



**XHARIEP DISTRICT MUNICIPALITY
[DC16]**

**FINAL
SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (“SDBIP”)
2014/2015**

Table of Contents

| | |
|--|----|
| 1. Introduction | 3 |
| 2. Legislative Requirements | 4 |
| 3. The SDBIP Concept | 5 |
| 4. Reporting on the SDBIP | 7 |
| 4.1 Monthly Reporting | 7 |
| 4.2 Quarterly Reporting | 8 |
| 4.3 Mid-year Reporting | 8 |
| 5. Linking the IDP to the Budget | 9 |
| 5.1 Planning and Development Department | 11 |
| 5.2 General Council | 12 |
| 5.3 Budget and Treasury | 13 |
| 5.4 Corporate Services | 13 |
| 5.5 Municipal Manager | 13 |
| 6. Budget 2014/15 | 14 |
| 6.1 Monthly income projections by revenue source | 14 |
| 6.2 Monthly revenue and expenditure projections by vote – Operational [Opex] and Capital [Capex] | 15 |
| 6.3 Quarterly projections of service delivery targets and performance indicators for each vote | 16 |
| 7. Planned performance targets for service delivery per quarter | 18 |
| 7.1 Top Layer Indicators and Targets | 18 |
| 7.2 Departmental Indicators and targets | 31 |
| Approval of Service Delivery and Budget Implementation Plan | 46 |

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 2014/15 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 2014 to 30 June 2015. 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. 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

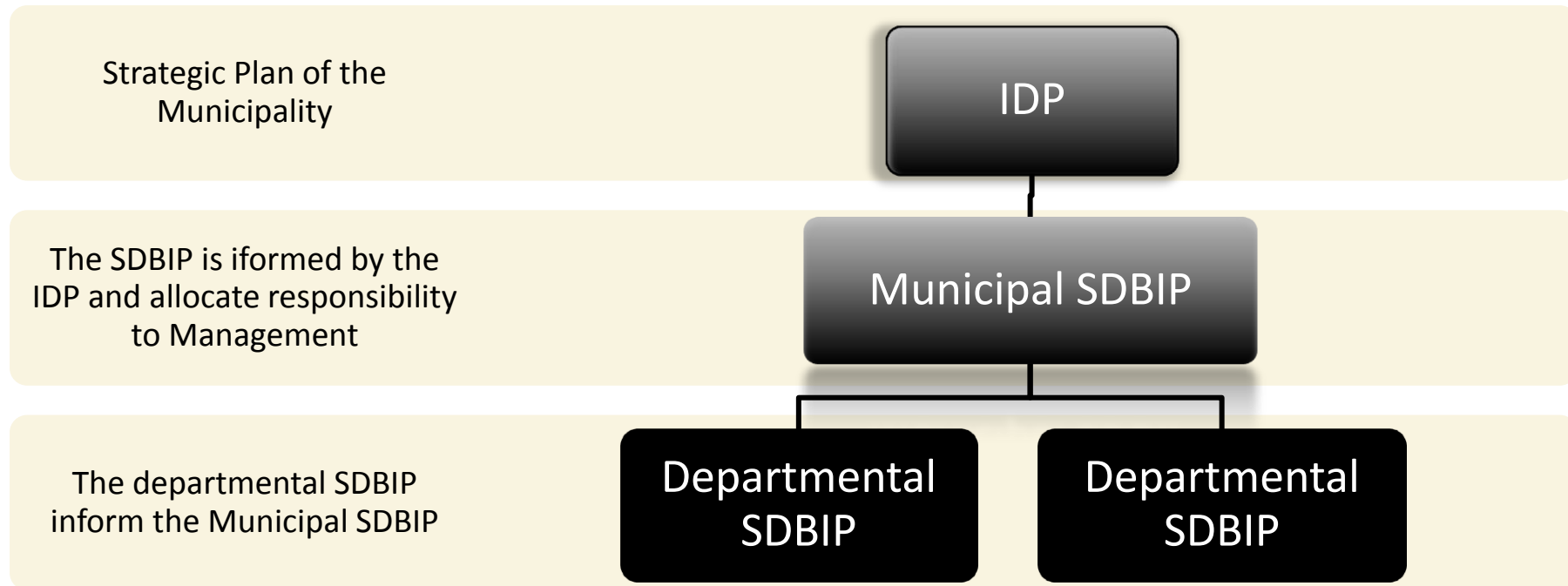
The SDBIP is a mechanism that ensures that proper alignment between the municipality's IDP and the budget. It is central to the monitoring and evaluation of the performance of the Municipality in implementing its IDP and Budget. Depicted below is the process by which council adopts the IDP and Budget 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 IDP Strategic Priorities of Xhariep District Municipality for the Planning Cycle 2014/2015 are summarised as follows:

| Rank | Development Sector |
|------|--|
| 1 | To eradicate extreme poverty and hunger. |
| 2 | To achieve universal primary education. |
| 3 | To promote gender equality and empower women. |
| 4 | To reduce child mortality. |
| 5 | To improve maternal health. |
| 6 | To combat HIV/AIDS, malaria and other diseases. |
| 7 | To ensure environmental sustainability. |
| 8 | To develop a global partnership for development. |

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

| PLANNING AND DEVELOPMENT DEPARTMENT | |
|---|-------------------|
| PROJECT DESCRIPTION | AMOUNT |
| Environmental Management Projects (Environmental Health) <i>(Food quality, water quality monitoring plan, health surveillance of premises)</i> | R 500 000 |
| IDP Review | R 350 000 |
| Support for SMME's <i>(Hand washing campaigns and hygiene awareness)</i> | R 200 000 |
| EPWP | R 1 080 000 |
| LED Projects <i>(Implement EPWP and monitor use of labour intensive methods to create jobs)</i> | R 950 000 |
| Tourism Awareness Programme <i>(To provide awareness to the SMME's on the potential of tourism industry in the District)</i> | R 400 000 |
| 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 50 000 |
| TOTAL PROJECTS FOR PLANNING AND DEVELOPMENT | R3 530 000 |

5.2 General Council

| GENERAL COUNCIL | |
|--|------------------|
| PROJECT DESCRIPTION | AMOUNT |
| District AIDS Council <i>(Conduct awareness campaigns in all LM's and set up District Aids council)</i> | R 27 500 |
| Public Participation <i>(to give community a say / opportunity on the affairs of the Municipality)</i> | R 200000 |
| Youth Development Programmes <i>(To actively encourage youth to participate in the mainstream economy – small-scale projects and imparting of skills)</i> | R 165 000 |
| Special Programmes <i>(To implements effective special groups support development programmes focusing on Youth, Gender and Disabled)</i> | R 90 000 |
| Mayor's Social Responsibility <i>(To improve and enhance skills in the district – Assist with the registration of learners to institutions of learning)</i> | R 200 000 |
| Inter-Governmental Relations | R 15 000 |
| OR Tambo Games | R 200 000 |
| TOTAL PROJECTS FOR GENERAL COUNCIL | R 897 500 |

5.3 Budget and Treasury

| BUDGET AND TREASURY OFFICE | |
|--|-----------------|
| PROJECT DESCRIPTION | AMOUNT |
| GRAP AFS preparation <i>(A statutory financial reporting standards requirement – Good Governance)</i> | R200 000 |
| TOTAL PROJECTS FOR THE BUDGET AND TREASURY OFFICE | R200 000 |

5.4 Corporate Services

| CORPORATE SERVICES | |
|--|------------------|
| PROJECT DESCRIPTION | AMOUNT |
| Document Management System | R114 000 |
| TOTAL PROJECTS FOR THE CORPORATE SERVICES | R 114 000 |

5.5 Municipal Manager

| OFFICE OF THE MUNICIPAL MANAGER | |
|---|------------------|
| PROJECT DESCRIPTION | AMOUNT |
| Disaster Training | R10 000 |
| OPMS Review | R 70 000 |
| Disaster Management Contributions | R 300 000 |
| District Forums | R 20 000 |
| TOTAL PROJECTS FOR THE OFFICE OF THE MUNICIPAL MANAGER | R 400 000 |

6. Budget 2014/15

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 | 39 047 | 39 047 | 39 047 | 39 047 | 39 047 | 39 047 | 39 047 | 39 047 | 39 047 | 39 047 | 39 047 | 39 047 | 468 566 |
| Interest earned - external investments | 317 | 50 317 | 317 | 317 | 317 | 50 317 | 317 | 317 | 317 | 317 | 317 | 317 | 103 800 |
| Interest earned – Outstanding Debtors | 1001 | 1001 | 1001 | 1001 | 1001 | 1001 | 1001 | 1001 | 1001 | 1001 | 1001 | 1001 | 12 007 |
| Transfer receipts - operational | 5 249 333 | 5 249 333 | 5 249 333 | 5 249 333 | 5 249 333 | 5 249 333 | 5 249 333 | 5 249 333 | 5 249 333 | 5 249 333 | 5 249 333 | 4 749 337 | 62 992 000 |
| Other revenue | 4 917 | 574 917 | 4 917 | 4 917 | 4 917 | 4 917 | 4 917 | 4 917 | 4 917 | 4 917 | 4 917 | 4 917 | 628 998 |
| Total | 5 294 615 | 5 914 615 | 5 294 615 | 5 294 615 | 5 294 615 | 5 344 615 | 5 294 615 | 5 294 615 | 5 294 615 | 5 294 615 | 5 294 615 | 4 794 619 | 63 705 370 |

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

| OUTPUT UNIT | Jul-14 | | | Aug-14 | | | Sep-14 | | | Oct-14 | | |
|-----------------------------|------------------|----------------|------------------|------------------|------------------|------------------|------------------|---------------|------------------|------------------|---------------|------------------|
| | Opex '000 | Capex '000 | Revenue '000 | Opex '000 | Capex '000 | Revenue '000 | Opex '000 | Capex '000 | Revenue '000 | Opex '000 | Capex '000 | Revenue '000 |
| Executive & General Council | 1 735 851 | 0 | 1 239 830 | 665 851 | 1 070 000 | 1 239 830 | 1 710 851 | 25 000 | 1 239 830 | 1 735 851 | 0 | 1 239 830 |
| Budget & Treasury Office | 947 881 | 81 667 | 1 244 034 | 987 881 | 41 667 | 1 244 034 | 987 881 | 41 667 | 1 244 034 | 957 881 | 71 667 | 1 244 034 |
| Planning & Development | 1 095 560 | 55 000 | 969 917 | 1 150 560 | 0 | 969 917 | 1 150 560 | 0 | 969 917 | 1 150 560 | 0 | 969 917 |
| Corporate Services | 1 586 864 | 0 | 1 855 000 | 1 586 864 | 0 | 1 855 000 | 1 561 864 | 25 000 | 1 855 000 | 1 586 864 | 0 | 1 855 000 |
| TOTALS | 5 366 156 | 136 667 | 5 308 781 | 4 391 156 | 1 111 667 | 5 308 781 | 5 411 156 | 91 667 | 5 308 781 | 5 431 156 | 71 667 | 5 308 781 |
| OUTPUT UNIT | Nov-14 | | | Dec-14 | | | Jan-15 | | | Feb-15 | | |
| | Opex '000 | Capex '000 | Revenue '000 | Opex '000 | Capex '000 | Revenue '000 | Opex '000 | Capex '000 | Revenue '000 | Opex '000 | Capex '000 | Revenue '000 |
| Executive & General Council | 1 735 851 | 0 | 1 239 830 | 1 735 851 | 0 | 1 239 830 | 1 735 851 | 0 | 1 239 830 | 1 735 851 | 0 | 1 239 830 |
| Budget & Treasury Office | 987 881 | 41 667 | 1 244 034 | 987 881 | 41 667 | 1 244 034 | 987 881 | 41 667 | 1 244 034 | 987 881 | 41 667 | 1 244 034 |
| Planning & Development | 1 150 560 | 0 | 969 917 | 1 150 560 | 0 | 969 917 | 1 150 560 | 0 | 969 917 | 1 150 560 | 0 | 969 917 |
| Corporate Services | 1 586 864 | 0 | 1 855 000 | 1 586 864 | 0 | 1 855 000 | 1 586 864 | 0 | 1 855 000 | 1 586 864 | 0 | 1 855 000 |
| TOTALS | 5 461 156 | 41 667 | 5 308 781 | 5 461 156 | 41 667 | 5 308 781 | 5 461 156 | 41 667 | 5 308 781 | 5 461 156 | 41 667 | 5 308 781 |
| OUTPUT UNIT | Mar-15 | | | Apr-15 | | | May-15 | | | Jun-15 | | |
| | Opex '000 | Capex '000 | Revenue '000 | Opex '000 | Capex '000 | Revenue '000 | Opex '000 | Capex '000 | Revenue '000 | Opex '000 | Capex '000 | Revenue '000 |
| Executive & General Council | 1 735 851 | 0 | 1 239 830 | 1 735 851 | 0 | 1 239 830 | 1 735 851 | 0 | 1 239 830 | 1 735 851 | 0 | 1 239 830 |
| Budget & Treasury Office | 987 881 | 41 667 | 1 244 034 | 987 881 | 41 667 | 1 244 034 | 987 881 | 41 667 | 1 244 034 | 987 881 | 41 667 | 1 244 034 |
| Planning & Development | 1 150 560 | 0 | 969 917 | 1 150 560 | 0 | 969 917 | 1 150 560 | 0 | 969 917 | 1 150 560 | 0 | 969 917 |
| Corporate Services | 1 586 864 | 0 | 1 855 000 | 1 586 864 | 0 | 1 855 000 | 1 586 864 | 0 | 1 855 000 | 1 586 864 | 0 | 1 855 000 |
| TOTALS | 5 461 156 | 41 667 | 5 308 781 | 5 461 156 | 41 667 | 5 308 781 | 5 461 156 | 41 667 | 5 308 781 | 5 461 156 | 41 667 | 5 308 781 |

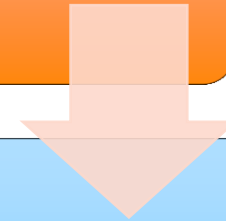
6.3 Quarterly projections of service delivery targets and performance indicators for each vote

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.

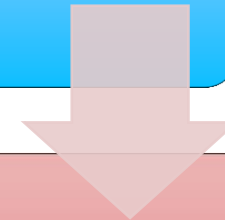
Council

- 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

7. Planned performance targets for service delivery per quarter

7.1 Top Layer Indicators and Targets

| Ref | Directorate | IDP Objective | KPA | KPI | Unit of Measurement | Area | KPI Owner | Source of Evidence | Overall Performance | |
|------------------|-------------------|---|-------|---|--|------|-------------------|---|---------------------|--------|
| | | | | | | | | | Target | Actual |
| Office of the MM | | | | | | | | | | |
| TL1 | Municipal Manager | To create an efficient, effective and accountable administration | MT&ID | Compliance with employment equity targets through the utilisation of vacancies to implement EE according to the approved EE targets (Reg 796) | % of vacancies where EE considerations were applied in the filling of the post (Excluding MM and S 57) | All | Municipal Manager | Employment Equity Report | 80% | |
| TL2 | Municipal Manager | To implement effective performance management system by July 2015 | MT&ID | Commission review and implementation of effective PMS and train internal staff and councillors to understand their respective roles | PMS Reviewed on or before | All | Municipal Manager | Minutes of Council adopting PMS review report | 31-Jul-14 | |
| TL3 | Municipal Manager | To create an efficient, effective and accountable administration | GGPP | Convene a Councillor and Senior Management strategic planning session for the IDP Review and budget process by 30 November 2014 | No of strategic planning sessions held on or before 30 Nov 2014 | All | Municipal Manager | Strategic session report | 1 | |
| TL4 | Municipal Manager | To communicate | GGPP | Communicate with the public through printed | No of communications | All | Municipal Manager | Publications , articles / press statements | 4 | |

| Ref | Directorate | IDP Objective | KPA | KPI | Unit of Measurement | Area | KPI Owner | Source of Evidence | Overall Performance | |
|-----|-------------------|---|-------|--|---|------|-------------------|--|---------------------|--------|
| | | | | | | | | | Target | Actual |
| | | effectively and be responsive to the needs of the Community | | media (newsletters, articles, press releases etc) | (newsletters, articles, press statements) | | | | | |
| TL5 | Municipal Manager | To promote cultural and socio economic development of our community | BSD | Undertake quarterly social development initiatives | No of quarterly initiatives | All | Municipal Manager | Project report and photographs | 5 | |
| TL6 | Municipal Manager | To improve financial viability of the municipality | GGPP | Conduct regular performance audits | No of performance reports audited | All | | Performance reports submitted to the audit committee | 4 | |
| TL7 | Municipal Manager | To promote cultural and socio economic development of our community | GGPP | Individual engagements with sectors identified within Xhariep Municipality | No of sector engagements | All | Municipal Manager | Minutes of sector engagement | 4 | |
| TL8 | Municipal Manager | To budget strategically, grow and diversify our revenue and ensure value for money services | MFV&M | Ensure that capital expenditure (Municipal Managers Office) is in line with budget and timeframes (SA29) | % Capital budget spent | All | Municipal Manager | Expenditure Reports | 95% | |
| TL9 | Municipal Manager | To provide open transparent corruption free governance | GGPP | Compliance with laws and regulations | No of compliance audit reports submitted to Mayor | All | Municipal Manager | Reports submitted to audit committee | 12 | |

| Ref | Directorate | IDP Objective | KPA | KPI | Unit of Measurement | Area | KPI Owner | Source of Evidence | Overall Performance | |
|------|-------------------|--|------|---|---|------|-------------------|---|---------------------|--------|
| | | | | | | | | | Target | Actual |
| TL10 | Municipal Manager | To provide open transparent corruption free governance | GGPP | Monitor the management of the Municipality's risks on a quarterly basis and take corrective measures where necessary | No of Reports submitted to Mayor | All | Municipal Manager | Council minutes | 4 | |
| TL11 | Municipal Manager | To provide open transparent corruption free governance | GGPP | Implement / address recommendations as contained in the Oversight Committee Report by due date. | % of implementable recommendations addressed as determined at Directors meeting | All | Municipal Manager | Mid year (S72 Report) indicating how matters were addressed | 95% | |
| TL12 | Municipal Manager | To provide open transparent corruption free governance | GGPP | Monitor the implementation of Mayoral Committee and Council Resolutions on a quarterly basis and take corrective measures where necessary | No of Quarterly Reports submitted to Mayor | All | Municipal Manager | Resolutions Report / corrective instructions | 4 | |
| TL13 | Municipal Manager | To provide open transparent corruption free governance | GGPP | Monitor the management of audit related matters on a quarterly basis and take corrective measures where necessary | No of Quarterly Reports submitted to Mayor | All | Municipal Manager | Minutes of Council adopting report | 4 | |

| Ref | Directorate | IDP Objective | KPA | KPI | Unit of Measurement | Area | KPI Owner | Source of Evidence | Overall Performance | |
|---------|-------------|--|-------|--|---|------|-----------|-----------------------------|---------------------|--------|
| | | | | | | | | | Target | Actual |
| Council | | | | | | | | | | |
| TL14 | Council | To improve financial viability of the municipality | BSD | Indigent households receiving free basic electricity. (Reg 796). | No of households | All | Mayors PA | Indigent Register | | |
| TL15 | Council | To improve financial viability of the municipality | BSD | Indigent households receiving free basic Refuse (Reg 796). | No of households | All | Mayors PA | Indigent Register | | |
| TL16 | Council | To improve financial viability of the municipality | BSD | Indigent households receiving free basic Sanitation (Reg 796). | No of households | All | Mayors PA | Indigent Register | | |
| TL17 | Council | To improve financial viability of the municipality | BSD | Indigent households receiving free basic water (Reg 796). | No of households | All | Mayors PA | Indigent Register | | |
| TL18 | Council | To improve financial viability of the municipality | MFV&M | Financial Viability: Employment costs | Employment costs as a % of the municipal budget excluding capital grants | All | Mayors PA | Annual Financial Statements | 59% | |
| TL19 | Council | To improve financial viability of the municipality | MFV&M | Financial Viability: Cost coverage (Reg 796) | Cost coverage ((Available cash+ investments)/ Monthly fixed operating expenditure (SA8) | All | Mayors PA | S72 Report | >1 | |
| TL20 | Council | To improve financial viability of the municipality | MFV&M | Financial Viability: Debt coverage (Reg 796) | Debt coverage ((Total operating revenue- operating grants received)/debt service | All | Mayors PA | S72 Report | >1 | |

| Ref | Directorate | IDP Objective | KPA | KPI | Unit of Measurement | Area | KPI Owner | Source of Evidence | Overall Performance | |
|------|-------------|---|-------|---|---|------|-----------|--------------------------|---------------------|--------|
| | | | | | | | | | Target | Actual |
| | | | | | payments due within the year) (SA8) | | | | | |
| TL21 | Council | To improve financial viability of the municipality | MFV&M | Financial Viability: Service debtors to revenue (Reg 796) | Service debtors to revenue – (Total outstanding service debtors/ revenue received for services) (SA8) | All | Mayors PA | S72 Report | | |
| TL22 | Council | To create an efficient, effective and accountable administration | BSD | Compliance with employment equity targets through the utilisation of vacancies to implement EE according to the approved EE targets (Reg 796) | % of vacancies filled from target groups (MM and S57 only) | All | Mayors PA | Employment Equity Report | 75% | |
| TL23 | Council | To provide and maintain bulk and service infrastructure that will address backlogs and provide for future development | BSD | No of HH in urban areas that meet minimum sanitation service standards (at least once a week) (Reg 796) | No of HH that meet minimum standard sanitation | All | Mayors PA | Consumer Billing Reports | | |
| TL24 | Council | To provide and maintain bulk and service infrastructure that will address | BSD | No of HH in municipal supply area that meet agreed electricity service standards (connected to the | No of HH in supply area that meet minimum standard of electricity | All | Mayors PA | registered consumers | | |

| Ref | Directorate | IDP Objective | KPA | KPI | Unit of Measurement | Area | KPI Owner | Source of Evidence | Overall Performance | |
|---------------------|--------------------|---|-------|---|---|------|------------------|--------------------|---------------------|--------|
| | | | | | | | | | Target | Actual |
| | | backlogs and provide for future development | | national grid) -Formal areas (Reg 796) | | | | | | |
| TL25 | Council | To provide and maintain bulk and service infrastructure that will address backlogs and provide for future development | BSD | No of HH in urban areas that meet minimum refuse removal standards (at least once a week) (Reg 796) | No of HH that meet minimum standard of refuse removal | All | Mayors PA | Consumer reports | | |
| TL26 | Council | To provide and maintain bulk and service infrastructure that will address backlogs and provide for future development | BSD | No of HH in urban areas that meet agreed water service standards | No of HH that meet minimum standard water | All | Mayors PA | Consumer reports | | |
| TL27 | Council | To provide open transparent corruption free governance | GGPP | Functional Municipal Council MSTA 18(2) | No of council meetings held | All | Mayors PA | Council minutes | 4 | |
| Directorate Finance | | | | | | | | | | |
| TL28 | Financial Services | To improve financial viability of the | MFV&M | Prepare and adopt a sustainable budget (with capital | Budget approved on or before 30 June 2015 | All | Director Finance | Council Minutes | 30-Jun-15 | |

| Ref | Directorate | IDP Objective | KPA | KPI | Unit of Measurement | Area | KPI Owner | Source of Evidence | Overall Performance | |
|------|--------------------|--|-------|--|---|------|------------------|-------------------------|---------------------|--------|
| | | | | | | | | | Target | Actual |
| | | municipality | | expenditure allocation) and financial plan as part of IDP to implement in 2015/16 financial year | | | | | | |
| TL29 | Financial Services | To improve financial viability of the municipality | MFV&M | Prepare AFS | AFS completed on or before 31 Aug 2014 | All | Director Finance | AFS and council minutes | 31-Aug-14 | |
| TL30 | Financial Services | To improve financial viability of the municipality | MFV&M | Review and implement internal financial management policies and credit control strategies: | No of budget related policies reviewed and updated on or before 30 May 2015 | All | Director Finance | Council minutes | 10 | |
| TL31 | Financial Services | To improve financial viability of the municipality | MFV&M | Maintain the Municipal Asset Register | No of quarterly Asset Register update reports for the year | All | Director Finance | Asset Register | 4 | |
| TL32 | Financial Services | To improve financial viability of the municipality | MFV&M | Monthly bank reconciliations within 60 days of month end. | No of Bank reconciliations completed | All | Director Finance | Bank reconciliations | 12 | |
| TL33 | Financial Services | To improve financial viability of the municipality | MFV&M | Fully utilise MSIG conditional operational grant (Finance allocation) | % of MSIG conditional operational grant spent | All | Director Finance | Expenditure Reports | 99% | |
| TL34 | Financial Services | To improve financial viability of the municipality | MFV&M | Fully utilise FMG conditional operational grant | % of FMG conditional operational grant spent | All | Director Finance | Expenditure Reports | 99% | |

| Ref | Directorate | IDP Objective | KPA | KPI | Unit of Measurement | Area | KPI Owner | Source of Evidence | Overall Performance | |
|--------------------------------|--------------------|--|-------|--|--|------|-----------------------------|--|---------------------|--------|
| | | | | | | | | | Target | Actual |
| TL35 | Financial Services | To improve financial viability of the municipality | MFV&M | Ensure that capital expenditure (Finance) is in line with budget and timeframes (SA29) | % Capital budget spent | All | Director Finance | Expenditure Reports | 95% | |
| Directorate Corporate Services | | | | | | | | | | |
| TL36 | Corporate Services | To create an efficient, effective and accountable administration | MT&ID | Review HR policies | No of policies adopted | All | Director Corporate Services | Minutes of Mayco meeting approving policies | 30-May-15 | |
| TL37 | Corporate Services | To create an efficient, effective and accountable administration | MT&ID | Implement training budget on targeted skills development (Reg 796) | % of the Municipalities training budget spent on implementing its Work Place Skills Plan | All | Director Corporate Services | Expenditure Reports and SDF reports submitted to council and LLF | 95% | |
| TL38 | Corporate Services | To create an efficient, effective and accountable administration | MT&ID | Submission of EE Report by 30 January 2015 | No of EE Reports submitted in time (EEA2 and EEA4) | All | Director Corporate Services | Acknowledgement of receipt from DOL | 2 | |
| TL39 | Corporate Services | To create an efficient, effective and accountable administration | MT&ID | Mitigation of injuries on duty | No of injuries on duty (No more than 5 per month) | All | Director Corporate Services | Safety Reports | 12 | |
| TL40 | Corporate Services | To create an efficient, effective and | MT&ID | Review Employment Equity Plan | Employment Equity plan approved by LLF and council | All | Director Corporate Services | LLF minutes and Council Minutes | 31-May-15 | |

| Ref | Directorate | IDP Objective | KPA | KPI | Unit of Measurement | Area | KPI Owner | Source of Evidence | Overall Performance | |
|---|---------------------------------|---|------|---|---|------|--|-------------------------------------|---------------------|--------|
| | | | | | | | | | Target | Actual |
| | | accountable administration | | | | | | | | |
| TL41 | Corporate Services | To create an efficient, effective and accountable administration | GGPP | Review WSP | WSP approved by LLF and submitted to the LGSETA by 30 April 2015 | All | Director Corporate Services | LLF Minutes and prove of submission | 31-Mar-15 | |
| TL42 | Corporate Services | To create an efficient, effective and accountable administration | GGPP | Populate organogram and prioritise the filling of vacant critical top management layer positions | No of critical top management vacant positions filled | All | Director Corporate Services | Adverts and reports to council | 1 | |
| TL43 | Corporate Services | To budget strategically, grow and diversify our revenue and ensure value for money services | BSD | Ensure that capital expenditure (Corporate Services) is in line with budget and timeframes (SA29) | % Capital budget spent | All | Director Corporate Services | Expenditure Reports | 95% | |
| TL44 | Corporate Services | To create an efficient, effective and accountable administration | | Review and implement internal policies and ICT Strategies | WEB Site reviewed and implemented on or before 31 March 2015 | All | Director Corporate Services | Council minutes | 31-Mar-15 | |
| Directorate Planning and Development | | | | | | | | | | |
| TL45 | Planning and Social Development | To promote cultural and socio economic development of our community | BSD | Support provision of safe and proper burial spaces by the local municipalities | No of meetings held with LM's regarding safe and proper burial spaces | All | Director Planning and Social Development | Minutes and agendas | 16 | |

| Ref | Directorate | IDP Objective | KPA | KPI | Unit of Measurement | Area | KPI Owner | Source of Evidence | Overall Performance | |
|------|---------------------------------|---|-----|---|--|------|--|---|---------------------|--------|
| | | | | | | | | | Target | Actual |
| TL46 | Planning and Social Development | To provide and maintain bulk and service infrastructure that will address backlogs and provide for future development | BSD | Maintain existing and improve Blue drop standards | No of water networks for which blue drop awards are achieved (95%) | All | Director Planning and Social Development | DWAF Evaluations | 95% | |
| TL47 | Planning and Social Development | To provide and maintain bulk and service infrastructure that will address backlogs and provide for future development | BSD | Fully utilise RAMMS conditional grant according to expenditure cash flow prediction by 30 June 2014 | % of RAMMS conditional capital grants spent | All | Director Planning and Social Development | Expenditure Reports / Section 71 and 72 Reports | 95% | |
| TL48 | Planning and Social Development | To provide and maintain bulk and service infrastructure that will address backlogs and provide for future development | BSD | Fully utilise EPWP conditional grant according to expenditure cash flow prediction by 30 June 2015 | % of EPWP conditional capital grants spent | All | Director Planning and Social Development | Expenditure Reports / Section 71 and 72 Reports | 95% | |
| TL49 | Planning and Social Development | To provide and maintain bulk and service infrastructure | BSD | Maintain waste water quality in accordance with SANS 241 | No of months for which waste water quality reports were compiled | All | Director Planning and Social Development | Independent laboratory report on quality of water | 6 | |

| Ref | Directorate | IDP Objective | KPA | KPI | Unit of Measurement | Area | KPI Owner | Source of Evidence | Overall Performance | |
|------|---------------------------------|---|-----|--|--|------|--|------------------------------------|---------------------|--------|
| | | | | | | | | | Target | Actual |
| | | that will address backlogs and provide for future development | | | | | | | | |
| TL50 | Planning and Social Development | To provide and maintain bulk and service infrastructure that will address backlogs and provide for future development | BSD | To facilitate increased access by all households to electricity service | No of meetings held with stakeholders to facilitate the regular upgrading of the electricity network | All | Director Planning and Social Development | Minutes and agendas | 4 | |
| TL51 | Planning and Social Development | To provide and maintain bulk and service infrastructure that will address backlogs and provide for future development | BSD | To facilitate provision of integrated waste management services to residential and non-residential consumers in the district | No of meetings held with LM's to review and implement the district integrated waste management plan | All | Director Planning and Social Development | Minutes and agendas approving plan | 4 | |
| TL52 | Planning and Social Development | To provide and maintain bulk and service infrastructure that will address backlogs and provide for future | BSD | Ensure that capital expenditure (Planning & Social Development Services) is in line with budget and timeframes (SA29) | % Capital budget spent | All | Director Planning and Social Development | Expenditure Reports | 95% | |

| Ref | Directorate | IDP Objective | KPA | KPI | Unit of Measurement | Area | KPI Owner | Source of Evidence | Overall Performance | |
|------|---------------------------------|---|-----|---|--|------|--|--|---------------------|--------|
| | | | | | | | | | Target | Actual |
| | | development | | | | | | | | |
| TL53 | Planning and Social Development | To budget strategically, grow and diversify our revenue and ensure value for money services | BSD | Manage and prevent harm of the environment and ensure its sustainability | No of Integrated Environmental Management Plan's reviewed and adopted | All | Director Planning and Social Development | Council minutes | 1 | |
| TL54 | Planning and Social Development | To provide and maintain bulk and service infrastructure that will address backlogs and provide for future development | BSD | Create an environment for economic growth and job creation | No of LED initiatives implemented and supported | All | Director Planning and Social Development | Council minutes and quarterly reports to council | 5 | |
| TL55 | Planning and Social Development | To develop, manage and regulate the built environment | BSD | Manage and prevent harm of the environment and ensure its sustainability | No of LM's supported with the development of their Environmental Management Plan's | All | Director Planning and Social Development | Council minutes | 4 | |
| TL56 | Planning and Social Development | To provide and maintain bulk and service infrastructure that will address backlogs and | BSD | Increase the delivery of infrastructure and support for the schools in the district | No of meetings held with the DoE to ensure delivery on the 5 year plan for Xhariep | All | Director Planning and Social Development | Minutes and agendas of meetings held | 4 | |

| Ref | Directorate | IDP Objective | KPA | KPI | Unit of Measurement | Area | KPI Owner | Source of Evidence | Overall Performance | |
|------|---------------------------------|---|-----|--|---|------|--|---|---------------------|--------|
| | | | | | | | | | Target | Actual |
| | | provide for future development | | | | | | | | |
| TL57 | Planning and Social Development | To promote cultural and socio economic development of our community | BSD | Support the land reform programme and monitor effectiveness in the delivery mechanisms | No of meetings held with LM's regarding the development of the Xhariep District Land Reform & Settlement plan | All | Director Planning and Social Development | Minutes and agendas of meetings held | 4 | |
| TL58 | Planning and Social Development | To promote cultural and socio economic development of our community | BSD | Create food security within the municipality | No of food security initiatives/programs supported by the Municipality | All | Director Planning and Social Development | Council minutes approving the initiatives | 4 | |
| TL59 | Planning and Social Development | To provide and maintain bulk and service infrastructure that will address backlogs and provide for future development | LED | Increase the contribution of tourism to the Districts GGP | No of district Tourism Development and promotion strategy's approved | All | Director Planning and Social Development | Council minutes | 1 | |
| TL60 | Planning and Social Development | To promote cultural and socio economic development of our community | LED | Create employment through the municipality's LED, EPWP and other initiatives (Reg 796) | Number of temporary jobs created (EPWP) | All | Director Planning and Social Development | Employment contracts | 150 | |
| TL61 | Planning and Social | To promote cultural and | LED | Create an environment for economic growth | No of SMME's supported | All | Director Planning and | Council minutes and quarterly reports to | 30 | |

| Ref | Directorate | IDP Objective | KPA | KPI | Unit of Measurement | Area | KPI Owner | Source of Evidence | Overall Performance | |
|------|---------------------------------|---|-----|--|--|------|--|----------------------|---------------------|--------|
| | | | | | | | | | Target | Actual |
| | Development | socio economic development of our community | | and job creation | | | Social Development | council | | |
| TL62 | Planning and Social Development | To promote cultural and socio economic development of our community | LED | Create an environment for economic growth and job creation | Number of temporary jobs created (Other initiatives) | All | Director Planning and Social Development | Employment contracts | 20 | |

7.2 Departmental Indicators and targets

| Ref | Directorate | IDP Objective | KPA | KPI | Unit of Measurement | KPI Concept | KPI Type | KPI Owner | Source of Evidence | Overall Performance | |
|---------------------------------|-------------------|--|-------|---|---|-------------|-------------|--------------------|---|---------------------|--------|
| | | | | | | | | | | Target | Actual |
| Office of the Municipal Manager | | | | | | | | | | | |
| D1 | Municipal Manager | To provide open transparent corruption free governance | MT&ID | Implementation anti-fraud and anti corruption and risk prevention initiatives | No of initiatives implemented to create awareness amongst Councillors and Staff | Output | Operational | Chief Risk Officer | Attendance registers | 1 | |
| D2 | Municipal Manager | To provide open transparent corruption free governance | MT&ID | Review the antifraud and corruption policy by 30 March 2015 | No of approved policy revisions | Output | Operational | Chief Risk Officer | Minutes of Council Meeting approving policy | 1 | |

| Ref | Directorate | IDP Objective | KPA | KPI | Unit of Measurement | KPI Concept | KPI Type | KPI Owner | Source of Evidence | Overall Performance | |
|-----|-------------------|--|-------|--|---|-------------|-------------|---------------------|--|---------------------|--------|
| | | | | | | | | | | Target | Actual |
| D3 | Municipal Manager | To create an efficient, effective and accountable administration | MT&ID | Advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and related matters (MFMA, Act 56 of 2003, Section 165(2)(b). | No of quarterly reports prepared for Audit Committee | Output | Operational | Head Internal Audit | Quarterly reports | 4 | |
| D4 | Municipal Manager | To create an efficient, effective and accountable administration | MT&ID | Development of a risk based audit plan (MFMA, Act 56 of 2003, Section 165(2)(a)) by 31 August 2014. | No of approved risk based audit plans with internal audit programme | Output | Operational | Head Internal Audit | Audit Committee minutes | 1 | |
| D5 | Municipal Manager | To create an efficient, effective and accountable administration | MT&ID | Implementation of approved internal audit program | % Completion of plan | Output | Operational | Head Internal Audit | Minutes of Audit Committee meeting during which progress was discussed | 95% | |
| D6 | Municipal Manager | To create an efficient, effective and accountable administration | MT&ID | Functional Internal Audit Unit (MFMA 62(1)) | Risk based audit plan approved by Audit Committee by 31 August 2014 | Output | Operational | Head Internal Audit | Minutes of Audit Committee meeting during which RBAP was approved | 31-Aug-14 | |
| D7 | Municipal Manager | To create an efficient, | MT&ID | Functional Performance | No of meetings of the Performance | Output | Operational | Head Internal | Minutes of Performance | 4 | |

| Ref | Directorate | IDP Objective | KPA | KPI | Unit of Measurement | KPI Concept | KPI Type | KPI Owner | Source of Evidence | Overall Performance | |
|-----|-------------------|---|-------|--|--|-------------|-------------|---------------------|--|---------------------|--------|
| | | | | | | | | | | Target | Actual |
| | | effective and accountable administration | | Audit Committee (Reg 796 (14)) | Committee | | | Audit | Committee meetings held | | |
| D8 | Municipal Manager | To create an efficient, effective and accountable administration | MT&ID | Functional Audit Committee (MFMA 166) | No of meetings of the Audit Committee | Output | Operational | Head Internal Audit | Minutes of Audit Committee meetings held | 4 | |
| D9 | Municipal Manager | To implement effective performance management system by July 2015 | MT&ID | Compile draft Annual Report for submission to Council by 31 January 2015 | No of Draft Annual Reports approved | Output | Operational | Manager: PMS | Council minutes | 1 | |
| D10 | Municipal Manager | To implement effective performance management system by July 2015 | MT&ID | Compile Oversight Report on Annual Report and submit to Council by 31 March 2015 (MFMA 129(1) and MSA 46(2)) | No of Oversight Reports adopted | Output | Operational | Manager: PMS | Council minutes | 1 | |
| D11 | Municipal Manager | To implement effective performance management system by July 2015 | MT&ID | Compile the Mid-Year budget and Performance Report by 25 January 2014 (MFMA S72) | No of Mid-year report submissions (Mayor, Provincial and National Treasury) by 25 January 2014 | Output | Operational | Manager: PMS | Signed S 72 Report and proof of submission | 1 | |
| D12 | Municipal Manager | To create an efficient, effective and | GGPP | Implement Mayoral Committee and | % resolutions implemented within timeframe | Output | Operational | MM | Resolution Report | 95% | |

| Ref | Directorate | IDP Objective | KPA | KPI | Unit of Measurement | KPI Concept | KPI Type | KPI Owner | Source of Evidence | Overall Performance | |
|--------------------------------|--------------------|--|-------|---|--|-------------|-------------|-------------------|---|---------------------|--------|
| | | | | | | | | | | Target | Actual |
| | | accountable administration | | Council Resolutions within prescribed timeframe stipulated on system | | | | | | | |
| D13 | Municipal Manager | To create an efficient, effective and accountable administration | GGPP | Implement audit related matters (queries, etc) within prescribed timeframe stipulated | % audit matters attended to within timeframe | Output | Operational | Municipal Manager | Quarterly reports submitted to council | 95% | |
| D14 | Municipal Manager | To create an efficient, effective and accountable administration | MT&ID | To institute legal action against debtors who defaulted on payments | % of defaulting debtors legal action taken against | Output | Operational | Legal Manager | Demand letters | 95% | |
| D15 | Municipal Manager | To create an efficient, effective and accountable administration | MT&ID | To report on debtors handed over by Revenue unit and action taken. | No of monthly reports submitted to the MM and CFO | Output | Operational | Legal Manager | Monthly reports submitted to the MM and CFO | 12 | |
| Directorate Financial Services | | | | | | | | | | | |
| D16 | Financial Services | To improve financial viability of the municipality | MFV&M | Production of annual Audit file by mid August | No of Audit files produced | Output | Operational | Manager Reporting | Audit Files | 1 | |
| D17 | Financial Services | To improve financial | MFV&M | Closing of all municipal | No of monthly reports | Output | Operational | Director Finance | System Manager reports | 12 | |

| Ref | Directorate | IDP Objective | KPA | KPI | Unit of Measurement | KPI Concept | KPI Type | KPI Owner | Source of Evidence | Overall Performance | |
|-----|--------------------|--|-------|--|---|-------------|-------------|---------------------|---------------------------------|---------------------|--------|
| | | | | | | | | | | Target | Actual |
| | | viability of the municipality | | financial accounts at the end of each month i.t.o sec 65 of the MFMA | | | | | | | |
| D18 | Financial Services | To improve financial viability of the municipality | MFV&M | No of creditors reconciliations done monthly (60 days) | No of creditors reconciliation reports submitted | Output | Operational | Manager Expenditure | Creditors reconciliation report | 12 | |
| D19 | Financial Services | To improve financial viability of the municipality | MFV&M | Financial Viability: Cost coverage (Reg 796) | Cost coverage ((Available cash+ investments)/ Monthly fixed operating expenditure (SA8) | Output | Operational | Manager Reporting | Expenditure Report / S72 Report | >1 | |
| D20 | Financial Services | To improve financial viability of the municipality | MFV&M | Financial Viability: Debt coverage (Reg 796) | Debt coverage ((Total operating revenue-operating grants received)/debt service payments due within the year) (SA8) | Output | Operational | Manager Reporting | Expenditure Report / S72 Report | >1 | |
| D21 | Financial Services | To improve financial viability of the municipality | MFV&M | Monthly notification of awards over R 100 000 | List of awards | Output | Operational | Manager SCM | Purchase Report | 12 | |
| D22 | Financial Services | To improve financial viability of the municipality | GGPP | Annual advertisement for updating supplier data base by 30 December | Advertisement placed in local newspaper | Output | Operational | Manager SCM | Advertisement | 1 | |

| Ref | Directorate | IDP Objective | KPA | KPI | Unit of Measurement | KPI Concept | KPI Type | KPI Owner | Source of Evidence | Overall Performance | |
|-----|--------------------|--|-------|---|--|-------------|-------------|---------------------------------|---|---------------------|--------|
| | | | | | | | | | | Target | Actual |
| D23 | Financial Services | To improve financial viability of the municipality | MFV&M | Effective management of payroll by providing the section 66 payroll report on a monthly basis | Monthly reports to management ito sec 66 of the MFMA | Output | Operational | Manager Expenditure and payroll | No of Monthly reports | 12 | |
| D24 | Financial Services | To improve financial viability of the municipality | MFV&M | Ensure the submission of IRP5's | IRP5's submitted not later than 30 May 2015 to SARS | Output | Operational | Manager Expenditure and payroll | IRP submission report | 30-May-15 | |
| D25 | Financial Services | To improve financial viability of the municipality | MFV&M | Monthly salary reconciliations | No of reconciliations done | Output | Operational | Manager Expenditure and payroll | Salary reconciliation | 12 | |
| D26 | Financial Services | To improve financial viability of the municipality | GGPP | Implement / address recommendations as contained in the Oversight Committee Report by due date. | No of implementable recommendations addressed as determined at Directors meeting (February 2015) | Output | Operational | Director Finance | Mid year (S72 Report) indicating how matters were addressed | 2015/02/28 | |
| D27 | Financial Services | To improve financial viability of the municipality | GGPP | Implement Mayoral Committee and Council Resolutions within prescribed | % resolutions implemented within timeframe | Output | Operational | Director Finance | Resolutions Report | 95% | |

| Ref | Directorate | IDP Objective | KPA | KPI | Unit of Measurement | KPI Concept | KPI Type | KPI Owner | Source of Evidence | Overall Performance | |
|--------------------------------|--------------------|---|-------|---|--|-------------|-------------|------------------------|------------------------------|---------------------|--------|
| | | | | | | | | | | Target | Actual |
| | | | | timeframe stipulated on system | | | | | | | |
| D28 | Financial Services | To improve financial viability of the municipality | MFV&M | Implement audit related matters (queries, OPCAR and oversight matters) within prescribed timeframe stipulated on system | % audit matters attended to within timeframe | Output | Operational | Director Finance | Audit Report | 95% | |
| D29 | Financial Services | To improve financial viability of the municipality | MFV&M | Evaluate the performance of all service providers with contracts of 12 months or longer | % service providers performance evaluated | Output | Operational | Director Finance | Performance evaluation forms | 95% | |
| Directorate Corporate Services | | | | | | | | | | | |
| D30 | Corporate Services | To implement effective performance management system by July 2015 | MT&ID | Draw quarterly resolution execution report for all directorates | No of reports | Output | Operational | Manager Administration | Quarterly execution report | 4% | |

| Ref | Directorate | IDP Objective | KPA | KPI | Unit of Measurement | KPI Concept | KPI Type | KPI Owner | Source of Evidence | Overall Performance | |
|-----|--------------------|--|-------|---|---|-------------|-------------|-----------------------------|------------------------------|---------------------|--------|
| | | | | | | | | | | Target | Actual |
| D31 | Corporate Services | To create an efficient, effective and accountable administration | MT&ID | Monitor the performance of all long term service providers and take the necessary actions to improve performance on a quarterly basis | % service providers performance evaluated | Output | Operational | Director Corporate Services | Performance evaluation forms | 95% | |
| D32 | Corporate Services | To create an efficient, effective and accountable administration | MT&ID | Implement Mayoral Committee and Council resolutions within required timeframe | % of Council resolutions implementation within required timeframe | Output | Operational | Manager Administration | Resolution Report | 95% | |
| D33 | Corporate Services | To create an efficient, effective and accountable administration | MT&ID | Distribute agendas for all scheduled meetings to all relevant Councillors and officials | % of Agenda's for the scheduled meetings distributed at least 2 days before the meeting | Output | Operational | Manager Administration | Acknowledgement of receipt | 95% | |
| D34 | Corporate Services | To create an efficient, effective and accountable administration | MT&ID | Distribute Mayoral Committee / Council resolutions within 7 working | % Resolutions distributed within prescribed timeframe (7 working days) | Output | Operational | Manager Administration | Resolution Report | 95% | |

| Ref | Directorate | IDP Objective | KPA | KPI | Unit of Measurement | KPI Concept | KPI Type | KPI Owner | Source of Evidence | Overall Performance | |
|-----|--------------------|--|-------|---|---|-------------|-------------|------------------------|---|---------------------|--------|
| | | | | | | | | | | Target | Actual |
| | | | | days of each meeting | | | | | | | |
| D35 | Corporate Services | To create an efficient, effective and accountable administration | MT&ID | Manage and update policy register on a monthly basis | Compile policy register of all policies applicable to the municipality on or before 30 November 2014 | Output | Operational | Manager Administration | Policy Register | 1 | |
| D36 | Corporate Services | To create an efficient, effective and accountable administration | MT&ID | Place documents on website within prescribed timeframe. (5 days after receipt of website upload form) | % of approved policies / policy amendments placed on website within 5 days of receipt of website upload instruction | Output | Operational | Manager: IT | Completed website upload forms | 95% | |
| D37 | Corporate Services | To create an efficient, effective and accountable administration | MT&ID | Obtain approval for amendments and new files on the filing system | Annual request submitted in writing to Free State Archives before end November 2014 | Output | Operational | Manager Administration | Copy of correspondence and approved file plan | 14-Nov-14 | |
| D38 | Corporate Services | To create an efficient, effective and accountable administration | MT&ID | Training and development of personnel | % achievement of work place skills plan targets | Output | Operational | HR Manager | Workplace skills report | 50% | |
| D39 | Corporate Services | To create an efficient, effective and | MT&ID | Training and development of personnel | Total number of training courses attended | Output | Operational | HR Manager | Attendance certificates | 23 | |

| Ref | Directorate | IDP Objective | KPA | KPI | Unit of Measurement | KPI Concept | KPI Type | KPI Owner | Source of Evidence | Overall Performance | |
|-----|--------------------|--|-------|---------------------------------------|--|-------------|-------------|------------|----------------------------|---------------------|--------|
| | | | | | | | | | | Target | Actual |
| | | accountable administration | | | | | | | | | |
| D40 | Corporate Services | To create an efficient, effective and accountable administration | MT&ID | Training and development of personnel | % of courses resulting in competency certificates | Output | Operational | HR Manager | Competency certificates | 95% | |
| D41 | Corporate Services | To create an efficient, effective and accountable administration | MT&ID | Training and development of personnel | Total number of employees attending training courses | Output | Operational | HR Manager | Attendance certificates | 75 | |
| D42 | Corporate Services | To create an efficient, effective and accountable administration | MT&ID | Training and development of personnel | R expenditure of the training budget | Output | Operational | HR Manager | Expenditure Report | R200 000 | |
| D43 | Corporate Services | To create an efficient, effective and accountable administration | MT&ID | Training and development of personnel | No of employees enrolled in ABET programmes | Output | Operational | HR Manager | Registrations | 1 | |
| D44 | Corporate Services | To create an efficient, effective and accountable administration | MT&ID | Training and development of personnel | % employees completing ABET programme successfully | Output | Operational | HR Manager | Competency certificates | 80% | |
| D45 | Corporate Services | To create an efficient, effective and | MT&ID | Training and development of personnel | WSP approved by the LLF and submitted to the LGSETA | Output | Operational | HR Manager | Minutes / Submission proof | 31-Mar-15 | |

| Ref | Directorate | IDP Objective | KPA | KPI | Unit of Measurement | KPI Concept | KPI Type | KPI Owner | Source of Evidence | Overall Performance | |
|-----|--------------------|--|-------|--|--|-------------|-------------|------------|---------------------------|---------------------|--------|
| | | | | | | | | | | Target | Actual |
| | | accountable administration | | | | | | | | | |
| D46 | Corporate Services | To create an efficient, effective and accountable administration | MT&ID | Training and development of personnel | % of employees from the designated groups | Output | Operational | HR Manager | Employment equity report | 95% | |
| D47 | Corporate Services | To create an efficient, effective and accountable administration | MT&ID | Training and development of personnel | % of female employees employed in supervisory positions. | Output | Operational | HR Manager | Employment equity report | 14.12% | |
| D48 | Corporate Services | To create an efficient, effective and accountable administration | MT&ID | Improve labour relations | No of LLF meetings held as planned | Output | Operational | HR Manager | Minutes | 6 | |
| D49 | Corporate Services | To create an efficient, effective and accountable administration | MT&ID | Improve labour relations | % disciplinary hearings completed within 90 days (from issuing of charge sheets to sanction) | Output | Operational | HR Manager | Sanction / outcome letter | 95% | |
| D50 | Corporate Services | To create an efficient, effective and accountable administration | MT&ID | Improve recruitment, selection and HR Administration | % vacancy rate | Output | Operational | HR Manager | Employee stats | 5.7% | |
| D51 | Corporate Services | To create an efficient, effective and | MT&ID | Improve recruitment, selection and | Annual turnover rate | Output | Operational | HR Manager | Employee report | >5% | |

| Ref | Directorate | IDP Objective | KPA | KPI | Unit of Measurement | KPI Concept | KPI Type | KPI Owner | Source of Evidence | Overall Performance | |
|--------------------------------------|---------------------------------|--|-------|---|---|-------------|-------------|--------------|---|---------------------|--------|
| | | | | | | | | | | Target | Actual |
| | | accountable administration | | HR Administration | | | | | | | |
| D52 | Corporate Services | To create an efficient, effective and accountable administration | MT&ID | Improve recruitment, selection and HR Administration | % vacancies filled within 45 days | Output | Operational | HR Manager | Requisitions / appointment letters | 95% | |
| Directorate Planning and Development | | | | | | | | | | | |
| D53 | Planning and Social Development | To create an efficient, effective and accountable administration | LED | To report on the EPWP progress, grant, staff and wages paid | No of monthly reports submitted to the MM and Council | Output | Operational | Manager EPWP | Monthly reports | 12 | |
| D54 | Planning and Social Development | To create an efficient, effective and accountable administration | LED | To Review the District EPWP Policy by the 30/06/2015 | Review the District EPWP Policy by the 30/06/2015 | Output | Operational | Manager EPWP | Council minutes approving reviewed policy | 30-Jun-15 | |
| D55 | Planning and Social Development | To create an efficient, effective and accountable administration | LED | To report on the EPWP progress | No. of EPWP steering committee meetings held | Output | Operational | Manager EPWP | Monthly reports | 12 | |
| D56 | Planning and Social Development | To create an efficient, effective and accountable | GGPP | Draft IDP presented to all LM's for input by 30 April 2015 | Number of public meetings where IDP was presented | Output | Operational | IDP Manager | Public participation meetings Minutes | 4 | |

| Ref | Directorate | IDP Objective | KPA | KPI | Unit of Measurement | KPI Concept | KPI Type | KPI Owner | Source of Evidence | Overall Performance | |
|-----|---------------------------------|--|------|--|--|-------------|-------------|------------------------------|--|---------------------|--------|
| | | | | | | | | | | Target | Actual |
| | | administration | | | | | | | | | |
| D57 | Planning and Social Development | To create an efficient, effective and accountable administration | GGPP | Compile IDP / Budget (Time schedule of key deadlines (Process Plan) by 30 August 2013 (MSA 28 / MFMA 21) | Approved IDP Process Plan on or before 31 Aug 2014 | Output | Operational | IDP Manager | Council minutes | 1 | |
| D58 | Planning and Social Development | To create an efficient, effective and accountable administration | GGPP | Compile Draft IDP Review and submit to Council by 31 March 2015 (MSA 34) | No of approved Draft IDP Reviews approved on or before 31 March 2015 | Output | Operational | IDP Manager | Council minutes | 31-Mar-15 | |
| D59 | Planning and Social Development | To create an efficient, effective and accountable administration | GGPP | Compile final IDP Review and submit to Council 31 May 2015 (MSA 34) | No of Final IDP Reviews approved | Output | Operational | IDP Manager | Council minutes | 1 | |
| D60 | Planning and Social Development | To create an efficient, effective and accountable administration | LED | Submit quarterly reports on the implementation of LED | No of reports submitted | Output | Operational | Manager LED | Reports submitted to Municipal Manager | 4 | |
| D61 | Planning and Social Development | To create an efficient, effective and accountable | BSD | Improve service delivery to communities | No. of Health and Hygiene programmes conducted | Output | Operational | Environmental Health Manager | Attendance registers/ Invitations | 15 | |

| Ref | Directorate | IDP Objective | KPA | KPI | Unit of Measurement | KPI Concept | KPI Type | KPI Owner | Source of Evidence | Overall Performance | |
|-----|---------------------------------|--|-----|---|---|-------------|-------------|------------------------------|-------------------------------------|---------------------|--------|
| | | | | | | | | | | Target | Actual |
| | | administration | | | | | | | | | |
| D62 | Planning and Social Development | To create an efficient, effective and accountable administration | BSD | Improve service delivery to communities | No of quarterly water quality reports submitted to Council | Output | Operational | Environmental Health Manager | Council minutes | 4 | |
| D63 | Planning and Social Development | To create an efficient, effective and accountable administration | BSD | Improve service delivery to communities | No of quarterly sanitation quality reports submitted to Council | Output | Operational | Environmental Health Manager | Council minutes | 4 | |
| D64 | Planning and Social Development | To create an efficient, effective and accountable administration | BSD | To monitor and control acceptable food quality and safety | No of site inspections compliance and notices issued | Output | Operational | Environmental Health Manager | Inspection list signed by owner | 200 | |
| D65 | Planning and Social Development | To create an efficient, effective and accountable administration | BSD | Improve service delivery to communities | No of waste disposal facilities inspected | Output | Operational | Environmental Health Manager | Reports on waste disposal | 20 | |
| D66 | Planning and Social Development | To create an efficient, effective and accountable administration | BSD | Improve service delivery to communities | No of Environmental Health Projects undertaken | Output | Operational | Environmental Health Manager | Project progress reports | 15 | |
| D67 | Planning and Social Development | To create an efficient, effective and | BSD | Improve service delivery to communities | No of District Energy Forum Meetings held by 30 June 2015 | Output | Operational | IDP Manager | Attendance registers and Agenda and | 4 | |

| Ref | Directorate | IDP Objective | KPA | KPI | Unit of Measurement | KPI Concept | KPI Type | KPI Owner | Source of Evidence | Overall Performance | |
|-----|---------------------------------|--|-----|---|---|-------------|-------------|-----------------------------|--------------------------------------|---------------------|--------|
| | | | | | | | | | | Target | Actual |
| | | accountable administration | | | | | | | minutes | | |
| D68 | Planning and Social Development | To create an efficient, effective and accountable administration | BSD | To ensure access to services delivery across the Municipal area in order to improve the livelihood of communities | No of municipal disaster management advisory forum meetings held (section 51 of the Disaster Management Act 2002) | Output | Operational | Manager Disaster Management | Agenda and minutes | 4 | |
| D69 | Planning and Social Development | To create an efficient, effective and accountable administration | BSD | To ensure access to services delivery across the Municipal area in order to improve the livelihood of communities | No of disaster management progress reports submitted to management/Council | Output | Operational | Manager Disaster Management | Council minutes | 4 | |
| D70 | Planning and Social Development | To create an efficient, effective and accountable administration | BSD | To ensure access to services delivery across the Municipal area in order to improve the livelihood of communities | No of Disaster Management awareness sessions held in the District | Output | Operational | Manager Disaster Management | Invitations and attendance registers | 4 | |

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's SDBIP was concluded along with the IDP and Annual Budget 2014/2015. 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 : 28 JULY 2014

APPROVED BY : _____ **(EXECUTIVE MAYOR)**
DATE : 28 JULY 2014