Adjustments Budget - monthly revenue and expenditure (municipal vote) - 28 February 2021

DC36 Waterberg - Supporting Table SB12 Adjustments budget - monthly revenue and expenditure (municipal vote) - 2017 January 2021																
Description	Ref	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June			Budget Year 2020/21
R thousands																
Revenue by Vote																
Vote 1 - Executive & Council.														-	-	-
Vote 2 - Corporate Services														-	-	-
Vote 3 - Budget & Treasury														(5 775)	153 312	158 940
Vote 4 - Planning & Development														-	-	-
Vote 5 - Community Services														-	-	-
Vote 6 - Public Safety														-	-	-
Vote 7 - Road Transport														-	-	-
Vote 8 - Health Services														-	-	-
Vote 9 - Abattoir														-	-	-
Vote 10 - [NAME OF VOTE 10]														494	3 151	-
Vote 11 - [NAME OF VOTE 11]														-	165	173
Vote 12 - [NAME OF VOTE 12]														93	905	946
Vote 13 - [NAME OF VOTE 13]														-	-	-
Vote 14 - [NAME OF VOTE 14]														-	-	-
Vote 15 - [NAME OF VOTE 15]														-	-	-
Total Revenue by Vote		87 266	1 787	602	502	540	41 119	1 463	799	21 166	1 489	1 195	(4 559)	153 371	154 389	160 067
Expenditure by Vote																
Vote 1 - Executive & Council.		3 125	3 272	2 906	3 101	4 235	3 805	2 806	4 353	3 825	4 263	5 235	2 022	42 948	44 891	47 624
Vote 2 - Corporate Services		1 898	1 783	1 926	2 100	2 906	2 101	2 235	1 898	2 100	2 000	2 100	1 578	24 623	17 483	18 501
Vote 3 - Budget & Treasury		1 898	2 100	2 000	1 898	1 783	1 926	2 100	1 861	1 361	1 561	1 461	1 886	21 834	36 108	38 261
Vote 4 - Planning & Development		603	591	425	537	550	575	603	703	509	603	703	3 232	9 632	8 903	9 461
Vote 5 - Community Services		591	425	537	550	575	509	603	703	675	575	575	726	7 044	13 066	13 894

Vote 6 - Public Safety	3 101	4 235	2 805	2 806	2 353	3 825	3 263	4 235	3 355	3 155	3 355	1 829	38 318	21 591	22 139
Vote 7 - Road Transport	625	537	550	575	603	703	509	603	591	594	891	1 331	8 110	7 896	8 318
Vote 8 - Health Services	1 783	1 926	2 100	1 906	1 101	1 235	1 898	2 100	2 000	1 812	1 461	2 561	21 881	26 533	28 186
Vote 9 - Abattoir	425	537	550	575	509	603	703	675	575	706	706	2 506	9 071	14 854	15 802
Vote 10 - [NAME OF VOTE 10]												-	-	-	-
Vote 11 - [NAME OF VOTE 11]												-	-	-	-
Vote 12 - [NAME OF VOTE 12]												-	-	-	-
Vote 13 - [NAME OF VOTE 13]												-	-	-	-
Vote 14 - [NAME OF VOTE 14]												-	-	-	-
Vote 15 - [NAME OF VOTE 15]												-	-	-	-
Total Expenditure by Vote	14 048	15 405	13 798	14 047	14 614	15 282	14 719	17 130	14 992	15 268	16 488	17 672	183 462	191 325	202 185
Surplus/ (Deficit)	73 218	(13 618)	(13 196)	(13 545)	(14 074)	25 837	(13 256)	(16 331)	6 174	(13 779)	(15 292)	(22 230)	(30 091)	(36 936)	(42 118)

12. BUDGETED MONTHLY REVENUE AND EXPENDITURE (STANDARD CLASSIFICATION)

DC36 Waterberg - Supporting Table SB13 Adjustments Budget - monthly revenue and expenditure (functional classification) - 28 February 2021

Description - Standard classification	Ref	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework	
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22
		Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget
R thousands															
Revenue - Functional															
Governance and administration		86 000	733	733	733	33 000	7 797	733	733	733	733	14 500	2 089	148 520	151 045
Executive and council													-	-	-
Finance and administration		86 000	733	733	733	33 000	7 797	733	733	733	733	14 500	2 089	148 520	151 045
Internal audit		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and public safety													165	165	173
Community and social services													-	-	-
Sport and recreation													-	-	-
Public safety													-	-	-
Housing													-	-	-
Health													165	165	173
Economic and environmental services		1 192	-	-	-	-	-	-	-	-	-	-	1 959	3 151	2 269
Planning and development		1 192											1 959	3 151	2 269
Road transport													-	-	-
Environmental protection													-	-	-
Trading services		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Energy sources													-	-	-
Water management													-	-	-
Waste water management													-	-	-

13. SERVICE DELIVERY AND PERFORMANCE INDICATORS AND TARGETS

Component 3 of MFMA Circular 13 requires non-financial measurable performance objectives in the form of service delivery targets and other performance indicators. The quarterly projections in the SDBIP must be consistent with the annual performance agreements of the municipal manager and senior managers so that they can be held accountable for performance in line with the SDBIP, budget and IDP.

This is the upper service delivery and performance indicators and targets that will cover all institutional departments. The commonly shared KPIs will be report as Institutional KPIs and will reported as such. The following are the 7 Departments of Waterberg District Municipality operate with.

Departments:

1. Budget and Treasury Office
2. Office of the Municipal Manager
3. Corporate Support & shared Services
4. Planning & Economic Development
5. Infrastructure Development
6. Executive support
7. Social Development & Community Services

13.1 INSTITUTIONAL SERVICE DELIVERY AND PERFORMANCE INDICATORS AND TARGETS

KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2019/20	Annual Target 2020-2021	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence
1.	Spatial rationale To coordinate spatial transformation	Integrated Planning	Number of Highly rated IDP	1	1X highly rated IDP attained by 30 June 2021	N/A	N/A	N/A	1 highly rated IDP	CoGHSTA IDP Analysis report
2.	Spatial rationale To coordinate spatial transformation	Integrated Planning	Number of IDP (s) Approved by council by 31 May 2021	1/1	1X 2021/22-2025/26 IDP Approved by 30 June 2021	N/A	N/A	1 Draft IDP 31 March 2020	1 Final IDP 31 May 2020	Approved 2021/22-2025/26 IDP with Council resolution
3.	Spatial rationale To facilitate access and transform land and rural tourism development	Integrated planning	Number of DMPT Meeting held	0/4	4 X DMPT Meeting held by 30 June 2021	1	1	1	1	4X Set of Invitation Agenda Minutes Attendance register
4.	Basic service delivery To preserve and protect natural resources and promote public health	Municipal Health	Number of Food outlets issued with certificate of compliance	New	80 X Food outlets issued with certificate of compliance by 30 June 2021	20	20	20	20	80 X Set of Signed copies of certificates
5.	Basic service delivery To coordinate and monitor social and infrastructure development for the provision and	Municipal health	Number of permitted land fill site monitored	8/8	9 X Permitted land fill site monitored by 30 June 2021	9	9	9	9	9 X 4 Sets of Reports on Permitted land fill site monitored & Schedule of permitted landfill site monitoring sessions

KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2019/20	Annual Target 2020-2021	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence
	access to services.									
6.	To coordinate and monitor infrastructure development for the provision and access to service	Disaster Management	Number of Disaster Management stakeholder consultative meetings held	8	8 X Disaster Management stakeholder consultative meetings held by 30 June 2021	2	4	6	8	8 X Set of Invitation Agenda Minutes Attendance register & Schedule of Meetings
7.	To coordinate and monitor infrastructure development for the provision and access to	Fire fighting	Number of Fire-fighting reports submitted by local municipalities	20	20 X Fire-fighting reports submitted by local municipalities by 30 June 2021	5	5	5	5	20 X Set of Fire-fighting Quarterly reports
8.	To effectively manage finances and resource mobilization.	Expenditure Management	Percentage of Operating budget variance in terms of SDBIP	20,31%	≤10% of Operating budget variance attained by 30 June 2021	≤10%	≤10%	≤10%	≤10%	Annexure B Financial Report
9.	To effectively manage finances and resource mobilization.	Expenditure Management	Percentage Capital budget variance in terms of SDBIP	14%	≤10% of Capital budget variance attained by 30 June 2021	≤10%	≤10%	≤10%	≤10%	Annexure C Financial report
10.	To effectively manage finances and resource mobilisation.	Reporting	Number of section 71 MFMA report submitted within timeframe	12/12	12 X 71 MFMA report submitted within 10 working days of start of the each Month	3	3	3	3	12 X Set of Submission letters or email & Schedule of MFMA 71 Submission Schedule

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2019/20	Annual Target 2020-2021	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence
11.	Local Economic Development	To create a conducive environment for radical economic development.	Economic development	Number LED forum meeting held	4	4 X LED forum meeting held by 30 June 2021	1	1	1	1	4 X Set of Attendance register, Agenda, Minutes and invitations
12.	Local Economic Development	To create a conducive environment for radical economic development.	Economic development	Percentage of LED Forums resolutions implemented	100% 9/9	100% LED forums resolutions implemented by 30 June 2021	100%	100%	100%	100%	LED Forum(s) resolution register
13.	Good Governance and Public Participation	To develop and implement integrated management & governance systems	Monitoring and Evaluation	Number of section 72 Report (s)-Mid-year Budget and performance Assessment Report submitted	1/1 25/01/2019	1 X (MFMA S72 Report) Mid-year Budget and performance Assessment Report submitted by 25 January 2021	N/A	N/A	1	N/A	Submission letters to NT/PT & EM with acknowledgement letters & A Copy of Mid-year Budget and performance Assessment Report
14.	Good Governance and Public Participation	To develop and implement integrated management & governance systems	Monitoring and Evaluation	Number of Submission of Annual Performance Report (APR) and AFS	1/1	1X APR and AFS submitted to AGSA by 31 August 2021.	1	N/A	N/A	N/A	1 X Copy of Submission letter with acknowledgement
15.	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	AG-Audit outcome/Opinion	Qualified	Unqualified sustained by 31 March 2021	N/A	N/A	Unqualified	N/A	Audit Report

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2019/20	Annual Target 2020-2021	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence
16.	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Percentage AG material audit queries resolved	100% 32/32	100% of Prior Year material audit queries resolved by 30 June 2021	N/A	N/A	N/A	100%	2019/20 Post Audit action plan
17.	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Percentage Identified risk resolved within timeframes as specified in risk plan	50% 9/18	100% of Identified risk resolved within timeframes as specified in risk plan by 30 June 2021	25%	50%	75%	100%	Risk register
18.	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Percentage of internal audit findings resolved	70% 14/20	100% of internal audit findings resolved by 30 June 2021	25%	50%	75%	100%	Internal audit action plan
19.	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Number of Audit committee meetings held	4	4 X Audit committee meetings held by 30 June 2021	1	1	1	1	4 X Set of Minutes and Attendance register with the Schedule of Meetings
20.	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Percentage of Audit Committee recommendations implemented	83% 5/6	100% of Audit Committee recommendations implemented by 30 June 2021	100%	100%	100%	100%	Audit Committee recommendations Register

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2019/20	Annual Target 2020-2021	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence
21.	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Governance	Percentage Council resolutions implemented within timeframes	88.29% 83/94	100% Council resolutions implemented by 30 June 2021	100%	100%	100%	100%	Council resolutions implemented register
22.	Good Governance and Public Participation	To develop and implement integrated management and governance	Public Participation	Number of IDP Representative Forum meetings convened	4/4	4 X IDP Representative Forum meetings convened by 30 June 2021	1X Approval of IDP Review Process	1X Analysis phase	1 X Preparation for Tabling of the 2021/22-25/26 Draft IDP for Adoption	1 X Preparation for Tabling of the 2021/22-25/26 Final IDP for Approval	4 X Set of Invitations, Agenda, minutes & attendance register with Schedule of the meetings
23.	Good Governance and Public Participation	To develop and implement integrated management and governance	Governance	Percentage of MPAC resolutions implemented	100% 6/6	100% MPAC resolutions implemented by 30 June 2021	100%	100%	100%	100%	MPAC Resolution register
24.	Good Governance and Public Participation	To develop and implement integrated management and governance	Governance	Number of 2019/20 Oversight report(s) approved by council	1	1 X 2019/20 Oversight report(s) approved by council by 31 march 2021	N/A	N/A	N/A	1	Council resolution with 2019/20 Oversight Report
25.	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Human Resources Management	Number of Senior Management with signed Performance Agreements	6	6 X Senior Management with signed Performance Agreements by 31 July 2020	6	N/A	N/A	N/A	6 X Copies of Signed Performance Agreements

KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2019/20	Annual Target 2020-2021	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence
26. Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Capacity building and Training (HRD)	Number of officials and Councillors capacitated in terms of the workplace skills plan (WSP)	21	25 X Officials and Councillors capacitated in terms of the workplace skills plan by end June 2021	5	5	5	10	Copies of the Attendance registers and Schedule of training activities attended
27. Transformation and Organisational Development	To Improve, attract, develop and retain best human capital	Occupational Health and Safety	Number of OHS Committee meetings held	New	4 X OHS Committee meetings held by 30 June 2021	1 OHS Meeting	1 OHS Meeting	1 OHS Meeting	1 OHS Meeting	4 X Set of Attendance registers with Schedule of the Meetings
28. Transformation and Organisational Development	To improve Administration and Governance Capacity	Information and Communication Technology	Number of ICT Steering Committee Meeting Held	4	4 X ICT Steering Committee Meeting Held by 30 June 2021	1	1	1	1	4 X Set of Attendance registers with Schedule of the Meetings
29. Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Organisational Development	Number of approved 2021/22 SDBIP by the Executive Mayor	100% 15 June 2018	1 X 2021/22 SDBIP Approved by the EM by the 28 June 2021	N/A	N/A	N/A	1 X approved 2021/22 SDBIP	Copy of the Approved 2021/22 SDBIP
30. Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Monitoring and Evaluation	Number of Annual Performance evaluation conducted	0/1	1X 2020/21 Annual Performance evaluation conducted by 30 June 2021	N/A	N/A	N/A	1	Attendance register and Schedule of 2020/21 Annual Performance Evaluations
31. Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Monitoring and Evaluation	Number of Annual report (sec 121) adopted & submitted to MEC	100% approved 28 March 2019	1 X Annual Report (sec 121) adopted & submitted to MEC by 31 March 2021	N/A	N/A	N/A	100% Approval of final 2017/18 AR	Council resolution & submission letter

KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2019/20	Annual Target 2020-2021	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence
32. Transform and Organisational Development	To improve Administration and Governance Capacity	Legal Services	Number of litigation reports compiled and submitted to council	2	4 X litigation reports compiled and submitted to council by 30 June 2021	1	1	1	1	4 X Set of Litigation Reports with Council Resolution
33. Transform and Organisational Development	To improve Administration and Governance Capacity	Human Resource Management	Number of LLF meetings held by end June 2021	4	1 X LLF meetings held by end June 2021	1	1	1	1	4 X Set of Attendance register Minutes

14.DETAILED CAPITAL WORKS PLAN

A detailed capital works plan is required to ensure sufficient detail to measure and monitor delivery of infrastructure projects.

A summary of capital projects for each responsible manager, by vote must be provided showing quarterly projections for performance in relation to implementing capital projects. The projects, funded by both the operational and capital budget components, indicating quarterly milestones are indicated below:

No.	Dept.	Project name	2020/21 IDP Budget	Adjusted Budget	Planned start date	Planned completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
							% Prog.	Milestone	% Prog.	Milestone	% Prog.	Milestone	% Prog.	Milestone
1.	SDCS	Stack Monitoring Equipment EHM 011	295 487	-	01/07/2020	30/06/2021	-	-	-	-	50%	Awarding	100%	Implementation
2.	SDCS	Instant sampling kits for food and water EHM 012	495 487	-	01/07/2020	30/06/2021	-	-	-	-	50%	Awarding	100%	Implementation
3.	SDCS	Renovation of Bela-Bela Fire	5 000 000	-	01/07/2020	30/06/2021	-	-	-	-	50%	Awarding	100%	Completion

No.	Dept.	Project name	2020/21 IDP Budget	Adjusted Budget	Planned start date	Planned completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
							% Prog.	Milestone	% Prog.	Milestone	% Prog.	Milestone	% Prog.	Milestone
		Station DM 012												
4.	PED	Agricultural Development	250 000	-	01/07/2020	30/06/2021	25%	Tender process	50%	Awarding	75%	Implementation	100%	Implementation
5.	PED	SMME Development	200 000	-	01/07/2020	30/06/2021	1	Program	2	Program	3	Program	4	Program
6.	PED	Informal Settlement study	1 000 000	-	01/07/2020	30/06/2021	25%	Tender process	50%	Awarding	75%	Implementation	100%	Completion
7.	PED	Review of SDF	800 000	700 000	01/07/2020	30/06/2021	25%	Tender process	50%	Awarding	75%	Implementation	100%	Completion
8.	PED	LED Coordination	100 000	-	01/07/2020	30/06/2021	25%	Program	50%	Program	75%	Program	100%	Program
9.	PED	SPLUMA	250 000	-	01/07/2020	30/06/2021	25%	Coordination	50%	Coordination	75%	Coordination	100%	Coordination
10.	ID	Road Asset Management System (RAMS) RS 044	2 151 000	-	01/07/2020	30/06/2021	25%	Implementation	50%	Implementation	75%	Implementation	100%	Completion
11.	ID	Expanded Public Works Program (Tsakane VIP Phase 2)	1 000 000	-	01/07/2020	30/06/2021	25%	Tender process	50%	Awarding	75%	Implementation	100%	Completion
12.	ID	Planning Design & Refurbishment of WDM building	628 004	-	01/07/2020	30/06/2021	25%	Tender process	50%	Awarding	75%	Implementation	100%	Completion
13.	CSSS	Office furniture	236 010	286 016	01/07/2020	30/06/2021	25%	Tender process	50%	Awarding	75%	Delivery	100%	Completion
14.	CSSS	Fleet Management Tracking System	1 000 000	-	01/07/2020	30/06/2021	25%	Tender process	50%	Awarding	75%	Delivery	100%	Completion
15.	CSSS	Disaster Recovery Solution	2 000 000	2 750 000	01/07/2020	30/06/2021	25%	Tender process	50%	Awarding	75%	Implementation	100%	Completion
16.	CSSS	Municipal Systems Improvement Grant	300 000	-	01/07/2020	30/06/2021	25%	Tender process	50%	Awarding	75%	Implementation	100%	Completion
17.	CSSS	COVID 19	1 692 000	-	01/07/2020	30/06/2021	25%	Tender process	50%	Awarding	75%	Implementation	100%	Implementation

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No.	Dept.	Project name	2020/21 IDP Budget	Adjusted Budget	Planned start date	Planned completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
							% Prog.	Milestone	% Prog.	Milestone	% Prog.	Milestone	% Prog.	Milestone
18.	CSSS	Development of ICT strategy Plan	800 000	0.00		The project deferred to the 2021/22 financial year								
19.	ES	By-laws	400 00	250 000	01/07/2020	30/06/2021	25%	Implementation	50%	Implementation	75%	Implementation	100%	Completion

15.PROJECT WORKS PLAN -2020/21 IDP EXPENDITURE BY MONTH

Dpt		PROJECT NAME	2019/20 Roll over Budget	2020/21 Budget	PROJECTED EXPENDITURE - YEAR TO DATE											
					July	August	September	October	November	December	January	February	March	April	May	June
Municipal Health & Environmental Management																
SDCS		Stack Monitoring Equipment EHM 011	295 487	-	-	-	73 872	-	-	73 872	-	-	73 872	-	-	295 487
SDCS		Instant sampling kits for food and water EHM 012	495 487	-	-	-	123 872	-	-	123 872	-	-	123 872	-	-	495 487
SDCS		Renovation of Bela-Bela Fire Station DM 012	-	5 000 000	-	-	1 250 000	-	-	1 250 000	-	-	1 250 000	-	-	5 000 000
Local Economic Development																
PED		Review of SDF UE 037	800 000	-	-	-	-	-	-	400 000	-	-	400 000	-	-	800 000
Roads & Storm Water																
ID		Road Asset Management	-	2 151 000	-	-	537 750	-	-	537 750	-	-	537 750	-	-	2 151 000

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16.CONCLUSION

The municipality was able to successfully integrate the IDP, the Budget and the SDBIP since they were tabled at the same time. All the Senior Management should be evaluated and monitored on the implementation of the SDBIP which comprises largely of Key Performance Indicators and projects on a quarterly basis. Having regard to sustaining the unqualified opinion or improve to clean audit, performance information should also be audited. Legislative reports in the form of Mid-year Budget and Performance Assessment and the Annual Report are heavily informed by the consistent and monitoring of an SDBIP.

The SDBIP will therefore determine the performance agreements of the municipal manager and senior managers, including the outputs and deadlines for which they will be held responsible. The SDBIP is also a vital monitoring tool for the mayor and council to monitor in-year performance of the municipal manager and for the municipal manager to monitor the performance of all managers in the municipality within the financial year. This enables the Executive Mayor and Municipal manager to be pro-active and take remedial steps in the event of poor performance. The SDBIP aims to ensure that managers are problem-solvers, who routinely look out for unanticipated problems and resolve them as soon as possible. The SDBIP also enables the council to monitor the performance of the municipality against quarterly targets on service delivery.