



2017/2018 SERVICE DELIVERY BUDGET AND IMPLEMENTATION PLAN

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. There is a need to accelerate service delivery using the little resources at our disposal as outlined in the State of the Nation Address of 09th February by the President of the Country, the Budget Speech of 22nd February by the Minister of Finance and the State of the Province Address of 24th February 2017 by the Premier of Limpopo Province. Further, the address identified two parallel and mutual reinforcing roles of local government, namely (1) sustainable creation of environment for economic development and (2) empowerment of local communities, which can only be achieved through the vehicle of service delivery.

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 Mid-year Budget and Performance, Annual Performance Report and the Annual Report are informed by the SDBIP.

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

Approved by the Executive Mayor:

Date: _____

COUNCILLOR S.M MATABOGE

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 2016/17 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:

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

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

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

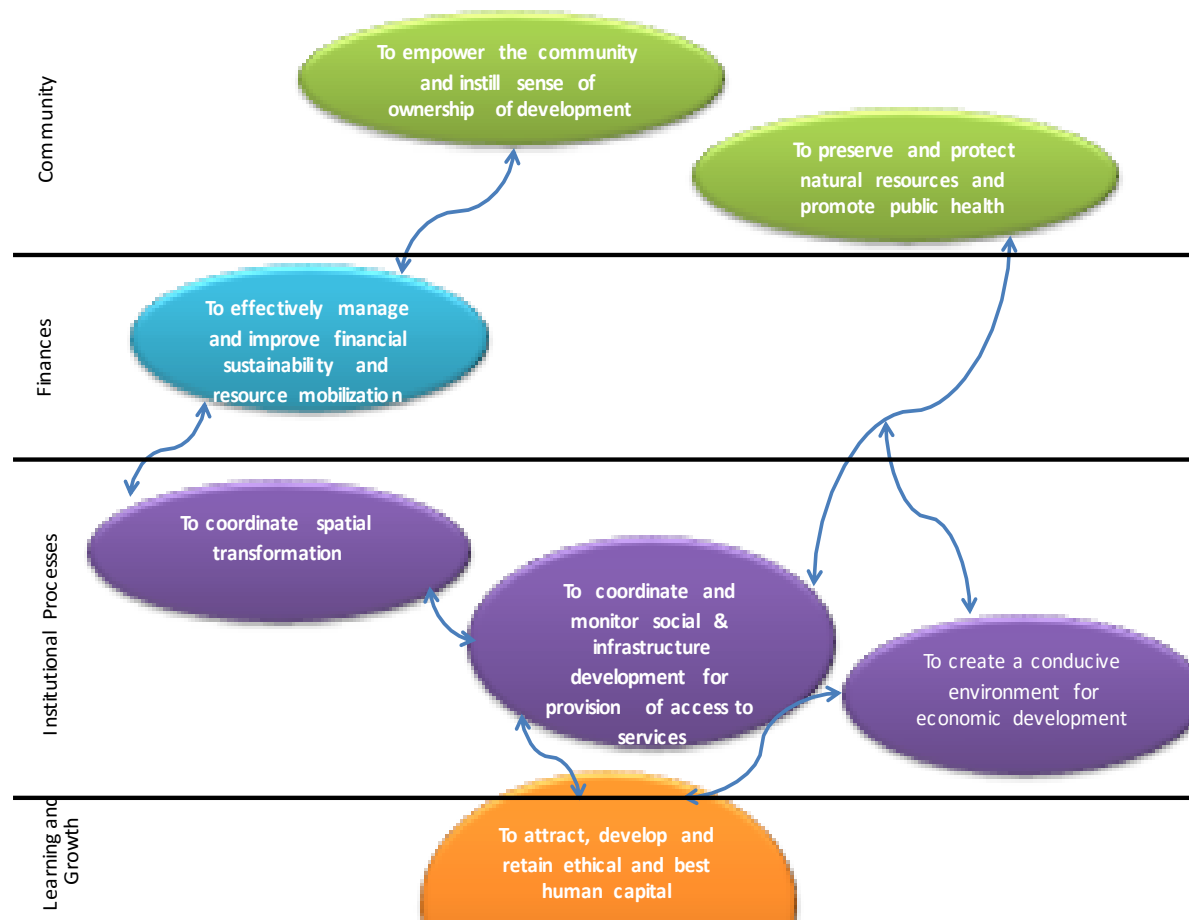
6. VALUES OF WATERBERG DISTRICT MUNICIPALITY

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

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

7. STRATEGIC OBJECTIVES MAP

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



8. 2017-2022 STRATEGIC OBJECTIVE

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

9. VOTES AND OPERATIONAL OBJECTIVES

Votes and Operational objectives	Office of the Municipal Manager	To promote a culture of good corporate governance and accountability. To provide support to internal departments and local municipalities.
	Budget and Treasury Office (Vote 002)	To effectively manage and improve financial sustainability. To reduce 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.

10. 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	Re f	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	Novemb er	Decemb er	January	February	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
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	(1,694)	-	-	-
Rental of facilities and equipment		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - external investments		723	723	723	723	723	723	723	723	723	723	723	(7,954)	-	-	-
Interest earned - outstanding debtors		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	(108,686)	-	-	-
Other revenue	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	(117,131)	1,230	32	34
<u>Expenditure By Type</u>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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	7,004	83,988	89,994	96,161
Remuneration of councillors	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	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	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	(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	2,795	26,943	28,761	30,450
Loss on disposal of PPE	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	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)	(122,815)	(152,571)	(156,938)	(166,091)
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)	(122,815)	(152,571)	(156,938)	(166,091)
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)	(2,705)	(122,815)	(152,571)	(156,938)	(166,091)

11. MONTHLY REVENUE AND EXPENDITURE (MUNICIPAL VOTE)

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

Description R thousand	Re f	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Novembe r	Decembe r	January	February	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
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 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 Revenue by Vote		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 Vote to be appropriated	-															
Vote 1 - Executive & Council.		2,961	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	1,682	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	1,518	2,118	18,817	19,762	19,982
Vote 4 - Planning & Development		902	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	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	2,965	1,314	33,931	35,186	37,331
Vote 7 - Road Transport		779	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	1,689	20,267	21,692	23,153
Vote 9 - Other		683	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	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)	(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)

12. BUDGETED MONTHLY REVENUE AND EXPENDITURE (STANDARD CLASSIFICATION)

DC36 Waterberg - Supporting Table SA27 Budgeted monthly revenue and expenditure (standard classification)

Description R thousand	Ref	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Revenue - Standard Governance and administration	-	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
Executive and council													-	-	-	-
Budget and treasury office		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
Corporate services													-	-	-	-
Community and public safety		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and social services													-	-	-	-
Sport and recreation													-	-	-	-
Public safety													-	-	-	-
Housing													-	-	-	-
Health													-	-	-	-
Economic and environmental services		333	333	333	333	333	333	333	333	333	333	333	533	4,199	1,992	2,133
Planning and development													200	200	-	-
Road transport		333	333	333	333	333	333	333	333	333	333	333	333	3,999	1,992	2,133
Environmental protection													-	-	-	-
Trading services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Electricity													-	-	-	-
Water													-	-	-	-
Waste water management													-	-	-	-
Waste management													-	-	-	-
Other		154	154	154	154	154	154	154	154	154	154	154	154	1,848	3,024	3,203
Total Revenue - Standard		10,843	10,843	10,843	10,843	10,843	10,843	10,843	10,843	10,843	10,843	10,843	11,043	130,321	134,459	137,950
			10,843	10,843	10,843	10,843	10,843	10,843	10,843	10,843	10,843	10,843				
Expenditure - Standard Governance and administration	-	5,889	5,889	5,889	5,889	5,889	5,889	5,889	5,889	5,889	5,889	5,889	5,889	70,665	71,723	75,384

Executive and council		2,676	2,676	2,676	2,676	2,676	2,676	2,676	2,676	2,676	2,676	2,676	2,676	32,107	32,479	34,652
Budget and treasury office		1,568	1,568	1,568	1,568	1,568	1,568	1,568	1,568	1,568	1,568	1,568	1,568	18,817	19,762	19,982
Corporate services		1,645	1,645	1,645	1,645	1,645	1,645	1,645	1,645	1,645	1,645	1,645	1,645	19,741	19,482	20,750
Community and public safety		4,802	4,802	4,802	4,802	4,802	4,802	4,802	4,802	4,802	4,802	4,802	4,802	57,627	60,548	64,402
Community and social services		286	286	286	286	286	286	286	286	286	286	286	286	3,429	3,670	3,918
Sport and recreation		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Public safety		2,828	2,828	2,828	2,828	2,828	2,828	2,828	2,828	2,828	2,828	2,828	2,828	33,931	35,186	37,331
Housing		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Health		1,689	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
Economic and environmental services		1,442	1,442	1,442	1,442	1,442	1,442	1,442	1,442	1,442	1,442	1,442	1,442	17,308	15,939	17,008
Planning and development		747	747	747	747	747	747	747	747	747	747	747	747	8,961	7,060	7,540
Road transport		696	696	696	696	696	696	696	696	696	696	696	696	8,346	8,879	9,468
Environmental protection														–	–	–
Trading services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Electricity														–	–	–
Water														–	–	–
Waste water management														–	–	–
Waste management														–	–	–
Other		683	683	683	683	683	683	683	683	683	683	683	683	8,201	8,761	9,332
Total Expenditure - Standard		12,817	12,817	12,817	12,817	12,817	12,817	12,817	12,817	12,817	12,817	12,817	12,817	153,801	156,970	166,125
Surplus/(Deficit) before assoc.		(1,973)	(1,973)	(1,973)	(1,973)	(1,973)	(1,973)	(1,973)	(1,973)	(1,973)	(1,973)	(1,973)	(1,773)	(23,480)	(22,511)	(28,175)
Share of surplus/ (deficit) of associate													–	–	–	–
Surplus/(Deficit)	1	(1,973)	(1,973)	(1,973)	(1,973)	(1,973)	(1,973)	(1,973)	(1,973)	(1,973)	(1,973)	(1,973)	(1,773)	(23,480)	(22,511)	(28,175)

13. SERVICE DELIVERY AND PERFORMANCE INDICATORS AND TARGETS

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

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

Departments:

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

13. 1INSTITUTIONAL 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 2017-2018	Annual Target 2018-2019	Annual Target 2019-2020	Evidence
1.	Spatial rationale	To coordinate spatial transformation	Integrated Planning	% Highly rated IDP	100%	25% Approval of process plan	50% Analyses phase	75% Strategic phase	100% Projects & integration phase	100%	100%	100%	CoGHSTA IDP report

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2017-2018	Annual Target 2018-2019	Annual Target 2019-2020	Evidence
2.	Spatial rationale	To coordinate spatial transformation	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 coordinate spatial transformation	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 and monitor social and infrastructure development for the provision and 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%	Certificates
5.	Basic service delivery	To coordinate and monitor social and infrastructure development for the provision and access to services.	Municipal health	# of permitted land fill site monitored	8	2	4	6	8	8	8	8	Reports

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2017-2018	Annual Target 2018-2019	Annual Target 2019-2020	Evidence
6.	Financial management and viability	To effectively manage finances and resource mobilisation.	Expenditure Management	% Operating budget variance in terms of SDBIP	8.1%	10%	10%	10%	10%	10%	10%	10%	Annexure B Financial Report
7.	Financial management and viability	To effectively manage finances and resource mobilisation.	Expenditure Management	% Capital budget variance in terms of SDBIP	54%	10%	10%	10%	10%	10%	10%	10%	Annexure C Financial report
8.	Local Economic Development	To create a conducive environment for radical economic development.	Job creation	% of LED forums resolutions implemented	100%	100%	100%	100%	100%	100%	100%	100%	LED resolution register
9.	Local Economic Development	To create a conducive environment for radical economic development.	Job creation	# of jobs created through EPWP	15	5	8	12	15	15	30	45	EPWP Reports
10.	Good Governance and Public Participation	To develop and implement integrated management & 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

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2017-2018	Annual Target 2018-2019	Annual Target 2019-2020	Evidence
11.	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
12.	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
13.	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
14.	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	% of internal audit findings resolved	85%	25%	50%	75%	100%	100%	100%	100%	Internal 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 2017-2018	Annual Target 2018-2019	Annual Target 2019-2020	Evidence
15.	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
16.	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
17.	Good Governance and Public Participation	To develop and implement integrated management and governance	Public Participation	# of IDP Representative Forum meetings convened	4	1 Approval process plan	2 Analysis phase	3 Tabling of Draft 2016/17 IDP	4 Approval Of final 16/17 IDP	4	4	4	Invitations, Agenda, minutes & attendance register
18.	Good Governance and Public Participation	To develop and implement integrated management and governance	Governance	% of MPAC resolutions implemented	100%	100%	100%	100%	100%	100%	100%	100%	Resolution register
19.	Good Governance and Public Participation	To develop and implement integrated management	Governance	Oversight report approved by council by 31 march	1	N/A	N/A	1	N/A	1	1	1	Council resolution

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2017-2018	Annual Target 2018-2019	Annual Target 2019-2020	Evidence
		and governance											
20.	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
21.	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
22.	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
23.	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
24.	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
25.	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	N/A	100% Approval of final 2014/15 AR	N/A	100%	100%	100%	Council resolution & submission letter

14. DETAILED CAPITAL WORKS PLAN

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

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

No.	Dept.	Project name	2017/18 Budget	Planned start date	Planned completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
						% Prog.	Milestone	% Prog.	Milestone	% Prog.	Milestone	% Prog.	Milestone
1.	PED	Spatial Planning	50 000	01/07/2017	30/06/2018	25%	Implementation	50%	Implementation	75%	Implementation	100%	Implementation
2.	PED	Farmers Flea Market	30 000	01/07/2017	30/06/2018	-	-	-	-	100%	Implementation	-	-
3.	PED	SMME Development	50 000	01/07/2017	30/06/2018	25%	Implementation	50%	Implementation	75%	Implementation	100%	Implementation
4.	PED	Tourism	150 000	01/07/2017	30/06/2018	-	-	50%	Program	75%	Program	100%	Indaba
5.	ID	Road Asset Management System	2 129 000	01/07/2017	30/06/2018	25%	Implementation	50%	Implementation	75%	Implementation	100%	Completion
6.	CSSS	Job Evaluation	50 000	01/07/2017	30/06/2018	25%	Implementation	50%	Implementation	75%	Implementation	100%	Implementation
7.	CSSS	IT Equipment	300 000	01/07/2017	30/06/2018	25%	Implementation	50%	Implementation	75%	Implementation	100%	Implementation
8.	CSSS	Fleet Management System	2 500 000	01/07/2017	30/06/2018	-	-	25%	Advertisement	50%	Awarding	75%	Implementation
9.	ES	District IDP public participation Programme – Executive Mayor	1 300 000	01/07/2017	30/06/2018	25%	Program 1 st Quarter	50%	Program 2 nd Quarter	75%	Program 3 rd Quarter	100%	Program 4 th Quarter
10.	OMM	District IDP public participation	266 000	01/07/2017	30/06/2018	25%	Approval of 2018/19	50%	Analysis phase	75%	Tabling of Draft	100%	Approval of 2018/19

No.	Dept.	Project name	2017/18 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					Framework/process plan				2018/19 IDP		IDP
11.	ES	Training of Ward Committees	212 800	01/07/2016	30/06/2017	-	-	50%	Implementation	75%	Implementation	100%	Implementation
12.	ID	EPWP-IG project – provision of VIP sanitation in Rural villages	1 000 000	01/07/2016	30/06/2017	25%	Appointment of SP	50%	Construction	75%	Construction	100%	Completion

13. PROJECT WORKS PLAN -17/18 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
	Local Economic Development														
PED	Spatial planning	50 000		-	-	12 500	-	-	12 500	-	-	12 500	-	-	50 000
PED	Farmers Flea Market	30 000		-	-	-	-	-	-	-	-	30 000	-	-	30 000
PED	SMME Development	50 000		-	-	12 500	-	-	12 500	-	-	12 500	-	-	50 000
PED	Tourism	150 000		-	-	-	-	-	50 000	-	-	50 000	-	-	150 000

	Roads & Storm Water														
ID	Road Asset Management System	2 129 000		-	-	532 250	-	-	532 250	-	-	532 250	-	-	2 129 000
	Municipal support & institutional Development														
CSSS	Job Evaluation	50 000		-	-	10 000	-	-	10 000	-	-	10 000	-	-	50 000
CSSS	IT Equipment		300 000	-	-	100 000	-	-	100 000	-	-	100 000	-	-	300 000
CSSS	Fleet Management System	250 000		-	-	-	-	-	-	-	-	250 000	-	-	250 000
	Community Participation & Good Governance														
ES	District IDP Public Participation Programme - EM	1 300 000		-	-	325 000	-	-	325 000	-	-	325 000	-	-	1 300 000
OMM	District IDP Process Municipal Manager	266 000		-	-	66 500	-	-	66 500	-	-	66 500	-	-	266 000
ES	Training of ward committees	212 800		-	-		-	-		-	-	212 800	-	-	212 800
	Water & Sanitation														
ID	EPWP-Project	1 000 000		-	-	-	-	-	250 000	-	-	500 000	-	-	1 000 000
	TOTAL			-	-	1058750			1358750			2101550			5787800

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.