



ADJUSTED 2016/17 SERVICE DELIVERY BUDGET AND
IMPLEMENTATION PLAN
DEPARTMENTAL
WATERBERG DISTRICT MUNICIPALITY



on the Go for Growth

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1. FOREWORD BY THE EXECUTIVE MAYOR

Waterberg District Municipality always strives to be excellent in providing services to the people. The 2016/17 financial year marks the beginning of the new term of council which will ushered in after local government election which will be held on the 3rd of August 2016. The complexion of the District will be changed because of the merger of Modimolle and Mookgophong local Municipalities. The MDB has re-determined the municipal boundaries of Modimolle LM and Mookgophong LM by amalgamating their municipal areas, with a view to optimize financial viability. The District has been tasked to coordinate the process of amalgamation and all relevant committees have been properly constituted namely: Political Change Management committee and Technical Change management committee.

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:

COUNCILLOR S.M MATABOGE

Date: _____

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. 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 (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.

5. VISION, MISSION AND VALUES

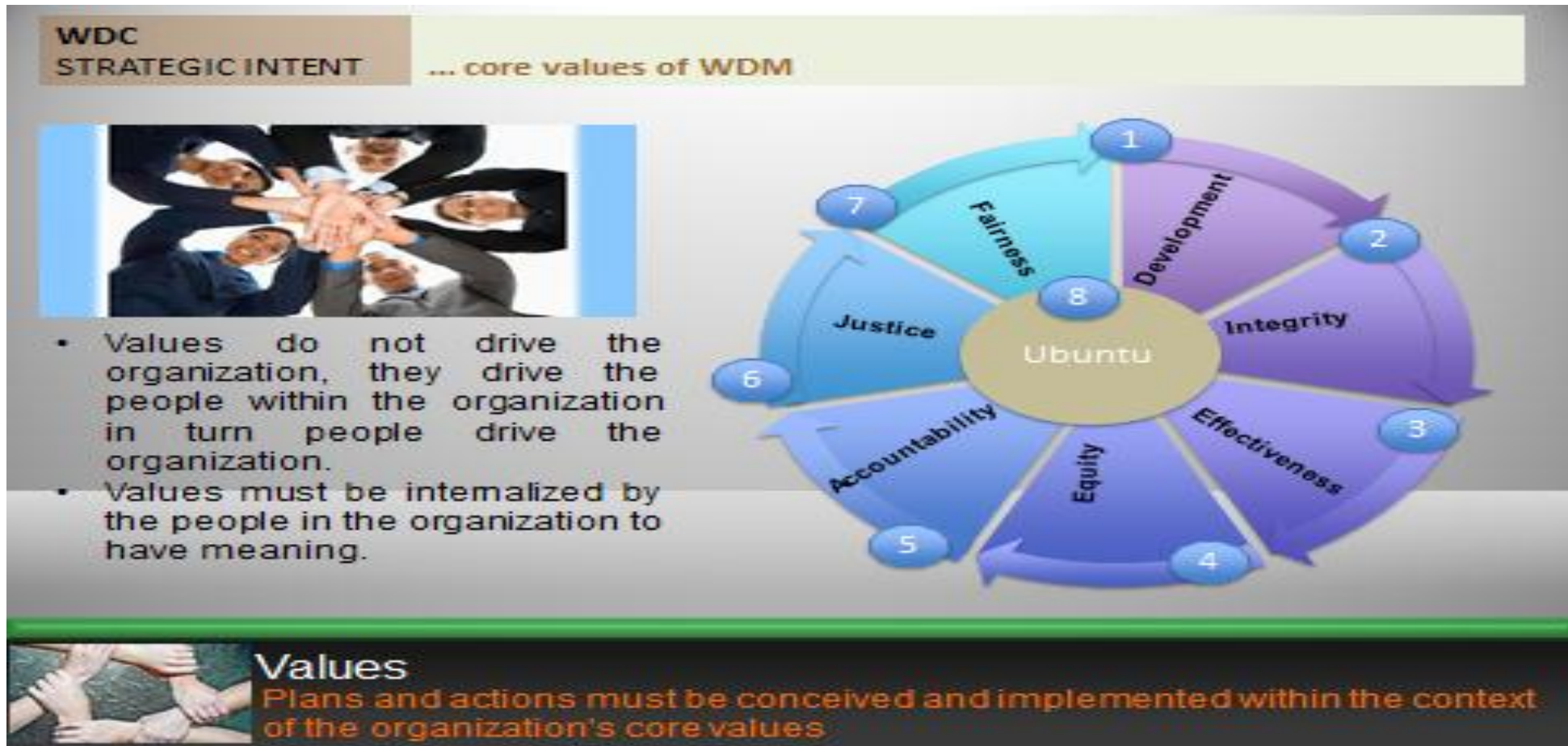
In line with the National Development Plan, the strategic vision of the Waterberg District Municipality was revised during the strategic planning session. The **Vision** of Waterberg District Municipality is:

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

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

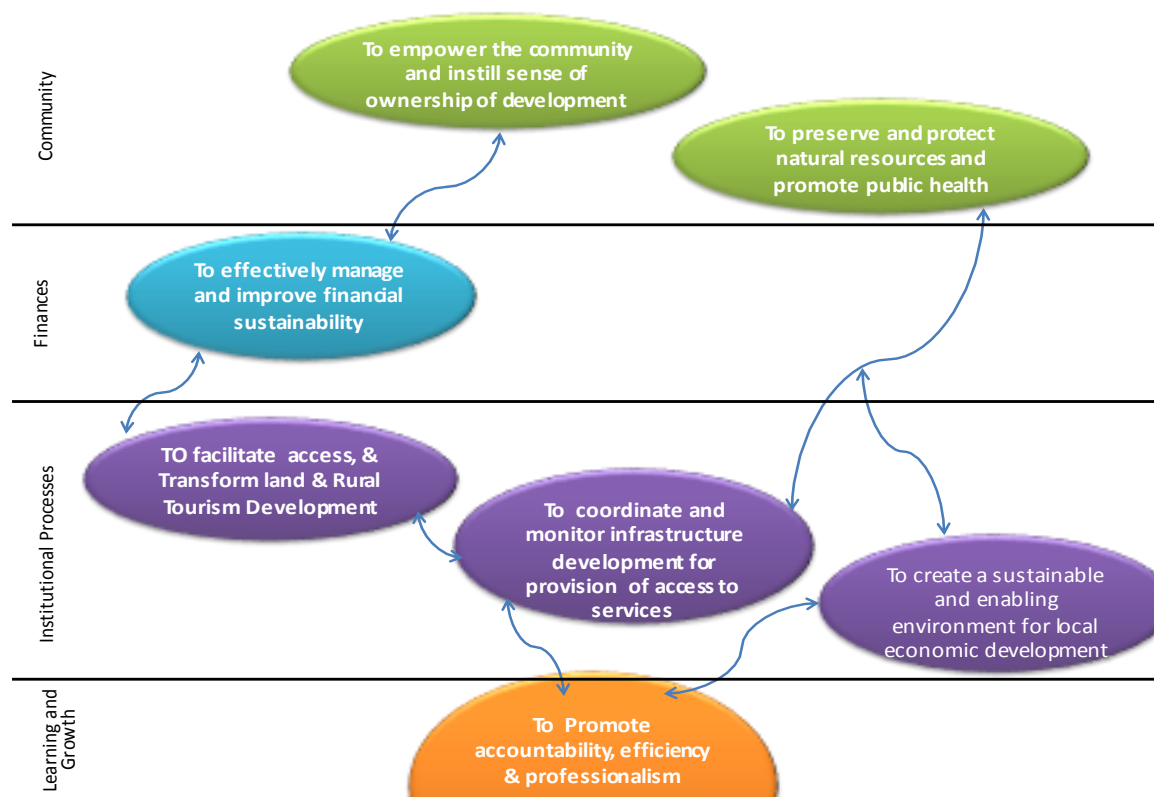
“To invest in a constituency of talented human capital who are motivated and innovative to build a sustainable economy in the field of energy, minerals and eco-tourism for the benefit of all our communities “

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:



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 - 009)	To promote environmentally sound practices and public health awareness.

8. MONTHLY REVENUE AND EXPENDITURE

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 and expenditure

Description	Ref	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Revenue By Source	-															
Property rates		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Property rates - penalties & collection charges		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - other		154	154	154	154	154	154	154	154	154	154	154	154	1,848	3,024	3,203
Rental of facilities and equipment		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - external investments		723	723	723	723	723	723	723	723	723	723	723	723	8,677	9,215	9,759
Interest earned - outstanding debtors		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licences and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers recognised - operational	9,881	9,881	9,881	9,881	9,881	9,881	9,881	9,881	9,881	9,881	9,881	9,881	9,881	118,566	122,188	124,955
Other revenue	3	3	3	3	3	3	3	3	3	3	3	3	1,203	1,230	32	34
Gains on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)	10,760	10,760	10,760	10,760	10,760	10,760	10,760	10,760	10,760	10,760	10,760	10,760	11,960	130,321	134,459	137,950
Expenditure By Type	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Employee related costs	6,998	6,998	6,998	6,998	6,998	6,998	6,998	6,998	6,998	6,998	6,998	6,998	7,004	83,988	89,994	96,161
Remuneration of councillors	613	613	613	613	613	613	613	613	613	613	613	613	613	7,359	7,857	8,399
Debt impairment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation & asset impairment	724	724	724	724	724	724	724	724	724	724	724	724	724	8,691	9,230	9,775
Finance charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other materials	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted services	1,330	1,330	1,330	1,330	1,330	1,330	1,330	1,330	1,330	1,330	1,330	1,330	1,330	15,954	16,943	17,943
Transfers and grants	1,603	1,603	1,603	1,603	1,603	1,603	1,603	1,603	1,603	1,603	1,603	1,603	(6,785)	10,844	4,162	3,372
Other expenditure	2,195	2,195	2,195	2,195	2,195	2,195	2,195	2,195	2,195	2,195	2,195	2,195	2,795	26,943	28,761	30,450
Loss on disposal of PPE	2	2	2	2	2	2	2	2	2	2	2	2	2	21	23	24
Total Expenditure	13,465	13,465	13,465	13,465	13,465	13,465	13,465	13,465	13,465	13,465	13,465	13,465	5,684	153,801	156,970	166,125
Surplus/(Deficit)	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	6,276	(23,480)	(22,511)	(28,175)
Transfers recognised - capital													-	-	-	-
Contributions recognised - capital													-	-	-	-

Contributed assets													-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	6,276	(23,480)	(22,511)	(28,175)
Taxation													-	-	-	-
Attributable to minorities													-	-	-	-
Share of surplus/ (deficit) of associate													-	-	-	-
Surplus/(Deficit)	1	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	6,276	(23,480)	(22,511)	(28,175)

9. MONTHLY REVENUE AND EXPENDITURE (MUNICIPAL VOTE)

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

Description	Re f	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Revenue by Vote	-															
Vote 1 - Executive & Council.													-	-	-	-
Vote 2 - Corporate Services													-	-	-	-
Vote 3 - Budget & Treasury		10,356	10,356	10,356	10,356	10,356	10,356	10,356	10,356	10,356	10,356	10,356	10,356	124,274	129,443	132,614
Vote 4 - Planning & Development													200	200	-	-
Vote 5 - Community Services													-	-	-	-
Vote 6 - Public Safety													-	-	-	-
Vote 7 - Road Transport		250	250	250	250	250	250	250	250	250	250	250	1,250	3,999	1,992	2,133
Vote 8 - Health													-	-	-	-
Vote 9 - Other		154	154	154	154	154	154	154	154	154	154	154	154	1,848	3,024	3,203
Vote 10 - [NAME OF VOTE 10]													-	-	-	-
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 Revenue by Vote		10,760	10,760	10,760	10,760	10,760	10,760	10,760	10,760	10,760	10,760	11,960	130,321	134,459	137,950
<u>Expenditure by Vote to be appropriated</u>															
Vote 1 - Executive & Council.		2,961	2,961	2,961	2,961	2,961	2,961	2,961	2,961	2,961	2,961	(464)	32,107	32,479	34,652
Vote 2 - Corporate Services		1,682	1,682	1,682	1,682	1,682	1,682	1,682	1,682	1,682	1,682	1,238	19,741	19,482	20,750
Vote 3 - Budget & Treasury		1,518	1,518	1,518	1,518	1,518	1,518	1,518	1,518	1,518	1,518	2,118	18,817	19,762	19,982
Vote 4 - Planning & Development		902	902	902	902	902	902	902	902	902	902	(959)	8,961	7,060	7,540
Vote 5 - Community Services		286	286	286	286	286	286	286	286	286	286	286	3,429	3,670	3,918
Vote 6 - Public Safety		2,965	2,965	2,965	2,965	2,965	2,965	2,965	2,965	2,965	2,965	1,314	33,931	35,186	37,331
Vote 7 - Road Transport		779	779	779	779	779	779	779	779	779	779	(221)	8,346	8,879	9,468
Vote 8 - Health		1,689	1,689	1,689	1,689	1,689	1,689	1,689	1,689	1,689	1,689	1,689	20,267	21,692	23,153
Vote 9 - Other		683	683	683	683	683	683	683	683	683	683	683	8,201	8,761	9,332
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		13,465	13,465	13,465	13,465	13,465	13,465	13,465	13,465	13,465	13,465	5,684	153,801	156,970	166,125
Surplus/(Deficit) before assoc.		(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	6,276	(23,480)	(22,511)	(28,175)
Taxation												-	-	-	-
Attributable to minorities												-	-	-	-
Share of surplus/ (deficit) of associate												-	-	-	-
Surplus/(Deficit)	1	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	(2,705)	6,276	(23,480)	(22,511)	(28,175)

10. SERVICE DELIVERY AND PERFORMANCE INDICATORS AND TARGETS

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

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.

The service delivery and performance indicators and targets for 2016-2017 per departments are reflected below.

10.1. Budget and Treasury Office- Vote 001

Sub-functions: Expenditure
 Revenue
 Supply Chain
 Budget and
 Reporting

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2016-2017	Annual Target 2017-2018	Annual Target 2018-2019	Evidence
1	Spatial rationale	To facilitate access and transform land and rural tourism development	Integrated planning	% Alignment of Budget & IDP	100%	N/A	N/A	100%	100%	100%	100%	100%	Budget
2	Financial Management and viability	To effectively manage finances and improve financial sustainability	Expenditure management	% Operating budget variance in terms of SDBIP projections for BTO	4%	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 2016-2017	Annual Target 2017-2018	Annual Target 2018-2019	Evidence
3	Financial management and viability	To effectively manage finances and improve financial sustainability	Expenditure management	% Capital Budget variance in terms of SDBIP projections for BTO	0%	10%	10%	10%	10%	10%	10%	10%	Annexure D, financial report
4	Financial management and viability	To effectively manage finances and improve financial sustainability	Expenditure management	% Timeous submission of Annual Financial Statements	100%	100%	N/A	N/A	N/A	100%	100%	100%	Submission receipt
5	Financial management and viability	To effectively manage finances and improve financial sustainability	Budget and reporting	# of Accurate bank reconciliation reports submitted within 10 working days of each month	12	3	6	9	12	12	12	12	Bank reconciliation
6	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 Item & council resolution
7	Financial management and viability	To effectively manage finances and improve financial sustainability	Supply chain management	# of SCM deviation reports submitted to Council	8	1	2	3	4	4	4	4	SCM report

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2016-2017	Annual Target 2017-2018	Annual Target 2018-2019	Evidence
8	Financial management and viability	To effectively manage finances and improve financial sustainability	Supply Chain Management	% Orders issued within 10 working days of receipt of requisition	177%	100%	100%	100%	100%	100%	100%	100%	Orders
9	Financial management and viability	To effectively manage finances and improve financial sustainability	Revenue	% Cost coverage	28%	100%	100%	100%	100%	100%	100%	100%	Financial viability report
10	Good governance and public participation	To develop and implement integrated management and governance systems	Governance	% Council resolutions resolved related to department within timeframe	100%	100%	100%	100%	100%	100%	100%	100%	Council resolution register
11	Good governance and public participation	To develop and implement integrated management and governance systems	Auditing	% AG queries related to BTO addressed	100%	N/A	20%	60%	100%	100%	100%	100%	Audit action n plan
12	Good governance and public participation	To develop and implement integrated management	Internal Auditing	% Internal Audit Unit queries related to BTO addressed	100%	25%	50%	75%	100%	100%	100%	100%	IA query resolution register

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2016-2017	Annual Target 2017-2018	Annual Target 2018-2019	Evidence
		and governance systems											
13	Good governance and public participation	To develop and implement integrated management and governance systems	Risk Management	% Risks in terms of risk register related to BTO addressed within timeframe	75%	25%	50%	75%	100%	100%	100%	100%	Risk register
14	Good governance and public participation	To develop and implement integrated management and governance systems	Intergovernmental relations	# of CFO forum meeting held	1	N/A	1	N/A	2	2	2	2	Invites, Agenda minutes Attendance register
15	Good governance and public participation	To develop and implement integrated management and governance systems	Auditing	% outcome of the audit report	100%	N/A	100%	N/A	N/A	100%	100%	100%	Audit report

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2016-2017	Annual Target 2017-2018	Annual Target 2018-2019	Evidence
16	Good governance and public participation	To develop and implement integrated management and governance systems	Financial policies	# of Financial policies reviewed	7	N/A	N/A	N/A	7	7	7	7	Policy review register
17	Transformation and Organisational Development	To attract, develop and retain best human capital	Human Resource Management	% of disciplinary action initiated by the Manager	0%	100%	100%	100%	100%	100%	100%	100%	HR report

10.2. Office of the Municipal Manager – Vote 002

Sub-functions: Internal Audit
Performance Management
Integrated Development
Planning

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2016-2017	Annual Target 2017-2018	Annual Target 2018-2019	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%	Council resolution IDP, Rating report from CoGHSTA
2	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
3	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 D financial report
4	Good Governance and Public Participation	To develop and implement integrated management and	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 2016-2017	Annual Target 2017-2018	Annual Target 2018-2019	Evidence
		governance systems											
5	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
6	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
7	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%	100%	100%	100%	Risk register

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2016-2017	Annual Target 2017-2018	Annual Target 2018-2019	Evidence
8	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 resolution register
9	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 Items or resolution register
10	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Governance	% Council resolutions implemented within timeframes	100%	90%	100%	100%	100%	100%	100%	100%	Council resolutions implemented register
11	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Inter-governmental relations	% Municipal Managers Forum Resolutions related to department implemented within specified timeframes	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 2016-2017	Annual Target 2017-2018	Annual Target 2018-2019	Evidence
12	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	Invitation Agenda Minutes Attendance register
14	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Human Resources Management	% of disciplinary actions initiated by the Municipal Manager	0%	100%	100%	100%	100%	100%	100%	100%	Disciplinary report
15	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	Performance Agreements.
16	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
17	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%	100%	100%	100%	100%	Approved SDBIP
18	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 and Report to council

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2016-2017	Annual Target 2017-2018	Annual Target 2018-2019	Evidence
19	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%	Submission letter
20	Transformation and organisational development	To attract ,develop and retain ethical and best human capital	Organisational Development	# of policies / framework reviewed	5	3	N/A	N/A	2	5	5	5	Approved policies

10.3. Corporate support & Shared Services – Vote 003

Function: Corporate Support & Shared Services
 Sub-functions: Human Resources
 Legal and Administration
 Fleet Management
 Information and communication technology

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2016-2017	Annual Target 2017-2018	Annual Target 2018-2019	Evidence
1.	Financial management and viability	To effectively manage finances and improve sustainability	Expenditure management	% Operating budget variance in terms of SDBIP	6.6%	10%	10%	10%	10%	10%	10%	10%	Annexure B financial report
2.	Financial management and viability	To effectively manage finances and improve sustainability	Expenditure management	% Capital budget variance in terms of SDBIP	49%	10%	10%	10%	10%	10%	10%	10%	Annexure D financial Report
3.	Good governance and public participation	To develop & implement integrated management and governance systems	External Auditing	% AG queries related to CSSS addressed	100%	N/A	20%	60%	100%	100%	100%	100%	Audit Action Plan
4.	Good governance and public participation	To develop and implement management and governance systems	Internal Auditing	% Internal Audit queries related to CSSS addressed	86%	25%	50%	75%	100%	100%	100%	100%	Internal Audit follow up plan

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2016-2017	Annual Target 2017-2018	Annual Target 2018-2019	Evidence
5.	Good governance and public participation	To develop and implement integrated management and governance systems	Governance	% Council resolutions related to CSSS implemented within timeframe	95%	100%	100%	100%	100%	100%	100%	100%	Council resolution implementation register
6.	Good governance and public participation	To develop and implement integrated management	Governance	% Risks related to CSSS addressed	67%	25%	50%	75%	100%	100%	100%	100%	Risk register
7.	Good governance and public participation	To develop and implement integrated management and governance systems	Fleet management	% Compliance of service interval of vehicles	100%	100%	100%	100%	100%	100%	100%	100%	Fleet management report
8.	Good governance and public participation	To develop & implement integrated management & governance systems	Information and Communication Technology	% actual uptime of Key Systems	99%	90%	90%	90%	90%	90%	100%	100%	SETA system report
9.	Good governance and public participation	To develop & implement integrated management & governance	Information and Communication Technology	# of Website maintenance report submitted	4	1	2	3	4	4	4	4	Website report

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2016-2017	Annual Target 2017-2018	Annual Target 2018-2019	Evidence
		systems											
10.	Good governance and public participation	To develop & implement integrated management & governance	Human resources management	# of HR policies reviewed	2	N/A	N/A	N/A	2	2	4	6	Reviewed policies
11.	Transformation and Organisational Development	To attract, develop and retain best human capital	Capacity building and Training (HRD)	# of officials capacitated in terms of the workplace skills plan	21	10	10	10	10	40	40	40	Attendance registers
12.	Transformation and Organisational Development	To attract, develop and retain best human capital	Capacity building and Training (HRD)	# of councillors trained	10	3	5	7	10	10	20	30	Attendance register
13.	Transformation and Organisational Development	To attract, develop and retain best human capital	Capacity building and Training (HRD)	# of internship & learnership opportunities created	4	4	N/A	N/A	N/A	4	4	4	Employee register
14.	Transformation and Organisational Development	To attract, develop and retain best human capital	Human Resource Management	% of disciplinary actions initiated within 90 days of occurrence	0%	100%	100%	100%	100%	100%	100%	100%	Disciplinary report
15.	Transformation and Organisational Development	To attract, develop and retain best human capital	Human Resource Management	# of LLF meetings held	4	1	2	3	4	4	4	4	Invitations Agenda Minutes 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 2016-2017	Annual Target 2017-2018	Annual Target 2018-2019	Evidence
16.	Transformation and Organisational Development	To attract, develop and retain best human capital	Human Resource Management	% Progress with compilation and submission of WSP to LGSETA	100%	N/A	N/A	N/A	100% April 30	100%	100%	100%	Submission letter or acknowledgement letter
17.	Transformation and Organisational Development	To attract, develop and retain best human capital	Human Resource Management	% Approved and funded Organogram aligned with the IDP	95%	N/A	N/A	95%	100%	95%	100%	100%	WDM funded organogram
18.	Transformation and Organisational Development	To attract, develop and retain best human capital	Human Resource Management	% of employees employed in accordance with the EEP targets	50%	50%	50%	50%	50%	50%	50%	50%	EEP report

10.4. Planning and Economic Development – Vote 004

Sub- function: Spatial Planning
Local Economic Development
Abattoir

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2016-2017	Annual Target 2017-2018	Annual Target 2018-2019	Evidence
1	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
2	Spatial rationale	To facilitate access and transform land and rural tourism development	Integrated planning	# of District Planning/Business Development forum meeting held	4	1	2	3	4	4	4	4	Invitation Agenda Minutes Attendance register
3	Basic service Delivery	To coordinate and monitor infrastructure development for the provision and access to services	Project management	% of Rollover from the previous financial year completed	100%	25%	50%	75%	100%	100%	100%	100%	Project status report

4	Basic service Delivery	To coordinate and monitor infrastructure development for the provision and access to services	Abattoir Management	# of cattle slaughtered per Quarter	400	100	200	1000	2000	2000	2000	2000	Schedule 8 abattoir report
5	Basic service Delivery	To coordinate and monitor infrastructure development for the provision and access .	Abattoir Management	# of Pigs slaughtered per Quarter	2000	500	500	1000	1500	2000	4000	4000	Schedule 8 abattoir report
6	Basic service Delivery	To coordinate and monitor infrastructure development for the provision and access to services	Abattoir Management	# of sheep slaughtered per Quarter	300	100	200	300	400	400	400	400	Schedule 8 abattoir report
7	Local economic development	To ensure optimal utilisation and adherence to space economy	Job creation	# of Jobs created through LED initiatives	40	N/A	N/A	N/A	40	40	80	100	Jobs created report
8	Local economic development	To ensure optimal utilisation and adherence to space economy	Job creation	# of publication issued /made	2	1	N/A	N/A	N/A	1	1	2	Copy of publication

9	Local economic development	To ensure optimal utilisation and adherence to space economy	Job creation	# of SMMEs or Co-operations in Agriculture supported	20	10	10	10	10	10	40	60	SMMEs or co-operatives support report
10	Financial management and viability	To effectively manage finances and improve sustainability	Expenditure management	% Operating budget variance in terms of SDBIP	9%	10%	10%	10%	10%	10%	10%	10%	Annexure B financial report
11	Financial management	To effectively manage finances and improve sustainability	Expenditure Management	% Capital budget variance in terms of SDBIP	10%	10%	10%	10%	10%	10%	10%	10%	Annexure D financial report
12	Good Governance and Public Participation	To develop and implement integrated management & governance.	Auditing	% Internal Audit Unit audit queries related to department resolved	100%	25%	50%	75%	100%	100%	100%	100%	Internal Audit follow up register
13	Good Governance and Public Participation	To develop and implement integrated management & governance systems	Auditing	% Identified risk resolved within timeframes as specified in risk plan	100%	25%	50%	75%	100%	100%	100%	100%	Risk register
14	Good Governance and Public Participation	To develop and implement integrated management & governance systems	Auditing	% AG audit queries related to department resolved	0%	N/A	40%	60%	100%	100%	100%	100%	Audit Action plan

15	Good Governance and Public Participation	To develop and implement integrated management & governance .	Governance	% Council resolutions related to department implemented within timeframe	100%	100%	100%	100%	100%	100%	100%	100%	Council resolution implementation register
16	Good Governance and Public Participation	To develop and implement integrated management & governance systems	Inter-governmental relations	% Municipal Managers Forum Resolutions related to department implemented within specified timeframes	0%	100%	100%	100%	100%	100%	100%	100%	Resolution register
17	Transformation and organisational development	To attract, develop and retain ethical and best human capital	Human resources management	% Disciplinary actions initiated by MCSSS	0%	100%	100%	100%	100%	100%	100%	100%	Report

10.5. Infrastructure Development – Vote 005

Sub-functions: Project Management of Infrastructure Projects
Co-ordination of Basic Services in Local Municipalities

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2016-2017	Annual Target 2017-2018	Annual Target 2018-2019	Evidence
1	Basic Service Delivery	To coordinate and monitor infrastructure development for provision of access to services	Project Management	% of Rollover from the previous financial year completed	70%	25%	50%	75%	100%	100%	100%	100%	Project status report

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2016-2017	Annual Target 2017-2018	Annual Target 2018-2019	Evidence
2	Basic Service Delivery	To coordinate and monitor infrastructure development for provision of access to services	Water and sanitation	# of Quarterly Water & Sanitation forum meetings coordinated	4	1	2	3	4	4	4	4	Invitation, Agenda, minutes Attendance register
3	Basic Service Delivery	To coordinate and monitor infrastructure development for provision and access to services	Electricity	# of Electricity forum meetings coordinated (Energy forum)	4	2	1	2	1	6	6	6	Invitation, Agenda, minutes Attendance register
4	Basic Service Delivery	To coordinate and monitor infrastructure development for provision and access to services	District roads	# of Roads forum meetings coordinated	4	-	1	-	2	2	4	4	Invitation, Agenda, minutes Attendance register
5	Basic Service Delivery	To coordinate and monitor infrastructure development for provision and access to services	MIG	# of District MIG forum meetings coordinated	11	3	6	8	11	11	11	11	Invitation, Agenda, minutes Attendance register
6	Local economic development	To ensure optimal utilisation of & adherence to space economy	Job creation	# of Jobs created through EPWP incentive grant	15	N/A	5	20	N/A	20	30	45	EPWP report

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2016-2017	Annual Target 2017-2018	Annual Target 2018-2019	Evidence
7	Local economic development	To ensure optimal utilisation of & adherence to space economy	Job creation	# of jobs created through other municipal initiatives such as infrastructure Project	80	5	25	50	80	80	120	200	Quarterly Reports
8	Local economic development	To ensure optimal utilisation of & adherence to space economy	Job creation	# of district EPWP forum meeting held	4	1	2	3	4	4	4	4	Invitation Agenda Minutes Attendance register
9	Financial management and viability	To effectively manage finances and improve sustainability	Expenditure management	% Operating budget variance in terms of SDBIP	19%	10%	10%	10%	10%	10%	10%	10%	Annexure B financial report
10	Financial management and viability	To effectively manage finances and improve sustainability	Expenditure management	% Capital budget variance in terms of SDBIP	40%	10%	10%	10%	10%	10%	10%	10%	Annexure D financial report
11	Good Governance and Public Participation	To develop & implement integrated management & governance systems	Auditing	% Internal Audit Unit audit queries related to department resolved	100%	25%	50%	75%	100%	100%	100%	100%	Internal Audit follow up plan
12	Good Governance and Public Participation	To develop & implement integrated management & governance	Auditing	% Identified risk resolved within timeframes as specified in risk plan	100%	25%	50%	75%	100%	100%	100%	100%	Risk register

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2016-2017	Annual Target 2017-2018	Annual Target 2018-2019	Evidence
		systems											
13	Good Governance and Public Participation	To develop & implement integrated management & governance systems	Auditing	% AG audit queries related to department resolved	0%	20%	40%	60%	100%	100%	100%	100%	Audit Action plan
14	Good Governance and Public Participation	To develop & implement integrated management & governance systems	Governance	% Council resolutions related to department implemented within timeframe	100%	100%	100%	100%	100%	100%	100%	100%	Council resolution implementation register
15	Good Governance and Public Participation	To develop & implement integrated management & governance systems	Inter-governmental relations	% Municipal Managers Forum Resolutions related to department implemented.	0%	100%	100%	100%	100%	100%	100%	100%	Municipal Managers Forum Resolutions register

10.6. Executive Support – Vote 006

Sub-functions: General Council
Office of the Speaker
Office of the Chief Whip
Communication
Disability, Youth and Gender Development

	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	Basic Service Delivery	To coordinate and monitor infrastructure development for the provision and access to services	Client Relations Management	% Presidential hotline queries addressed within 2 weeks of receipt	100%	100%	100%	100%	100%	100%	100%	100%	Presidential hotline Query register
2	Basic Service Delivery	To coordinate and monitor infrastructure development for the provision and access to services	Client Relations Management	% Premier hotline queries addressed within 2 weeks of receipt	100%	100%	100%	100%	100%	100%	100%	100%	Premier hotline query register
3	Financial management and viability	To effectively manage finances and improve sustainability	Expenditure management	% Operating budget variance in terms of SDBIP	6%	10%	10%	10%	10%	10%	10%	10%	Annexure B, financial report

4	Financial management and viability	To effectively manage finances and improve sustainability	Expenditure management	% Capital budget variance in terms of SDBIP	34%	10%	10%	10%	10%	10%	10%	10%	Annexure D financial report
5	Good governance and public participation	To develop & implement integrated management & governance systems	Auditing	% AG Audit queries addressed	0%	N/A	0%	N/A	N/A	100%	100%	0%	Audit action plan
6	Good governance and public participation	To develop & implement integrated management & governance systems	Internal Audit	% Internal Audit queries addressed	100%	25%	50%	N/A	N/A	100%	100%	100%	IA follow up register
7	Good governance and public participation	To develop & implement integrated management & governance systems	Risk Management	% Risks related to OEM addressed	100%	25%	50%	75%	100%	100%	100%	100%	Risk register
8	Good governance and public participation	To develop & implement integrated management & governance systems	Governance	# of council meeting held	4	1	2	3	4	4	4	4	Agenda Minutes Attendance register
9	Good governance and public participation	To develop & implement integrated management & governance systems	Governance	% Council resolutions related to ES implemented within time frame	100%	100%	100%	100%	100%	100%	100%	100%	Council resolution register

10	Good governance and public participation	To develop & implement integrated management & governance systems	Governance	# of Portfolio Committees meetings convened	35	7	14	21	35	35	35	35	Agenda Minutes Attendance register
11	Good governance and public participation	To develop & implement integrated management & governance systems	Governance	# of MPAC meetings held	4	1	2	3	4	4	4	4	Agenda Minutes Attendance register
12	Good governance and public participation	To develop & implement integrated management & governance systems	Governance	# of MPAC reports with recommendations submitted to council	4	1	2	3	4	4	4	4	Council item
13	Good governance and public participation	To develop & implement integrated management & governance systems	Public participation	# of Community feedback meetings held	2	N/A	1	2	N/A	3	3	2	Attendance register Agenda Minutes
14	Good governance and public participation	To develop & implement integrated management & governance systems	Public participation	# of District IGR meeting held	4	1	2	3	4	4	4	4	Invitation Agenda Minutes Attendance register
15	Good governance and public participation	To develop and implement integrated management and governance systems	Intergovernmental relations	% District Intergovernmental Relations Forum meeting resolutions implemented	100%	100%	100%	100%	100%	100%	100%	100%	IRG resolution register

16	Good governance and public participation	To empower the community and instil sense of ownership of development	Community awareness	# of HIV/AIDS Committee meetings held	2	N/A	N/A	1	2	2	3	4	Invitation agenda Minutes attendance register
17	Good governance and public participation	To develop and implement integrated management and governance systems	Disability Development	# of District disability desk meetings held	2	1	N/A	2	N/A	2	2	2	Invitation agenda Minutes attendance register
18	Good governance and public participation	To develop and implement integrated management and governance systems	Communications	# of District communications forum meetings	4	1	2	3	4	4	4	4	Invitation agenda Minutes attendance register

10.7. Social Development & Community Services – Vote 007-009

Sub-functions: Municipal Health Services
 Fire Services and
 Disaster Management

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2016-2017	Annual Target 2017-2018	Annual Target 2018-2019	Evidence
1	Basic Service Delivery	To coordinate and monitor infrastructure development for the provision and access to service	Project management	% of Rollover from the previous financial year completed	60%	50%	100%	N/A	N/A	0%	0%	0%	Project status report
2	Basic delivery service	To coordinate and monitor infrastructure development for the provision and access to service	Disaster Management	# of Disaster Management Advisory Forum meetings held	8	2	4	6	8	8	8	8	Invitation Agenda Minutes Attendance register
3	Basic service delivery	To coordinate and monitor infrastructure development for the provision and access to service	Disaster Management	# of Disaster Management Annual Report submitted within timeframe	1	N/A	N/A	N/A	1	1	1	1	Disaster Management Annual Report

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2016-2017	Annual Target 2017-2018	Annual Target 2018-2019	Evidence
4	Basic service delivery	To coordinate and monitor infrastructure development for the provision and access to service	Fire Fighting	% Building plans approved by local municipalities	100%	100%	100%	100%	100%	100%	100%	100%	Building plans
5	Basic service delivery	To coordinate and monitor infrastructure development for the provision and access to	Fire fighting	# of Firefighting reports submitted by local municipalities	24	6	12	18	24	24	24	24	Firefighting Quarterly reports
6	Basic service delivery	To coordinate and monitor infrastructure development for the provision and access to service	Fire fighting	# of Firefighting Annual Report submitted within timeframe	1	N/A	N/A	N/A	1	1	1	1	Firefighting Annual report
7	Basic service delivery	To preserve and protect natural resources and promote public health	Municipal Health	% Food outlets issued with certificate of compliance (for outlets that comply with set standards)	100%	100%	100%	100%	100%	100%	100%	100%	Signed copies of certificates
8	Basic service delivery	To preserve and protect natural	Municipal Health	# of Permitted municipal landfill sites	8	2	4	6	8	8	8	8	landfill sites monitoring report

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2016-2017	Annual Target 2017-2018	Annual Target 2018-2019	Evidence
		resources and promote public health		monitored									
9	Basic service delivery	To preserve and protect natural resources and promote public health	Municipal Health	% of Water samples collected and analysed	100%	100%	100%	100%	100%	100%	100%	100%	Signed Water samples from Lab
10	Basic service delivery	To preserve and protect natural resources and promote public health	Municipal Health	# of Health and hygiene awareness campaign initiated	50	12	24	36	50	50	50	50	Attendance register
11	Basic Service Delivery	To preserve and protect natural resources and promote public health	Air quality management	% of EIA attended to.	100%	100%	100%	100%	100%	100%	100%	100%	EIA report
12	Basic Service Delivery	To preserve and protect natural resources and promote public health	Air quality management	Number of listed activities in terms of AQA inspected	20	5	10	15	20	20	20	20	AOA listed activities report
13	Basic Service Delivery	To preserve and protect natural resources and	Air quality management	Number of ambient air quality monitoring	6	3	6	9	12	12	12	12	air quality monitoring reports

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2016-2017	Annual Target 2017-2018	Annual Target 2018-2019	Evidence
		promote public health		reports submitted									
14	Financial management and viability	To effectively manage finances and improve sustainability	Expenditure Management	% Operating budget variance in terms of SDBIP	12%	10%	10%	10%	10%	10%	10%	10%	Annexure B financial report
15	Financial management and viability	To effectively manage finances and improve viability	Expenditure management	% Capital budget variance in terms of SDBIP	35%	10%	10%	10%	10%	10%	10%	10%	Annexure D financial report
16	Good governance and public participation	To develop and implement integrated management and governance systems	Auditing	% AG audit queries related to SCDS addressed	0%	N/A	20%	40%	100%	100%	100%	100%	Audit Action plan
17	Good governance and public participation	To develop and implement integrated management and governance	Internal Audit	% Internal Audit queries related to SCDS addressed	100%	25%	50%	75%	100%	100%	100%	100%	Internal Audit follow up plan
18	Good governance and public participation	To develop and implement integrated management and governance systems	Risk Management	% Risks related to SDGS addressed	100%	25%	50%	75%	100%	100%	100%	100%	Risk register

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2016-2017	Annual Target 2017-2018	Annual Target 2018-2019	Evidence
19	Good governance and public participation	To develop and implement integrated management and governance systems	Governance	% Council resolutions related to SDCS implemented within timeframe	100%	100%	100%	100%	100%	100%	100%	100%	Council resolution implementation 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	2016/17 Budget	2016/17 Adjusted Budget	Planned start date	Planned completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
							% Prog.	Milestone	% Prog.	Milestone	% Prog.	Milestone	% Prog.	Milestone
Municipal environment health & environmental Management														
1.	SDCS	CLIMATE Change Strategic plan	300,000	300,000	01/07/2016	30/06/2017	25%	Advertising	50%	Awarding	75%	Implementation	100%	Completion
2.	SDCS	Installation, operation & maintenance of complete ambient air quality monitoring	675,000	675,000	01/07/2016	30/06/2017	25%	Advertising	50%	Awarding	75%	Implementation	100%	Completion
Local Economic Development														
3.	PED	WEDA	1,875,000	1,875,000	01/07/2016	30/06/2017	25%	Implementation	50%	Implementation	75%	Implementation	100%	Implementation
4.	PED	Tourism Indaba	150,000	150,000	01/07/2016	30/06/2017	-	-	-	-	-	-	100%	Indaba
5.	PED	Tourism Month	20,000	20,000	01/07/2016	30/06/2017	-	-	100%	Implementation	-	-	-	-
6.	PED	SMME Development	75,000	75,000	01/07/2016	30/06/2017	25%	Implementation	50%	Implementation	75%	Implementation	100%	Implementation

No.	Dept.	Project name	2016/17 Budget	2016/17 Adjusted Budget	Planned start date	Planned completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
							% Prog.	Milestone	% Prog.	Milestone	% Prog.	Milestone	% Prog.	Milestone
7.	PED	Farmers Flea Market & Exhibition	50,000	50,000	01/07/2016	30/06/2017	-	-	-	-	100%	Implementation	-	-
8.	PED	Coordination of SPLUMA & Training	200,000	200,000	01/07/2016	30/06/2017	25%	Implementation	50%	Implementation	75%	Implementation	100%	Implementation
Roads & storm water														
9.	ID	Road Asset Management System	1,897,000	1,897,000	01/07/2016	30/06/2017	25%	Advertising	50%	Awarding	75%	Implementation	100%	Completion
Municipal Support & Institutional Development														
10.	CSSS	Job Evaluation	100,000	100,000	01/07/2016	30/06/2017	-	-	50%	Implementation	75%	Implementation	100%	Implementation
11.	CSSS	Procurement of IT Equipment	250,000	400 000	01/07/2016	30/06/2017	-	-	50%	Implementation	75%	Implementation	100%	Implementation
12.	CSSS	Work study	150,000	Project cancelled budget redirected to procurement of IT Equipment										
13.	CSSS	Mayoral car	1,000,000	1,000,000	01/07/2016	30/06/2017	-	-	-	-	-	-	100%	Implementation
Community Participation and Good Governance														
14.	ES	District IDP public participation Programme – Executive Mayor	1 550 000	1 550 000	01/07/2016	30/06/2017	25%	Program 1 st Quarter	50%	Program 2 nd Quarter	75%	Program 3 rd Quarter	100%	Program 4 th Quarter
15.	OMM	District IDP public participation	200 000	250 000	01/07/2016	30/06/2017	25%	Approval of 2017/18 Framework/process	50%	Analysis phase	75%	Tabling of Draft 2017/18 IDP	100%	Approval of 2017/18 IDP

No.	Dept.	Project name	2016/17 Budget	2016/17 Adjusted Budget	Planned start date	Planned completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
							% Prog.	Milestone	% Prog.	Milestone	% Prog.	Milestone	% Prog.	Milestone
		Programme –MM						plan						
Water & sanitation														
16.	ID	EPWP-IG project – provision of VIP sanitation in Rural villages	1 102 000	1 102 000	01/07/2016	30/06/2017	25%	Appointment of SP	50%	Construction	75%	Contraction	100%	Completion

13. PROJECT WORKS PLAN -16/17 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
	Municipal Environment Health & Environment Management														
SDCS	CLIMATE Change Strategic plan	300,000		-	-	-	-	-	150 000	-	-	-	-	-	300 000
SDCS	Installation, operation & maintenance of complete ambient air quality monitoring	675,000		-	-	-	-	-	337 500	-	-	-	-	-	675 000
	Local Economic Development														
PED	WEDA	1,875,000		-	-	170 454	170 454	170 454	170 454	170 454	170 454	170 454	170 454	170 454	1,875,000

PED	Tourism Indaba	150,000		-	-	150,000	-	-	-	-	-	-	-	150,000
PED	Tourism Month	20,000		-	-	20,000	-	-	-	-	-	-	-	20,000
PED	SMME Development	75,000		-	-	18 750	-	-	-	-	18 750	18 750	18 750	75,000
PED	Farmers Flea Market & Exhibition	50,000		-	-	-	-	-	-	-	-	-	-	50,000
PED	Coordination of SPLUMA & Training	200,000		-	-	200,000	-	-	-	-	-	-	-	200,000
	Roads & Storm Water													
ID	Road Asset Management System	1,897,000		-	-									1,897,000
	Municipal support & institutional Development													
BTO	Msoa implementation	1,250,00		-	-	-	-	-	-	-	-	-	-	1,250,00
CSSS	Job Evaluation	100,000		-	-	-	-	-	-	-	-	-	-	100,000
CSSS	Procurement of IT Equipment	250,000		-	-	-	-	-	-	-	-	-	-	250,000
CSSS	Work study	150,000		-	-	-	-	-	-	-	-	-	-	150,000
CSSS	Mayoral car	1,000,000		-	-	1,000,000	-	-	-	-	-	-	-	1,000,000
	Community Participation & Good Governance													
ES	District IDP Public Participation Programme -EM	R1 550 000		129 167	129 167	129 167	129 167	129 167	129 167	129 167	129 167	129 167	129 167	1 550 000
OMM	District IDP Process	R200 000		16	16	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	R200 000

	Municipal Manager			667	667										
	Water & Sanitation –Cluster 1														
ID	EPWP-IG project – provision of VIP sanitation in Rural villages	1 102 000		918 333	918 333	918 333	918 333	918 333	918 333	918 333	918 333	918 333	918 333	918 333	1 102 000

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.