



**XHARIEP DISTRICT MUNICIPALITY  
[DC16]**

**FINAL  
SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (“SDBIP”)  
2013/2014**

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## **1. Introduction**

The strategic direction that the Xhariep District Municipality is undertaking is set out in its Integrated Development Plan (IDP). The plan has been reviewed for the 2013/14 financial year in conjunction with the stakeholders and community and the implementation of the Xhariep IDP is supported by the Medium Term Revenue and Expenditure Framework (MTREF) budget.

The IDP 5-year strategic direction has not changed, and the Xhariep District Municipality continues on the path of infrastructure driven local economic growth centred on municipal investment grant programmes and projects. The services that the Municipality provides and the investment in infrastructure will make the Municipality globally safe and attractive to live work and invest. Investment supports and drives the development path and brings the opportunities of job creation that will ultimately improve social and economic livelihoods of the residents of Xhariep. The development of Service Delivery and Budget Implementation Plans (SDBIPs) is a requirement under Municipal Finance Management Act (MFMA) and gives effect to the municipality's Integrated Development Plan (IDP) and annual budget. The SDBIP is an expression of the objectives of the Municipality, in quantifiable outcomes that will be implemented by the administration for the financial period from 1 July 2013 to 30 June 2014. The SDBIP includes the service delivery targets and performance indicators for each quarter that should be linked to the performance agreements of senior management.

These are integral to the implementation and entrenchment of our performance management system. The SDBIP facilitates accountability and transparency of the municipal administration and managers to the Council and Councillors to the community. It also fosters the management, implementation and monitoring of the budget, the performance of top management and the achievement of the strategic objectives as laid out in the IDP. The SDBIP enables the Municipal Manager to monitor the performance of senior managers, the mayor to monitor the performance of the municipal manager and for the community to monitor the performance of the municipality as each activity contains outputs, outcomes and timeframes. The SDBIP is compiled on an annual basis and includes a 3-year capital budget programme.

The SDBIP is yet another step forward to increasing the principle of democratic and accountable (local) government as enshrined in Section 152(a) of the Constitution.

The Municipality developed four strategic priority areas from which Municipal-wide development were drawn and cascaded to Directorates and Sub-directorates in a way of compilation of directorates SDBIPs (business plans) underpinned by various programmes and projects with necessary resource allocations. Development objectives are measured through key performance indicators at every level, and continuously monitored throughout the year. The SDBIP is in essence the management and implementation tool, which sets in-year information such as quarterly service delivery and monthly budget targets and links each service delivery output to the budget of the municipality. It further indicates the responsibilities and outputs for each of the senior managers and the top management team, the resources to be used and the deadlines set for the relevant activities.

The SDBIP is a layered plan, with the top layer dealing with consolidated service delivery targets, and linking such targets to top management (National Treasury MFMA Circular No. 13 of the Municipal Finance Management Act No. 56 of 2003). This is high-level and strategic in nature and is required to be tabled in Council. Only this top layer of the SDBIP is published as the institutional SDBIP. Such high-level information should also include per ward information, particularly for key expenditure items on capital projects and service delivery which will enable each Ward Councillor and Ward Committee to oversee service delivery in their ward. The top management is then expected to develop the next (lower) layer of detail of the SDBIP, by providing more detail on each output for which they are responsible for, and breaking up such outputs into smaller outputs and linking these to each middle-level and junior manager.

## **2. Legislative Requirements**

In terms of Section 53 (1) (c) (ii) of the MFMA, the 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) other matters prescribed

### **3. The SDBIP Concept**

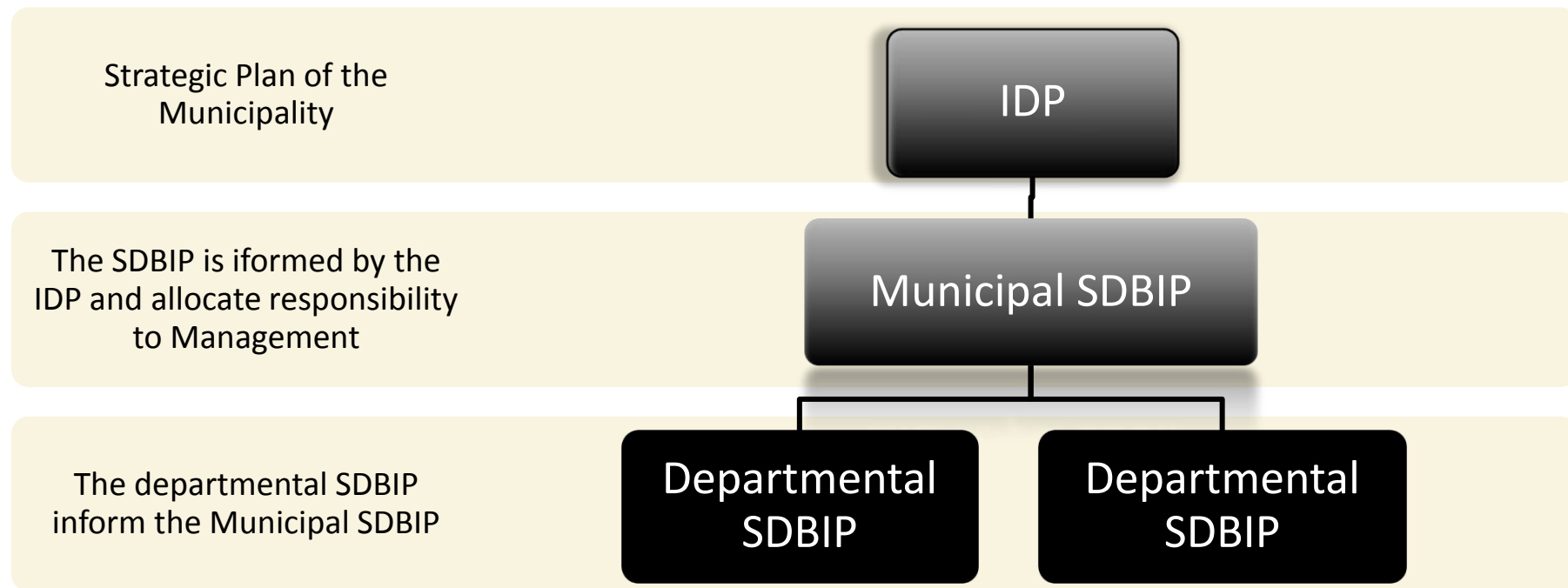
The SDBIP is a mechanism that ensures that proper alignment between the municipality's IDP and the budget. It is central to the monitoring and evaluation of the performance of the Municipality in implementing its IDP and Budget. Depicted below is the process by which council adopts the IDP and Budget and attached measurable milestones on what the municipality has to deliver (the SDBIP).

The SDBIP constitutes a contract between the administration, Council and the community. It ensures that all processes as mapped in the IDP are aligned. It provides a focus on outputs, outcomes and inputs and enables proper performance management and monitoring of senior management. The SDBIP consists of a one year detailed performance plan; a three year capital works plan, as well as financial projections of income and expenditure. It outlines key performance indicators and targets that are linked to key performance areas derived from 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 key performance indicators and targets, and the budget projections included in the various Departmental SDBIPs inform the contents of the municipal SDBIP. 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.



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.

## **4. Reporting on the SDBIP**

This section covers reporting on the SDBIP as a way of linking the SDBIP with the oversight and monitoring operations of the municipality.

A series of reporting requirements are outlined in the MFMA. Both the mayor and the accounting officer have clear roles to play in preparing and presenting these reports. The SDBIP provides an excellent basis for generating the reports. The reports then allow the Councillors' of the municipality to monitor the implementation of service delivery programs and initiatives across the municipality.

### **4.1 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. The accounting officer of a municipality must report in terms of Section 71 no later than 10 working days, after the end of each month.

Reporting must include the following:

- (i) actual revenue, per source;
- (ii) actual borrowings;
- (iii) actual expenditure, per vote;
- (iv) actual capital expenditure, per vote;



- (v) the amount of any allocations received

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

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

## **4.2 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 SDBIP form the basis for the mayor's quarterly report.

## **4.3 Mid-year Reporting**

Section 72 (1) (a) of the MFMA outlines the requirements for midyear 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. The SDBIP is also a living document and may be modified based on the mid-year performance review. Thus the SDBIP remains a kind of contract that holds the Municipality accountable to the community.

## **5. Linking the IDP to the Budget**

Integrated Development Planning requires many different planning processes to be brought together and coordinated. In terms of linking service plans or service delivery and budget implementation plans of the individual directorate in the Municipality with the other planning processes in the IDP, the directorates routinely produce operational plans, capital plans, annual budgets, institutional and staffing plans, etc to take the IDP forward. Clearly it is not feasible to include all of this detail within the IDP document. The Xhariep District Municipality identified five strategic focus areas (SFAs) arising from the engagement between community, the elected leaders and municipal administration and interested stakeholders.

The SFAs are embedded within the Five Year Local Government Strategic Agenda which is a roadmap entailing developmental priorities and corresponding targets to be achieved by municipalities during this term (2006-2011); as well as the national 2010 electoral mandate. These are:

- 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 MTREF budget is allocated against these strategic focus areas at a municipal level. Corporate objectives with measurable key performance indicators (KPIs) and targets are identified. The municipal planning processes undertaken at directorate and sub-directorate levels yield objectives with indicators, targets, and resource allocation (includes the budgets) at these various levels.

The structure of the revised IDP Strategic Priorities of Xhariep District Municipality for the Planning Cycle 2013/2014 are summarized as follows:

Rank	Development Sector
1	Agriculture
2	Manufacturing
3	Construction and utilities (Energy and Water)
4	Mining
5	Tourism
6	Social
7	Governance and Finance
8	Environmental
9	Overall Economy
10	Infrastructure Transport and Communication

The implementation of the SDBIP is categorised in terms of votes as prescribed by the MFMA. The votes indicate a budget allocation for Core Administration outlined below:

<b>Core Administrative Votes</b>
Office of the Municipal Manager
General Council
Planning and Social Development
Budget and Treasury
Corporate Services

### 5.1 Planning and Development Department

<b>Project Description 2013/2014</b>	<b>Amount</b>
IDP Review and printing of the document <i>(Development of sector plans)</i>	R 150 000
Disaster Management Plan Review and printing of the document <i>(A plan to assist in preventing and dealing with disasters)</i>	R40 000
Arts and Crafts centre machinery <i>(To purchase materials for the arts and crafts centre)</i>	R 400 000
Upgrading of internal streets (EPWP Grants) <i>(Stipends for the labourers working on various projects)</i>	R 1 000 000
Environmental Management Projects (Environmental Health) <i>(Food quality, water quality monitoring plan, health surveillance of premises e.t.c for the district)</i>	R 300 000

<b>Project Description 2013/2014</b>	<b>Amount</b>
LED Trainings <i>(To provide skills to the local communities as well as enhanced development of SMME's)</i>	R 100 000
Health and Hygiene education <i>(Greening and cleaning campaigns, hygiene education in schools and Rift Valley within the district)</i>	R 20 000
LED Projects <i>(To improve economic development in the District)</i>	R 500 000
Tourism Awareness Programme <i>(To improve tourist attraction in the district)</i>	R 20 000
District Forums <i>(To promote capacity development and improve on knowledge among members of the municipalities in the district)</i>	R 40 000
Disaster Management Contributions <i>(Helping communities with disaster relief programmes – Houses, food parcels, blankets)</i>	R 50 000
Support for SMME'S <i>(Small business has been recognized for its role in terms of reducing unemployment and poverty; it also plays a significant role in entrepreneurship growth and development.)</i>	R 50 000
Profiling of Roads in the district(RRAMS)	R 1 296 000
Disaster Trainings	R 10 000
Establishment of the Disaster management centre	R 300 000
<b>Total</b>	<b>R 4 226 000</b>

## 5.2 General Council

Project Description 2013/2014	Amount
Public Participation <i>(to give community a say / opportunity on the affairs of the Municipality )</i>	R 20 000
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 150 000
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 10 000
Social Responsibility Fund <i>(Mayor's outreach programmes that include Bursaries and Donations)</i>	R 200 000
Mandela Day celebration <i>(A Nationwide programme aimed at volunteering services to the communities)</i>	R 20 000
District AIDS Council <i>(To build up synergy in the fight against HIV/AIDS in the District – most common message being prevention)</i>	R 25 000
MSIG Funded Activities	R 222 500
<b>Total</b>	<b>R 727 500</b>

### 5.3 Budget and Treasury

<b>Project Description 2013/2014</b>	<b>Amount</b>
Compilation of AFS 2012/2013 (A statutory financial reporting standards requirement – Good Governance)	R 222 500
<b>Total</b>	<b>R 222 500</b>

### 5.4 Corporate Services

<b>Project Description 2013/2014</b>	<b>Amount</b>
Land ( <i>To procure the land on which the municipal offices are built</i> )	R 650 000
FA Contribution/ Motor Vehicles	R 250 000
FA Contribution / Motor Vehicles	R 500 000
FA Contribution / Motor Vehicles	R 500 000
MSIG( ICT Master Planning)	R 222 500
<b>Total</b>	<b>R 2 122 500</b>

### 5.5 Municipal Manager

<b>Project Description 2013/2014</b>	<b>Amount</b>
MSIG ( Internal Audit Software)	R 222 500
<b>Total</b>	<b>R222 500</b>

## 6. Budget 2013/14

### 6.1 Monthly income projections by revenue source

OUTPUT UNIT (Top-layer)	First Quarter			Second Quarter			Third Quarter			Fourth Quarter			Total
	July 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	March 2014	April 2014	May 2014	June 2014	
Rental of facilities and equipment	28 394	28 394	28 394	28 394	28 394	28 394	28 394	28 394	28 394	28 394	28 394	28 394	<b>340 723</b>
Interest earned - external investments	10 717	10 717	10 717	10 717	10 717	10 717	10 717	10 717	10 717	10 717	10 717	10 717	<b>128 600</b>
Interest earned - outstanding debtors	897	897	897	897	897	897	897	897	897	897	897	897	<b>10 764</b>
Transfer receipts - operational	11 651 667	0	0	0	24 780 667	0	0	0	23 511 667	0	0	27 000	<b>59 971 000</b>
Other revenue	7 398	9 898	7 398	9 898	7 398	9 898	7 398	9 898	7 398	9 898	7 398	9 898	<b>103 774</b>
<b>Total</b>	<b>11 699 071</b>	<b>49 905</b>	<b>47 405</b>	<b>49 905</b>	<b>24 828 071</b>	<b>49 905</b>	<b>47 405</b>	<b>49 905</b>	<b>23 559 071</b>	<b>49 905</b>	<b>47 405</b>	<b>76 905</b>	<b>60 554 855</b>

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

OUTPUT UNIT	Jul-13			Aug-13			Sep-13			Oct-13		
	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue
General Council	750 926	0	1 957 892	750 926	5 000	0	750 926	0	0	750 926	0	0
Municipal Manager	868 064	0	3 472 255	868 064	30 000	0	868 064	0	0	868 064	0	0
Budget & Treasury Office	992 961	0	6 235 927	992 961	5 000	11 613	992 961	0	11 613	992 961	0	11 613
Planning & Development	1 430 962	0	5 174 199	1 430 962	688 000	0	1 430 962	40 000	0	1 430 962	40 000	0
Corporate Services	1 264 778	0	5 736 053	1 264 778	1 250 000	38 291	1 264 778	0	35 791	1 264 778	0	38 291
<b>TOTALS</b>	<b>5 307 690</b>	<b>0</b>	<b>22 576 326</b>	<b>5 307 690</b>	<b>1 978 000</b>	<b>49 905</b>	<b>5 307 690</b>	<b>40 000</b>	<b>47 405</b>	<b>5 307 690</b>	<b>40 000</b>	<b>49 905</b>
OUTPUT UNIT	Nov-13			Dec-13			Jan-14			Feb-14		
	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue



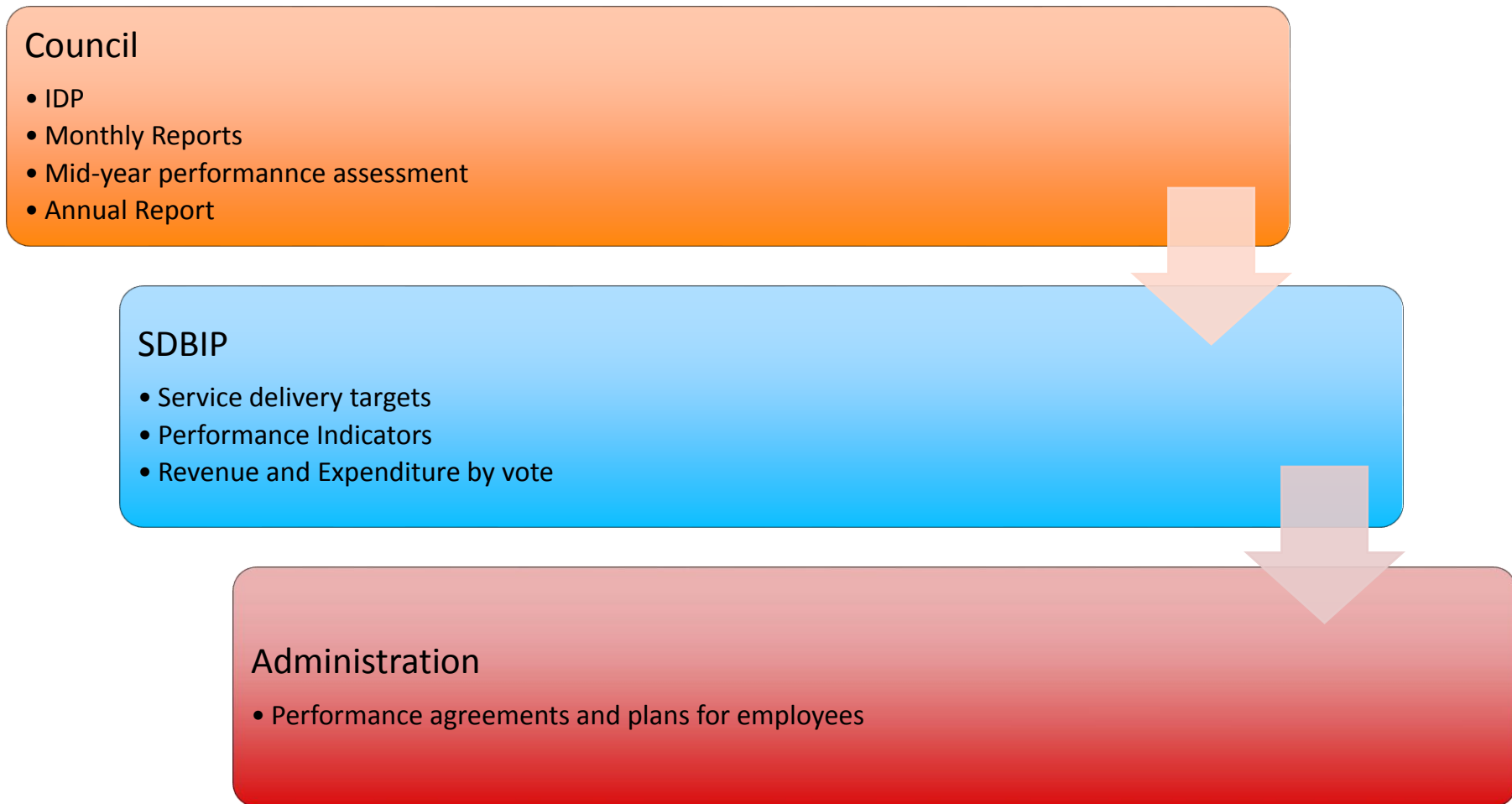
General Council	750 926	0	1 957 892	750 926	0	0	750 926	0	0	750 926	0	0
Municipal Manager	868 064	0	3 472 255	868 064	0	0	868 064	0	0	868 064	0	0
Budget & Treasury Office	992 961	0	4 985 927	992 961	0	11 613	992 961	0	11 613	992 961	0	11 613
Planning & Development	1 430 962	688 000	5 443 199	1 430 962	40 000	0	1 430 962	40 000	0	1 430 962	40 000	0
Corporate Services	1 264 778	0	5 736 053	1 264 778	0	38 291	1 264 778	0	35 791	1 264 778	0	38 291
<b>TOTALS</b>	<b>5 307 690</b>	<b>688 000</b>	<b>21 595 326</b>	<b>5 307 690</b>	<b>40 000</b>	<b>49 905</b>	<b>5 307 690</b>	<b>40 000</b>	<b>47 405</b>	<b>5 307 690</b>	<b>40 000</b>	<b>49 905</b>
<b>OUTPUT UNIT</b>	<b>Mar-14</b>		<b>Apr-14</b>			<b>May-14</b>			<b>Jun-14</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>
General Council	750 926	0	1 957 892	750 926	0	0	750 926	0	0	750 926	0	0
Municipal Manager	868 064	0	3 472 255	868 064	0	0	868 064	0	0	(1 374 830)	0	0
Budget & Treasury Office	992 961	0	4 985 927	992 961	0	11 613	992 961	0	11 613	726 898	0	(4 385 152)
Planning & Development	1 430 962	40 000	4 174 199	1 430 962	40 000	0	1 430 962	40 000	0	(1 342 852)	50 000	2 379 941
Corporate Services	1 264 778	0	5 736 053	1 264 778	0	38 291	1 264 778	0	35 791	5 711 581	0	(2 329 650)
<b>TOTALS</b>	<b>5 307 690</b>	<b>40 000</b>	<b>20 326 326</b>	<b>5 307 690</b>	<b>40 000</b>	<b>49 905</b>	<b>5 307 690</b>	<b>40 000</b>	<b>47 405</b>	<b>4 471 722</b>	<b>50 000</b>	<b>(4 334 860)</b>

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

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.

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.



## 7. Planned performance targets for service delivery per quarter

### 7.1 Organisational Indicators and Targets

			Quarterly Targets								
Indicator/vote	Unit of measurement	Annual target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Explanation of Variance
			Proj	Act	Proj	Act	Proj	Act	Proj	Act	
Basic Services	The percentage of households with access to basic level of water										
	The percentage of households with access to basic level of sanitation										
	The percentage of households with access to basic level of electricity										
	The percentage of households with access to basic level of solid waste removal										
	The percentage of households earning less than R1100 per month with access to free basic services										

Quarterly Targets											
Indicator/vote	Unit of measurement	Annual target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Explanation of Variance
			Proj	Act	Proj	Act	Proj	Act	Proj	Act	
Financial Viability	The percentage of the capital budget actually spent on capital projects identified in the Integrated Development Plan	100%	25%		25%		25%		25%		
Good Governance	No of public hearings held during the formulation of the IDP for 2013-2017	4	-		2		2		-		
	No of public hearings and consultation sessions held during review of the KPI's and performance targets for 2013/2014	4	-		2		2		-		
	No of public hearings and consultation sessions held during preparation of the budget for 2013/2014	4	-		2		2		-		
Local Economic Development	The number of jobs created through the municipality's local economic development initiatives including capital projects										
Financial Viability	Debt coverage ratio	>1	>1		>1		>1		>1		
	Outstanding service debtors to revenue ratio										
	Cost coverage ratio	>1	>1		>1		>1		>1		

Quarterly Targets											
Indicator/vote	Unit of measurement	Annual target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Explanation of Variance
			Proj	Act	Proj	Act	Proj	Act	Proj	Act	
	Liquidity ratio	>1	>1		>1		>1		>1		
	Solvency ratio	>1	>1		>1		>1		>1		
Good Governance	No of audit queries received regarding irregular, unauthorised and fruitless and wasteful expenditure	0%	0%		0%		0%		0%		
Financial Viability	% variance from approved budget allocation per vote	10%	10%		10%		10%		10%		
Operation clean Audit 2014	Unqualified audit opinion without findings	All Departments									
Municipal Transformation and Institutional Development	The number of people from employment equity target groups employed in the three highest levels of management	35.29%	35.29%		35.29%		35.29%		35.29%		
	The percentage of a Municipality's budget actually spent on implementing its workplace skills plan	1%							1%		

## 7.2 Council

Quarterly Targets											
Indicator/vote	Unit of measurement	Annual target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Explanation of Variance
			Proj	Act	Proj	Act	Proj	Act	Proj	Act	
Council meetings	No. of meetings held	4	1		1		1		1		
Mayoral Committee meetings	No. of meetings held	6	2		2		1		1		
Section 80 committees	No. of meetings held	6	2		2		1		1		
Agendas to Council and committees	Issue agenda in time	Within 48 hours before the sitting of meetings									
Good Governance	% of council resolutions(internal) executed by management	100% implementation (before the next ordinary council meeting)	100%		100%		100%		100%		
	Budget and IDP process plan tabled in Council	31 –Aug-2013									
Performance Management	Review of performance management system and monitoring of compliance (MSA Sec	31-Jul-2013									

Quarterly Targets											
Indicator/vote	Unit of measurement	Annual target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Explanation of Variance
			Proj	Act	Proj	Act	Proj	Act	Proj	Act	
	39)										
	Report to the Executive Mayor on performance reviews/assessment of top management	31/10/2013 31/01/2014 30/04/2014 31/07/2014	1		1		1		1		
Financial Viability	Mayor's report on the implementation of the budget and the financial state of the affairs of the municipality to Council (MFMA Sec 52(d))	31/10/2013 31/01/2014 30/04/2014 31/07/2014	1		1		1		1		
Public Participation	IDP	4(1 per local municipality)					4				
Approval of the first Draft of the IDP and Budget by Council	IDP	1					1				
Approval of the final budget and IDP	Approved budget and IDP	30-Jun-2013							1		
Mid-year budget and performance report tabled in Council	Mid-year budget and performance report	31-Jan -2014					1				
Draft Annual report for submission to AGSA	Draft Annual report	31-Aug-2013	1								
Good Governance	Annual report for 2011/2012 tabled in Council (MFMA 127(2))	31-Jan-2014	-		-		1		-		

Quarterly Targets											
Indicator/vote	Unit of measurement	Annual target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Explanation of Variance
			Proj	Act	Proj	Act	Proj	Act	Proj	Act	
	Oversight report on the annual report adopted by Council	31 Mar-2014					1				
Approval of the SDBIP	SDBIP	Within 28 days after approval of the Budget									
Good Governance	Annual performance agreements for 2012/2013 entered into with the Municipal Manager	31- Jul -2013	1								
Mayor's social responsibility	Paying Registration fees for prospective (tertiary students)	? students					? 16				
Special Programs	District Aids Council meetings	2			1				1		
	Seminar with disabled people	1			1						
	Road show on substance abuse	1	1								
Outreach Programs	Youth month	1							1		
	Women's Day	1			1						
	Heritage month	1	1								
IGR Forum	No. Of meetings	4 political	1		1		1		1		
		4 Technical	1		1		1		1		



### 7.3 Municipal Manager

Quarterly Targets											
Indicator/vote	Unit of measurement	Annual target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Explanation of Variance
			Proj	Act	Proj	Act	Proj	Act	Proj	Act	
Contract Management	Appropriate performance indicators and performance targets are set for supplier performance for each contract awarded through the supply chain management system	Reports on performance of Projects(1)			1						
Good Governance	No of reports submitted to Council regarding the execution of council decisions	4	1		1		1		1		
Performance Management	Annual performance agreements for 2013/2014 entered into with each of the managers who are directly accountable to the municipal manager	31- Jul-2013	1								
Internal Auditing	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)]	31/10/2013 31/01/2014 30/04/2014 31/07/2014	1		1		1		1		

Quarterly Targets											
Indicator/vote	Unit of measurement	Annual target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Explanation of Variance
			Proj	Act	Proj	Act	Proj	Act	Proj	Act	
	Availability and Implementation of risk based Internal Audit plan.	1	1								
	Availability of quarterly audit reports (internal controls, financial and compliance)	4	1		1		1		1		
	Follow-up on AG recommendations	1					1				
Risk assessment	Review Risk Management Strategy, Policy and Framework	1	1								
	Risk register	1	1								
	Risk Management Reports	4	1		1		1		1		
	Approved Fraud Prevention Plan	1	1								
	Audit/performance audit committee's audit reports submitted to the Council [MPPMR, r. 14(4)(a)]	31/01/2014 31/07/2014	1						1		
	AFS for 2011/2012 submitted to the audit committee for review [MFMA, s 166(2)(b)]	31/08/2013	1								
	No of audit committee meetings held	4	1		1		1		1		
Performance Management	Corporate performance report for 2012/2013 submitted to the Auditor-General	31-Aug-2013	1								
	Mid-year budget and performance report for the period 01/07/2013 to 31/12/2013 submitted to the executive mayor	25-Jan-2014					1				

Quarterly Targets											
Indicator/vote	Unit of measurement	Annual target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Explanation of Variance
			Proj	Act	Proj	Act	Proj	Act	Proj	Act	
	Annual report 2011/2012 tabled to Council	31-Jan-2014					1				
	PMS reports	4	1		1		1		1		
	Quarterly feedback reports regarding implementation of the IDP and PMS (PPMR Sec 15)	4	1		1		1		1		
	Months without unauthorised expenditure as indicated in MFMA 32(1)(b)	12	3		3		3		3		
	% of council resolutions implemented that were referred to the HOD	100%	100%		100%		100%		100%		

## 7.4 Corporate Services

Quarterly Targets											
Indicator/vote	Unit of measurement	Annual target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Explanation of Variance
			Proj	Act	Proj	Act	Proj	Act	Proj	Act	
Contract Management	Monitor projects undertaken by the department by setting performance indicators for each projects (PPMR Sec 9(2)(b))	4	1		1		1		1		
Upload and update municipal website regularly and comply with s 21B of the Systems Act and s 75 of the MFMA	Fully website at all times	4	1		1		1		1		
Development of Intranet Policy	Intranet policy	1	1								
Development of IT master plan	ICT Master plan	1	1								
Employment Equity	% of female employees in the	50.59%	50.59%		50.59%		50.59%		50.59%		

Quarterly Targets											
Indicator/vote	Unit of measurement	Annual target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Explanation of Variance
			Proj	Act	Proj	Act	Proj	Act	Proj	Act	
	municipality										
	% of differently able employees in the municipality	0.8%	0.8%		0.8%		0.8%		0.8%		
Skills Development Plan	No of employees attending skills development interventions	50	10		12		14		14		
Good Governance	% of council resolutions implemented that were referred to the HOD for execution	100%	100%		100%		100%		100%		
Performance Management	No of performance reports submitted to the MM (MSA Sec 38 and 39)	4	1		1		1		1		
Skills Development	Submission of employment equity report to Department of Labour	Manually 31-Oct-2012 Electronically 31-Jan-2013	1						1		
	Percentage of skills development	1%							1		

Quarterly Targets											
Indicator/vote	Unit of measurement	Annual target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Explanation of Variance
			Proj	Act	Proj	Act	Proj	Act	Proj	Act	
	levy claimed back from skills development fund (SDL Act & Reg)										
	Workplace Skills Plan (WSP) submitted to LGSETA	30/06/2013							1		
Good Governance	No queries received from AG regarding incompleteness of employee records(	0			0						
Occupational Health and Safety	No of health and safety inspections carried out in terms of the Occupational Health and Safety Act 55 Of 1995	2	1						1		
	Compliance with all aspects regarding work related injuries as required by the Occupational	100%	100%			100%		100%		100%	

Quarterly Targets											
Indicator/vote	Unit of measurement	Annual target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Explanation of Variance
			Proj	Act	Proj	Act	Proj	Act	Proj	Act	
	Health and Safety Act 55 Of 1995										
Labour Relations	No of LLF meetings	12	3		3		3		3		
Performance Management	No of performance appraisals conducted to employees in the department	2			1				1		

## 7.5 Financial Services

Quarterly Targets											
Indicator/vote	Unit of measurement	Annual target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Explanation of Variance
			Proj	Act	Proj	Act	Proj	Act	Proj	Act	
Financial Viability	Monthly budget statements submitted to the MM [MFMA, s 71]	12	3		3		3		3		
	Submission of annual financial statements for 2012/2013 to the AG	31-Aug-2013	1								
	Realistic and comprehensive draft financial plan prepared and incorporated in the IDP for 2014/2015	31/03/2014					1				
	R value of rent collected from Kopanong LM	R388 424	R97 106		R97 106		R97 106		R97 106		



Quarterly Targets											
Indicator/vote	Unit of measurement	Annual target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Explanation of Variance
			Proj	Act	Proj	Act	Proj	Act	Proj	Act	
Quarterly finance reports submitted to Council	Section 52(d) MFMA reports	4	1		1		1		1		
Good Governance	% of council resolutions implemented that were referred to the HOD for execution	100%	100%		100%		100%		100%		
	%Management of external audit queries by ensuring that all queries are answered within 14 days	100%	100%		100%						
Performance Management	No of performance reports submitted to the MM	4	1		1		1		1		
Financial Viability	Months without unauthorised spending by accounting officer as indicated in MFMA 32(1)(b)	12	3		3		3		3		

Quarterly Targets											
Indicator/vote	Unit of measurement	Annual target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Explanation of Variance
			Proj	Act	Proj	Act	Proj	Act	Proj	Act	
Performance management	No of performance appraisals conducted in the department	2			1					1	
Contract Management	Monitor projects undertaken by the municipality by setting performance indicators for each projects (PPMR Sec 9(2)(b))	1 Project Performance Reports			1						
Financial Viability	95% of total conditional grants spent in compliance with set conditions	95%								95%	
Financial Viability	% of total conditional grants spent	100%								100%	
Development of Asset Register	GRAP compliant asset register	31-Aug-2013	1								

Quarterly Targets											
Indicator/vote	Unit of measurement	Annual target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Explanation of Variance
			Proj	Act	Proj	Act	Proj	Act	Proj	Act	
Cash flow Management	Cash flow Management Reports	Monthly	3		3		3		3		
Monitoring and implementation of the AG`s action plan	Updated action plan	4	1		1		1		1		

## 7.6 Planning and Social Development

Quarterly Targets											
Indicator/vote	Unit of measurement	Annual target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Explanation of Variance
			Proj	Act	Proj	Act	Proj	Act	Proj	Act	
Contract Management	Monitor projects undertaken by the municipality by setting performance indicators for each projects (PPMR Sec 9(2)(b))	4 Project Performance report	1		1		1		1		
Environmental Health	No of environmental support meetings attended with local municipalities	4	1		1		1		1		
	Number of incidents of illegal dumping	4	1		1		1		1		
	No of health & hygiene projects	8	2		2		2		2		
	No of persons attending health education programmes/projects	800	200		200		200		200		
Disaster Management	Disaster management plan reviewed	30/06/2014							1		
	No of municipal disaster management advisory forum meetings held (section 51 of the Disaster Management Act 2002)	4	1		1		1		1		
	No of disaster management progress reports submitted to Council	4	1		1		1		1		

Quarterly Targets											
Indicator/vote	Unit of measurement	Annual target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Explanation of Variance
			Proj	Act	Proj	Act	Proj	Act	Proj	Act	
Water Quality Monitoring	Blue drop compliant water quality achieved by June 2014	30/06/2014							1		
	No of water awareness campaigns conducted	3					2		1		
	No of quarterly water quality reports submitted to Management	4	1		1		1		1		
Basic Services	No of monthly sanitation quality reports submitted to Management	2			1				1		
Local Economic Development	No of District LED forums held by 30 June 2014	4	1		1		1		1		
	No. Of LED implementation reports submitted to Management	8	2		2		2		2		
Good Governance	% of Council resolutions implemented that was referred to the HOD for execution	100%	100%		100%		100%		100%		
Performance Management	No of performance appraisals conducted in the Department	2			1				1		
Performance Management	No of performance reports submitted to the MM	4	1		1		1		1		
Sample results taken: micro-biological, chemical and physical aesthetic determinants	No. of Samples taken	72 Naledi	18		18		18		18		
		216 Kopanong	54		54		54		54		
		72 Mohokare	18		18		18		18		
		120	30		30		30		30		

Quarterly Targets											
Indicator/vote	Unit of measurement	Annual target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Explanation of Variance
			Proj	Act	Proj	Act	Proj	Act	Proj	Act	
		Letsemeng									
To monitor and control acceptable food quality and safety	No of Site inspections Compliance and Notices	200	56		48		48		48		
Funeral parlours to comply with R237 of 8 February 1985	No of compliance reports	4	1		1		1		1		
Awareness programs for community on Disaster Management	No of campaigns	4	1		1		1		1		
Educational programs for schools on Disaster Management	No of persons attending educational programs	800	200		200		200		200		
No of marketing brochure produced	Marketing brochure	120	-				-				-
Promotion & marketing of XDM	XDM exhibition stalls at MACUFE & Tourism Indaba	2 exhibitions					1				
Animal/plant production training for SMME's	Training for 30 people	1					1				
SMME's on marketing	25 B&B/ guesthouse training	1					1				
Tourisms campaigns	Awareness campaigns	4	1				1				1
Support Co-ops	Irrigation system in Reddersburg.	1					1				

Quarterly Targets											
Indicator/vote	Unit of measurement	Annual target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Explanation of Variance
			Proj	Act	Proj	Act	Proj	Act	Proj	Act	
	Upgrading piggery stalls in Dewetsdorp	1					1				
	Registration of co-ops for waste recycling	1	1								
	Arts and craft centre in Trompsburg: Purchase of material	R261 200	R65300		R65300		R65300		R65300		R97200
	Stipends for 30 people	R388 800	R97200				R97200				
Greening & cleaning of towns	Appointment of people (labour intensive)	100 people	30				30				20
	Planting of trees	250 trees	75				75				50
Updating SMME's supplier database in the district	Updated supplier database	1	1								
	Procurement of goods and services from local suppliers	40%	40%				40%				40%

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

Being a management and implementation plan (not a policy proposal) the SDBIP it is not a requirement that the council must approve the SDBIP. According to Section 53 of the MFMA, the Executive Mayor is expected to approve the SDBIP within 28 days after the approval of the budget. This section requires him or her to take all reasonable steps to ensure that the SDBIP is approved within 28 days. In addition, the Executive Mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are circulated or made public within 14 days after its approval.

Xhariep SDBIP was concluded along with the IDP and Budget 2013/2014. 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** : 22 July 2013

**APPROVED BY :** \_\_\_\_\_ **(EXECUTIVE MAYOR)**  
**DATE** : 22 July 2013