



## XHARIEP DISTRICT MUNICIPALITY

[DC16]

(FINAL)

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN ("SDBIP")

2011/2012

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# **1. Strategic Context of the Service Delivery and Budget Implementation Plan (Xhariep District Municipality)**

## **1.1 Introduction**

This document provides for the annual submission of the Service Delivery and Budget Implementation Plan (SDBIP) as required in terms of the Municipal Finance Management Act 2003 (Act No. 56 of 2003). It should be read in conjunction with the Municipality's Integrated Development Plan (IDP), Budget and Annual Performance Agreements for section 56 managers of the municipality for the financial year 2011/ 2012.

The SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality therefore the IDP and budget must be fully aligned with each other, as required by the MFMA. The SDBIP provides the vital link between the Mayor, Council (executive) and the administration, and facilitates the process for holding management accountable for its performance.

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. This provides the basis for measuring performance in service delivery against end-of-year targets and implementing the budget.

The Municipal Finance Management Act (MFMA) of 2003 is aimed at securing sound and sustainable management of the financial affairs of municipalities and to establish treasury norms and standards through continually promoting transparency, participation and accountability of municipalities.

The MFMA requires that municipalities prepare a Service Delivery and Budget Implementation Plan as a strategic financial management tool to ensure that budgetary decisions that are adopted by municipalities for the financial year are aligned with their Integrated Development Plan.

According to section I of the Act a 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 the year
  - (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;
- (c) Any other matters that may be prescribed, and includes any revisions of such plan by the mayor in terms of section 54( 1)( c);

In terms of section 53 (3) of the Municipal Finance Management Act (MFMA) No. 56 of 2003, the Mayor must ensure-

(a) that the revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter, as set out in the service delivery and budget implementation plan, are made public no later than 14 days after the approval of the service delivery and budget implementation plan; and

(b) that the performance agreements of the municipal manager, senior managers and any other categories of officials as may be prescribed, are made public no later than 14 days after the approval of the municipality's service delivery and budget implementation plan. Copies of such performance agreements must be submitted to the council for noting and the MEC for local government in the province.

The SDBIP is essentially a business plan and forms an integral part of the financial planning process. It provides a suitable means to measure efficiency of service delivery by linking the inputs indicated in the budget to the service outputs and outcomes. Furthermore, the SDBIP is aimed at connecting the budget to the individual manager's annual performance agreements. More importantly, the SDBIP includes detailed information on how the municipal budget will be implemented through the following means:

- a) Forecast cash flows;
- b) Performance indicators; and
- c) Service delivery targets.

There are four primary components of the SDBIP and they are:

- a) Monthly projections of revenue to be collected from each source;
- b) Monthly projections of operating and capital expenditure from each vote;
- c) Quarterly projections of service delivery targets and performance indicators for each vote; and
- d) Detailed capital works plan broken per ward.

For SDBIP reporting purposes as an integral part of municipal financial reporting, the Local Government: Municipal Finance Management Act 2003 (Act No. 56 of 2003) places clear and supplementary reporting responsibilities on the accounting officer and the Mayor. The SDBIP reporting requirements and frequency are summarised below:

- a) Monthly reporting - in terms of section 71 of the MFMA, reporting on actual revenue and spending against the budget must take place on a monthly basis. Even though this is often referred to as a variance report and therefore contains monthly budget statements, it must also disclose, as a matter of principle, any remedial or corrective steps taken or to be taken in order to ensure that projected revenue and expenditure remain within the municipality's approved budget. Therefore, section 71 compels the accounting officer to submit a monthly budget statement to the Mayor within 10 working days of the end of each month.

- b) Quarterly reporting - the Mayor is required to, within 30 days of the end of each quarter, submit a report to the Council regarding the implementation of the budget and the financial state of affairs of the Municipality. In essence, this quarterly reporting by the Mayor, includes the quarterly performance projections as captured in the SDBIP.
- c) Mid-yearly reporting – In terms of the MFMA, the accounting officer must assess the performance of the Municipality during the first half of every financial year and to submit report regarding such assessment, to the Mayor not later than the 25 of January, the latter of whom must, in return, submit the report to the Council not later than 31 January. More importantly, the accounting officer must, as part of the mid-year performance review, make recommendations as to whether an adjustment budget is necessary and recommend revised projections for revenue and expenditure to the extent that this may be necessary.

## **1.2 Background**

### **1.2.1 The concept of SDBIP**

Section 53 of the Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA) requires of municipalities to compile a Service Delivery and Budget Implementation Plan (SDBIP). The aim with this Plan is to serve as a management, implementation and monitoring tool that aligns the IDP, the budget and the service delivery targets of the municipality. In this context, section 53 (1)(c)(iii)(bb) of the MFMA requires of the Mayor to ensure that the measurable performance objectives approved with the budget are aligned with the SDBIP. These targets then provide the basis for the compilation of the Performance Agreements of the Municipal Manager and other section 56 managers.

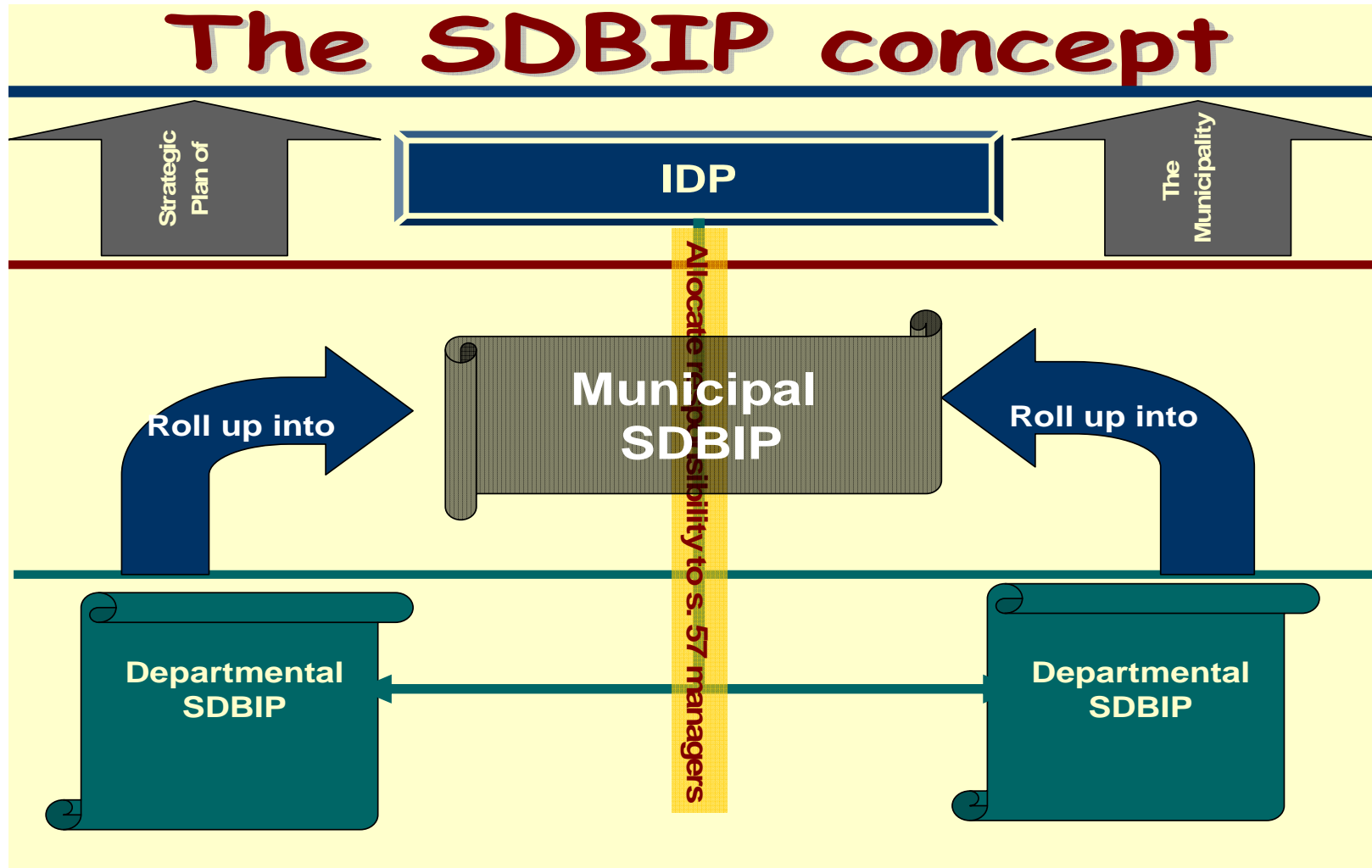
The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community as it facilitates the accountability roles that managers hold to the Council and that Councillors hold to the community. It also fosters the management, implementation and monitoring of the budget, the performance of senior management and the achievement of the strategic objectives as laid out in the IDP.

Whilst the budget sets yearly service delivery and budget targets (revenue and expenditure per vote), it is imperative that in-year mechanisms are able to measure performance and progress on a continuous basis. Hence, the end-of-year targets must be based on quarterly and monthly targets, and the municipal manager must ensure that the budget is built around quarterly and monthly information. Being a start-of-year planning and target tool, the SDBIP gives meaning to both in-year reporting in terms of section 71 (monthly reporting), section 72 (mid-year report) and end-of-year annual reports.

The contents of the municipal SDBIP (referred to in the preceding paragraph) are informed by the key performance indicators and targets, and the budget projections included in the various **Departmental SDBIPs**. These Plans are compiled to link specific service delivery responsibilities in the IDP to each of the senior managers (section 56 managers) of the municipality.. The Performance Agreement of the responsible section 56 manager will then be aligned with the contents of the Departmental SDBIP for which he or she is responsible. Because the SDBIP contains particulars of both service delivery objectives and targets, as well as the budget of that specific Department, it serves as a performance plan against which the activities of the Department could be monitored and assessed.

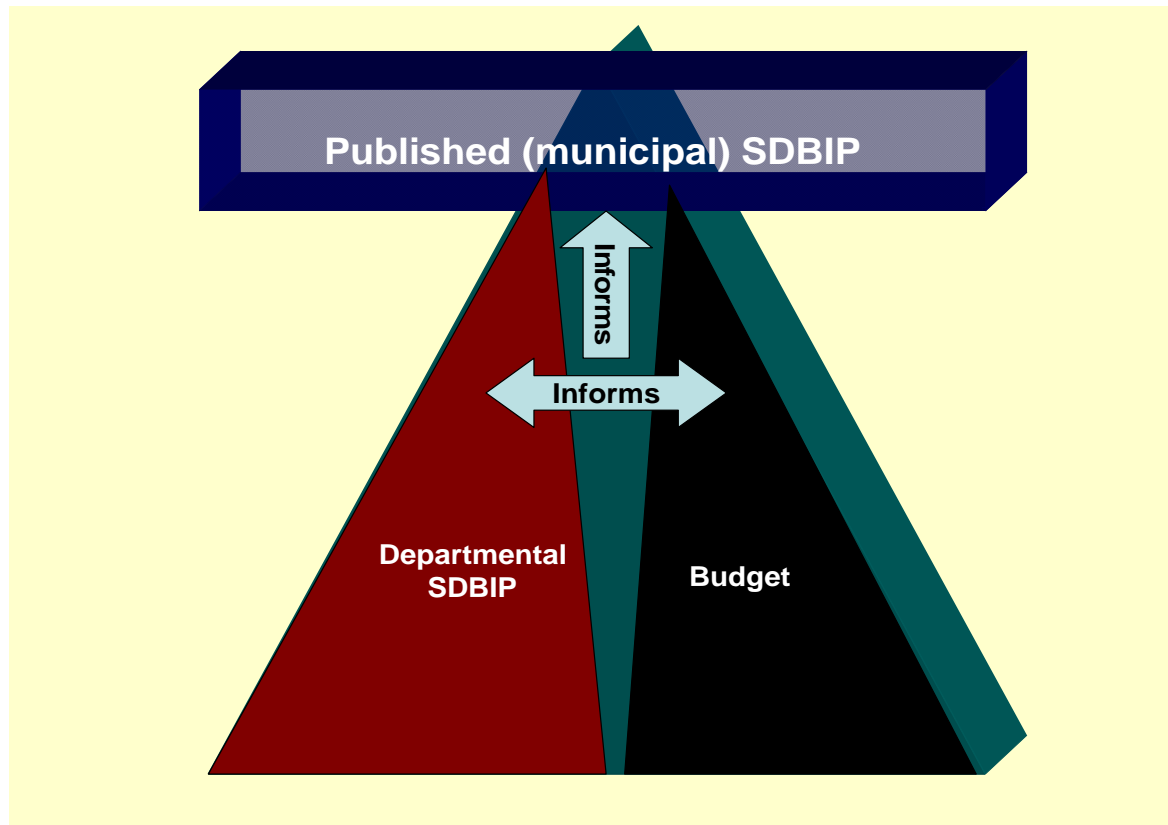
Operational guidelines for the compilation of the municipal SDBIP, and Departmental SDBIPs could be found in MFMA Circular No. 13. The contents of SDBIP would therefore be based on the guidelines of the indicated Circular.

Figure 1: Relationship between the different Performance Plans in the Municipality



It is important that the various Departmental SDBIPs must relate to the IDP of the municipality. The intention is that the SDBIPs for each of the Departments in the municipality must indicate what the specific section 56 managers (and his / her Department) are going to do to implement the IDP. The Departmental SDBIP must also relate to the budget for the specific year, because the budget will determine how much money is available to do the things as anticipated in the SDBIP.

**Figure 2: The Published SDBIP in relation to other management plans**





## 1.1 The strategic planning framework of Xhariep District Municipality

### Vision Statement

Be a community oriented municipality characterized by a sound political and administrative capacity with sustainable and enabling business environment.

The mission statement of the municipality reads as follows:

### Mission Statement

To facilitate and support local municipalities in rendering effective services to communities

To create value and make a difference, everywhere we engage.

To better the lives of the Xhariep District community

Promote Public Private Partnership.

Create a safe healthy environment, pro- active risk disaster management.

The structure of the revised IDP Strategic Priorities of Xhariep District Municipality for the Planning Cycle 2011/2012 are summarized as follows:

### District Priority issues:

Rank	Development Sector
1	Water, Sanitation and Infrastructure.
2	Economic Development and SMME support.
3	Employment creation.
4	Tourism opportunities along NI and Gariep Dam.
5	Emerging farmer strategy and housing backlogs.
6	Financial viability, revenue strategies and organizational capacity of XDM.
7	Education, skills transfer and capacity building.
8	Special programs: Youth, Women and people with disabilities.
9	Crime prevention.
10	Youth development.

## 1.2 LINKING THE BUDGET TO THE IDP

PROJECT DESCRIPTION	AMOUNT
Environmental Management Projects (Environmental Health) <i>( Greening and cleaning of townships )</i>	R 80 000
Environmental Management Framework	R 150 000
Disaster Management Contributions <i>(Helping communities with disaster relief programmes – Houses, food parcels , blankets )</i>	R 450 000
IDP Review	R 300 000
LED and Marketing Brochures <i>(To market and empower small businesses in the district )</i>	R 250 000
Transportation for SMME's and training <i>(To support SMME's during their exhibitions and provision of skills )</i>	R 200 000
Disaster Management Framework Review	R 200 000
Health and Hygiene Education <i>(Hand washing campaigns and hygiene awareness )</i>	R 46 000

Arts and Crafts centre <i>(To purchase machinery and stock for cooperatives as well as their training)</i>	R 650 000
Fencing of Cemeteries <i>(restore the dignity of our people. Bethulie was concluded, Smithfield to be fenced soon and one town in Letsemeng will be fenced as well)</i>	R 800 000
LED Trainings <i>(Animal production and product development)</i>	R 600 000
Agricultural conference <i>(To provide a platform for the commercial and emerging Agricultural stakeholders to contribute and develop the agricultural sector in the District)</i>	R 200 000
Tourism Awareness Programme <i>(To provide awareness to the SMME's on the potential of tourism industry in the District)</i>	R 50 000
District Forums <i>(To provide a platform for the various LED stakeholders - various businesses - in the District to engage on matters related to the economic developments)</i>	R 90 000
Water Quality Management <i>(Periodic testing of water samples to ensure clean and safe drinking water)</i>	R 150 000
<b>TOTAL</b>	<b>R 4 216 000</b>

<b>GENERAL COUNCIL</b>	
District AIDS Council <i>(To build up synergy in the fight against HIV/AIDS in the District – most common message being prevention)</i>	R 130 000
Public Participation <i>(to give community a say / opportunity on the affairs of the Municipality )</i>	R 190 000
Youth Development Programmes <i>(To arrange and coordinate youth programmes that help young people to be exposed to Job opportunities, establish businesses and be provided studying opportunities)</i>	R 120 000
Special Programmes <i>(Programmes aimed at providing immediate relief and means of support to the youth, the elderly and society in general. These include the charitable activities)</i>	R 80 000
Intergovernmental Relations <i>(Programmes aimed at fostering relations with other spheres of government)</i>	R 80 000
Mayor's Social Responsibility <i>(Mayor's outreach programmes that include Bursaries and Donations)</i>	R 501 000
Mandela Day celebration <i>(A Nationwide programme aimed at volunteering services to the communities)</i>	R 11 000

EPWP Incentive Projects	R 536 000
<i>(Small scale job opportunities by means of labour intensive methods)</i>	
<b>TOTAL</b>	<b>R 1 648 000</b>
<b>BUDGET AND TREASURY</b>	
GRAP Conversion	R 790 000
<i>(A legal reporting requirement of the municipality's financial activities. Aimed at ensuring better financial management and governance)</i>	
Compilation of Financial Statements	R 165 000
<i>(Municipal financial viability. Periodic reporting requirement)</i>	
<b>TOTAL</b>	<b>R 955 000</b>

## 2. 2011/2012 BUDGET IMPLEMENTATION

### 2.1 Monthly income projections by revenue source

OUTPUT UNIT (Top-layer)	First Quarter			Second Quarter				Third Quarter			Fourth Quarter			Total
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June		
	2011	2011	2011	2011	2011	2011	2012	2012	2012	2012	2012	2012		
Rental of facilities and equipment	63	62	62	63	63	63	64	63	63	64	63	63	756	
Interest earned – external investments	15	15	15	15	15	15	15	15	15	15	15	15	182	
Transfers recognised – operational	19 914	790	536	-	16 808	-	-	10 000	5 157	-	-	-	53 205	
Other revenue	4	4	4	4	4	4	4	4	4	4	4	6	51	
<b>Total</b>	<b>19 997</b>	<b>871</b>	<b>617</b>	<b>82</b>	<b>16 889</b>	<b>82</b>	<b>83</b>	<b>10 082</b>	<b>5 239</b>	<b>83</b>	<b>82</b>	<b>84</b>	<b>54 193</b>	

### 2.2 Monthly revenue and expenditure projections by vote – Operational [Opex] and Capital [Capex]

OUTPUT UNIT	July 2011			August 2011			September 2011			October 2011		
	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue
Council	413		2 416	426	8	121	421		11	387	8	11
Municipal Manager	364		1 553	372	40	78	369		7	347	22	7
Corporate Services	859	350	3 799	887	50	190	872		18	826	20	18
Planning & Dev.	848		3 625	867	223	181	861	800	17	809	143	17
Budget & Treasury	1 202		6 041	1 233	223	302	1 223		28	1 137	23	29
<b>TOTALS</b>	<b>3 686</b>	<b>350</b>	<b>17 434</b>	<b>3 786</b>	<b>544</b>	<b>871</b>	<b>3 746</b>	<b>800</b>	<b>81</b>	<b>3 506</b>	<b>216</b>	<b>82</b>
OUTPUT UNIT	November 2011			December 2011			January 2012			February 2012		
	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue
Council	573		2 062	640	8	11	374		12	440	8	1 397
Municipal Manager	466	600	1 325	666	22	7	339		7	381	22	898
Corporate Services	1 109		3 241	1 562	20	18	797		18	909	20	2 197
Planning & Dev.	1 087		3 093	1 480	143	17	789		17	888	143	2 096
Budget & Treasury	1 600		5 155	2 321	23	28	1 103		29	1 269	23	3 493

<b>TOTALS</b>	4 836	600	14 876	6 669	216	82	3 402		83	3 887	216	10 082
<b>OUTPUT UNIT</b>	<b>March 2012</b>			<b>April 2012</b>			<b>May 2012</b>			<b>June 2012</b>		
	<b>Opex</b>	<b>Capex</b>	<b>Revenue</b>	<b>Opex</b>	<b>Capex</b>	<b>Revenue</b>	<b>Opex</b>	<b>Capex</b>	<b>Revenue</b>	<b>Opex</b>	<b>Capex</b>	<b>Revenue</b>
Council	418		515	343	8	12	374		11	676	8	(1 045)
Municipal Manager	367		331	319	22	7	339		7	3 011	22	3 859
Corporate Services	867		809	756	20	18	797		18	(554)	20	(37)
Planning & Dev.	856		772	743	143	17	789		17	1 307	143	3 190
Budget & Treasury	1 214		1 287	1 026	23	29	1 103		28	2 083	23	755
<b>TOTALS</b>	<b>3 722</b>	<b>-</b>	<b>3 714</b>	<b>3 186</b>	<b>216</b>	<b>83</b>	<b>3 402</b>	<b>-</b>	<b>82</b>	<b>6 523</b>	<b>216</b>	<b>6 721</b>



## Quarterly projections of service delivery targets and performance indicators for each vote

- 2.1 The service delivery targets and performance indicators below contain the capital service delivery targets and performance indicators as well as the operational service delivery targets and performance indicators for each department and the Council. The service delivery targets and performance indicators contained herein are linked to the municipality's performance management system and when the municipality reviews and amends the performance management system, must also make changes to the service delivery targets and performance indicators of the SDBIP.
- 2.2 By cascading performance measures from strategic to operational level, both the IDP and the Service Delivery and Budget Implementation Plan (SDBIP), form the link to Employee Performance Appraisal System. This ensures that performance management at the various levels relate to one another which is a requirement of the Municipal Planning and Performance Regulations and the MFMA. The MFMA specifically requires that the annual performance agreements of senior managers must be linked to the SDBIP of a municipality and the measurable performance objectives approved with the budget (circular 13 of the MFMA). The SDBIP in essence becomes the main operational tool to translate and manage the performance objectives as formulated in the IDP. The following diagram illustrates the process.



The following abbreviations are used in the service delivery targets and performance indicators:

KPA	-	Key Performance Area
KPI	-	Key Performance Indicator
GGPP	-	Good Governance and Public Participation
MFVM	-	Municipal Financial Viability and Management
MTID	-	Municipal Transformation and Institutional Development
LED	-	Local Economic Development
BSD	-	Basic Service Delivery
MFMA	-	Municipal Finance Management Act 56 of 2003
MSA	-	Municipal Systems Act 32 of 2000
EEA	-	Employment Equity Act 55 of 1998
SDA	-	Skills Development Act 97 of 1998
MPPR	-	Local Government: Municipal Planning and Performance Management Regulations, 2001
MPR	-	Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable To Municipal Managers, 2006
IAC	-	Internal audit charter
RMS	-	Risk Management Strategy
MHS	-	Municipal Health Services

### 3.1.1 PLANNED PERFORMANCE TARGETS FOR SERVICE DELIVERY PER QUARTER

#### 3.1.1.2 Organisational Indicators and Targets

Source	KPA	Key Performance Indicator	Responsible Department	Target	Projected Performance			
					1 <sup>ST</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
PPMR <sup>1</sup>	BSD <sup>2</sup>	The percentage of households with access to basic level of water	Planning & Development					
PPMR	BSD	The percentage of households with access to basic level of sanitation	Planning & Development					
PPMR	BSD	The percentage of households with access to basic level of electricity	Planning & Development					
PPMR	BSD	The percentage of households with access to basic level of solid waste removal	Planning & Development					
PPMR	BSD	The percentage of households earning less than R1100 per month with access to free basic services	Planning & Development					
PPMR	BSD	The percentage of the capital budget actually spent on capital projects identified in the Integrated Development Plan	Planning & Development	100%	25%	25%	25%	25%
IDP <sup>3</sup>	GGPP <sup>4</sup>	No of public hearings held during the formulation of the IDP for 2012-2016	MM	4	-	2	2	-
MPPR	GGPP	No of public hearings and consultation sessions held during review of the KPIs and performance targets for 2011/2012	MM	4	-	2	2	-

<sup>1</sup> Local Government: Municipal Planning and Performance Management Regulations, 2001

<sup>2</sup> Basic Service Delivery

<sup>3</sup> Integrated Development Plan

<sup>4</sup> Good Governance and Public Participation

Source	KPA	Key Performance Indicator	Responsible Department	Target	Projected Performance			
					1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
IDP	GGPP	No of public hearings and consultation sessions held during preparation of the budget for 2012/2013	MM	4	-	2	2	-
IDP	GGPP	No of public hearings and consultation sessions held to measure performance results for 2010/11	MM	4	-	2	2	-
PPMR	LED <sup>5</sup>	The number of jobs created through the municipality's local economic development initiatives including capital projects	Planning & Development					
PPMR	MFVM	Debt coverage ratio	CFO	>1	>1	>1	>1	>1
PPMR	MFVM	Outstanding service debtors to revenue ratio	CFO					
PPMR	MFVM	Cost coverage ratio	CFO	>1	>1	>1	>1	>1
	MFVM	Liquidity ratio	CFO	>1	>1	>1	>1	>1
	MFVM	Solvency ratio	CFO	>1	>1	>1	>1	>1
MTAS	MFVM	No of audit queries received regarding irregular, unauthorised and fruitless and wasteful expenditure	CFO	10%	10%	10%	10%	10%
MTAS	MFVM	% variance from approved budget allocation per vote	CFO	10%	10%	10%	10%	10%
MTAS	MFVM	Unqualified audit opinion	Unqualified audit opinion	All Departments	Unqualified audit	Unqualified audit	Unqualified audit	Unqualified audit

<sup>5</sup> Local Economic Development

Source	KPA	Key Performance Indicator	Responsible Department	Target	Projected Performance			
					1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
					opinion	opinion	opinion	opinion
PPMR	MTID <sup>6</sup>	The number of people from employment equity target groups employed in the three highest levels of management	DCS	95%				
PPMR	MTID	The percentage of a Municipality's budget actually spent on implementing its workplace skills plan	DCS	1%	-	-	-	-

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<sup>6</sup> Municipal Transformation and Institutional Development

# Council

Source	KPA	Key Performance Indicator	Programme Driver	Target	Actual Performance			
					1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
MTAS	GGPP	No of ordinary Council meetings held	Speaker	4	1	1	1	1
MTAS	GGPP	No of Mayoral Committee meetings held	EM	8	2	2	2	2
MTAS	GGPP	% of council resolutions executed by management before the next ordinary council meeting	EM	100%	100%	100%	100%	100%
MFMA <sup>7</sup>	GGPP	Budget process plan tabled in Council	EM	31-Aug-2011	1	-	-	-
MSA <sup>8</sup>	GGPP	Review of performance management system and monitoring of compliance (MSA Sec 39)	EM	31-Jul-2011	1	-	-	-
PPMR	GGPP	Report to the Council on performance reviews/assessment of top management	EM	31/10/2011 31/01/2012 30/04/2012 31/07/2012	1	1	1	1
MFMA	GGPP	Mayor's report on the implementation of the budget and the financial state of affairs of the municipality to Council [MFMA, s. 52(d)]	EM	31/10/2011 31/01/2012 30/04/2012 31/07/2012	1	1	1	1
MFMA	GGPP	Mid-year budget and performance report for 01/07/2011 to 31/12/2011 tabled in the Council [MFMA, s. 54(1)(f)]	EM	31/01/2012	-	-	1	1
MFMA	GGPP	Annual report for 2010/2011 tabled in the Council [MFMA, s. 127(2)]	EM	31/01/2012	-	-	1	-
MFMA	GGPP	Oversight report on the annual report for	Speaker	31/03/2012	-	-	1	-

<sup>7</sup> [Municipal Finance Management Act \(No.56 of 2003\)](#)

<sup>8</sup> [Municipal Systems Act \(No.32 of 2000\)](#)

Source	KPA	Key Performance Indicator	Programme Driver	Target	Actual Performance			
					1 <sup>ST</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
		2010/2011 adopted by Council [MFMA, s. 129(1)]						
MFMA	GGPP	SDBIP for 2012/2013 approved by the Mayor	EM	Within 28 days after approval of the budget	-	-	-	1
MSA	GGPP	Annual performance agreement for 2012/2013 entered into with the Municipal Manager	EM	31/07/2012	1	-	-	-
MTAS	GGPP	No of co-ordinated ward committees training per municipality by 30-June-2012	Speaker	4 per LM (24 wards)	1 per LM	1 per LM	1 per LM	1 per LM
MTAS	GGPP	District councillors induction workshop for LM's held by 30-September-2011	Speaker	1	1	-	-	-
MTAS	GGPP	No of successful outreach programmes held per LM by 30-June 2012	EM	4	1	1	1	1
MTAS	GGPP	No of meetings held with the farming community	EM	1	-	1	-	-
MTAS	GGPP	No of successful farming outreach programmes per LM	EM	4	1	1	1	1
MTAS	GGPP	No of izimbizo held in collaboration with LM's and sector departments	EM	2 by 30-June 2012	-	1	-	1

# Municipal Manager

Source	KPA	Key Performance Indicator	Programme Driver	Target	Actual Performance			
					1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
PPMR	BSD	Appropriate performance indicators and performance targets are set for supplier performance for each contract awarded through the supply chain management system	Performance Unit	Reports on performance of Projects	1	1	1	1
MTAS	GGPP	No of reports submitted to Council regarding the execution of council decisions	MM	4	1	1	1	1
MSA	GGPP	Annual performance agreements for 2011/2012 entered into with each of the managers who are directly accountable to the municipal manager	MM	31/07/2011	1	-	-	-
PPMR	GGPP	Internal audit reports on the functionality of the PMS, compliance of the PMS with relevant legislation and the reliability of performance measurements submitted to the audit committee/performance audit committee [MPPMR, r 14(1)(c)]	IA	31/10/2011 31/01/2012 30/04/2012 31/07/2012	1	1	1	1
IAC	GGPP	Availability and Implementation of risk based Internal Audit plan.	IA	1	1	-	-	-
	GGPP	Availability of quarterly audit reports (internal controls, financial and compliance)	IA	4	1	1	1	1
	GGPP	Follow-up on AG recommendations	IA	1	-	-	1	-



RMS	GGPP	Review Risk Management Strategy, Policy and Framework	RM	1	1	-	-	-
	GGPP	Risk Management Reports	RM	4	1	1	1	1
	GGPP	Approved Fraud Prevention Plan	RM	1	-	-	-	1
PPMR	GGPP	Audit/performance audit committee's audit reports submitted to the Council [MPPMR, r. 14(4)(a)]	MM	31/01/2012 31/07/2012	-	-	1	1
MFMA	GGPP	AFS for 2010/2011 submitted to the audit committee for review [MFMA, s 166(2)(b)]	MM	30/09/2011	1	-	-	-
PPMR	GGPP	No of audit committee meetings held	MM	4	1	1	1	1
MSA	GGPP	Corporate performance report for 2010/2011 submitted to the Auditor-General	Performance Unit	31/08/2011	1	-	-	-
MFMA	GGPP	Mid-year budget and performance report for the period 01/07/2011 to 31/12/2011 submitted to the executive mayor	MM	25/01/2012	-	-	1	-
MFMA	GGPP	Annual report 2010/2011 submitted to the executive mayor	MM	15-Jan-2012	-	-	1	-
PPMR	GGPP	Quarterly feedback meetings regarding implementation of the IDP and PMS (PPMR Sec 15)	MM	Quarterly reports submitted to Council	1	1	1	1
MFMA	MFVM	Months without unauthorised expenditure as indicated in MFMA 32(1)(b)	MM	12	3	3	3	3
MTAS	MTID	% of council resolutions implemented that were referred to the HOD	MM	100%	100%	100%	100%	100%
MTAS	MTID	% of appointments made within 3 months after advertisement	MM	100%	100%	100%	100%	100%

# Corporate Services

KPA		KPI	Programme Driver	Target	Actual Performance			
					1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
PPMR	BSD	Monitor projects undertaken by the department by setting performance indicators for each projects (PPMR Sec 9(2)(b))	DCS	Project performance report available (4)	1	1	1	1
MTAS	GGPP	No of reports submitted to MM regarding the execution of council and management decisions	MM	4	1	1	1	1
MTAS	GGPP	Upload and update municipal website regularly and comply with s 21B of the Systems Act and s 75 of the MFMA	DCS	Fully compliant website at all times (4)	1	1	1	1
IDP	LED	No of youth initiatives launched in terms of the youth development strategy	DCS & YDO	2	-	1	-	1
IDP	MTID	No of CS employees trained in terms of approved WSP (R571 of 22 June 2001)	DCS	As per approved WSP	As per approved WSP	As per approved WSP	As per approved WSP	As per approved WSP
MTAS	MTID	% of council resolutions implemented that were referred to the HOD for execution	DCS	100%	100%	100%	100%	100%
MTAS	MTID	All external audit queries answered within 4 days	DCS	4 days				
MTAS	MTID	% of appointments made within 3 months after advertisement	DCS	100%	100%	100%	100%	100%
MTAS	MTID	No of performance reports submitted to the MM regarding the implementation of the department's PMS (MSA Sec 38 and 39)	DCS	Quarterly reports	1	1	1	1

KPA	KPI	Programme Driver	Target	Actual Performance				
				1 <sup>ST</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter	
EEA <sup>9</sup>	MTID	Submission of employment equity plan (EEA Sec 20)	DCS	30-Sept-2011	1	-	-	-
SDLA <sup>10</sup>	MTID	Percentage of skills development levy claimed back from skills development fund (SDL Act & Reg)	DCS	1%	-	-	-	1
SDA <sup>11</sup>	MTID	Skills Development Plan (WSP) reviewed (SDA97 OF 1998)	DCS	30-Apr-2012	-	-	-	1
MTAS	MTID	Annual training report (SDA 97 OF 1998)	DCS	30-Jun-2012	-	-	-	1
SDA	MTID	No queries received from IA or AG regarding incompleteness of employee records	DCS	0	0	0	0	0
OHSa	MTID	No of health and safety inspections carried out in terms of the Occupational Health and Safety Act 55 Of 1995	DCS	2	100%	100%	100%	100%
OHSa	MTID	Compliance with all aspects regarding work related injuries as required by the Occupational Health and Safety Act 55 Of 1995	DCS	100% Compliance	100%	100%	100%	100%
MTAS	MTID	No LLF meetings planned	DCS	12	3	3	3	3
MTAS	MTID	No of LLF meetings held	DCS	12	3	3	3	3
IDP	MTID	No of performance appraisals conducted in the department	DCS	4	1	1	1	1

<sup>9</sup> Employment Equity Act 55 of 1998

<sup>10</sup> Skills Development Levies Act No 9 of 1999

<sup>11</sup> Skills Development Act 97 of 1998

# Financial Services

Source	KPA	KPI	Programme Driver	Target	Actual Performance			
					1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
MTAS	GGPP	No of reports submitted to MM regarding the execution of council and management decisions	CFO	4	1	1	1	1
MFMA	MFVM	Monthly budget statements submitted to the MM [MFMA, s 71]	CFO	12	3	3	3	3
MFMA	MFVM	Compilation of annual financial statements for 2010/2011	CFO	31-Aug-2011	1	-	-	-
IDP	MFVM	Realistic and comprehensive draft financial plan prepared and incorporated in the IDP for 2012/2013	CFO	28-Feb-2012	-	-	1	-
MTAS	MFMV	R value of rent collected from Kopanong LM	CFO	R 270 000.00	R67 500.00	R67 500.00	R67 500.00	R67 500.00
MTAS	MFMV	No. of staff trained on cash flow management	CFO	3	-	3	-	-
MTAS	MFMV	% variation from cash flow management model	CFO	10%	10%	10%	10%	10%
MFMA	MFVM	SDBIP reporting to council and MM	CFO	4	1	1	1	1
SCMP <sup>12</sup>	MTID	No of queries received from the IA and AG regarding non-compliance with the supply chain management policy	CFO	10%	10%	10%	10%	10%
MTAS	MTID	% of council resolutions implemented that were referred to the HOD for execution	CFO	100%	100%	100%	100%	100%
MTAS	MTID	Management of external audit queries by ensuring that all queries are answered	CFO	100%	100%	100%	100%	100%

<sup>12</sup> Supply chain management policy

Source	KPA	KPI	Programme Driver	Target	Actual Performance			
					1 <sup>ST</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
		within 14 days						
MTAS	MTID	% reduction in audit queries received from previous years	CFO	15%	15%	15%	15%	15%
MTAS	MTID	% of appointments made within 3 months after advertisement	CFO	100% of appointments	100%	100%	100%	100%
MTAS	MTID	No of performance reports submitted to the MM regarding the implementation of the department's PMS (MSA Sec 38 and 39)	CFO	4	1	1	1	1
MFMA	MTID	Months without unauthorised spending by accounting officer as indicated in MFMA 32(1)(b)	CFO	12	3	3	3	3
IDP	MTID	No of performance appraisals conducted in the department	CFO	4	1	1	1	1

# Planning and Development

Source	KPA	KPI	Programme Driver	Target	Actual Performance			
					1 <sup>ST</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
PPMR	BSD	Monitor projects undertaken by the municipality by setting performance indicators for each projects (PPMR Sec 9(2)(b))	DPD	Project performance report available (4)	1	1	1	1
IDP	BSD	Sourcing of funding for the greening of towns (R1.5 m)	EHM	1 Progress Report submitted to the MM by 30 June 2012	1	1	1	1
IDP	BSD	No of environmental support meetings attended with local municipalities	DPD	8	2	2	2	2
MHS <sup>13</sup>	BSD	Number of air quality related complaints received	DPD	9	-	3	3	3
MHS	BSD	Number of incidents of illegal dumping	DPD	15	3	4	3	5
MHS	BSD	No of R918 certificates issued for food premises	DPD	30	-	15	-	15
MHS	BSD	No of notices issued to food premises for non-compliance	DPD	30	-	15	-	15
MHS	BSD	Rand spent on environmental education and awareness raising	DPD	R46 000	-	R21 000	-	R25 000
MHS	BSD	No of environmental health education programmes/projects	DPD	15	-	7	-	8
MHS	BSD	No of persons attending health	DPD	400	100	100	100	100

<sup>13</sup> Municipal Health Services

Source	KPA	KPI	Programme Driver	Target	Actual Performance			
					1 <sup>ST</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
		education programmes/projects						
IDP	BSD	Source funding for the establishment of the disaster management centre	DPD	1 Progress Report submitted to the MM by 30 June 2012	1	1	1	1
IDP	BSD	Disaster management plan reviewed	DPD	30-Jun-2012	-	-	-	1
IDP	BSD	No of municipal disaster management advisory forum meetings held (section 51 of the Disaster Management Act 2002)	DPD	4	1	1	1	1
MTAS	BSD	No of disaster management progress reports submitted to management	Disaster Manager	8	2	2	2	2
MTAS	BSD	No of disaster management progress reports submitted to Council	Disaster Manager	4	1	1	1	1
	BSD	No of Disaster Management awareness sessions held in the District	DPD	4	1	1	1	1
MTAS	BSD	Water quality monitoring and management plan developed by June 2012	DPD	June 2012	-	-	-	1
MTAS	BSD	Blue drop compliant water quality achieved by June 2012	DPD	30-June-2012	-	-	-	1
MTAS	BSD	No of water awareness campaigns conducted	DPD	4	1	1	1	1
MTAS	BSD	No of monthly water quality reports submitted to Management	DPD	8	2	2	2	2
MTAS	BSD	No of quarterly water quality reports submitted to Council	DPD	4	1	1	1	1
MTAS	BSD	No of monthly sanitation quality reports submitted to Management	Environmental	8	2	2	2	2

Source	KPA	KPI	Programme Driver	Target	Actual Performance			
					1 <sup>ST</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
			Health Manager					
MTAS	BSD	No of quarterly sanitation quality reports submitted to Council	Environmental Health Manager	4	1	1	1	1
MTAS	BSD	No of District Energy Forum Meetings held by 30 June 2012	DPD	4	1	1	1	1
MTAS	BSD	No of DEF <sup>14</sup> reports submitted to Management	DPD	4	1	1	1	1
MTAS	BSD	No of quarterly DEF quality reports submitted to Council	DPD	4	1	1	1	1
MTAS	BSD	No of land fill sites registered by 30 June 2012	Environmental Health Manager	3 by 30-June-2012	-	-	-	3
		Development of IWMP	Environmental Health Manager	30-June-2012	-	-	-	1
MTAS	BSD	No of LED forums held by 30 June 2012	Manager IDP	4	1	1	1	1
MTAS	BSD	No of LED implementation reports submitted to management	DPD	4	1	1	1	1
MTAS	BSD	No of LED implementation reports submitted to Council	DPD	4	1	1	1	1
MTAS	GGPP	No of reports submitted to MM regarding the execution of council and management decisions	DPD	4	1	1	1	1

<sup>14</sup> District Energy Forum



Source	KPA	KPI	Programme Driver	Target	Actual Performance			
					1 <sup>ST</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
IDP	LED	No of District LED Forum meetings held	DPD	4	1	1	1	1
IDP	LED	No of SMME's trained	DPD	30	-	15	-	15
IDP	LED	No of persons attending the tourism awareness campaign	DPD	40	-	20	-	20
IDP	LED	No of Tourism awareness campaigns conducted	DPD	4	-	2	-	2
IDP	LED	No of SMME's attending exhibitions (Macufe, Tourism Indaba, Heritage celebration)	DPD	15	-	5	5	5
		Development of LED and marketing brochure	DPD	30 June 2012	-	-	-	1
IDP	LED	No of persons attending the Agricultural conference	DPD	150	-	150	-	-
MTAS	MTID	No of Planning and Development employees trained in terms of approved WSP (R571 of 22 June 2001)	DPD	As per the approved WSP				
IDP	MTID	No of performance appraisals conducted in the department	DCS	4	1	1	1	1
MTAS	MTID	% of council resolutions implemented that was referred to the HOD for execution	DPD	100%	100%	100%	100%	100%
IDP	MTID	Annual review of SDF	DPD	30-Jun-2012	-	-	-	1
IDP	MTID	Compilation of Xhariep spatial map	DPD	30-Jun-2012	-	-	-	1
MTAS	MTID	Management of external audit queries by ensuring that all queries are answered within 14 days	DPD	100%	100%	100%	100%	100%
MTAS	MTID	% of appointments made within 3 months after advertisement	DPD	100%	100%	100%	100%	100%
MTAS	MTID	No of performance reports submitted to the MM regarding the	DPD	Quarterly	1	1	1	1

Source	KPA	KPI	Programme Driver	Target	Actual Performance			
					1 <sup>ST</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
		implementation of the department's PMS (MSA Sec 38 and 39)						

## 2. Ward information for expenditure and service delivery and detailed capital works plan broken down by ward over three years

Municipal Vote/Capital project  R thousand	Ref	Program/Project description	Project number	IDP Goal code.	Asset Class	Asset Sub-Class	Total Project Estimate	Prior year outcomes		2011/12 Medium Term Revenue & Expenditure Framework		
								Audited Outcome 2009/10	Current Year 2010/11 Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
<b>Xhariep District Municipality:</b>												
Municipal Manager		<i>Furniture and Equipment</i>			<i>Other Assets</i>	Furniture and other office equipment	-	-	-	130	50	-
Planning and Development		<i>Furniture and Equipment</i>			<i>Other Assets</i>	Furniture and other office equipment	-	-	210	855	-	100
Corporate Services		<i>Furniture and Equipment</i>			<i>Other Assets</i>	Furniture and other office equipment	-	-	-	140	150	-
Budget and Treasury Office		<i>Furniture and Equipment</i>			<i>Other Assets</i>	Furniture and other office equipment	-	-	86	120	100	-
General Council		<i>Furniture and Equipment</i>			<i>Other Assets</i>	Furniture and other office equipment	-	-	-	50	100	-
Municipal Manager		<i>Computers and Laptops/Software</i>			<i>Other Assets/Intangibles</i>	Computers - hardware/equipment/software	-	-	18	618	20	22
Planning and Development		<i>Computers and Laptops</i>			<i>Other Assets</i>	Computers - hardware/equipment	-	-	20	80	88	97
Corporate Services		<i>Computers and Laptops</i>			<i>Other Assets</i>	Computers - hardware/equipment	-	-	20	80	88	97
Budget and Treasury Office		<i>Computers and Laptops</i>			<i>Other Assets</i>	Computers - hardware/equipment	-	-	12	30	33	36
Corporate Services		<i>Vehicles</i>			<i>Other Assets</i>	<i>General Vehicles</i>	-	-	820	120	-	-
Planning and Development		<i>Fencing of Cemeteries</i>			<i>Community</i>	<i>(Cemeteries) Letsemeng</i>	-	-	600	800	880	968
Corporate Services		<i>Partitioning/Cabling/Building</i>			<i>Other Assets</i>	<i>Other Buildings</i>	-	-	140	350	-	-
<b>Total Capital expenditure</b>	<b>1</b>									<b>373</b>	<b>509</b>	<b>320</b>

### **3. Approval of Service Delivery and Budget Implementation Plan**

Being a management and implementation plan the SDBIP is not required to be approved by the Council. The approval of the SDBIP is a legislative competence reserved only for the Mayor in terms of section 53 of the MFMA. This section requires the Mayor to take all reasonable steps to ensure that the SDBIP together with the annual performance contracts of section 56 Managers are approved by him within 28 days of the final budget approval.

Xhariep SDBIP was concluded along with the IDP and Budget 2011/2012. All levels of the SDBIP have been formally submitted by the Municipal Manager to the Executive Mayor within 14 days after Budget Approval and subsequently approved by the Executive Mayor within 28 days after budget approval. Therefore, the Executive Mayor will circulate these planning, monitoring and evaluation tools to the general public within 14 days after his approval.

**SUBMITTED BY:** \_\_\_\_\_ (MUNICIPAL MANAGER)

**DATE** : 01<sup>st</sup> JUNE 2011

**APPROVED BY** : \_\_\_\_\_ (EXECUTIVE MAYOR)

**DATE** : 20 JUNE 2011