

MOHOKARE LOCAL MUNICIPALITY



SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN FOR THE FINANCIAL YEAR 2011-2012

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1 INTRODUCTION AND LEGISLATIVE FRAMEWORK OF SERVICE DELIVERY IMPLEMENTATION PLAN

Proposed introduction

The approved annual budget implementation is monitored through the Service Delivery and Budget Implementation Plan (SDBIP). The SDBIP is a tool meant to assist the municipality to ensure that key activities are allocated, monitored and evaluated. Accountability and responsibility to the different stakeholders is thereby discharged.

Legislative requirements

In terms of the provisions of the Local Government: Municipal Finance Management Act, 2003, all municipalities should prepare and adopt the SDBIP. Section 1 of the MFMA describes the SDBIP as a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c) (ii) for the implementation of the municipality's service delivery and execution of its annual budget and which must include (as part of the top layer) the following;

- (a) Projections of 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.

The Mohokare Local Municipality complies with MFMA as prescribed above, with the reporting covering Revenue by Source, operational and capital expenditure by vote and lastly Service targets and performance indicators details based on deliverables of Section 57 managers who are required to sign performance management contracts.

2 REVENUE PROJECTIONS PER MONTH BY SOURCE

DETAIL (R'000)	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Total Budget year 2011/12
Property rates	571	571	571	571	571	571	571	571	571	571	571	571	6,846
Property rates - penalties & collection charges	20	20	20	20	20	20	20	20	20	20	20	20	242
Service charges - electricity revenue	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(362)
Service charges - water revenue	93	93	93	93	93	93	93	93	93	93	93	93	1,120
Service charges - sanitation revenue	153	153	153	153	153	153	153	153	153	153	153	153	1,833
Service charges - refuse revenue	58	58	58	58	58	58	58	58	58	58	58	58	695
Interest earned - external investments	0	0	0	0	0	0	0	0	0	0	0	0	0
Dividends received	1	1	1	1	1	1	1	1	1	1	1	1	8
Fines	101	101	101	101	101	101	101	101	101	101	101	101	1,210
Licences and permits	0	0	0	0	0	0	0	0	0	0	0	(0)	-
Transfers recognised - operational	4,046	4,046	4,046	4,046	4,046	4,046	4,046	4,046	4,046	4,046	4,046	4,046	48,549
Other revenue	70	70	70	70	70	70	70	70	70	70	70	70	839
Total Revenue (excluding capital transfers and contributions)	5,082	5,082	5,082	5,082	5,082	5,082	5,082	5,082	5,082	5,082	5,082	5,082	60,979

3 OPERATING EXPENDITURE BY VOTE

DETAIL (R'000)	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Total Budget year 2011/12
Vote1 - Council & Executive	607	607	607	607	607	607	607	607	607	607	607	1,399	8,072
Vote2 - Finance & Administration	6,200	1,996	1,996	1,996	4,100	1,996	1,996	1,996	4,600	1,996	1,996	840	31,707
Vote3 - Planning & Development	74	74	74	74	74	74	74	74	74	74	74	26	841
Vote5 - Community & Social Services	800	148	148	148	400	148	148	148	400	148	148	161	2,947
Vote6 - Housing	100	60	60	60	60	60	60	60	60	60	60	60	758
Vote7 - Public Safety	600	126	126	126	400	126	126	126	300	126	126	126	2,434
Vote8 - Sport & Recreation	176	176	176	176	176	176	176	176	176	176	176	176	2,116
Vote9 - Waste Management	800	258	258	258	800	258	258	258	400	258	258	258	4,320
Vote10 - Waste Water Management	3,000	136	136	136	2,000	136	136	136	2,000	136	136	136	8,224
Vote11 - Road Transport	1,000	164	164	164	164	164	164	164	164	164	164	164	2,809
Vote12 - Water	1,500	450	450	450	450	450	450	450	450	450	450	450	6,453
Vote13 - Electricity	97	97	97	97	97	97	97	97	97	97	97	724	1,793
Vote14 - Other	12	12	12	12	12	12	12	12	12	12	12	12	139
Total Expenditure	14,966	4,304	4,304	4,304	9,341	4,304	4,304	4,304	9,340	4,304	4,304	4,532	72,614

4 CAPITAL EXPENDITURE FORECAST BY VOTE

DETAIL (R'000)	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Total Budget year 2011/12
Vote1 - Council & Executive		194	194	194	-	-	-	-	-	-	-	-	583
Vote11 - Road Transport	265	265	265	265	265	265	265	265	265	265	265	2,601	5,517
Vote12 - Water	769	769	769	769	769	769	769	769	769	769	769	769	9,227
Vote9 - Waste Management	4,000	-	3,500	-	-	1,000	-	-	2,800	-	-	-	-
Vote10 - Waste Water Management	180	100	100	100	150	200	-	-	-	-	-	141	971
Vote11 - Road Transport	-	-	-	-	-	-	-	-	-	-	-	12,542	12,542
Vote13 - Electricity	200	50	50	16	-	-	-	-	-	-	-	0	316
	5,414	1,378	4,878	1,344	1,184	2,234	1,034	1,034	3,834	1,034	1,034	4,753	29,156

5 SERVICE DELIVERY INDICATORS AND PERFORMANCE TARGETS

5.1 Council

Objective / Projects	KPI	ANNUAL TARGET	Q1		Q2		Q3		Q4	
			Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
Council Meetings	Ensure Council Sitting	4 quarterly meetings	1 Council meeting		1 Council meeting		1 Council meeting		1 Council meeting	
Functional Section 79 committees	Ensure sitting of section 79 committees	4 quarterly meetings	1 meeting		1 meeting		1 meeting		1 meeting	
Conduct basic training to all councilors	No of Councilors trained	11 Councilors trained	Induction of Councilors		Continue training		Continue training		100% trained Councilors	
Functional Ward committees	Increased finalisation of new ward committees	100%	25%		50%		75%		100%	
Training of ward committee members	Training of Ward committee members trained	100%	25%		50%		75%		100%	

5.2 Municipal manager

Objective / Projects	KPI	ANNUAL TARGET	Q1		Q2		Q3		Q4	
			Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
Development of SDBIP	IDP, budget and SDBIP	by 31 May	Completed IDP by 31 May		Monitor		Monitor		Monitor	
	Monthly performance reports submission	12 Monthly departmental reports informed by the SDBIP and IDP	All departmental reports submitted to Mayor within the 10-day period		All departmental reports submitted to Mayor within the 10-day period		All departmental reports submitted to Mayor within the 10-day period		All departmental reports submitted to Mayor within the 10-day period	
Development of an IDP	IDP Review	Complete IDP compliant with applicable legislation	Gather data		Analysis of strategies		Integration of projects		approval by council	
Performance management system- Internal	Performance agreements of Section 57 managers	100% performance agreements signed	Agree on Performance measures		Quarterly review		Quarterly review		Annual appraisal	
Annual report compliance	Development of annual report	Produce annual report timeously as legislated	Preliminary report complete		Final report		Submit annual report to Council			
Compilation of comprehensive registers containing all By-laws, tariffs,	% of registers up to date and available to organization and public where	100%	100%		100%		100%		100%	

Objective / Projects	KPI	ANNUAL TARGET	Q1		Q2		Q3		Q4	
			Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
delegation of powers and policies	applicable									
Promulgation of approved By-laws and Tariffs	Adherence to the SLA	100% compliance with SLA	Q1 SLA target		Q2 SLA target		Q3 SLA target		100% compliance	
Development of a medium and long term strategic plan for the municipality	Conduct a strategic planning session	Medium to long term strategic plan	Appoint consultant to conduct the planning session		Complete the strategy document to guide development of the municipality		Obtain Council approval		Implementation and monitoring	
Implement internal control	Develop and implement an audit plan	100% compliance with identified controls	100% compliance		100% compliance		100% compliance		100% compliance	

5.3 Communication and Human Resources

Objective / Projects	KPI	ANNUAL TARGET	Q1		Q2		Q3		Q4	
			Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
Council resolutions-document management	Circulation of Agendas, council reports and minutes within agreed timeframes	48 hours before the meeting	48 hours		48 hours		48 hours		48 hours	
Communication Strategy	Development of a Communications plan		Review current plan		Submit to council for approval					
Communication - Newsletters and website	Ensure communication of by-laws and policies to newsletters, website and local newspapers	100% adherence to media coverage of municipal by-laws, policies and legislated advertorial	100% adherence		100% adherence		100% adherence		100% adherence	
Improvement of the Management System	Development of management systems processes	100% compilation and implementation			development of a performance management framework		Council approval		Implementation	
Improve engagement with the District and	Schedule of meeting attendance register	100% attendance to all IGR forum	100% attendance		100% attendance		100% attendance		100% attendance	

Objective / Projects	KPI	ANNUAL TARGET	Q1		Q2		Q3		Q4	
			Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
other government spheres										
Transformation and Human resource development plan	Implementation of a phased transformation plan for HR function	HR Plan in place	Review current plan		Obtain approval from Council					
	Implementation of the workplace skills plan	Workplace skills plan in place	Review current plan		Obtain approval from Council					
Render proper strategic legal services	Reduction of legal related queries and enforced compliance	50% reduction	20%		30%		40%		50%	

5.4 Financial Services

Objective / Projects	KPI	ANNUAL TARGET	Q1		Q2		Q3		Q4	
			Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
Revenue enhancement strategy	Development and approval of a strategy	A completed strategy	Completed plan by Dec		Obtain Council approval		Source funding for implementation			
Addressing clean audits	% of queries based on the action plan	100% audit queries addressed as per Council approved plan			25%		50%		100%	
Annual financial statements	Develop and submit to Auditor General	31-Aug	On time submission							
Growth in revenue and billing system	Accurate billing	98% accurate billing	98% accurate billing		98% Accurate billing		98% Accurate billing		98% Accurate billing	
Effective credit control system	Review credit control policy	30-Sep-11	Review and adopt credit policy		Complete review and Implementation		Reporting on progress		Reporting on progress	
	Improve debt repayment rate	95% collection rate	80%		80%		90%		95%	

Objective / Projects	KPI	ANNUAL TARGET	Q1		Q2		Q3		Q4	
			Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
External reporting	Timeous submission to National and Provincial departments of reports such as S 71 and grants report	Monthly	On time submission of 3 reports per quarter		On time submission of 3 reports per quarter		On time submission of 3 reports per quarter		On time submission of 3 reports per quarter	
	Report submission for compliance such as Borrowing monitoring, long-term contracts, MFMA implementation and monitoring checklist, monitoring indicators compliance - MFMA	Quarterly	On time submission of Quarterly reports		On time submission of Quarterly reports		On time submission of Quarterly reports		On time submission of Quarterly reports	
	Report submission for compliance on Municipal regulations on minimum	Bi-Annually	On time submission of Bi-annual reports		On time submission of Bi-annual reports		On time submission of Bi-annual reports		On time submission of Bi-annual reports	

Objective / Projects	KPI	ANNUAL TARGET	Q1		Q2		Q3		Q4	
			Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
	competency levels									
	Report submission for compliance such as Mid-year budget and performance assessment reports- S72, Annual budget returns	Annualy	On time submission of Annual reports		Mid-year budget and performance assessment reports- S72, Annual budget returns		Mid-year budget and performance assessment reports- S72, Annual budget returns		Mid-year budget and performance assessment reports- S72, Annual budget returns	
Effecient management of Assets	Ensure asset register is in place	100% completion	Completion and approval of Asset management policy		Source funding		Implementation		Complete Asset register	
Identification, assessment and management of municipal Risk	Development of municipal risk management framework	100% complete risk assessment	Status quo report generated		Complete risk assessment report		Submit to council for approval		Evidence of monitoring of the risks identified	
Finance policies development	Review of finance related	100% reviewd and approved			100% Complete review		Compilation of policies where gaps are		100% Complete	

Objective / Projects	KPI	ANNUAL TARGET	Q1		Q2		Q3		Q4	
			Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
	policies						identified			
Supply chain management compliance	Ensure compliance to Supply chain management policies	100% compliance to the supply chain policy by ensuring a clean audit on procurement procedures	Quarterly reporting on compliance		Quarterly reporting on compliance		Quarterly reporting on compliance		Quarterly reporting on compliance	
Budget	Development of a compliant municipal budget	100% compliance to MFMA and Regulation			Compliant adjustment budget		Tabling of compliant draft budget on 31 March		Approval of annual budget compliant with MFMA and the Regulation	
Expenditure management	Adherence to good financial management procedures	100% compliance to good financial management practices	100% compliance to procedure and controls		100% compliance to procedure and controls		100% compliance to procedure and controls		100% compliance to procedure and controls	
Capacitate non financial managers and officials	4 quartely workshops held	Awareness of the Financial Management environment by	1 workshop		1 workshop		1 workshop		1 workshop	

Objective / Projects	KPI	ANNUAL TARGET	Q1		Q2		Q3		Q4	
			Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
		municipal departments and officials								
Internal audit - ensure compliance to municipal legislation	Compliance to municipal legislation	Compliance with the MFMA	Compliance with agreed targets for the Q1		Compliance with agreed targets for the Q2		Compliance with agreed targets for the Q3		100% Compliance with agreed targets for the year	

5.5 Infrastructure Investment

Objective / Projects	Budget '000	Source	KPI	ANNUAL TARGET	Q1		Q2		Q3		Q4	
					Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
Upgrading of Zastron sewerage treatment works	971	MIG	% expended in line with business plan to COGTA	100% spent on budgeted expenditure	Issue tender, adjudicate and appoint consultants		Expenditure as per SLA for Q1		Expenditure as per SLA for Q2		100% expenditure	
Smithfield: Upgrading of the Caledon Water Scheme phase 2 - 14km supply line	10,687	MIG	% expended in line with business plan	100% spent on budgeted expenditure	Issue tender, adjudicate and appoint consultants		Expenditure as per SLA for Q1		Expenditure as per SLA for Q2		100% expenditure	
Upgrade Caledon Water Scheme phase 2A	316	MIG	% expended in line with business plan to COGTA	100% spent on budgeted expenditure			100% expenditure					
Upgrading of Caledon Water (2-14 km)	7,399	Capex - MIG	% expended in line with business plan to COGTA	100% spent on budgeted expenditure	Issue tender, adjudicate and appoint consultants		Expenditure as per SLA for Q1		Expenditure as per SLA for Q2		100% expenditure	

Objective / Projects	Budget '000	Source	KPI	ANNUAL TARGET	Q1		Q2		Q3		Q4	
					Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
Zastron: Construction of reservoir and extension of pipes (377)	1,828	Capex - MIG	% expended in line with business plan to COGTA	100% spent on budgeted expenditure	Issue tender, adjudicate and appoint consultants		Expenditure as per SLA for Q1		Expenditure as per SLA for Q2		100% expenditure	
Roleleathunya and Rouxville - Internal Streets and Related Stormwater 4.14km	11,765	Capex - MIG	% expended in line with business plan	100% spent on budgeted expenditure	Issue tender, adjudicate and appoint consultants - 36% expenditure		52% expenditure		61% expenditure		100% expenditure	
Phomolong/ Zastron Internal Streets and related Stormwater 2km phase 1	3,180	Capex - MIG	% expended in line with business plan	100% spent on budgeted expenditure	Issue tender, adjudicate and appoint consultants		Expenditure as per SLA for Q1		Expenditure as per SLA for Q2		100% expenditure	
Roads Paving	776	Capex - MIG	% expended in line with business plan	100% spent on budgeted expenditure	Issue tender, adjudicate and appoint consultants		Expenditure as per SLA for Q1		Expenditure as per SLA for Q2		100% expenditure	
Roads Paving	777	MIG	% expended in line with business	100% spent on budgeted	Issue tender, adjudicate		Expenditure as per SLA for Q1		Expenditure as per SLA for Q2		100% expenditure	

Objective / Projects	Budget '000	Source	KPI	ANNUAL TARGET	Q1		Q2		Q3		Q4	
					Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
			plan	expenditure	and appoint consultants							
Vehicles	1,800	Opex	% expended in line with business plan	100% spent on budgeted expenditure	Obtain approval for additional funding from Provincial treasurer						100% expenditure	
Equipment and Furniture	777	Opex	% expended in line with business plan	100% spent on budgeted expenditure	Obtain approval for additional funding from Provincial treasurer		50% expenditure		75% expenditure		100% expenditure	
Mohokare replacement of worn out pipes	600	Opex	Unbundling of infrastructure assets - Infrastructure Audit	Reporting on Infrastructure assets as per MFMA	Obtain approval for additional funding from Provincial treasurer				Source funding		Infrastructure audit plan submitted to Council	

Objective / Projects	Budget '000	Source	KPI	ANNUAL TARGET	Q1		Q2		Q3		Q4	
					Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
Internal Reporting			Submission of quarterly reports to Section 79 committee and Council	Timeous submission on all required reports	Quarterly Status report		Quarterly Status report		Quarterly Status report		Quarterly Status report	
External reporting			Submission of status quo reports to DWA, MIG, COGTA and other project funders	Timeous submission on all required reports	Submission of monthly reports		Submission of reports		Submission of reports		Submission of reports	

5.6 Municipal planning

Objectives / Projects	KPI	ANNUAL TARGET	Q1		Q2		Q3		Q4	
			Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
IDP Development	Review IDP aligned to the budget	Complete IDP that is compliant to relevant legislation	Gather data		Public consultation		Integration of projects		Obtain Approval by council	
	Developing LED strategy with bankable projects	Reviewed LED Strategy	Appoint a consultant, complete phase 1 of LED strategy based on IDP		Complete the strategy , develop the implementation plan, submit to council for approval		Source funding		Ensure approval by council and government departments	
	Improve building plan process turnaround times	2 weeks	2 weeks		2 weeks		2 weeks		2 weeks	
Town planning	Development and Implementation of a Spatial development framework	Finalise and implementation of the SDF	Finalize all required maps		Submit to Council for approval					
	Consolidate building plans from Rouxville, Smithfield and Zastron	comprehensive list building plans for the municipality	consolidate plans		Perform audit of available plans		Submit to council for Approval and engage in Public participation		develop a plan for execution and submit to council for Approval	

5.7 Community Services

Objectives / projects	KPI	ANNUAL TARGET	Q1		Q2		Q3		Q4	
			Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
Protection of natural resources through management and conservation of the environment	Localise the district environmental management plan	Implementation as per District plan	Progress report as per District plan		Progress report as per District plan		Progress report as per District plan		Progress report as per District plan	

5.8 Social Development

Objectives / projects	KPI	ANNUAL TARGET	Q1		Q2		Q3		Q4	
			Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
Provision of road safety	Development of a Road Safety management plan		Source funding for development of a plan		Appoint consultants		Consultation and approval		Implementation	
Development of an ECD plan	Development of ECD plan	Have an ECD plan in place	Source funding for development of a plan		Obtain approval from Council		Implementation		Monitor	
Self sustainable target communities - Youth, women and disabled	Development and implementation of Integrated development plan for target communities		Source funding for fund an existing plan		Gather data		Consultation		Council approval	
Sustainable human settlements	Develop a housing sector plan.	Complete housing sector plan	Source funding for development of a plan		Gather data		Consultation		Council approval	