



MASILONYANA LOCAL MUNICIPALITY

Statement of Approval by the Mayor

Consistent with the powers and duties vested in me as the Mayor in terms of the Municipal Finance Management Act, it is an honour to approve the Service Delivery and Budget Implementation Plan (SDBIP) for Masilonyana Local Municipality.

The SDBIP is an operational tool that enables key stakeholders in local government to monitor municipal performance. The Municipal Manager may use the SDBIP to monitor the performance of senior managers, while I (Mayor) may use the SDBIP as a basis for monitoring the Municipal Manager. Ultimately, the SDBIP should be published and made available to the community to enable broader monitoring of the municipal performance towards service delivery outputs and outcomes identified in the SDBIP.

The annual creation and publication of SDBIPs represent progress towards the realization of Section 152(a) of the Constitution of the Republic of South Africa, increasing democratic and accountable local government. The SDBIP is essentially a "contract" between administration, council and the community expressing the developmental goals and objectives in terms of quarterly output and outcome targets to be met by the municipal administration over the next financial year. It provides the basis for measuring municipal performance and ensuring that municipal budget expenditure is clearly linked to service delivery achievement.

The SDBIP is a layered document, consisting of multiple components and levels. At this time, the SDBIP is comprised of only Component 3, a portion of the top layer, as priority was given to this vital component dealing with consolidated performance and service delivery targets. In the future, top management is expected to develop the other layers and components of the SDBIP, with the provision of more detail on the range of municipal services and service delivery. Other than the top layer of the SDBIP, much of this information will not be made public, nor tabled with council, as it will exist primarily to support the realisation of operational targets and assist with the internal monitoring of performance within Masilonyana Local Municipality.

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INTRODUCTION

The strategic direction of the municipality has been outlined in the municipal Integrated Development Plan, and its review has been conducted in consultation with the community while its credibility is supported by the sound and realistic budget.

Section 53 of the MFMA defines the SDBIP as follow:

“a detailed plan approved by the mayor of the municipality in terms of section 53(1)©(ii) for implementing the municipality’s delivery of services and execution of its annual budget and which must indicate –

- Projections for each month of
- Revenue to be collected by source; and
- Operation and capital expenditure by vote.
- Service delivery targets and performance indicators for each quarter.

- Any other matter that may be prescribed.”

Therefore SDBIP must give effect to the municipal budget and IDP. It is an expression of the objectives of the municipality in a quantifiable outcome that will be implemented by the administration for the financial period 01 July 2013/ 31 June 2014. It includes the services delivery targets and performance indicators for each quarter which is linked to the senior management performance agreements. It therefore facilitates oversight over financial and non financial performance of the municipality and allows the municipal manager to monitor the performance of managers reporting directly to him, the mayor to monitor the municipal manager and the community to monitor the municipal governance.

Based on public participation, input and the 2013 Municipality Strategic Planning, Masilonyana Local Municipality developed specific focus areas and corporate objectives were developed from these areas and further expanded into directorates. Resources were then allocated through a budget prioritization model at a corporate level and then pulled through to a directorate, underpinned by programmes and projects. Objectives will be measured through key performance indicators at every level, and continuously monitored throughout the whole financial year. This will form the basis for the annual reporting.

The purpose of the above synopsis is to provide background in the role of the SDBIP and guide the reader through the relationship between service delivery and budget implementation.

The content is high-level and strategic and is intended for use by the general public and the municipal council. This document (SDBIP) is a layered plan, with the top layer of the plan dealing with consolidated service delivery targets and links such targets to senior management. Only the tip of the information pyramid will be published as a corporate SDBIP. This document correlates with the published SDBIP as required by National Treasury.

LEGISLATIVE IMPERATIVES

All South African municipalities obliged by law to develop Service Delivery and Budget Implementation Plans. This obligation is informed by the provisions of the Municipal Finance Management Act (MFMA) of 2003 which makes it compulsory for municipalities to prepare Service Delivery and Budget Implementation Plans to ensure that their annual budgets are strategically aligned to and integrated with the IDP performance targets and delivery expectations.

According to Section 53 (1) (c) (ii) and (iii) of the MFMA, the Mayor of a municipality must take all reasonable steps to ensure:

That the municipality's SDBIP is approved by the Mayor within 28 days after the approval of the budget

That performance management contracts for the municipal manager and all senior managers comply with the act in order to promote sound financial management and are linked to the measurable performance objectives approved with the budget and to the SDBIP and are concluded in accordance with section 57(2) of the Municipal Systems Act.

SDBIP is defined as a detailed plan approved by the Mayor of a municipality for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate the following:

(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, and

(c) Any other matters prescribed in according to Section 53 of the MFMA, the Mayor is entrusted with specific roles in relation to SDBIP. These roles related to:

- Provision of general political guidance over the budget process and the priorities that guide the budget process (Section 53(1));
- Ensuring that Council approves the annual budget before the start of the financial year;
- Overseeing the Accounting Officer and CFO;
- Ensuring adherence to the time schedule for budget;

- Ensuring that the SDBIP is approved (by the Mayor) within 28 days after the approval of the budget;
- Ensuring that annual performance agreements for the Municipal Manager and senior managers are linked with measurable performance objectives in the IDP and the SDBIP; and

- Making the SDBIP public no later than 14 days after its approval.

Budget implementation

69. (1) The accounting officer of a municipality is responsible for implementing the municipality's

approved budget, including taking all reasonable steps to ensure—

(a) that the spending of funds is in accordance with the budget and is reduced as necessary when revenue is anticipated to be less than projected in the budget or in the service delivery and budget implementation plan; and

(b) that revenue and expenditure are properly monitored.

69. (2) When necessary, the accounting officer must prepare an adjustments budget and submit it

to the mayor for consideration and tabling in the municipal council.

69. (3) The accounting officer must no later than 14 days after the approval of an annual budget

submit to the mayor—

(a) a draft service delivery and budget implementation plan for the budget year; and

(b) drafts of the annual performance agreements as required in terms of section 57(1)(b)

of the Municipal Systems Act for the municipal manager and all senior managers.

Similarly, in terms of sections 68 and 69 of the MFMA (see extract of MFMA below), the Municipal Manager, as an accounting officer, bears certain responsibilities pertaining to the SDBIP, which are summarized as follows:

- Assist the Mayor to perform budgetary functions and provide the Mayor with administration support, information and resources;
- Implement the budget;
- Spending in accordance with budget and ensure that it is reduced as necessary when revenue is anticipated to be less than projected in the budget or in the SDBIP;
- Ensure that revenue and expenditure is properly monitored;
- Prepare adjustments budget when necessary; and Submit draft SDBIP and drafts annual performance agreements for the Municipal Manager and all senior managers.

According to MFMA Circular No. 13, issued by National Treasury, the SDBIP—serves as a contract between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. || It also —provides the basis for measuring performance in service delivery against end-of-year targets and implementing the budget. MFMA Circular No.13 does not generally prescribe what the SDBIP must contain. However, it does highlight the five components of SDBIP on the basis that “Municipal managers and mayors are free to add on to these components and also to develop the lower layers of the SDBIP to the extent they believe will be useful. || The five necessary components are:

- Monthly projections of revenue to be collected for each source;
- Monthly projections of expenditure (operating and capital) and revenue for each vote;
- Quarterly projections of service delivery targets and performance indicators for each vote;
- Ward information for expenditure and service delivery; and
- Capital works plan broken down by ward over three years.

GENERAL INFORMATION

VISION

STRATEGIC OBJECTIVES OVER THE NEXT FIVE YEARS

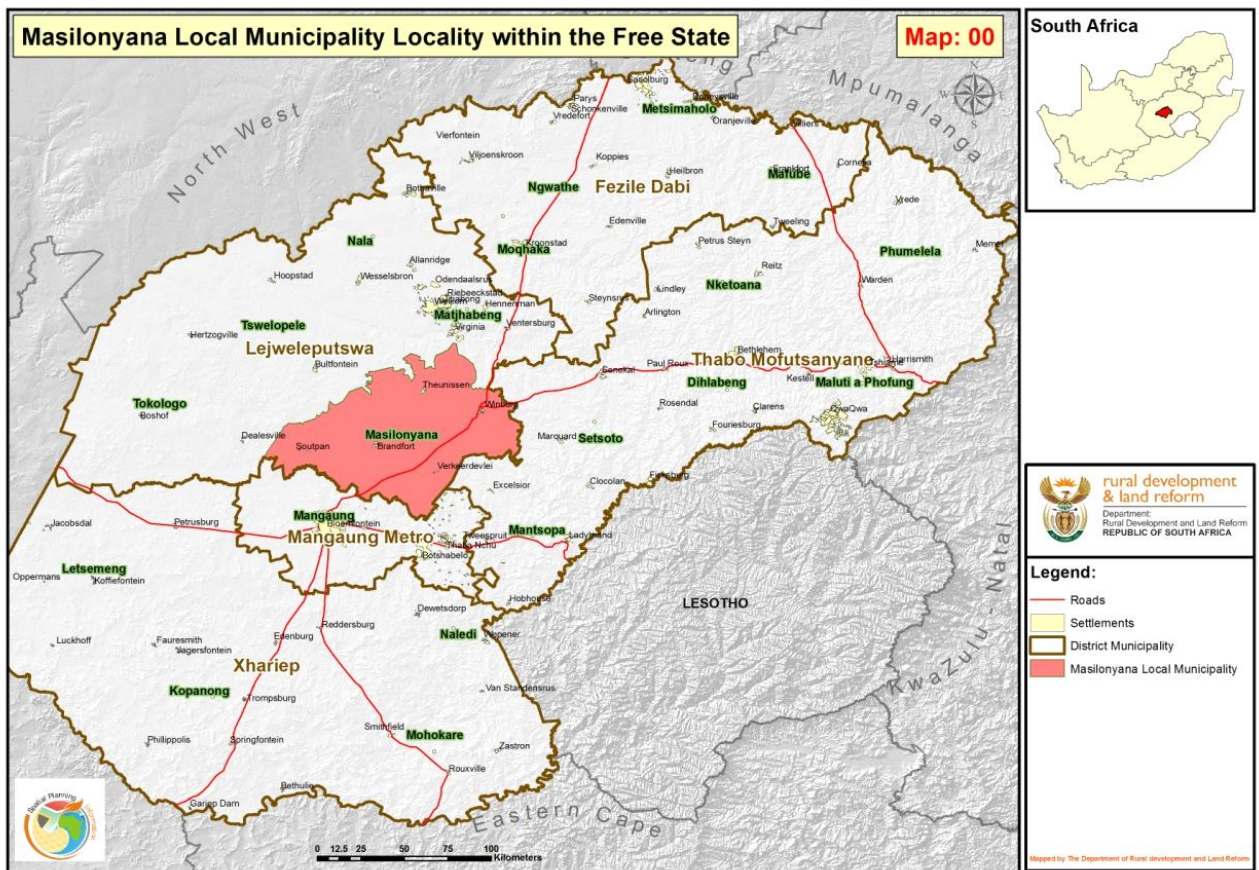
Priority	Objectives	Outcomes
<ul style="list-style-type: none"> • Water 	<p>To ensure that 100% of households in all formal settlement(s) around Masilonyana have access to clean (basic level) of water by July 2014</p>	<ul style="list-style-type: none"> • 100% of access to basic level of water for formal settlements households • Water infrastructure required to enable achievement of the strategic objective as measured in terms of the performance targets in this 5-year IDP. • The percentage of households earning less than R1, 200 per month with access to free basic services

<ul style="list-style-type: none"> Sanitation 	<p>To ensure that 100% of households in formal settlements in Masilonyana area have access to basic level of sanitation by 2014</p>	<ul style="list-style-type: none"> 100% of households in formal settlements have access to basic level of sanitation Sanitation infrastructure required to enable achievement of the strategic objective as measured in terms of the performance targets in the MTAS.
<ul style="list-style-type: none"> Municipal Roads and Storm-water 	<p>To ensure that indentified internal roads in Masilonyana area are maintained and / or upgraded to facilitate economic and social activity required for the sustainable development of the municipality; thus implementing the current Infrastructure Master Plan</p>	<ul style="list-style-type: none"> Repairing of tarred roads, Paving and re-gravelling of roads in accordance with the targets and projects indicated in the MTAS.
<ul style="list-style-type: none"> Local and Rural Economic Development 	<p>To create employment opportunities in Masilonyana Municipal Area; based on projects and programmes outlined in the IDP and MTAS</p>	<ul style="list-style-type: none"> (Number of) Employment opportunities created through targeted IDP projects (Number of) Employment opportunities created through EPWP initiatives
<ul style="list-style-type: none"> Institution Building 	<p>To facilitate the financial viability of Masilonyana local Municipality as measured in terms of the key indicators of the Municipal Planning and Performance Management Regulations, 2001</p>	<ul style="list-style-type: none"> The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's IDP The percentage of a municipality's budget actually spent on implanting its Workplace Skills Plan; and Financial viability as expressed by the following ratios;
	<p>To facilitate institutional transformation and development in Masilonyana Local Municipality</p>	<ul style="list-style-type: none"> The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment

		<p>equity plan;</p> <ul style="list-style-type: none"> • Targets in the organizational redesign and change management strategy; and • Skills development targets in the Municipal Skills Development Plan
	To ensure good governance in Masilonyana Local Municipality	<ul style="list-style-type: none"> • Monthly ward committee meetings with duly recorded minutes that are submitted to Council at regular intervals for consideration • An organizational and individual Performance Management and Monitoring and Evaluation Systems that facilitate quarterly, mid-year and annual performance, as well as financial reports
<ul style="list-style-type: none"> • Refuse removal 	To ensure good waste management in Masilonyana Municipality	<ul style="list-style-type: none"> • Three more licensed and registered landfill sites to make a total of 5 • 100% of households in formal areas with access to refuse removal services at basic acceptable national standards
<ul style="list-style-type: none"> • Electricity reticulation 	To ensure that 100% of households in Masilonyana Municipal area have access to electricity by 2014	100% of households in formal areas with access to electricity by 2013
<ul style="list-style-type: none"> • Cemeteries and Parks 	To ensure effective management of graveyards and cemeteries in Masilonyana Municipal area	Adequate provision for, safe and well maintained graveyards and cemeteries
<ul style="list-style-type: none"> • Sport and Recreational facilities 	To ensure access to well maintained, quality sporting and recreational facilities in Masilonyana Municipal area	Adequate provision for, safe and well maintained sport and recreational facilities, as measured in terms of the targets set for the programmes and projects in the MTAS and IDP
<ul style="list-style-type: none"> • Traffic and Parking 	To ensure effective traffic management in Masilonyana Municipality	Adequate provision for traffic management and parking, as measured in terms of the targets set for

		programmes and project in the IDP
<ul style="list-style-type: none"> • Firefighting 	To ensure effective fire fighting in Masilonyana Municipal area	Employment of 16 trained fire fighters in terms of the final draft Organogram

POPULATION COMPARISON



LOCATION OF MASILONYANA WITHIN FREE STATE PROVINCE

ALIGNMENT AND INTEGRATION OF IDP, BUDGET, PMS AND SDBIP

The local government system operates as one whole system. It is like a chain of whose strength is determined its different links. For this reason, the SDBIP must not

be understood and treated as just another appendage of service delivery requirement and with a silo effect.

But must be viewed as a vital component which needs to be aligned with the IDP, Budget and Performance Management System. In essence, the Integrated Development Plan (IDP) outlines how the challenges of sustainable development in a municipality are to be met through strategic intervention and optimum service delivery over a five year period. The IDP is developed by a municipality in conjunction with its community.

However, for the IDP to be credible, it must be supported by a realistic and sound budget. The actual implementation of the IDP over a single financial year is given effect through the performance contracts of the municipal manager and the senior managers.

An effective performance management system monitors actual performance against contractual obligations. Effective service delivery relies upon the IDP, the budget and the performance management system being closely integrated. The Service Delivery Budget Implementation Plan (SDBIP) is a dynamic tool that facilitates this integration.

Thus, SDBIP must be informed by the budget, the IDP and the performance agreements of senior management. It thus facilitates oversight over financial and nonfinancial performance of the municipality.

REPORTING REQUIREMENTS ON SDBIP

SDBIP forms a vital link in streamlining the oversight and monitoring of the operations of the municipal administration. The MFMA prescribes a set of reporting requirements, which allows Councillors to monitor progress in relation to the implementation of the IDP and its programmes on service delivery. In particular, four reporting requirements critical to municipal governance are:

- Monthly reporting;
- Quarterly reporting;
- Mid-term performance assessment; and
- Annual reporting.

These requirements are explained below.

Monthly Reporting

Section 71 of the MFMA stipulates that reporting on actual revenue targets and spending against the budget should occur on a monthly basis. This reporting must be conducted by the accounting officer of a municipality no later than 10 working days, after the end of each month.

Reporting must include the following:

- Actual revenue, per source;
- Actual borrowings;
- Actual expenditure, per vote;
- Actual capital expenditure, per vote; and
- The amount of any allocations received.

If necessary, explanation of the following must be included in the monthly reports:

- Any material variances from the municipality's projected revenue by source, and from the municipality's expenditure projections per vote;
- Any material variances from the service delivery and budget implementation plan and;
- Any remedial or corrective steps taken or to be taken to ensure that the projected revenue and expenditure remain within the municipalities approved budget.

Quarterly Reporting

Section 52 (d) of the MFMA compels the Mayor to submit a report to the council on the implementation of the budget and the financial state of affairs of the municipality within 30 days of the end of each quarter. The quarterly performance projections captured in the SD&BIP form the basis for the mayor's quarterly report.

Mid-year Performance Assessment Reporting

Section 72 (1) (a) of the MFMA outlines the requirements for mid-year reporting. The accounting officer is required by the 25th January of each year to assess the performance of the municipality during the first half of the year taking into account –

- (i) the monthly statements referred to in section 71 of the first half of the year

(ii) the municipalities service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the service delivery and budget implementation plan;

(iii) the past year's annual report, and progress on resolving problems identified in the annual report; and

(iv) the performance of every municipal entity under the sole or shared control of the municipality, taking into account reports in terms of section 88 from any such entities.

Based on the outcomes of the mid-year budget and performance assessment report, an adjustments budget may be tabled if actual revenue or expenditure amounts are materially different from the projections contained in the budget or the SDBIP.

Because the SDBIP is also a living document, it may be modified based on the mid-year performance review.

Annual Reporting

Section 121 of MFMA states that every municipality and every municipal entity must for each financial year prepare an annual report and the council of a municipality must within nine months after the end of a financial year deal with the annual report of the municipality and of any municipal entity under the municipality's sole or shared control.

The purpose of an annual report is to:

- Provide a record of the activities of the municipality or municipal entity during the financial year to which the report relates;
- Provide a report on performance against the budget of the municipality or municipal entity for that financial year; and
- Promote accountability to the local community for the decisions made throughout the year by the municipality or municipal entity.
- The annual report of a municipality must include the annual financial statements of the municipality as submitted to the Auditor-General for audit purposes.

It is therefore clear from the above requirements that SDBIP occupies a very important place in ensuring that municipalities are accountable to their stakeholders and the communities they serve.

Thus, the performance of the administration against approved performance targets and indicators is an integral part of litmus tests for gauging the whole performance and viability of the municipality in its entirety.

2013/14 MUNICIPAL SCORECARD

Though not stated as one of the components of SDBIP, it is submitted that the Municipal Performance Management Scorecard is vital window through which the whole import of SDBIP must be viewed.

For it's the Municipal Scorecard that sets the tone and appetite for service delivery, in a given financial year for a specific municipality. The budgets and how it is to be expended seeks to achieve the scorecard. For this reason, the initial starting point for preparing the SDBIP has been the development of the Municipal Performance Scorecard for 2013/2014 Financial Year.

This scorecard is based on the Integrated Development Plan and is informed by provincial and national IDP Guidelines. It specifies the targets to be met and the time frames within which to meet them.

The main champion is the Municipal Manager and certain targets are implemented via staff reporting directly to the Municipal Manager. The municipality is in a unique situation in that none of the staff reporting to the Municipal Manager are on five year contract in terms of section 57 of the Municipal Systems Act.

However, this does not mean performance contracting is not applicable to them, though the issue of incentives for non-section 57 staff will also be addressed this financial year (2013/2014).

TOP 4 CORPORATE INDICATORS AND THREE YEAR CORPORATE SCORECARD

Extracted from the 2011 Stone Safari Strategic Planning Session

OBJECTIVE	INDICATOR	BASELINE	TARGET
CLEAN AUDIT	Auditor General's view	Unqualified	Unqualified
CLEAN MUNICIPALITY	Manage key financial areas	Introduce internal controls	Train municipal employees on procedures & controls
		Centralise supply chain management	Reduce audit queries linked to scm
		Income control	Compile section 52 reports

		Cash flow management	Compile section 71 reports
		Indigent support	Update indigent register
		Review Valuation Roll	Ensure accurate billing for property rates
		Revaluation of Infrastructure Assets	Ensure that the municipality's assets are properly quantified and valued.
	Manage municipal assets	Develop Asset Management Plan	Implement Asset Management Plan for operational assets (water, sanitation, roads & waste management)
		Identify, label & register all municipal assets	Update asset register
		Provide equitable community facilities	Provide facilities across communities & ensure equitable access
CLEAN GOVERNANCE	Manage governance areas	Update risk register	Conduct risk based audits
		Develop risk management plan	Mitigate risks factors
		Enhance public participation	Develop public engagement schedule & ensure 4 engagements per ward per annum
		Cascade performance management	Review job descriptions & develop work plan for every employee
CUSTOMER CARE	Satisfaction survey (1-5)	3	4

	Improve time in resolving customer complains	10% reduction & 14 days	10%
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2013/2014 QUARTERLY CORPORATE SCORECARD

There are three sections to this annual scorecard, i.e. Alignment and Linkage, Objective and Indicator Detail, and Tracking and Monitoring. The scorecard provides the quarterly corporate targets against which the Municipality will be held accountable. Service delivery targets and performance indicators will be cascaded into the Directorate, Departmental and Director’s Scorecards (Section 57 employees), which will be used for internal monitoring of the organisation.

THREE YEARS CORPORATE SCORECARD

High level municipal wide service delivery breakdown is presented in this section. Service delivery targets and performance indicators will be cascaded down into directorate and director’s scorecard, which will be used for internal monitoring.

The following 15 strategic focus areas are broken down into corporate objectives for the municipality and each corporate objective is further broken down into directorate objectives. The following objectives have been identified and deduced from the 2013 Amanzi Municipal Strategic Planning Report:

- Access clean drinking water;
- Access to sanitation;
- Maintain and upgrade municipal roads and storm water;
- Local and rural economic development;
- Build a capable municipality;
- Improve refuse removal and waste management;

- Effective management of cemeteries, parks and recreational facilities;
- Electricity reticulation;
- Traffic control and management;
- Improve disaster management;
- Establish effective public participation;
- Facilitate the development of a healthy and socially inclusive society;
- Foster safe and secure environment;
- Facilitate conservation of natural resources;
- Participate and facilitate reduction of crime within Masilonyana.

THREE YEARS CORPORATE SCORE-CARD

SFA's	Strategic Planning Objective	Indicator	Target 2013/14 Baseline	2014/15	2015/16
Local and Rural Economic Development	Increase no of job opportunity	No of direct jobs created	2000	3000	4000
		Employment opportunities created through EPWP initiatives			
	Improve approval for land use & planning applications	% of land use applications finalised within the legislative	60%	70%	80%

		framework			
	Improve approval time for building plans	% of building plans applications finalised within the legislative framework	60%	70%	80%
	Improve local tourism within Masilonyana	% increase of visitors	5%	20%	50%
	Identify land for landing strip	Demarcate an area	End February 2014		
	Street trading	Regulate street trading	Develop & introduce by-laws	Enforce by-laws	Enforce by-laws

SFA's	Strategic Planning Objective	Indicator	Target 2013/14 Baseline	2014/15	2015/16
SUSTANABLE SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT					
	Increase access to sanitation	Ensure 100% of households in formal settlements in Masilonyana area have access to basic level of sanitation by	Increase % of formal households	90%	95%

		2014			
	Increase access to clean drinking water	Ensure 100% of households in all formal settlement(s) around Masilonyana have access to clean (basic level) of water by July 2014	11%	Blue drop	Blue drop
	Increase access to basic level of sanitation	Ensure 100% of households in formal settlements in Masilonyana area have access to basic level of sanitation by 2014	Increase % of formal households	% increase	% increase
	Increase access to electricity	% of informal settlements with access	50%	70%	90%
	Improve access to basic refuse removal & collection	All formal & informal households receiving refuse removal & collection	100%	100%	100%
	Reduce water demand &	% reduction in constrained water	35%	30%	20%

	lose	demand			
	Sustainable water supply	Ensure Drinking water compliance	90%	100%	100%
	Increase subsidised housing subsidies opportunities	No of housing subsidies per annum	% increase	% increase	% increase
	Manage waste	Minimise waste	% of waste diverted from landfilled sites		
	Improve maintenance of infrastructure	Reduce maintenance costs	% decrease	% decrease	% decrease
		Reduce electricity outages	Reduce load-shedding	Reduce load-shedding	Reduce load-shedding
		complete incomplete projects	complete all identified incomplete projects		
		Reduce energy consumption	% reduction in use of electricity	Maintain reduction of 10%	Maintain reduction of 20%
	Improve maintenance of municipality facilities	Maintain all community halls	All	All	All
		Fence sporting facilities	All	All	All

		Number of libraries opened according to scheduled times	All	All	All
		Number of erven upgraded	Incrementally serviced erven	% increase	% increase
		Reduction in accidents	% decrease	% decrease	% decrease
	Improve Municipal Roads and Storm-water Maintenance	Ensure that indentified internal roads in Masilonyana area are maintained /upgraded	All identified municipal roads	% increase	% increase

SFA's	Strategic Planning Objective	Indicator	Target 2013/14 Baseline	2014/15	2015/16
SUSTAINABLE FINANCIAL MANAGEMENT	Improve capital spending	% spend of capital budget	Spending that is aligned to the approved budget	% spend of capital budget	% spend of capital budget
	Improve spending on operational budget	% spend of operational budget	Spending that is aligned to the approved budget	% spend of operational budget	% spend of operational budget
	Maintain municipal credit rating	View of independent credit rating	Short term & long term	Short term & long term	Short term & long term

	Enhance revenue	Develop financial enhancement strategy	Implement financial enhancement strategy	Compile analysis report & close all gaps	Review financial enhancement strategy
	Budgeting	Compile draft Budget	Align Budget to IDP & PMS	Align Budget to IDP & PMS	Align Budget to IDP & PMS
	Municipal assets management	Develop asset register	Update asset register	Update asset register	Update asset register

SFA's	Strategic Planning Objective	Indicator	Target 2013/14 Baseline	2014/15	2015/16
SUSTAINABLE GOOD GOVERNANCE	Improve public participation	Review public participation strategy	Develop schedule of engagement & implement the strategy	Review public participation strategy	Review public participation
		Conduct community survey	Reduce % community complains	Conduct community survey	Conduct community survey
	Improve communication	Promote access to information	Develop communication strategy & implement it	Review communication strategy	Review communication strategy
			Enhance inter/external communication	Enhance inter/external communication	Strengthen S Relations
		Enhance relations	Two stakeholder		

		with the media	session held per annum		
	Performance management	Develop a framework	Implement & cascade performance to lower levels	Monitor performance & Compile a Report	Monitor performance
	Clean audit	Improve audit opinion	Unqualified Auditor General's report	Clean Auditor General's report	Clean Auditor report
	Risk management	Update risk register & Develop risk management plan	Conduct risk based audits	Conduct risk based audits	Conduct risk audits
	Strategic planning & annual reporting	Facilitate strategic planning	Develop draft IDP	Develop draft IDP	Develop draft IDP
			Compile annual report	Compile annual report	

SFA's	Strategic Planning Objective	Indicator	Target 2013/14 Baseline	2014/15	2015/16
BUILDING CAPABLE MUNICIPALITY	Build human resource capacity	Review workplace skills development plan	Implement the WSDP & Compile Annual Report	Implement the WSDP & Compile Annual Report	Implement the WSDP & Compile Annual Report
		Bursary scheme	Identify relevant programs & increase % of		

			employees		
	Employment equity planning	Set realistic targets	Review Employment Equity Plan	Improve equity status	
	Employees data purification	Identify all municipal employees	Verify employees - citizenship, address & qualifications	Maintain & update employee data	Maintain & update employee
	Review municipal structure	Identify critical posts	Fill critical posts		

QUARTERLY CORPORATE SCORE-CARD

(DIRECTORATE: MUNICIPAL MANAGER)

SFA's	Strategic Planning Objective	Indicator	Target 2013/14 Baseline	Q1	Q2	Q3	Q4
SUSTAINABLE GOOD GOVERNANCE	Improve public participation	Review public participation strategy	Develop schedule of engagement	Implement the strategy	Compile midyear report		
				1 meeting	1 meeting	1 meeting	
	Conduct community survey	Reduce % community complains	Place suggest box at all units	Conduct survey			

	Improve communication	Promote access to information	Develop communication strategy & implement it	Monitor	Compile a report		
			Enhance inter/external communication				
		Enhance relations with the media	Two stakeholder session held per annum		Session 1	Session 2	
	Performance management	Develop a framework	Implement & cascade performance to lower levels	Review job descriptions	Develop work plans	Monitor	
	Clean audit	Improve audit opinion	Unqualified Auditor General's report	Develop action plan	Implement	Monitor	
	Risk management	Update risk register & Develop risk management plan	Conduct risk based audits				
	Strategic planning & reporting	Facilitate strategic planning	Develop IDP process plan	Submit process plan for approval	Facilitate public participation	Develop draft IDP	
		Monitor performance against IDP	Develop draft annual report				

QUARTERLY CORPORATE SCORE-CARD

(DIRECTORATE: FINANCIAL SERVICES)

SFA's	Strategic Planning Objective	Indicator	Target 2013/14 Baseline	Q1	Q2	Q3	Q4
SUSTAINABLE FINANCIAL MANAGEMENT	FINANCIAL MANAGEMENT & VIABILITY						
	Improve capital spending	% spend of capital budget	Spending that is aligned to the approved budget	Submit section 52 report	Submit section 72 report	Submit section 52 report	Compile draft AFS
	Improve spending on operational budget	% spend of operational budget	Spending that is aligned to the approved budget	Submit section 52 report	Submit section 72 report	Submit section 52 report	Compile draft AFS
	Maintain municipal credit rating	View of independent credit rating	Short term & long term	Short term	Short term	Short term	Compile a report
	Enhance revenue	Develop financial enhancement strategy	Implement financial enhancement strategy				
	Budgeting	Compile draft budget	Align Budget to IDP	Develop Budget process	Submit Budget process for approval	Develop draft Budget for public input	Submit draft Budget for approval
	Municipal Assets management	Develop asset register	Update asset register	Identify all assets	Update	Update	Compile a report

QUARTERLY CORPORATE SCORE-CARD

(DIRECTORATE: CORPORATE SERVICES)

SFA's	Strategic Planning	Indicator	Target 2013/14	Q1	Q2	Q3	Q4
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SUSTANABLE SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Increase access to sanitation	% of formal households	Increase % of formal household	Identify all households	40%	70%	90%
	Increase access to clean drinking water	RDP STD	Green - Blue drop	Green drop	Blue drop	Blue drop	Blue Drop
	Increase access to electricity	% of informal settlements with access	50%	Identify all settlements	30%	40%	50%
	Improve access to basic refuse removal & collection	All formal & informal households receiving refuse removal & collection	100%	Identify gaps & develop a plan	50%	75%	100%
	Reduce water demand & lose	% reduction in constrained water demand	35%	Identify all grey areas			35%
	Sustainable water supply	Ensure Drinking water compliance	90%	Improve water infrastructure	70%	80%	90%
	Increase subsidised housing subsidies opportunities	No of housing subsidies per annum	% increase	Facilitate a % increase			
	Manage waste	Minimise waste	% of waste diverted from landfilled	Develop EMP & WMP	Conduct awareness compai	Clean yard competi on	Compile Annual Waste Management

			sites		gns		Report
Improve maintenance of infrastructure	Reduce maintenance costs	% decrease	Monitor	Assess & compile a report			
	Reduce electricity outages	Reduce load-shedding					
	complete incomplete projects	Improve project management	Identify all incomplete projects & compile a report	Compile assessment report	Submit report to management then council		
	Reduce energy consumption	% reduction in use of electricity	Maintain reduction of 10%	10%	10%		
Improve maintenance of municipality facilities	Maintain all community halls	All	All	All	All		
	Fence sporting facilities	All	All	All	All		
	Number of libraries opened according to scheduled times	All	All	All	All		
	Number of erven upgraded	Incrementally serviced erven	Identify all ervens	Submit application for township establish	Monitor progress & compile a report		

					hment		
		Reduction in accidents	Ensure reduction	Ensure traffic control	Capacitate traffic officials		
	Infrastructure development	Implement all registered & approved projects	Stick to budget allocations Identify new projects in line with community needs as contained in the 2013/14 IDP	Compile progress report	Compile midyear report	Compile progress report	

NATIONAL KEY PERFORMANCE INDICATORS

NUMBER OF JOBS CREATED THROUGH MUNICIPAL LED INITIATIVES INCLUDING CAPITAL PROJECTS	MEASURED ON DIRECTORATE SCORECARD
% OF MUNICIPAL CAPITAL BUDGET ACTUALLY SPEND ON CAPITAL PROJECTS IDENTIFIED FOR A PARTICULAR FINANCIAL YEAR IN TERMS OF THE MUNICIPAL IDP	MEASURE AT CORPORATE SCORECARD
% OF MUNICIPAL BUDGET ACTUALLY SPEND ON IMPLEMENTING SKILLS DEVELOPMENT	MEASURED ON DIRECTORATE SCORECARD
FINANCIAL RATIOS	MEASURE AT CORPORATE SCORECARD
% OF HOUSEHOLDS EARNING LESS THAN 1100 PER MONTH WITH ACCESS TO FREE BASIC SERVICES	MEASURE AT CORPORATE SCORECARD
% OF HOUSEHOLDS WITH ACCESS TO BASIC LEVEL OF WATER, SANITATION, ELECTRICITY & REFUSE REMOVAL	MEASURE AT CORPORATE SCORECARD
NUMBER OF PEOPLE FROM EMPLOYMENT EQUITY TARGET	MEASURED ON

**GROUP APPOINTED AT THREE HIGHEST LEVELS OF
MANAGEMENT IN COMPLIANCE WITH THE MUNICIPAL
APPROVED EMPLOYMENT EQUITY PLAN**

**DIRECTORATE
SCORECARD**

THREE YEAR CAPITAL PLAN

Source of Funding	2013/2014	2014/2015	2015/2016	3 Year Budget
EPWP & OWN	2,200,000	2,700,000	3,000,000	7,900,000
MIG	34,921,000	28,731,000	2,468,050	66,120,050
OWN	4,254,735	1,892,000	390,000	6,536,735
RBIG	17,000,000	20,000,000	25,000,000	62,000,000
UNKNOWN	0	0	0	0
Grand Total	58,375,735	53,323,000	30,858,050	142,556,785

Quarterly 2013/2014

Source of Funding	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun
EPWP & OWN	550,000	550,000	550,000	550,000
MIG	8,730,250	8,730,250	8,730,250	8,730,250
OWN	1,063,684	1,063,684	1,063,684	1,063,684
RBIG	4,250,000	4,250,000	4,250,000	4,250,000
UNKNOWN	0	0	0	0
Grand Total	14,593,934	14,593,934	14,593,934	14,593,934

Quarterly 2014/2015

Source of Funding	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun
EPWP & OWN	675,000	675,000	675,000	675,000
MIG	7,182,750	7,182,750	7,182,750	7,182,750
OWN	473,000	473,000	473,000	473,000
RBIG	5,000,000	5,000,000	5,000,000	5,000,000
UNKNOWN	0	0	0	0
Grand Total	13,330,750	13,330,750	13,330,750	13,330,750

Quarterly 2015/2016

Source of Funding	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun
EPWP & OWN	750,000	750,000	750,000	750,000
MIG	617,013	617,013	617,013	617,013
OWN	97,500	97,500	97,500	97,500
RBIG	6,250,000	6,250,000	6,250,000	6,250,000
UNKNOWN	0	0	0	0
Grand Total	7,714,513	7,714,513	7,714,513	7,714,513

THREE YEAR CAPITAL BUDGET BY IDP PRIORITIES & DIRECTORATE OBJECTIVES

IDP PRIORITY OR STRATEGIC FOCUS AREA	DIRECTORATE OBJECTIVE	BUDGET 2013/14	BUDGET 2014/15	BUDGET 2015/16
LOCAL ECONOMIC DEVELOPMENT	Economic Development	3,075,735	1,500,000	0
SUSTAINABLE GOOD GOVERNANCE		1,746,050	1,436,550	1,220,100
SUSTAINABLE FINANCIAL MANAGEMENT		1,179,000	392,000	390,000
INFRASTRUCTURE DEVELOPMENT	Roads	11,917,518	3,273,006	3,000,000
	Sports	11,037,683	4,321,790	788,385
SUSTAINABLE SERVICE DELIVERY	Waste: sanitation	1,388,223	634,110	0
	Waste: refuse	3,308,940	157,310	0
	Water	24,722,946	41,608,234	25,459,565

REVENUE AND EXPENDITURE PROJECTIONS

MONTHLY PROJECTIONS OF REVENUE BY SOURCE

EXPENDITURE FOR THE YEAR ENDING 30 JUNE 2014		2013/2014												
VOTE	DETAILS	BUDGET												Total
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
	EMPLOYEE REMUNERATION													
	Allowance: Cell phone	7,859	9,824	7,859	7,859	7,859	5,894	5,894	9,824	7,859	7,859	7,859	7,859	94,310
	Allowance: Housing	4,275	5,344	4,275	4,275	4,275	3,206	3,206	5,344	4,275	4,275	4,275	4,275	51,300
	Allowance: Locomotion Fixed	174,683	218,354	174,683	174,683	174,683	131,013	131,013	218,354	174,683	174,683	174,683	174,683	2,096,200
	Allowance: Standby	40,375	50,469	40,375	40,375	40,375	30,281	30,281	50,469	40,375	40,375	40,375	40,375	484,500
	Boonesses	320,167	400,208	320,167	320,167	320,167	240,125	240,125	400,208	320,167	320,167	320,167	320,167	3,842,000
	Overline	87,500	109,375	87,500	87,500	87,500	65,625	65,625	109,375	87,500	87,500	87,500	87,500	1,050,000
	Salaries	4,196,333	5,245,417	4,196,333	4,196,333	4,196,333	3,147,250	3,147,250	5,245,417	4,196,333	4,196,333	4,196,333	4,196,333	50,356,000
		4,831,193	6,038,991	4,831,193	4,831,193	4,831,193	3,623,394	3,623,394	6,038,991	4,831,193	4,831,193	4,831,193	4,831,193	57,974,310
	EMPLOYEE SOCIAL CONTRIBUTIONS													
	Contributions: Medical Aid	263,100	328,875	263,100	263,100	263,100	197,325	197,325	328,875	263,100	263,100	263,100	263,100	3,157,200
	Contributions: Pension Fund	449,833	562,292	449,833	449,833	449,833	337,375	337,375	562,292	449,833	449,833	449,833	449,833	5,398,000
	Contributions: Provident Fund	123,375	154,219	123,375	123,375	123,375	92,531	92,531	154,219	123,375	123,375	123,375	123,375	1,480,500
	UF	41,358	51,698	41,358	41,358	41,358	31,019	31,019	51,698	41,358	41,358	41,358	41,358	496,300
		877,667	1,097,083	877,667	877,667	877,667	658,250	658,250	1,097,083	877,667	877,667	877,667	877,667	10,532,000
	GENERAL EXPENSES													
	COUNCILLORS REMUNERATION													
	Remuneration	523,750	654,688	523,750	523,750	523,750	392,813	392,813	654,688	523,750	523,750	523,750	523,750	6,285,000
		523,750	654,688	523,750	523,750	523,750	392,813	392,813	654,688	523,750	523,750	523,750	523,750	6,285,000
	WORKING CAPITAL RESERVE													
	Working capital (Provision Bad Debts)	2,461,067	3,076,334	2,461,067	2,461,067	2,461,067	1,845,800	1,845,800	3,076,334	2,461,067	2,461,067	2,461,067	2,461,067	29,532,803
		2,461,067	3,076,334	2,461,067	2,461,067	2,461,067	1,845,800	1,845,800	3,076,334	2,461,067	2,461,067	2,461,067	2,461,067	29,532,803
	COLLECTION- Debt Collection													
	Collection costs	-	-	-	-	-	-	-	-	-	-	-	-	-
	DEPRECIATION													
	Depreciation	167,200	209,000	167,200	167,200	167,200	125,400	125,400	209,000	167,200	167,200	167,200	167,200	2,006,400
		167,200	209,000	167,200	167,200	167,200	125,400	125,400	209,000	167,200	167,200	167,200	167,200	2,006,400
	REPAIRS AND MAINTENANCE													
	Building	50,687	63,359	50,687	50,687	50,687	38,015	38,015	63,359	50,687	50,687	50,687	50,687	608,245
	Computer Equipment	10,054	12,568	10,054	10,054	10,054	7,541	7,541	12,568	10,054	10,054	10,054	10,054	120,650
	Electrical meters	18,518	23,148	18,518	18,518	18,518	13,889	13,889	23,148	18,518	18,518	18,518	18,518	222,219
	Gronings/ gardens	4,667	5,833	4,667	4,667	4,667	3,500	3,500	5,833	4,667	4,667	4,667	4,667	56,000
	Landfilling	29,167	36,458	29,167	29,167	29,167	21,875	21,875	36,458	29,167	29,167	29,167	29,167	350,000
	Motors & pumps	165,645	207,057	165,645	165,645	165,645	124,234	124,234	207,057	165,645	165,645	165,645	165,645	1,987,743
	Network	130,313	162,891	130,313	130,313	130,313	97,734	97,734	162,891	130,313	130,313	130,313	130,313	1,563,750
	Office Equipment	14,093	17,617	14,093	14,093	14,093	10,570	10,570	17,617	14,093	14,093	14,093	14,093	169,122
	Distribution	100,938	126,172	100,938	100,938	100,938	75,703	75,703	126,172	100,938	100,938	100,938	100,938	1,211,250
	Plant & equipment	115,689	144,611	115,689	115,689	115,689	86,767	86,767	144,611	115,689	115,689	115,689	115,689	1,388,267
	Road signs & paint	15,833	19,792	15,833	15,833	15,833	11,875	11,875	19,792	15,833	15,833	15,833	15,833	190,000
	Roads & stormwater	89,279	111,599	89,279	89,279	89,279	66,959	66,959	111,599	89,279	89,279	89,279	89,279	1,071,350
	Speed control equipment	1,167	1,458	1,167	1,167	1,167	875	875	1,458	1,167	1,167	1,167	1,167	14,000
	Street lights	43,958	54,948	43,958	43,958	43,958	32,969	32,969	54,948	43,958	43,958	43,958	43,958	527,500
	Transformers	71,700	89,624	71,700	71,700	71,700	53,775	53,775	89,624	71,700	71,700	71,700	71,700	860,395
	Vehicles	147,479	184,348	147,479	147,479	147,479	110,609	110,609	184,348	147,479	147,479	147,479	147,479	1,769,743
	Water meters	-	-	-	-	-	-	-	-	-	-	-	-	-
		1,009,186	1,261,483	1,009,186	1,009,186	1,009,186	756,890	756,890	1,261,483	1,009,186	1,009,186	1,009,186	1,009,186	12,110,234
	EXTERNAL INTEREST													
	Internal borrowings	-	-	-	-	-	-	-	-	-	-	-	-	-
	External borrowings	35,350	44,188	35,350	35,350	35,350	26,513	26,513	44,188	35,350	35,350	35,350	35,350	424,200
		35,350	44,188	35,350	35,350	35,350	26,513	26,513	44,188	35,350	35,350	35,350	35,350	424,200
	CONTRACTED SERVICES													
	Audit internal	-	-	-	-	-	-	-	-	-	-	-	-	-
	BULK PURCHASES													
	Electricity	2,106,000	2,632,500	2,106,000	2,106,000	2,106,000	1,579,500	1,579,500	2,632,500	2,106,000	2,106,000	2,106,000	2,106,000	25,272,000
	Water	180,229	225,286	180,229	180,229	180,229	135,172	135,172	225,286	180,229	180,229	180,229	180,229	2,162,750
		2,286,229	2,857,786	2,286,229	2,286,229	2,286,229	1,714,672	1,714,672	2,857,786	2,286,229	2,286,229	2,286,229	2,286,229	27,434,750

DIRECTORATE		JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	BUDGET YEAR 13/14
MUNICIPAL MANAGER	LED	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,500,000
	IDP	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	900,000
	PMS	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	300,000
	IA	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	180,000
FINANCIAL SERVICES	RM	663,624	889,617	663,624	663,624	663,624	437,770	437,770	889,617	663,624	663,624	663,624	663,624	7,964,324
	R	796,708	1,227,134	821,708	821,708	821,708	416,281	416,281	1,227,134	821,708	821,708	821,708	821,708	9,835,491
	I	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	3,000,000
	SCM	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	6,600,000
CORPORATE SERVICES	HR	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,400,000
	ADM	595,719	794,649	595,719	583,636	595,719	396,789	396,789	794,649	595,719	595,719	595,719	595,719	7,136,545
TECHNICAL SERVICES		1,447,155	1,808,944	1,447,155	1,447,155	1,447,155	1,085,366	1,085,366	1,808,944	1,447,155	1,447,155	1,447,155	1,447,155	17,365,863
COMMUNITY SERVICES		9,256,945	11,665,348	9,332,278	9,311,445	9,440,278	7,113,041	7,119,187	11,791,805	9,465,565	9,472,762	9,480,348	9,488,344	112,997,945
COUNCIL		999,164	1,248,955	999,164	999,164	999,164	749,373	749,373	1,248,955	999,164	999,164	999,164	999,164	11,989,967
TOTAL EXPENDITURE (NOTE)		14,999,384	18,874,647	15,099,717	15,066,801	15,287,717	11,438,629	11,444,767	19,001,185	15,293,804	15,240,281	15,247,788	15,255,783	182,189,535

CONCLUSION

It is obvious that for the utilization of this instrument to mature fully, a commitment to reporting on SDBIP must be reinforced by the Municipal Manager. Furthermore, Council needs to formulate an oversight view of what is happening to implement targets and to call for remedial action where performance is deemed to be inadequate.

What this means is that all the actions and day-to-day activities of management and staff at lower levels must be driven by targets set in the IDP and operationalized in the SDBIP, if management service delivery is to be improved. Mostly, critically, the aspect of Amanzi Strategic Planning Report incorporated in the IDP and SDBIP will also need to be monitored carefully and be reported on as well.

Like the IDP, the SDBIP will not be worth the paper it is written on unless there is conscious effort to ensure that it guides the action of all staff and councillors and influence the service delivery reporting structure to all stakeholders. It is also critical that the SDBIP be reviewed on quarterly basis and adjustment be made in the medium-term performance review. This review is critical to ensuring that Masilonyana Local Municipality must also constantly look for opportunities to improve its SDBIP to accord with its realities on one hand, and to set stretch targets where necessary, on the other.

Setting the barometer for excellence