

# 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

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Waterberg District Municipality always strives to be excellent in providing services to the people. The 2013/14 financial year was no exception were we received unqualified Audit opinion from the office the auditor General (AG). The 2015/16 budget year is a unique year because National treasury has entrusted Waterberg district with the implementation of Municipal Water Infrastructure Grants (MWIG) projects for three local municipalities namely; Modimolle, Mookgophong and Thabazimbi. The project has duration of 18 Months. The introduction of Back to Basics by the Minister of Corporative Governance and Traditional Affaires (CoGTA) will help to improve the service delivery in all municipalities.

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: \_\_\_\_\_

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COUNCILLOR NTIE ROSINA MOGOTLANE

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## 2. INTRODUCTION

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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.

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### 3. LEGISLATION

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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

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## 4. COMPONENTS

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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 (KPA's) 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.

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## 5. VISION, MISSION AND VALUES

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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** 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 “**

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:

**WDC STRATEGIC INTENT** ... core values of WDM



- Values do not drive the organization, they drive the people within the organization in turn people drive the organization.
- Values must be internalized by the people in the organization to have meaning.

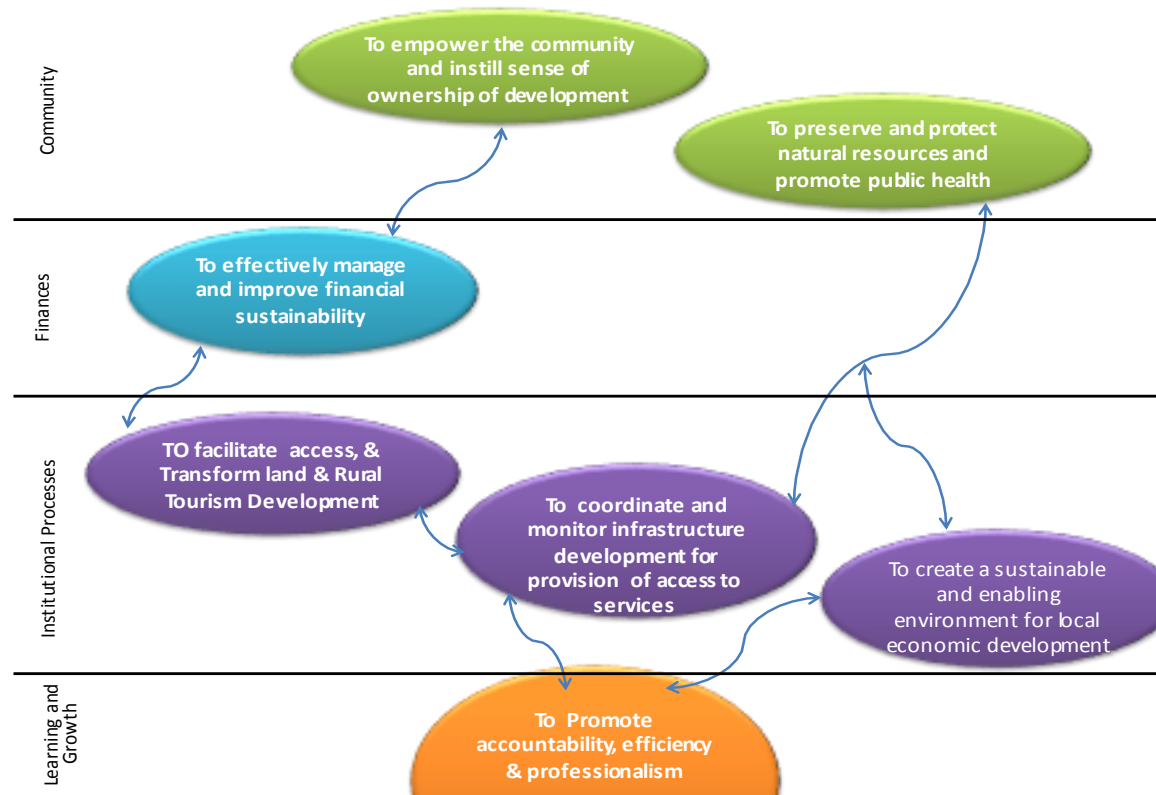


**Values**  
Plans and actions must be conceived and implemented within the context of the organization's core values



## 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

<b>Votes and Operational objectives</b>	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 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 recognized 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 2015/16												Medium Term Revenue and Expenditure Framework			
	R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>Revenue By Source</b>																
Service charges - other	169	169	169	169	169	169	169	169	169	169	169	169	169	2 034	2 034	2 034
Interest earned - external investments	436	436	436	436	436	436	436	436	436	436	436	436	436	5 230	4 230	3 230
Interest earned - outstanding debtors	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers recognised - operational	49 473	1 340	–	–	37 340	–	–	300	57 808	120	–	–	146 381	117 932	119 790	
Other revenue	–	–	10	10	–	–	4	–	–	–	–	–	24	25	27	
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>50 078</b>	<b>1 945</b>	<b>615</b>	<b>615</b>	<b>37 946</b>	<b>605</b>	<b>609</b>	<b>905</b>	<b>58 413</b>	<b>725</b>	<b>605</b>	<b>605</b>	<b>153 669</b>	<b>124 221</b>	<b>125 081</b>	

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 2015/16												Medium Term Revenue and Expenditure Framework			
	R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>Revenue by Vote</b>																
Vote 1 - BUDGET & TREASURY OFFICE	-	-	-	-	-	-	-	118 376	118 376	119 863	120 621	-	-	-	-	
Vote 2 - MUNICIPAL MANAGER'S OFFICE	300	-	-	300	30 000	-	-	(32 539)	300	300	300	300	-	-	300	
Vote 3 - CORPORATE SUPPORT & SHARED SERVICES	-	-	-	-	-	-	-	120	120	127	134	-	-	-	-	
Vote 4 - PLANNING & ECONOMIC DEVELOPMENT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 5 - INFRASTRUCTURE DEVELOPMENT	-	-	-	-	-	-	-	32 839	32 839	1 897	1 992	-	-	-	-	
Vote 6 - EXECUTIVE SUPPORT OFFICE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 7 - SOCIAL DEVELOPMENT & COMMUNITY SERVICES	169	169	169	169	169	169	169	(1 864)	-	-	-	169	169	169	169	
Vote 8 - DISASTER & FIRE FIGHTING	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 9 - MUNICIPAL ENVIRONMENTAL HEALTH	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 10 - ABBATOIR																
<b>Total Revenue by Vote</b>	<b>469</b>	<b>169</b>	<b>169</b>	<b>469</b>	<b>30 169</b>	<b>169</b>	<b>169</b>	<b>118 965</b>	<b>153 669</b>	<b>124 221</b>	<b>125 081</b>	<b>469</b>	<b>169</b>	<b>169</b>	<b>469</b>	

## 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 55.8% 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 R thousand	Budget Year 2015/16												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>Expenditure By Type</b>															
Employee related costs	6 223	6 223	6 223	6 223	6 223	6 223	6 223	6 223	6 223	6 223	6 223	5 881	74 336	80 002	85 339
Remuneration of councillors	567	567	567	567	567	567	567	567	567	567	567	567	6 808	7 182	7 563
Debt impairment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation & asset impairment	619	619	619	619	619	619	619	619	619	619	619	619	7 423	7 543	7 662
Finance charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other materials	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted services	1 318	1 318	1 318	1 318	1 318	1 318	1 318	1 318	1 318	1 318	1 318	1 318	15 817	16 973	17 913
Transfers and grants	2 857	2 857	2 857	2 857	2 857	2 857	2 857	2 857	2 857	2 857	2 857	7 017	38 449	1 897	1 992
Other expenditure	1 650	1 650	1 650	1 650	1 650	1 650	1 650	1 650	1 650	1 650	1 650	6 010	24 155	24 799	26 036
Loss on disposal of PPE	-	-	-	-	-	-	-	-	-	20	-	-	20	-	-
<b>Total Expenditure</b>	<b>13 234</b>	<b>13 234</b>	<b>13 234</b>	<b>13 234</b>	<b>13 234</b>	<b>13 234</b>	<b>13 234</b>	<b>13 234</b>	<b>13 234</b>	<b>13 254</b>	<b>13 234</b>	<b>21 412</b>	<b>167 008</b>	<b>138 395</b>	<b>146 505</b>

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

Description R thousand	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
<b><u>Expenditure by Vote to be appropriated</u></b>															
Vote 1 - BUDGET & TREASURY OFFICE	1 204	1 204	1 204	1 204	1 204	1 204	1 204	2 891	16 130	15 539	16 628	1 204	1 204	1 204	1 204
Vote 2 - MUNICIPAL MANAGER'S OFFICE	687	687	687	687	687	687	687	1 069	8 624	8 935	9 488	687	687	687	687
Vote 3 - CORPORATE SUPPORT & SHARED SERVICES	1 356	1 356	1 356	1 356	1 356	1 376	1 356	2 019	16 956	17 788	18 892	1 356	1 356	1 356	1 356
Vote 4 - PLANNING & ECONOMIC DEVELOPMENT	488	488	488	488	488	488	488	2 128	7 494	6 375	6 767	488	488	488	488
Vote 5 - INFRASTRUCTURE DEVELOPMENT	3 116	3 116	3 116	3 116	3 116	3 116	3 116	3 236	37 510	6 851	7 248	3 116	3 116	3 116	3 116
Vote 6 - EXECUTIVE SUPPORT OFFICE	1 578	1 578	1 578	1 578	1 578	1 578	1 578	4 027	21 390	20 282	21 331	1 578	1 578	1 578	1 578
Vote 7 - SOCIAL DEVELOPMENT & COMMUNITY SERVICES	255	255	255	255	255	255	255	351	3 160	3 358	3 552	255	255	255	255
Vote 8 - DISASTER & FIRE FIGHTING	2 491	2 491	2 491	2 491	2 491	2 491	2 491	2 685	30 088	31 854	33 406	2 491	2 491	2 491	2 491
Vote 9 - MUNICIPAL ENVIRONMENTAL HEALTH	1 489	1 489	1 489	1 489	1 489	1 489	1 489	2 028	18 408	19 611	20 826	1 489	1 489	1 489	1 489
Vote 10 - ABBATOIR	570	570	570	570	570	570	570	978	7 251	7 803	8 365	570	570	570	570
<b>Total Expenditure by Vote</b>	<b>13 234</b>	<b>13 234</b>	<b>13 234</b>	<b>13 234</b>	<b>13 234</b>	<b>13 254</b>	<b>13 234</b>	<b>21 412</b>	<b>167 008</b>	<b>138 395</b>	<b>146 505</b>	<b>13 234</b>	<b>13 234</b>	<b>13 234</b>	<b>13 234</b>

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

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## 10. SERVICE DELIVERY AND PERFORMANCE INDICATORS AND TARGETS

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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

## 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 2015-2016	Annual Target 2016-2017	Annual Target 2017-2018	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 IDP adopted by council by 31 May 2016	100%	N/A	N/A	50% Draft 31 March 2016	100% Final 31 May 2016	100%	100%	100%	Council resolution
3.	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
4.	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 2015-2016	Annual Target 2016-2017	Annual Target 2017-2018	Evidence
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.	Basic service delivery	To coordinate & monitor infrastructure development for the provision & access to services	Disaster Management	% of disaster response recovery % rehabilitation established	100%	100%	100%	100%	100%	100%	100%	100%	Standard operation procedures
7.	Basic service delivery	To coordinate & monitor infrastructure development for the provision & access to services	Fire fighting	Establishment and Maintenance of functional fire brigade services by June 2016	100%	25%	50%	75%	100%	100%	100%	100%	Fire brigade
8.	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

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2015-2016	Annual Target 2016-2017	Annual Target 2017-2018	Evidence
9.	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
10.	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
11.	Financial management and viability	To effectively manage finances and improve financial sustainability	Supply chain management	% of Conditional Grants spend in accordance with DoRA and Grant Frameworks by target date	100%	25%	50%	75%	100%	100%	100%	100%	Financial report – Grants reporting
12.	Financial management and viability	To effectively manage finances and improve financial sustainability	Supply chain management	% of implementation of Supply chain policy	100%	100%	100%	100%	100%	100%	100%	100%	Implementation report
13.	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

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2015-2016	Annual Target 2016-2017	Annual Target 2017-2018	Evidence
14.	Local Economic Development	To ensure optimal utilisation and adherence to space economic	Job creation	% of LED forums resolutions implemented	100%	100%	100%	100%	100%	100%	100%	100%	LED resolution register
15.	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
16.	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
17.	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 2015.	100%	100%	N/A	N/A	N/A	100%	100%	100%	Submission letter
18.	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
19.	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

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2015-2016	Annual Target 2016-2017	Annual Target 2017-2018	Evidence
20.	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
21.	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
22.	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
23.	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
24.	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

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2015-2016	Annual Target 2016-2017	Annual Target 2017-2018	Evidence
25.	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
26.	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
27.	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
28.	Good Governance and Public Participation	To develop and implement integrated management and governance	Governance	Oversight report approved by council by 31 march	1	N/A	N/A	1	N/A	1	1	1	Council resolution
29.	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Human Resources Management	# of employees employed in accordance with The EE plan targets	50%	50%	50%	50%	50%	50%	50%	50%	Report
30.	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

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2015-2016	Annual Target 2016-2017	Annual Target 2017-2018	Evidence
31.	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
32.	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
33.	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
34.	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
35.	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
36.	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Monitoring and Evaluation	# of Annual Performance evaluation conducted	1	N/A	N/A	N/A	1	1	1	1	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 2015-2016	Annual Target 2016-2017	Annual Target 2017-2018	Evidence
37.	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 2016	100%	N/A	50% (draft )	100% (Final)	N/A	100%	100%	100%	Council resolution & submission letter
38.	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Monitoring and Evaluation	# of LLF Meeting held	4	1	2	3	4	4	4	4	Attendance register

## 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	2015/16 Budget	Planned start date	Planned completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
						% Prog.	Milestone	% Prog.	Milestone	% Prog.	Milestone	% Prog.	Milestone
<b>Local Economic Development</b>													
1.	PED	WEDA	R 1000 000	1/07/2015	31/03/2016	25%	Advertising & Appointment (BOD)	50%	Advertising (CEO)	75%	Appointment	100%	Implementation
2.	PED	Coordination of SPLUMA	R500 000	1/07/2015	30/09/2015	25%	Advertising & Appointment(Tribunal)	50%	Implementation	75%	Implementation	100%	Implementation

No.	Dept.	Project name	2015/16 Budget	Planned start date	Planned completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
						% Prog.	Milestone	% Prog.	Milestone	% Prog.	Milestone	% Prog.	Milestone
<b>Roads &amp; storm water</b>													
3.	ID	Roads Assets Management system	R1 839 000	01/07/2015	30/06/2015	40%	Traffic counting	100%	Traffic counting	40%	Bridge assessment	100%	Bridge assessment, visual assessment
4.	ID	EPWP	R1 000 000	01/10/2015	29/01/2016	0	Advertisement and appointment	20	construction	100	complete	-	-
<b>Municipal Support &amp; Institutional Development</b>													
5.	CSSS	Electronic Document Management System	R300 000	1/07/2015	30/09/2015	25%	Awarding of tender	50%	Implementation	-	-	-	-
6.	CSSS	Renewal of IT software license	R250 000	1/07/2015	30/03/2016	30%	Advertise	60%	Awarding	100%	Implementation	-	-
7.	BTO	Implementation of SCOA	R750 000	1/07/2015	30/06/2016	25%	Awarding	50%	Implementation	75%	Implementation	100%	Implementation
<b>Community Participation and Good Governance</b>													
8.	ES	Communication	R160 000	1-07-2014	30 -06-2016	25%	Supply	50%	Supply	75%	Supply	100%	Supply
9.	ES	District IDP Public Participation Programme -EM	R1 000 000	1/07/2015	30/06/2016	25%	Program	50%	Program	75%	Program	100%	Program
10.	ES	Back to school campaign/ Matric Awards	R200 000	1/07/2015	31/03/2016	-	-	-	-	100%	Program	-	-
11.	ES	Procurement of	R80 000	1/07/2015	31/03/2016	-	-	50%	Awarding	100%	Supply	-	-



No.	Dept.	Project name	2015/16 Budget	Planned start date	Planned completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
						% Prog.	Milestone	% Prog.	Milestone	% Prog.	Milestone	% Prog.	Milestone
		Diaries & calendars											
12.	ES	Training of Ward Committees	R200 000	1/07/2015	31/03/2016	-	-	50%	Implementation	100%	Implementation	-	-
13.	ES	Children Program	R100 000	1/07/2015	30/12/2015	-	-	100%	Program	-	-	-	-
14.	ES	HIV/ AIDS Awareness Programs	R100 000	1/07/2015	30/12/2015	-	-	100%	Program	-	-	-	-
15.	ES	People with Disability Programs	R100 000	1/07/2015	30/12/2015	-	-	50%	Program	-	-	100%	Program
16.	ES	Youth/ Gender Programs	R100 000	1/07/2015	30/06/2016	50%	Program	-	-	-	-	100%	Program
17.	ES	Senior Citizens Program	R100 000	1/07/2015	30/12/2015	-	-	100%	Program	-	-	-	-
18.	OMM	District IDP Process Municipal Manager	R250 000	1/07/2015	30/06/2016	25%	Adoption of process plan	50%	Analysis phase	75%	Project phase	100%	Integration & approval phase
<b>Sports, Arts &amp; Culture</b>													
19.	ES	Mayoral Marathon	R220 000	1/07/2015	30/12/2015	-	-	-	-	-	-	100%	Marathon
20.	ES	Mayoral Golf Day	R300 000	1/07/2015	30/12/2015	-	-	-	-	-	-	100%	Golf day
<b>Water &amp; Sanitation</b>													
<b>Cluster 1 MWIG Modimolle</b>													
21.	ID	Mabatlane Ext 6 : Install skeleton	R1 300 000	01/08/2015	31/03/2015	10%	Appointment and construction	50%	construction	100%	complete	-	-

No.	Dept.	Project name	2015/16 Budget	Planned start date	Planned completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
						% Prog.	Milestone	% Prog.	Milestone	% Prog.	Milestone	% Prog.	Milestone
		network for 300 erven											
22.	ID	Mabatlane : Drill, test and equip boreholes	R1 000 000	01/08/2015	31/03/2015	10%	Appointment and construction	50%	construction	100%	complete	-	-
23.	ID	Phagameng Ext 13 : Install skeleton network for 1300 erven	R2 700 000	01/08/2015	31/03/2015	10%	Appointment and construction	50%	construction	100%	complete	-	-
<b>Cluster 2 MWIG Modimolle</b>													
24.	ID	Mabatlane Ext 3 : Install skeleton network for 600 erven	R1 500 000	01/08/2015	31/03/2015	10%	Appointment and construction	50%	construction	100%	complete	-	-
25.	ID	Mabaleng : Storage 1.5 Ml pressure tower	R2 500 000	01/08/2015	31/03/2015	10%	Appointment and construction	50%	construction	100%	complete	-	-
26.	ID	Modimolle Town: Replace asbestos pipes	R1 000 000	01/08/2015	31/03/2015	10%	Appointment and construction	50%	construction	100%	complete	-	-
<b>Cluster 3 MWIG Mookgophong</b>													
27.	ID	Mookgophong : Install valves, PRVs and chambers in existing network.	R3 100 000	01/08/2015	31/03/2015	10%	Appointment and construction	50%	construction	100%	complete	-	-
28.	ID	Roedtan: Drill & Equip Additional Boreholes and upgrade network	R2 600 000	01/08/2015	31/03/2015	10%	Appointment, construction	50%	construction	100%	complete	-	-
<b>Cluster 4 MWIG Mookgophong</b>													
29.	ID	Mookgophong : 827 Watermeters	R1 300 000	01/08/2015	31/03/2015	10%	Appointment and	50%	construction	100%	complete	-	-

No.	Dept.	Project name	2015/16 Budget	Planned start date	Planned completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
						% Prog.	Milestone	% Prog.	Milestone	% Prog.	Milestone	% Prog.	Milestone
		refurbish & replace					construction						
30.	ID	Mookgophong : Replace 5x pumps and rehabilitate Nyl reservoir	R2 600 000	01/08/2015	31/03/2015	10%	Appointment and construction	50%	construction	100%	complete	-	-
31.	ID	Mookgophong: Drill for and equip 5x boreholes	R1 000 000	01/08/2015	31/03/2015	10%	Appointment and construction	50%	construction	100%	complete	-	-
<b>Cluster 5 MWIG Thabazimbi</b>													
32.	ID	Development of groundwater for Thabazimbi and Regorogile	R1 100 000	01/08/2015	31/03/2015	10%	Appointment and construction	50%	construction	100%	complete	-	-
33.	ID	Schilpadnek (Smashersblock) Water Supply	R3 600 000	01/08/2015	31/03/2015	10%	Appointment and construction	50%	construction	100%	complete	-	-
<b>Cluster 6 MWIG Thabazimbi</b>													
34.	ID	Raphuti / Leeupoort Water Supply	R5 300 000	01/08/2015	31/03/2015	10%	Appointment and construction	50%	construction	100%	complete	-	-

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

Dpt	PROJECT NAME	Total Operational	Total Capital	PROJECTED EXPENDITURE - YEAR TO DATE											
				July	August	September	October	November	December	January	February	March	April	May	June
	<b>Local Economic Development &amp; Tourism</b>														
PED	WEDA	R1 000 000		-	-	-	-	-	250 000	-	-	500 000	-	-	1 000 000
PED	Coordination	R500 000		-	-	-	-	-	250 000	-	-	-	-	-	500 000
	<b>Roads &amp; Storm Water</b>														
ID	Roads Assets Management system	R1 839 000		-	150 000	300 000	500 000	650 000	780 000	950 000	1 150 000	1 320 000	1 550 000	1 700 000	1 839 000
ID	EPWP	R1 000 000		-	1 500	-	-	150 000	450 000	720 000	840 000	1 000 000			1 000 000
	<b>Municipal support &amp; institutional Development</b>														
CSSS	Electronic Document Management System	R300 000		-	-	-	-	-	-	-	-	300 000	-	-	300 000
CSSS	Renewal of IT software license	R250 000		-	-	-	-	-	-	-	-	250 000	-	-	250 000
BTO	Implementation of SCOA	R750 000		-	-	-	-	-	50 000	-	-	-	-	-	750 000
	<b>Community Participation &amp; Good Governance</b>														
ES	Communication	R160 000													160 000
ES	District IDP Public Participation Programme -EM	R1 000 000		83 333	83 333	83 333	83 333	83 333	83 333	83 333	83 333	83 333	83 333	83 333	1 000 000

ES	Back to school campaign/ Matric Awards	R200 000		-	-	-	-	-	200 000	-	-	-	-	-	200 000
ES	Procurement of Diaries & calendars	R80 000		-	-	-	-	-	80 000	-	-	-	-	-	80 000
ES	Training of Ward Committees	R200 000		-	-	-	-	-	100 000	-	-	200 000	-	-	200 000
ES	Children Program	R100 000		-	-	-	-	100 000	-	-	-	-	-	-	100 000
ES	HIV/ AIDS Awareness Programs	R100 000		-	-	-	-	100 000	-	-	-	-	-	-	100 000
ES	People with Disability Programs	R100 000		-	-	-	-	100 000	-	-	-	-	-	-	100 000
ES	Youth/ Gender Programs	R100 000		-	-	50 000	-	-	-	-	-	-	-	-	100 000
ES	Senior Citizens Program	R100 000		-	-	-	-	100 000	-	-	-	-	-	-	100 000
OMM	District IDP Process Municipal Manager	R250 000		20 833	20 833	20 833	20 833	20 833	20 833	20 833	20 833	20 833	20 833	20 833	250 000
	<b>Sports, Arts &amp; Culture</b>														
ES	Mayoral Marathon	R10 000		-	-	-	-	-	-	-	-	-	-	-	10 000
ES	Mayoral Golf Day	R10 000		-	-	-	-	-	-	-	-	-	-	-	10 000
	<b>Water &amp; Sanitation –Cluster 1</b>														
ID	Mabatlane Ext 6 : Install skeleton network for 300 erven	R1 300 000		-	60 000	180 000	350 000	550 000	800 000	1 100 000	1 300 000	-	-	-	1 300 000
ID	Mabatlane : Drill, test and equip boreholes	R1 000 000		-	60 000	200 000	600 000	1000 000	-	-	-	-	-	-	1000 000

ID	Phagameng Ext 13 : Install skeleton network for 1300 erven	R2 700 000		-	80 000	300 000	500 000	800 000	1 200 000	1 800 000	2 200 000	2 700 000	-	-	R2 700 000
<b>Water &amp; Sanitation –Cluster 2</b>															
ID	Mabatlane Ext 3 : Install skeleton network for 600 erven	R1 500 000		-	-	80 000	300 000	500 000	800 000	1 200 000	1 500 000		-	-	R1 500 000
ID	Mabaleng : Storage 1.5 Ml pressure tower	R2 500 000		-	-	80 000	300 000	500 000	800 000	1 200 000	1 800 000	2 500 000	-	-	R2 500 000
ID	Modimolle Town: Replace asbestos pipes	R1 000 000		-	-	60 000	200 000	600 000	1000 000				-	-	R1 000 000
<b>Water &amp; Sanitation –Cluster 3</b>															
ID	Mookgophong: Install valves, PRVs and chambers in existing network.	R3 100 000		-	-	120 000	450 000	800 000	1250 000	1 500 000	1 850 000	3 100 000	-	-	R3 100 000
ID	Roedtan: Drill & Equip Additional Boreholes and upgrade network	R2 600 000		-	-	80 000	300 000	500 000	800 000	1 200 000	1 800 000	2 600 000	-	-	R2 600 000
<b>Water &amp; Sanitation –Cluster 4</b>															
ID	Mookgophong : 827 Watermeters refurbish & replace	R1 300 000		-	-	80 000	300 000	500 000	800 000	1 200 000	-	1 300 000	-	-	R1 300 000
ID	Mookgophong : Replace 5x pumps and rehabilitate Nyl reservoir	R2 600 000		-	-	80 000	300 000	500 000	800 000	1 200 000	1 800 000	2 500 000	-	-	R2 600 000
ID	Mookgophong: Drill for and equip 5x boreholes	R1 000 000		-	-	60 000	200 000	600 000	1000 000				-	-	R1 000 000
<b>Water &amp; Sanitation –Cluster 5</b>															

ID	Development of groundwater for Thabazimbi and Regorogile	R1 100 000														R1 100 000
ID	Schilpadnek (Smashersblock) Water Supply	R3 600 000														R3 600 000
	<b>Water &amp; Sanitation –Cluster 6</b>															
ID	Raphuti / Leeupoort Water Supply	R5 300 000														R5 300 000
	<b>TOTAL</b>	<b>37 749 000</b>														
				104 166	454 166	2 284 166	7 004 166	10 754 166	15 454 166	15 674 166	19 794 166	16 124 166	6 954 166	1 804 166		37 749 000

## 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 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.