

Draft Service Delivery and Budget Implementation Plan – Institutional

2015/16



Waterberg
District Municipality

on the Go for Growth



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1. FOREWORD BY THE EXECUTIVE MAYOR

Waterberg District received qualified opinion from the Auditor- General for the financial ear 12/13 as compared to the financial year 10/11 and 11/12 which we received the clean Audit respectively. In the main, the Service Delivery and Budget Implementation Plan was used to monitor and manage the implementation of the IDP which was tabled by Council on 30 March 2014. It is important for management to give enough attention to the financial and predetermined objectives of the 2014/15 IDP. Senior Managers and other officials are expected to implement the SDBIP diligently.

I am fully aware that the SDBIP is credible in that it complies with the minimum requirements as stipulated in MFMA Circular 32 of 2005. All strategic documents such as the Midyear Budget and Performance, Annual Performance Report and the Annual Report are informed by the SDBIP.

As means to pursue district planning, it will therefore be significant to ensure proper and coherent planning processes which begin 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 required 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 twelvemonths. This provides the basis for measuring performance in service delivery against end-of-year targets and implementing the budget.

Approved by the Executive Mayor:

Date: _____

COUNCILLOR NTIE ROSINA MOGOTLANE



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, councillors, 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. LEGISLATION

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 2013-2014 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 Turn Around Strategy 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:

“We are the best energy hub and ecotourism destination in Southern Africa”

The strategic **Missions** speaks 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 “



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:

<u>Values:</u>	<u>Description:</u>
Commitment	<ul style="list-style-type: none"> • Commitment is a fundamental cornerstone underpinning our everyday activities – we recognise the value of commitment to fellow employees, to our Councillors and, particularly, to our communities. Forging long-term relationships with our communities, we appreciate they are the lifeblood of our municipality and, in essence, we value them as stake-holders in our future. Thus committed to our clients, naturally we are equally committed to quality and, we also believe in commitment to society as a whole – both the councillors and employees undertake to not only perform their duties in a professional manner, but also actively participate in public life and express their opinions on issues of development in the country in which they live and work
Productivity	<ul style="list-style-type: none"> • Productivity generally refers to the amount of work someone does in a given amount of time. It consists of the undertaking that to intensify labour-effort and the quality of labour produced at all levels and producing technical innovations. Productivity means doing more with less for maximum impact.
Excellence	<ul style="list-style-type: none"> • Synonyms for ‘excellence’ include ‘fineness’ ‘brilliance’, ‘superiority’, ‘distinction’, ‘quality’, and ‘merit’. Excellence in all endeavours must be a defining virtue by which the District Wide Area pursues its vision and mission.
Integrity	<ul style="list-style-type: none"> • Integrity is a concept of consistency of actions, values, methods, measures, principles, expectations, and outcomes. In ethics, integrity is regarded as the honesty and truthfulness or accuracy of one's actions. Integrity can be regarded as the opposite of hypocrisy in that it regards internal consistency as a virtue, and suggests that parties holding apparently conflicting values should account for the discrepancy or alter their beliefs.
Transparency	<ul style="list-style-type: none"> • Behavior, actions and information should be visible and available for all to scrutinise. • This includes professionalism which refers to the adherence of employees to honesty and responsibility when dealing with community members including ensuring a level of excellence that goes over and above what is legislatively required. It is about personal ethics, the quality of work produced and the attitude with which it is produced.
Accountability	<ul style="list-style-type: none"> • To render services to the community with least waste of required resources and ensuring that responsibility is taken for actions so as to be answerable to the community.

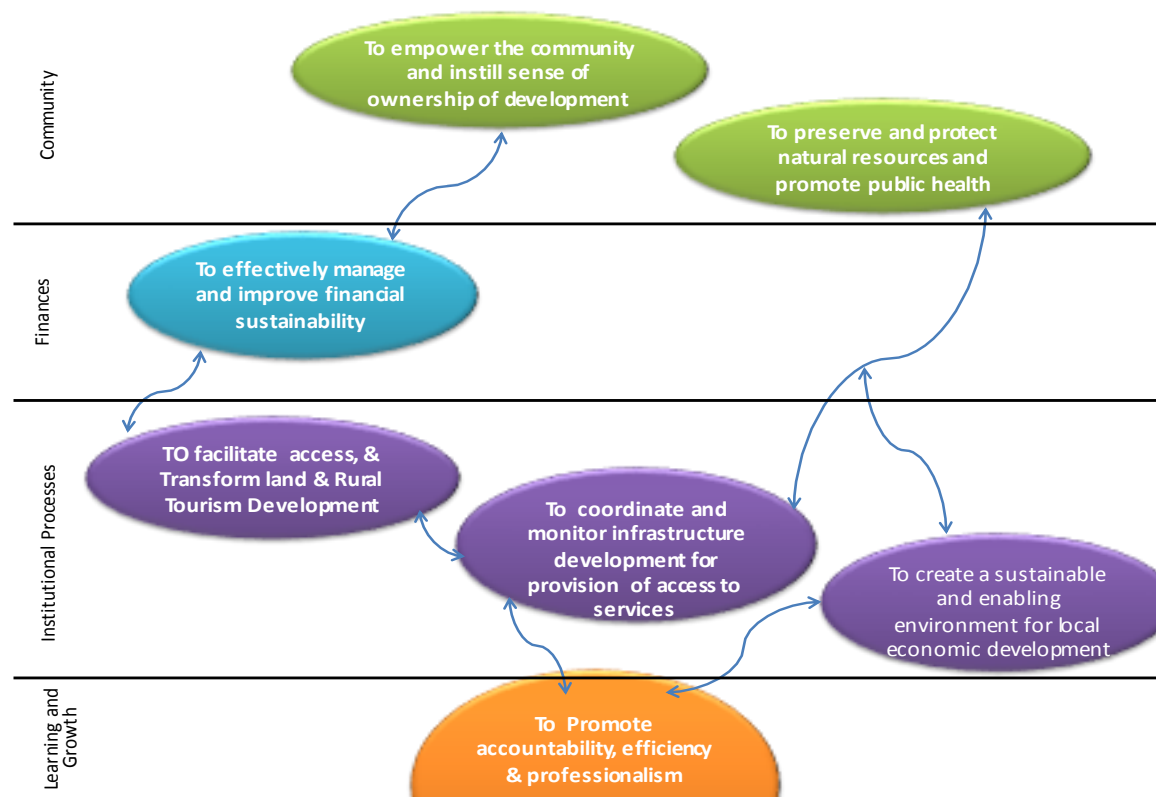


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|-----------------|---|
| Courtesy | <ul style="list-style-type: none">• Courtesy involves gentle politeness and courtly manners, which not only covers basic etiquette and decorum but also provided for sophisticated conversation and intellectual skill. To be courteous means to treat other people with dignity. |
| Professionalism | <ul style="list-style-type: none">• Professionalism refers to being competent, effective, efficient, ethical and qualified for performing assigned and accepted duties. |



6. STRATEGIC OBJECTIVES

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.





7. 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 deviations, 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.



8. MONTHLY REVENUE

One of the most important and basic priorities for any municipality is to collect all its revenue as budgeted for – the failure to collect all such revenue will undermine the ability of the municipality to deliver on services. The municipality **MUST** ensure that it has instituted measures to achieve monthly revenue targets for each revenue source. The revenue projections relate to actual cash expected to be collected and should reconcile to the cash-flow statement approved with the budget documentation. The reason for specifying actual revenue collected rather than accrued (billed) revenue is to ensure that expenditure does not exceed actual income.

The SDBIP information on revenue will be monitored and reported monthly by the Municipal Manager in terms of section 71(1)(a) and (e). Statistical data has shown that the Waterberg District Municipality projects to generate most of its revenue from recognised transfers which account for 93.52% of the total revenue and least on interest earned from debtors accounting to at least 0.01% of the total share. The graph below shows the extent to which the municipality projects its revenue from various sources:



The relevant table from the documentation that accompany the budget, is Schedule A1, table SA25 which gives the monthly projections for revenue by source, is included below:

DC36 Waterberg - Supporting Table SA25 Budgeted monthly revenue

Description	Budget Year 2011/12												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Revenue By Source															
Service charges - other	131	131	131	131	131	131	131	131	131	131	131	131	1 571	1 650	1 732
Interest earned - external investments	475	475	475	475	475	475	475	475	475	475	475	475	5 700	5 820	5 930
Interest earned - outstanding debtors	-	-	-	-	-	-	-	-	-	-	-	-	3	3	3
Transfers recognised - operational	44 327	1 334	-	-	33 279	100	-	300	24 759	-	-	-	104 099	110 207	112 676
Other revenue	2	2	2	2	2	2	2	2	2	2	2	2	23	23	23
Total Revenue (excluding capital transfers and contributions)	44 940	1 947	613	613	33 892	713	613	913	25 372	613	613	613	111 456	117 763	120 424



The relevant table from the documentation that accompany the budget, is Schedule A1, table SA26 which gives the monthly projections for revenue by vote, is included below:

DC36 Waterberg - Supporting Table SA26 Budgeted monthly revenue (municipal vote)

Description	Budget Year 2011/12												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Revenue by Vote															
Vote 1 - BUDGET & TREASURY OFFICE	42 725	477	477	477	33 456	477	477	477	25 236	477	477	477	105 709	112 837	115 299
Vote 2 - MUNICIPAL MANAGER'S OFFICE	300	934	-	-	-	-	-	-	-	-	-	-	1 234	1 267	1 318
Vote 3 - CORPORATE SUPPORT & SHARED SERVICES	-	-	-	-	-	100	-	-	-	-	-	-	100	107	115
Vote 4 - PLANNING & ECONOMIC DEVELOPMENT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 5 - INFRASTRUCTURE DEVELOPMENT	1 779	400	-	-	300	-	-	300	-	-	-	-	2 779	1 839	1 897
Vote 6 - EXECUTIVE SUPPORT OFFICE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 7 - SOCIAL DEVELOPMENT & COMMUNITY SERVICES	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - DISASTER & FIRE FIGHTING	5	5	5	5	5	5	5	5	5	5	5	5	60	60	60
Vote 9 - MUNICIPAL ENVIRONMENTAL HEALTH	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 - ABBATOIR	131	131	131	131	131	131	131	131	131	131	131	131	1 574	1 653	1 735
Total Revenue by Vote	44 940	1 947	613	613	33 892	713	613	913	25 372	613	613	613	111 456	117 763	120 424



9. MONTHLY EXPENDITURE

The expenditure projections relate to cash paid and should reconcile to the cash flow statement adopted with the budget documentation.

Statistical data has shown that Waterberg District Municipality projects to spend most of its funds on related costs which account for 42.74% of the total expenditure which is outside the national benchmark. The graph above shows the extent to which the municipality projects its expenditure by type. The monthly breakdowns of operating expenditure are included below:

DC36 WATERBERG –SUPPORTING TABLE SA 25 BUDGETED MONTHLY EXPENDITURE

Description	Budget Year 2011/12												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Expenditure By Type															
Employee related costs	5 623	5 623	5 623	5 623	5 623	5 623	5 623	5 623	5 623	5 623	5 623	5 623	67 477	72 090	77 088
Remuneration of councillors	537	537	537	537	537	537	537	537	537	537	537	537	6 441	6 827	7 237
Debt impairment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation & asset impairment	598	598	598	598	598	598	598	598	598	598	598	598	7 181	7 569	7 977
Finance charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other materials	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted services	1 316	1 316	1 316	1 316	1 316	1 316	1 316	1 316	1 316	1 316	1 316	1 316	15 791	16 840	17 974
Transfers and grants	389	389	389	389	389	389	389	389	389	389	389	389	4 671	1 999	-
Other expenditure	2 068	2 448	1 448	1 448	1 448	1 448	2 940	1 448	1 448	1 659	1 448	4 333	23 580	24 805	26 166
Loss on disposal of PPE	-	-	-	-	-	-	-	-	-	-	75	-	75	85	100
Total Expenditure	10 531	10 911	9 911	9 911	9 911	9 911	11 403	9 911	9 911	10 122	9 986	12 797	125 216	130 216	136 542



DC36 Waterberg - Supporting Table SA26 Budgeted monthly expenditure (municipal vote)

Description	Budget Year 2011/12												Medium Term Revenue and Expenditure Framework			
	R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<u>Expenditure by Vote to be appropriated</u>																
Vote 1 - BUDGET & TREASURY OFFICE	876	876	876	876	876	876	2 368	876	876	876	876	2 065	13 197	13 987	14 886	
Vote 2 - MUNICIPAL MANAGER'S OFFICE	1 285	665	665	665	665	665	665	665	665	665	665	763	8 701	9 245	9 848	
Vote 3 - CORPORATE SUPPORT & SHARED SERVICES	1 242	2 242	1 242	1 242	1 242	1 242	1 242	1 242	1 242	1 242	1 317	1 571	16 305	17 326	18 426	
Vote 4 - PLANNING & ECONOMIC DEVELOPMENT	413	413	413	413	413	413	413	413	413	413	413	474	5 015	5 354	5 721	
Vote 5 - INFRASTRUCTURE DEVELOPMENT	495	495	495	495	495	495	495	495	495	495	495	579	6 022	5 299	3 695	
Vote 6 - EXECUTIVE SUPPORT OFFICE	1 624	1 624	1 624	1 624	1 624	1 624	1 624	1 624	1 624	1 836	1 624	1 771	19 850	19 236	20 272	
Vote 7 - SOCIAL DEVELOPMENT & COMMUNITY SERVICES	234	234	234	234	234	234	234	234	234	234	234	266	2 836	3 019	3 217	
Vote 8 - DISASTER & FIRE FIGHTING	2 461	2 461	2 461	2 461	2 461	2 461	2 461	2 461	2 461	2 461	2 461	2 569	29 640	31 525	33 553	
Vote 9 - MUNICIPAL ENVIRONMENTAL HEALTH	1 435	1 435	1 435	1 435	1 435	1 435	1 435	1 435	1 435	1 435	1 435	1 906	17 692	18 888	20 181	
Vote 10 - ABBATOIR	466	466	466	466	466	466	466	466	466	466	466	833	5 957	6 336	6 744	
Total Expenditure by Vote	10 531	10 911	9 911	9 911	9 911	9 911	11 403	9 911	9 911	10 122	9 986	12 797	125 216	130 216	136 542	



The SDBIP revenue and expenditure will be monitored and reported monthly by the Municipal Manager in terms of section 71(1) (a) and (e).

10. 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 department . 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



10.1 INSTITUTIONAL SERVICE DELIVERY AND PERFORMANCE INDICATORS AND TARGETS

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2014-2015	Annual Target 2015-2016	Annual Target 2016-2017	Evidence
1.	Spatial rationale	To facilitate access and transform land and rural tourism development	Integrated Planning	% Highly rated IDP	100%	25%	50%	75%	100%	100%	100%	100%	CoGHSTA IDP report
2.	Spatial rationale	To facilitate access and transform land and rural tourism development	Integrated Planning	% of SDF & land use management system developed & approved in line with the SPLUMA	100%	N/A	N/A	N/A	100%	100%	100%	100%	SDF, LUMS & SPLUMA
3.	Basic service delivery	To coordinate & monitor infrastructure development for the provision & access to services	Municipal health	% food outlets issued with certificates of compliance (for outlets that comply with set standard)	100%	100%	100%	100%	100%	100%	100%	100%	Certificate s



	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2014-2015	Annual Target 2015-2016	Annual Target 2016-2017	Evidence
4.													
5.	Basic service delivery	To coordinate & monitor infrastructure development for the provision & access to services	Municipal health	# of permitted land fill site monitored	8	2	4	6	8	8	8	8	Reports
6.	Financial management and viability	To effectively manage finances and improve financial sustainability	Expenditure Management	% Operating budget variance in terms of SDBIP	8.1%	10%	10%	10%	10%	10%	10%	10%	Annexure B Financial Report
7.	Financial management and viability	To effectively manage finances and improve financial sustainability	Expenditure Management	% Capital budget variance in terms of SDBIP	54%	10%	10%	10%	10%	10%	10%	10%	Annexure C Financial report
8.	Financial management and viability	To effectively manage finances and improve financial sustainability	Budget and reporting	% Adjustments budget submitted within timeframe	100%	100%	N/A	100%	N/A	100%	100%	100%	Council resolution & submission letters



	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2014-2015	Annual Target 2015-2016	Annual Target 2016-2017	Evidence
9.	Financial management and viability	To effectively manage finances and improve financial sustainability	Supply chain management	# of SCM deviation report submitted to council	8	1	2	3	4	4	4	4	Council item & resolution
10.	Local Economic Development	To ensure optimal utilisation and adherence to space economic	Job creation	% of LED strategy aligned to the provincial & national LED strategy/ framework	100%	N/A	N/A	50% Draft	100% Final	100%	100%	100%	LED strategy
11.	Local Economic Development	To ensure optimal utilisation and adherence to space economic	Job creation	# of Jobs created through LED initiatives	40	20	30	40	40	40	40	40	LED Reports
12.	Local Economic Development	To ensure optimal utilisation and adherence to space economic	Job creation	# of jobs created through EPWP	15	5	8	12	15	15	30	45	EPWP Reports
13.	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Monitoring and Evaluation	% of Submission of Annual Performance Report (sec 46 MSA) by 31 August	100%	100%	N/A	N/A	N/A	100%	100%	100%	Submission letter



	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2014-2015	Annual Target 2015-2016	Annual Target 2016-2017	Evidence
14.	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	% of AG -Audit outcome	100%	N/A	100%	N/A	N/A	100%	100%	100%	Audit opinion
15.	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Average % AG material audit queries resolved	100%	N/A	20%	60%	100%	100%	100%	100%	Audit action plan
16.	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	% Identified risk resolved within timeframes as specified in risk plan	100%	25%	50%	75%	100%	95%	100%	100%	Risk register
17.	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	% of Audit Committee recommendations implemented	100%	100%	100%	100%	100%	100%	100%	100%	Audit Committee recommendations
18.	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	# of Performance audit reports submitted to Council	4	1	2	3	4	4	4	4	Council item or resolution



	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2014-2015	Annual Target 2015-2016	Annual Target 2016-2017	Evidence
19.	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Governance	% Council resolutions implemented within timeframes	100%	100%	100%	100%	100%	100%	100%	100%	Council resolutions implemented register
20.	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Inter-governmental relations	% Municipal Managers Forum Resolutions related to WDM implemented.	100%	100%	100%	100%	100%	100%	100%	100%	Municipal Managers Forum Resolutions
21.	Good Governance and Public Participation	To develop and implement integrated management and governance	Public Participation	# of IDP Representative Forum meetings convened	4	1	2	3	4	4	4	4	Invitations, Agenda, minutes & attendance register
22.	Good Governance and Public Participation	To develop and implement integrated management and governance	Governance	# of council meeting held	4	1	2	3	4	4	4	4	Attendance register
23.	Good Governance and Public Participation	To develop and implement integrated management and governance	Governance	# of MPAC meeting held	4	1	2	3	4	4	4	4	Minutes & attendance register
24.	Transformation and Organisational	To attract, develop and retain ethical and best human capital	Human Resources Management	% of disciplinary actions initiated by the Municipal	0%	100%	100%	100%	100%	100%	100%	100%	Report



	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2014-2015	Annual Target 2015-2016	Annual Target 2016-2017	Evidence
	Development			Manager									
25.	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Human Resources Management	# of Senior Management with signed Performance Agreements	7	7	N/A	N/A	N/A	7	7	7	Agreements
26.	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Human Resources Management	# of officials capacitated in terms of workplace skills	21	10	20	30	40	40	40	40	Report
27.	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Human Resources Management	# of internship & learnership opportunities created	4	4	N/A	N/A	N/A	4	4	4	Report
28.	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Human Resources Management	% progress with compilation & submission of WSP to LGSETA	100%	N/A	N/A	N/A	100%	100%	100%	100%	Submission letter
29.	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Organisational Development	# of quarterly performance reviews conducted	4	1	2	3	4	4	4	4	Attendance register



	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2014-2015	Annual Target 2015-2016	Annual Target 2016-2017	Evidence
30.	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Organisational Development	% of approved SDBIP aligned with the IDP & Budget	100%	N/A	N/A	50% Draft	100% Approval	100%	100%	100%	Approved SDBIP
31.	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Monitoring and Evaluation	# of Performance evaluation conducted	1	N/A	N/A	N/A	1	1	1	1	Attendance register
32.	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Monitoring and Evaluation	% of Annual report (sec 121) adopted & submitted to MEC by 31 March	100%	N/A	50% (draft)	100% (Final)	N/A	100%	100%	100%	Council resolution & submission letter
33.	Transformation and organisational development	To attract ,develop and retain ethical and best human capital	Organisational Development	# of policies / framework reviewed		N/A	N/A	N/A					



11. 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	2014/15 Budget	Adjustment 2014/15	Planned start date	Planned completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
							% Prog.	Milestone						
1	OMM													
2	OMM													
3	CSSS													
4	CSSS													
5	CSSS													
7	PED													
8	PED													
9	PED													



No.	Dept	Project name	2014/15 Budget	Adjustment 2014/15	Planned start date	Planned completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
							% Prog.	Milestone						
10	PED													
11	PED													
12	PED													
13	ID													
14	ID													
15	ID													
16	ID													
17	ID													
18	ID													
19	ID													
20	ID													



No.	Dept	Project name	2014/15 Budget	Adjustment 2014/15	Planned start date	Planned completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
							% Prog.	Milestone						
21	ID													
22	ES													
23	ES													
24	ES													
25	ES													
26	ES													
27	ES													
28	ES													
29	Disaster													
30	Disaster													
31	Fire													
32	Fire													
33	Fire													
34	Fire													



No.	Dept	Project name	2014/15 Budget	Adjustment 2014/15	Planned start date	Planned completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
							% Prog.	Milestone						
35	Fire													
36	Fire													



12. PROJECT WORKS PLAN -15/16 IDP EXPENDITURE BY MONTH

Dpt	Proj #	PROJECT NAME	Total Operational	Total Capital	PROJECTED EXPENDITURE - YEAR TO DATE											
					July	August	September	October	November	December	January	February	March	April	May	June
		Municipal Environmental Health & Environmental Management														
05	SE023	Development of landfill site Mookgophong Local Municipality (roll over)														
05	DM025	Disaster Risk Management Toll Free Number & promotional signage (roll over)														
08	DM030	LDC - Major Heavy Duty Pumper (roll over)														
08	DM041	LDC - 4x4 Major Urban Rescue Pumper & equipment (roll over)														
08	DM020	Review of Waterberg Disaster Risk Management Plan & Framework (roll over)														
08	DM048	Two-way radio communication facilities for the Waterberg District Disaster Risk Management Centre (roll over)														
05	DM049	The construction of fencing on the remainder of 1.2HA land donated by Modimolle local municipality (roll over)														
08	DM051	LDC - 1 x 1000 KPA / 100 bar skid units (roll over)														



08	DM054	Thabazimbi- Equiped 24 hours operating room / mobile house - radio room / control room (roll over)																		
08	DM055	Lephalale - Refurbishment of Iveco Fire Truck (roll over)																		
08	DM060	Mogalakwena - 1 x communication / alarm system & voice logger (roll over)																		
04	UE031	Co-ordination of district wide LED (roll over)																		
04	UE034	Vaalwater Beautification (roll over)																		
04	UE038	Tourism (roll over) - see below breakdown																		
04		- Getaway Show																		
04		- Tourism Month Celebrations																		
04		- Marula Festival																		
04		- Tourism Indaba																		
04		- Wildlife Expo																		
04		- Publications & Brochures																		
04		- Local Tourism Association Support																		
04	UE040	Waterberg Biosphere Meander Reserve (roll over)																		
04	UE041	WEDA (roll over)																		
04	UE053	Agri – Park support (roll over)																		



05	RS041	Completion of Streets in Mahwelereng (roll over)																		
05	RS042	Upgrading of streets in Marapong Township (roll over)																		
05	RS043	Upgrading of streets in Regorogile Township (roll over)																		
05	RS044	Road Asset Management System (roll over)																		
05	RS044	Road Asset Management System																		
03	IN017	Procurement of movable assets																		
03	IN017	Procurement of movable assets (roll over)																		
03	IN021	Procurement of IT equipment																		
03	IN021	Procurement of IT equipment (roll over)																		
03	IN041	District Wide VPN Network (roll over)																		
02	IN045	District Wide Audit System (roll over)																		
05	IN046	Installation of new lift in WDM Head Office Building (roll over)																		
03	IN048	Job Evaluation System (TASK) (roll over)																		



Community Participation & Good Governance													
06	CO009	Communication (roll over)											
06	CO009	Communication											
06	CO011	District IDP Public Participation Programme - Executive Mayor (roll over)											
06	CO011	District IDP Public Participation Programme - Executive Mayor											
02	CO012	District IDP Strategic Planning Programme - Municipal Manager (roll over)											
02	CO012	District IDP Strategic Planning Programme - Municipal Manager											
06	CO013	Production of Diaries for Cllrs & Traditional Leaders (roll over)											
06	CO014	Learning & sharing (twinning agreement) (roll over)											
06	CO030	Back to School Campaign (roll over)											
06	SC012	Executive Mayor's Marathon (roll over)											
06	CO034	Traditional Leadership development Programme (roll over)											
05	SA034	EPWP IG - Provision of household VIP (Ventilated Improved Pit latrines) sanitation in rural villages											



05	SA032	Mookgophong Township Sewer Connection (roll over)													
		Total													

12. 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 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.