



**XHARIEP DISTRICT MUNICIPALITY
[DC16]**

**SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN ("SDBIP")
2012/2013**

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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 2012/13 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 2012 to 30 June 2013. 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

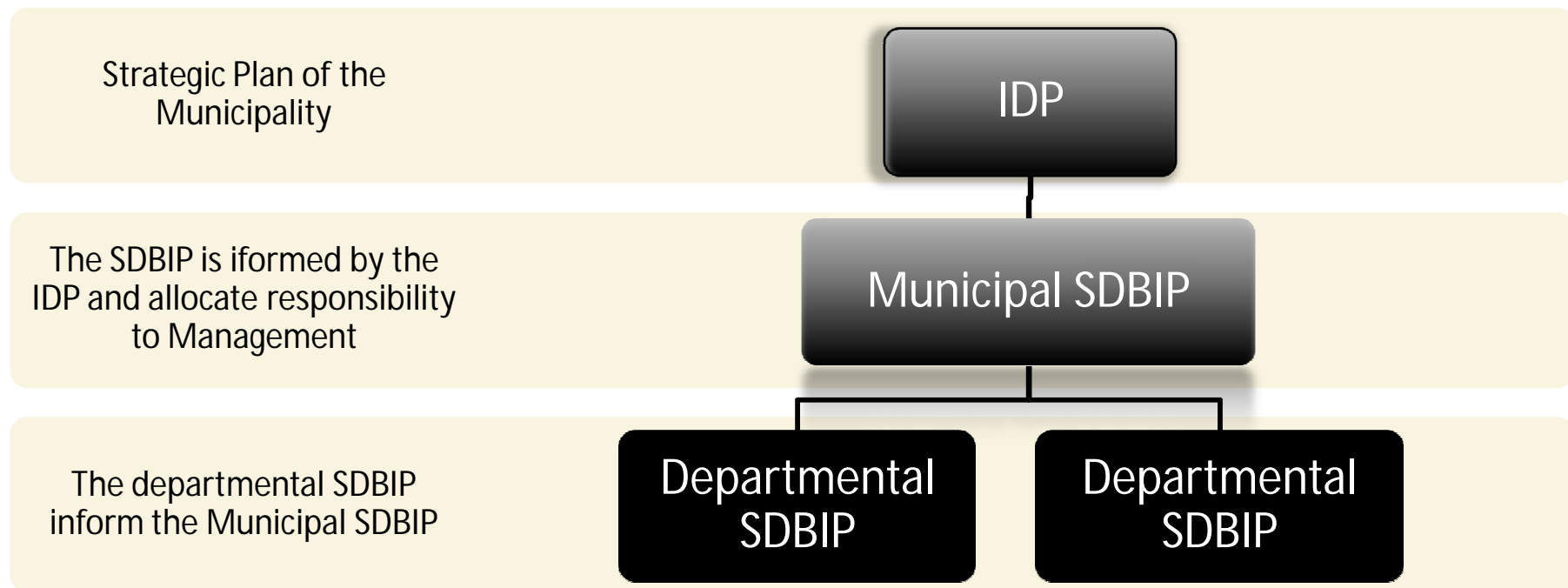
The SDBIP is a mechanism that ensures that proper alignment between the municipality's IDP and the budget. It is central to the monitoring and evaluation of the performance of the Municipality in implementing its IDP and Budget. Depicted below is the process by which council adopts the IDP and Budget 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 2012/2013 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:

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

5.1 Planning And Development Department

Project Description 2012/2013	Amount
IDP Review <i>(A new generation of IDP has to be developed)</i>	R 150 000
Disaster Management Plan <i>(A plan to assist in preventing and dealing with disasters)</i>	R70 000
Business processes <i>(To ensure better administration of the Planning and Development Department)</i>	R 300 000
Arts and Crafts centre machinery <i>(To purchase machinery and stock for cooperatives as well as their training)</i>	R 650 000
Upgrading of internal streets <i>(Assistance of local municipalities to upgrade their internal streets)</i>	R 1 000 000
Environmental Management Projects (Environmental Health)	R 700 000

Project Description 2012/2013	Amount
<i>(Food quality, water quality monitoring plan, health surveillance of premises e.t.c for the district)</i>	
LED and Marketing Brochures/ Promotion <i>(To market and empower small businesses in the district)</i>	R 200 000
LED Trainings <i>(To provide skills to the local communities as well as enhanced development of SMME's)</i>	R 400 000
Health and Hygiene education <i>(Greening and cleaning campaigns, hygiene education in schools and Rift Valley within the district)</i>	R 50 000
LED Projects <i>(To improve economic development in the District)</i>	R 3 760 000
Tourism Awareness <i>(To improve tourist attraction)</i>	R 70 000
District Forums <i>(To promote capacity development and improve on knowledge among members of the municipalities in the district)</i>	R 100 000
Disaster Management conference <i>(The district was requested to host the next [forth coming] conference)</i>	R 50 000
Promotion/Marketing <i>(Planning and Social Development department's promotional materials)</i>	R 150 000
Disaster Management Contributions <i>(Helping communities with disaster relief programmes – Houses, food parcels, blankets)</i>	R 400 000

5.2 General Council

Project Description 2012/2013	Amount
Public Participation <i>(to give community a say / opportunity on the affairs of the Municipality)</i>	R 450 000

Project Description 2012/2013	Amount
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 350 000
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 200 000
Intergovernmental Relations <i>(Programmes aimed at fostering relations with other spheres of government)</i>	R 60 000
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 15 000
District AIDS Council <i>(To build up synergy in the fight against HIV/AIDS in the District – most common message being prevention)</i>	R 80 000

5.3 Budget and Treasury

Project Description 2012/2013	Amount
GRAP Conversion <i>(A statutory financial reporting standards requirement – Good Governance)</i>	R 500 000
Consultation <i>(To review and continuously ensure sound and accurate financial management)</i>	R 400 000

5.4 Corporate Services

Project Description 2012/2013	Amount
Land <i>(To procure the land on which the municipal offices are built)</i>	R 600 000

5.5 Municipal Manager

Project Description 2012/2013	Amount
Promotion and Marketing	R 50 000
Strategic Management (PMS) <i>(Statutory financial reporting requirement – Good Governance)</i>	R 250 000

6. Budget 2012/13

6.1 Monthly income projections by revenue source

OUTPUT UNIT (Top-layer)	First Quarter			Second Quarter			Third Quarter			Fourth Quarter			Total
	July 2012	Aug 2012	Sep 2012	Oct 2012	Nov 2012	Dec 2012	Jan 2013	Feb 2013	March 2013	April 2013	May 2013	June 2013	
Rental of facilities and equipment	34 923	34 923	34 923	34 923	34 923	34 923	34 923	34 923	34 923	34 923	34 923	34 923	419 078
Interest earned - external investments	13 166	13 166	13 166	13 166	13 166	13 166	13 166	13 166	13 166	13 166	13 166	13 166	157 993
Interest earned - outstanding debtors	619	619	619	619	619	619	619	619	619	619	619	619	7 432
Transfer receipts - operational	10 850 667	0	0	0	27 600 667	0	0	0	27 424 111	0	0	0	65 875 444

OUTPUT UNIT (Top-layer)	First Quarter			Second Quarter			Third Quarter			Fourth Quarter			Total
	July 2012	Aug 2012	Sep 2012	Oct 2012	Nov 2012	Dec 2012	Jan 2013	Feb 2013	March 2013	April 2013	May 2013	June 2013	
Other revenue	5 522	9 522	5 522	8 022	5 522	9 522	5 522	8 022	5 522	8 022	5 522	9 522	86 264
Total	10 904 897	58 231	54 230	54 481	27 654 897	58 231	54 230	54 481	27 478 341	54 481	54 230	58 481	66 546 211

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

OUTPUT UNIT	Jul-12			Aug-12			Sep-12			Oct-12		
	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue
General Council	546 375	0	1 235 272	546 375	85 000	0	546 375	0	0	546 375	0	0
Municipal Manager	741 739	20 000	953 765	741 739	20 000	0	741 739	0	0	741 739	0	0
Budget & Treasury Office	832 939	111 140	2 921 316	832 939	463 746	17 785	832 939	51 140	13 785	832 939	51 140	16 285
Planning & Development	1 306 827	20 000	2 337 154	1 306 827	0	0	1 306 827	0	0	1 306 827	1 100 000	0
Corporate Services	1 485 763	900 000	3 457 390	1 485 763	570 000	40 445	1 485 763	0	40 445	1 485 763	200 000	40 445
TOTALS	4 913 643	1 051 140	8 567 743	4 913 643	1 138 746	58 230	4 913 643	51 140	54 230	4 913 643	1 351 140	56 730
OUTPUT UNIT	Nov-12			Dec-12			Jan-13			Feb-13		
	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue
General Council	546 375	0	3 577 865	546 375	0	0	546 375	0	0	546 375	0	0
Municipal Manager	741 739	0	2 555 617	1 088 187	0	0	741 739	0	0	741 739	0	0
Budget & Treasury Office	832 939	51 140	5 125 020	1 435 861	51 140	17 785	832 939	28 010	13 785	832 939	28 010	16 285
Planning & Development	1 306 827	0	4 855 673	1 922 820	0	0	1 306 827	0	0	1 306 827	500 000	0
Corporate Services	1 485 763	0	11 540 723	2 382 435	0	40 445	1 485 763	0	40 445	1 485 763	600 000	40 445
TOTALS	4 913 643	51 140	27 654 898	4 913 643	51 140	58 230	4 913 643	28 010	54 230	4 913 643	1 128 010	56 730
OUTPUT UNIT	Mar-13			Apr-13			May-13			Jun-13		
	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue
General Council	546 375	0	3 554 978	546 375	0	0	546 375	0	0	546 375	0	0
Municipal Manager	741 739	0	2 539 269	741 739	0	0	741 739	0	0	741 739	0	0
Budget & Treasury Office	832 939	0	5 092 324	832 939	0	16 285	832 939	0	13 375	832 939	0	17 785
Planning & Development	1 306 827	500 000	4 824 612	1 306 827	0	0	1 306 827	0	0	1 306 827	0	0
Corporate Services	1 485 763	0	11 467 158	1 485 763	0	40 445	1 485 763	0	40 445	1 485 763	0	40 445
TOTALS	4 913 643	500 000	27 478 341	4 913 643	0	56 730	4 913 643	0	54 230	4 913 643	0	58 230

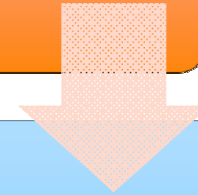
7. Quarterly projections of service delivery targets and performance indicators for each vote

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.

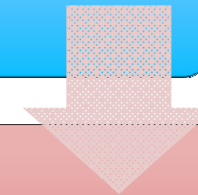
Council

- IDP
- Monthly Reports
- Mid-year performance assessment
- Annual Report



SDBIP

- Service delivery targets
- Performance Indicators
- Revenue and Expenditure by vote



Administration

- Performance agreements and plans for employees

8. Planned performance targets for service delivery per quarter

8.1 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										
Financial Viability	The percentage of the capital budget actually spent on capital projects identified in the Integrated Development	100%	25%		25%		25%		25%		

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	
	Plan										
Good Governance	No of public hearings held during the formulation of the IDP for 2012-2017	4	-		2		2		-		
	No of public hearings and consultation sessions held during review of the KPI's and performance targets for 2012/2013	4	-		2		2		-		
	No of public hearings and consultation sessions held during preparation of the budget for 2012/2013	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		
	Liquidity ratio	>1	>1		>1		>1		>1		
	Solvency ratio	>1	>1		>1		>1		>1		
Good Governance	No of audit queries received regarding irregular, unauthorised	0%	0%		0%		0%		0%		

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	
	and fruitless and wasteful expenditure										
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	95%									
	The percentage of a Municipality's budget actually spent on implementing its workplace skills plan	1%							1%		

8.2 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 executed by management	100% implementation (before the next ordinary council meeting)	100%		100%		100%		100%		
	Budget process plan tabled in Council	31 –Aug-2012									
Performance Management	Review of performance management system and monitoring of compliance (MSA Sec 39)	31-Jul-2012									
	Report to the Council on performance reviews/assessment of top management	31/10/2012 31/01/2013 30/04/2013 31/07/2013	1		1		1		1		
Financial Viability	Mayor's report on the implementation	31/10/2012 31/01/2013	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	
	of the budget and the financial state of the affairs of the municipality to Council (MFMA Sec 52(d))	30/04/2013 31/07/2013									
Public Participation	IDP	4	1		1		1		1		
Approval of the first Draft of the IDP by Council	IDP	1					1				
Approval of the reviewed budget	Approved budget	1							1		
Mid-year budget and performance report tabled in Council	Mid-year budget and performance report	31-Jan -2013					1				
Draft Annual report for submitted to AGSA	Draft Annual report	1	1								
Good Governance	Annual report for 2011/2012 tabled in Council (MFMA 127(2))	31-Jan-2013	-		-		1		-		
	Annual and Oversight report on the annual report adopted by Council	31 Mar-2013					1				
Approval of the SDBIP	SDBIP	Within 28 days after approval of the Budget									
Good Governance	Annual performance agreements for	31- Jul -2012	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	
	2012/2013 entered into with the Municipal Manager										
Mayor's social responsibility	Paying Registration fees for prospective (tertiary students)	20 students					20				
Special programs	Mandela day OR Tambo games	1	1								
	Woman, Children and disability summit	1	1								
	District Aids Council meetings	4	1		1		1		1		
	Awareness Campaigns	2	1		1						
Outreach programs	Freedom Day	1							1		
	Youth month	1	1								
	Women's Day	1			1						
	Heritage month	1	1								
	Moral Regeneration										
IGR Forum	No. Of meetings	4 political	1		1		1		1		
		4 Technical	1		1		1		1		

8.3 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		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 2012/2013 entered into with each of the managers who are directly accountable to the municipal manager	31- Jul-2012	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)]	31/10/2012 31/01/2013 30/04/2013 31/07/2013	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		
	IA reports	As per IA plan	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)]	31/01/2013 31/07/2013					1		1		
	AFS for 2011/2012 submitted to the audit committee for review [MFMA, s 166(2)(b)]	31/09/2012	1								
	No of audit committee meetings held	4	1		1		1		1		
Performance Management	Corporate performance report for 2011/2012 submitted to the Auditor-General	31-Aug-2012	1								
	Mid-year budget and performance report for the period 01/07/2012 to 31/12/2012	25-Jan-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	
	submitted to the executive mayor										
	Annual report 2011/2012 submitted to the executive mayor	15-Jan-2013					1				
	PMS reports	4	1		1		1		1		
	Quarterly feedback meetings 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%		
	% of appointments made within 3 months after being vacant	100%	100%		100%		100%		100%		
Implement Communication Strategy	Communication Strategy	31- Aug -2012	1								

8.4 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		
Good Governance	No of reports submitted to MM regarding the execution of council and management decisions	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								

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	
Employment Equity	% of female employees in the municipality										
	% designated employees in the municipality										
	% of differently abled employees in the municipality										
Skills Development Plan	No of employees attending skills development interventions	84	21		21		21		21		
Good Governance	% of council resolutions implemented that were referred to the HOD for execution	100%	100%		100%		100%		100%		
Municipal Transformation and Institutional Development	% of appointments made within 3 months after being vacant	100%	100%		100%		100%		100%		
Performance Management	No of performance reports	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	
	submitted to the MM (MSA Sec 38 and 39)										
Skills Development	Submission of employment equity report (EEA Sec 21)	30-Sep-2012	1								
	Percentage of skills development levy claimed back from skills development fund (SDL Act & Reg)	1%							1		
	Skills Development Plan (WSP) reviewed (SDA97 OF 1998)	30/04/2013							1		
	Annual training report (SDA 97 OF 1998)	30/06/2013							1		
Good Governance	No queries received from IA or AG regarding incompleteness of employee	0	0		0		0		0		

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	
	records										
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 Health and Safety Act 55 Of 1995	100%	100%		100%		100%		100%		
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		

8.5 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	
Good Governance	No of reports submitted to MM regarding the execution of council and management decisions	4	1		1		1		1		
Financial Viability	Monthly budget statements submitted to the MM [MFMA, s 71]	12	3		3		3		3		
	Compilation of annual financial statements for 2010/2011	31-Aug-2012	1								
	Realistic and comprehensive draft financial plan prepared and incorporated in the IDP for 2013/2014	28/02/2013					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	
	R value of rent collected from Kopanong LM	R363 000	R90 750		R90 750		R90 750		R90 750		
	% variation from cash flow management model	0%	0%		0%		0%		0%		
SDBIP reporting to council and MM	Section 71 reports(MFMA)	4	1		1		1		1		
Supply Chain Management	No of queries received from the IA and AG regarding non-compliance with the supply chain management policy	0	0		0		0		0		
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	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	
	that all queries are answered within 14 days										
	% reduction in audit queries received from previous years	20%	20%		20%		20%		20%		
Municipal Transformation and Institutional development	% of appointments made within 3 months after advertisement	100%	100%		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		
Performance management	No of performance appraisals conducted in the	2			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	
	department										
Contract Management	Monitor projects undertaken by the municipality by setting performance indicators for each projects (PPMR Sec 9(2)(b))	4 Project Performance Reports	1		1		1		1		
Financial Viability	95% of total conditional grants spent in compliance with set conditions	90%		100%							
Policies, procedures and processes be developed and adhered to	Reviewed policies	30/06/2013							1		
Financial Viability	% of total conditional grants spent	100%									
Development of Asset Register	GRAP compliant asset register										

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	Monthly income and expenditure reports	Monthly	4		4		4		4		
Compilation of Annual Financial Statement	GRAP compliant Annual Financial Statements	31 - Aug - 2012	1		-		-		-		
Monitoring and implementation of the AG's action plan	Updated action plan	Continuous									

8.6 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	8	2		2		2		2		
	Number of air quality related complaints received	2					2				
	Number of incidents of illegal dumping	0	0		0		0		0		
	No of persons attending health education programmes/projects	800	200		200		200		200		
Disaster Management	Disaster management plan reviewed	30/06/2013							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 management/Council	8	2		2		2		2		
	No of Disaster	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	
	Management awareness sessions held in the District										
Water Quality Monitoring	Blue drop compliant water quality achieved by June 2013	30/06/2013							1		
	No of water awareness campaigns conducted	4	1		1		1		1		
	No of quarterly water quality reports submitted to Council	4	1		1		1		1		
Basic Services	No of monthly sanitation quality reports submitted to Management	4	1		1		1		1		
	No of quarterly sanitation quality reports submitted to Council	4	1		1		1		1		
	No of District Energy Forum Meetings held by 30 June 2012	4	1		1		1		1		
	No of DEF ¹ reports submitted to Management/Council	4	1		1		1		1		
	No of quarterly DEF quality reports submitted to Council	4	1		1		1		1		
Environmental Health Management	No of land fill sites licensed by 30 June 2013	3 by 30 –Jun - 2013							3		
Local Economic	No of District LED forums	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	
Development	held by 30 June 2013										
	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		
Spatial Development	Annual review of the SDF	30/06/2013							1		
	Compilation of XDM spatial map	30/06/2013							1		
Performance Management	No of performance reports submitted to the MM	4	1		1		1		1		
Sample results taken: micro-biological, chemical and physical aesthetical determinants	No. of Samples taken	48 Naledi	12		12		12		12		
		152 Kopanong	38		38		38		38		
		48 Mohokare	12		12		12		12		
		72 Letsemeng	18		18		18		18		
Campaigns in local municipality on water usage	No. of awareness campaign	10 campaigns	2		2		5		1		
To monitor and control acceptable food quality and safety	No of Site inspections Compliance and Notices	200	56		48		48		48		
Reduced illegal dumping	No of audits	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	
and littering by 50%	Public participation campaigns	10 towns	10								
	By-laws	1	1								
	No of Inspections	10 towns	3		3		2		2		
Funeral parlours to comply with R237 of 8 February 1985	No of site inspections	80% current base	100%		100%		100%		100%		
Awareness programs for community	No of campaigns	5	2		1		1		1		
Educational programs for schools	No of educational programs	20	5		5		5		5		
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%

9. 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	Program/Project description	Project number	IDP Goal Code 3.	Asset Class 4.	Asset Sub-Class 4.	Medium Term Revenue and Expenditure Framework					
						Budget Year 2012/13		Budget Year +1 2013/14		Budget Year +2 2014/15	
						Original Budget	Adjusted Budget	Original Budget	Adjusted Budget	Original Budget	Adjusted Budget
Parent municipality:											
6400/4415	Furniture & Fittings			Other Assets	Furniture and Office Equipment	1758	–	70	–	70	–
6400/4420	Computer Equipment			Other Assets	Computers hardware / equipment	400		180	–	200	–
	Upgrade Internal streets			Other Assets	Other Buildings	1000	–	–	–	–	–
	Procurement of land			Infrastructure - Other	Infrastructure - Other	600	–	–	–	–	–
6400/4440	Replacement of Vehicles			Other Assets	General Vehicles	200	–	–	–	–	–
4000/4600	Repayment of borrowings					363	–	–	–	–	–
4000/4430	Cabling/ buildings			Other assets	Buildings	800	–	500	–	–	–

10. 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 2012/2013. 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 : 13 JULY 2012

APPROVED BY : _____ **(EXECUTIVE MAYOR)**
DATE : 27 JULY 2012