

Service Delivery and Budget Implementation Plan 2018/2019(Final)



Xhariep District
Municipality

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2018/2019

Service Delivery and Budget Implementation Plan 2018/2019(Final)

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1. Introduction

In terms of Section 53 (1) (c) (ii) of the MFMA, the Service Delivery and Budget Implementation Plan (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 budget, and which must indicate the following:

- (i) Projections for each month of
 - a. Revenue to be collected, by source; and
 - b. Operational and capital expenditure, by vote.
- (ii) Service delivery targets and performance indicators for each quarter, and
- (iii) Other matters prescribed.

The Executive Mayor, in accordance with Section 53 of the MFMA, is expected to approve the SDBIP within 28 days after the approval of the budget. 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 made public within 14 days after its approval.

The SDBIP gives effect to the Integrated Development Plan and the budget of the municipality. It is an expression of the objectives of the District in quantifiable outcomes which will be implemented by the administration for the financial period from 1 July 2018 to 30 June 2019 (the District's financial year). It includes the service delivery targets and performance indicators for each quarter which should be linked to the performance agreements of senior management. It therefore facilitates oversight over financial and non-financial performance of the municipality and allows the Municipal Manager to monitor the performance of the Directors, the Executive Mayor to monitor the performance of the Municipal Manager, and the Community to monitor the performance of the Council.

The SDBIP links the budget, IDP and management performance agreements. It further includes detailed information and guidelines on how the budget will be implemented, mostly by the administration. The Executive Mayor will thus make use of this tool to monitor the implementation of the budget by administration. This can be achieved by means of drawing forecasts on cash flows and reviewing and monitoring such over the financial year against the actual performances. The service delivery targets and performance indicators can also be assessed over the period, thus monitoring the Directors' performance at least on a quarterly basis. The SDBIP is an equivalent of a municipality's business plan and forms an integral part of the financial planning process.

This document should be read together with the Final Integrated Development Plan (IDP) and the Annual Budget, both of which were tabled before Council on the 11th June 2018 respectively.

2. The Components of a SDBIP

The necessary components of a SDBIP are:

1. Monthly projections of revenue to be collected for each source.
2. Monthly projections of expenditure (operating and capital) and revenue for each vote.
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Detailed capital worksplan

The SDBIP is the formal link between organisational performance and the adjustments budget. It also provides a means to measure cost effective service delivery by linking the inputs – the budget – to the service outputs and outcomes.

3. 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.

3.1 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. This reporting must be conducted by the accounting officer of a municipality 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

3.2 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.

3.3 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 has to be tabled as the actual revenue and expenditure amounts are materially different from the projections contained in the annual 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.

4. Linking the IDP to the Budget

The following programmes in the IDP are budgeted for as follows:

DEPARTMENTS / BUDGET ITEMS	Council 18/19	Municipal Manager 18/19	Corporate Services 18/19	Planning & Dev. 18/19	Budget & Treasury 18/19	total budget 2018/19	total budget 2019/20	total budget 2020/21
Environmental Health (wastewater)				200,000		200,000	211,240	218,662
Environmental Health (water)				50,000		50,000	52,810	54,666
OR Tambo Games	100,000					100,000	105,991	109,549
Youth Development Programmes	50,000					50,000	52,996	54,775
Special Programmes	40,000					40,000	42,397	43,820
IGR	10,000					10,000	10,599	10,955
Social Responsibility Fund	100,000					100,000	105,991	109,549
District Aids Council	10,000					10,000	10,599	10,955
Disaster Management Contributions				40,000		40,000	92,849	81,272
Support for SMME'S				20,000		20,000	21,124	21,866
LED Projects(agri park)				20,000		20,000	21,124	21,866
LED Projects				74,111		74,111	78,276	81,026
SCOA					1,475,475	475,475	516,447	523,209
SCOA-fmg					724,255	724,255	786,665	796,965
TOTAL PROJECTS	310,000	-	-	404,111	2,199,730	1,913,841	2,109,108	2,139,136

The review of the IDP remains consistent to the FSGP and the five-year IDP. The Executive Mayor also identified certain priorities for his term of office:

1. Economic growth and job creation
2. Tourism Development
3. Health and community development
4. A safe, clean and green city
5. A well-governed and managed municipality
6. HIV and AIDS
7. Education

5. Revenue by Source and Expenditure by Type

DC16 Xhariep - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
<u>Revenue By Source</u>											
Property rates	2	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - other											
Rental of facilities and equipment		395	436	431							
Interest earned - external investments		334	183	97							
Interest earned - outstanding debtors		-	135	325							
Dividends received											
Fines, penalties and forfeits											
Licences and permits											
Agency services											
Transfers and subsidies		50,065	52,306	52,210	57,188	55,557	55,557	55,557	65,042	68,207	70,204
Other revenue	2	1,127	387	248	630	630	630	630	507	557	613
Gains on disposal of PPE											
Total Revenue (excluding capital transfers and contributions)		51,921	53,446	53,310	57,818	56,187	56,187	56,187	65,549	68,764	70,817
<u>Expenditure By Type</u>											
Employee related costs	2	33,386	34,811	36,819	38,532	39,201	39,201	39,201	42,370	45,148	46,498
Remuneration of councillors		3,754	4,045	3,961	4,317	4,315	4,315	4,315	4,317	4,576	4,729
Debt impairment	3	-	1,184	1,440							
Depreciation & asset impairment	2	2,199	2,290	2,943	1,600	1,600	1,600	1,600	1,652	1,763	1,813
Finance charges		310	400	518	190	477	477	477			
Bulk purchases	2	-	-	-	-	-	-	-	-	-	-
Other materials	8				220	210	210	210			
Contracted services		-	-	-	3,427	3,265	3,265	3,265	5,996	6,371	6,628
Transfers and subsidies		-	-	-	-	-	-	-	-	-	-
Other expenditure	4, 5	17,186	17,896	12,940	9,694	8,912	8,912	8,912	10,932	10,607	10,841
Loss on disposal of PPE		220	-	-							

Total Expenditure		57,054	60,625	58,621	57,980	57,980	57,980	57,980	65,268	68,465	70,509
Surplus/(Deficit)		(5,134)	(7,179)	(5,311)	(162)	(1,793)	(1,793)	(1,793)	280	299	308
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)					(1,438)	(1,438)	(1,438)	(1,438)	(281)	(299)	(308)
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	6	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)											
Surplus/(Deficit) after capital transfers & contributions		(5,134)	(7,179)	(5,311)	(1,600)	(3,231)	(3,231)	(3,231)	(0)	(0)	(0)
Taxation											
Surplus/(Deficit) after taxation		(5,134)	(7,179)	(5,311)	(1,600)	(3,231)	(3,231)	(3,231)	(0)	(0)	(0)
Attributable to minorities											
Surplus/(Deficit) attributable to municipality		(5,134)	(7,179)	(5,311)	(1,600)	(3,231)	(3,231)	(3,231)	(0)	(0)	(0)
Share of surplus/ (deficit) of associate	7										
Surplus/(Deficit) for the year		(5,134)	(7,179)	(5,311)	(1,600)	(3,231)	(3,231)	(3,231)	(0)	(0)	(0)

5.2 Monthly Projections of Revenue to be collected for each source

MONTHLY OUTCOMES BY REVENUE SOURCE	18-Jul	18-Aug	18-Sep	18-Oct	18-Nov	18-Dec	Mid-Year Total
RENTAL REVENUE	42,211.92	42,211.92	42,211.92	42,211.92	42,211.92	42,211.92	253,271.50
OTHER REVENUE							0
GOVERNMENTAL GRANTS	5,420,166.67	5,420,166.67	5,420,166.67	5,420,166.67	5,420,166.67	5,420,166.67	32,521,000.02
TOTAL	5,462,378.59	5,462,378.59	5,462,378.59	5,462,378.59	5,462,378.59	5,462,378.59	32,774,271.52
MONTHLY PROJECTIONS BY REVENUE SOURCE	19-Jan	19-Feb	19-Mar	19-Apr	19-May	19-Jun	Annual Total
RENTAL REVENUE	42,211.92	42,211.92	42,211.92	42,211.92	42,211.92	42,211.92	506,543.00
OTHER REVENUE							0
GOVERNMENTAL GRANTS	5,420,166.67	5,420,166.67	5,420,166.67	5,420,166.67	5,420,166.67	5,420,166.67	65,042,000.04
TOTAL	5,462,378.59	5,462,378.59	5,462,378.59	5,462,378.59	5,462,378.59	5,462,378.59	65,548,543.04

PERFORMANCE BY VOTE	18-Jul			18-Aug		
DEPARTMENTS	OP.EXPENDITURE	CAP.EXPENDITURE	REVENUE	OP.EXPENDITURE	CAP.EXPENDITURE	REVENUE
Council	526,303.83	12,500.00	538,803.83	526,303.83	12,500.00	538,803.83
Municipal Manager	586,763.25	3,583.33	590,346.58	586,763.25	3,583.33	590,346.58
Corporate Services	1,651,188.00	2,083.33	1,653,271.33	1,651,188.00	2,083.33	1,653,271.33
Planning & Dev.	1,367,418.58	0	1,367,418.58	1,367,418.58	0	1,367,418.58
Budget & Treasury	1,307,329.92	5,208.33	1,312,538.25	1,307,329.92	5,208.33	1,312,538.25
TOTALS	5,439,003.58	23,374.99	5,462,378.58	5,439,003.58	23,374.99	5,462,378.58

PERFORMANCE BY VOTE	18-Sep			18-Oct		
DEPARTMENTS	OP.EXPENDITURE	CAP.EXPENDITURE	REVENUE	OP.EXPENDITURE	CAP.EXPENDITURE	REVENUE
Council	526,303.83	12,500.00	538,803.83	526,303.83	12,500.00	538,803.83
Municipal Manager	586,763.25	3,583.33	590,346.58	586,763.25	3,583.33	590,346.58
Corporate Services	1,651,188.00	2,083.33	1,653,271.33	1,651,188.00	2,083.33	1,653,271.33
Planning & Dev.	1,367,418.58	0	1,367,418.58	1,367,418.58	0	1,367,418.58
Budget & Treasury	1,307,329.92	5,208.33	1,312,538.25	1,307,329.92	5,208.33	1,312,538.25
TOTALS	5,439,003.58	23,374.99	5,462,378.58	5,439,003.58	23,374.99	5,462,378.58

PERFORMANCE BY VOTE	18-Nov			18-Dec		
DEPARTMENTS	OP.EXPENDITURE	CAP.EXPENDITURE	REVENUE	OP.EXPENDITURE	CAP.EXPENDITURE	REVENUE
Council	526,303.83	12,500.00	538,803.83	526,303.83	12,500.00	538,803.83
Municipal Manager	586,763.25	3,583.33	590,346.58	586,763.25	3,583.33	590,346.58
Corporate Services	1,651,188.00	2,083.33	1,653,271.33	1,651,188.00	2,083.33	1,653,271.33
Planning & Dev.	1,367,418.58	0	1,367,418.58	1,367,418.58	0	1,367,418.58
Budget & Treasury	1,307,329.92	5,208.33	1,312,538.25	1,307,329.92	5,208.33	1,312,538.25
TOTALS	5,439,003.58	23,374.99	5,462,378.58	5,439,003.58	23,374.99	5,462,378.58

PERFORMANCE BY VOTE	19-Jan			19-Feb		
DEPARTMENTS	OP.EXPENDITURE	CAP.EXPENDITURE	REVENUE	OP.EXPENDITURE	CAP.EXPENDITURE	REVENUE
Council	526,303.83	12,500.00	538,803.83	526,303.83	12,500.00	538,803.83
Municipal Manager	586,763.25	3,583.33	590,346.58	586,763.25	3,583.33	590,346.58
Corporate Services	1,651,188.00	2,083.33	1,653,271.33	1,651,188.00	2,083.33	1,653,271.33
Planning & Dev.	1,367,418.58	0	1,367,418.58	1,367,418.58	0	1,367,418.58
Budget & Treasury	1,307,329.92	5,208.33	1,312,538.25	1,307,329.92	5,208.33	1,312,538.25
TOTALS	5,439,003.58	23,374.99	5,462,378.58	5,439,003.58	23,374.99	5,462,378.58

PERFORMANCE BY VOTE	19-Mar			19-Apr		
DEPARTMENTS	OP.EXPENDITURE	CAP.EXPENDITURE	REVENUE	OP.EXPENDITURE	CAP.EXPENDITURE	REVENUE
Council	526,303.83	12,500.00	538,803.83	526,303.83	12,500.00	538,803.83
Municipal Manager	586,763.25	3,583.33	590,346.58	586,763.25	3,583.33	590,346.58
Corporate Services	1,651,188.00	2,083.33	1,653,271.33	1,651,188.00	2,083.33	1,653,271.33
Planning & Dev.	1,367,418.58	0	1,367,418.58	1,367,418.58	0	1,367,418.58
Budget & Treasury	1,307,329.92	5,208.33	1,312,538.25	1,307,329.92	5,208.33	1,312,538.25
TOTALS	5,439,003.58	23,374.99	5,462,378.58	5,439,003.58	23,374.99	5,462,378.58

PERFORMANCE BY VOTE	19-May			19-Jun		
DEPARTMENTS	OP.EXPENDITURE	CAP.EXPENDITURE	REVENUE	OP.EXPENDITURE	CAP.EXPENDITURE	REVENUE
Council	526,303.83	12,500.00	538,803.83	526,303.83	12,500.00	538,803.83
Municipal Manager	586,763.25	3,583.33	590,346.58	586,763.25	3,583.33	590,346.58
Corporate Services	1,651,188.00	2,083.33	1,653,271.33	1,651,188.00	2,083.33	1,653,271.33
Planning & Dev.	1,367,418.58	0	1,367,418.58	1,367,418.58	0	1,367,418.58
Budget & Treasury	1,307,329.92	5,208.33	1,312,538.25	1,307,329.92	5,208.33	1,312,538.25
TOTALS	5,439,003.58	23,374.99	5,462,378.58	5,439,003.58	23,374.99	5,462,378.58

5.3 Monthly Outcomes and Projections of expenditure (operating and capital) and revenue for each vote

PERFORMANCE BY VOTE			
DEPARTMENTS	OP.EXPENDITURE	CAP.EXPENDITURE	REVENUE
Council	526,303.83	12,500.00	538,803.83
Municipal Manager	586,763.25	3,583.33	590,346.58
Corporate Services	1,651,188.00	2,083.33	1,653,271.33
Planning & Dev.	1,367,418.58	0	1,367,418.58
Budget & Treasury	1,307,329.92	5,208.33	1,312,538.25
TOTALS	5,439,003.58	23,374.99	5,462,378.58

6. Service Delivery Targets and Performance Indicators

The service delivery targets and performance indicators below contains 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 is linked to the municipality's performance management system and when the municipality adopt and make changes to the performance management system 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), forms the link to individual performance management. 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 managers must be linked to the SDBIP of a municipality and the measurable performance objectives approved with the budget (circular 13 of the MFMA). The SDBIP in essence becomes the main operational tool to translate and manage the performance objectives as formulated in the IDP. The following diagram illustrates the process.



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

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

7. Planned performance targets for service delivery per quarter

Top Layer Indicators and Targets

Ref	Directorate	IDP Objective	KPA	KPI	Unit of Measurement	Area	KPI Owner	Source of Evidence	Overall Performance			Q2	Q3	Q4
									Target	Actual	Q1			
Office of the Municipal Manager														
TL1	Municipal Manager	Accelerate institution transformation	MT&ID	Recruitment and selection	Filling of the vacancy of the Chief Financial Officer within 3 months of advertisement	All	Municipal Manager	Appointment Letter	30-09-18		1	-	-	-
TL2	Municipal Manager	Accelerate institution transformation	MT&ID	Employments contracts	Entering into performance agreements with the employer within 30 days of date of appointment/60 days for new appointees	All	Municipal Manager	Signed performance agreements	4		4	-	-	-
TL3	Municipal Manager	Improve institutional performance	MT&ID	Performance Management	Assessment of the Performance of Senior Management on a quarterly basis	All	Municipal Manager	2 x formal Assessment Reports 2 x informal Assessment Reports	4		1	1	1	1

Ref	Directorate	IDP Objective	KPA	KPI	Unit of Measurement	Area	KPI Owner	Source of Evidence	Overall Performance					
									Target	Actual	Q1	Q2	Q3	Q4
TL4	Municipal Manager	Improve institutional performance	MT&ID	Performance Management	No. of performance analysis reports to Management on a quarterly basis	All	Municipal Manager	Reports/ minutes of management meeting	4		1	1	1	1
TL5	Municipal Manager	Improve institutional performance	GGPP	Overseeing the functionality of Audit Committee	Quarterly Audit Committee meetings	All	Municipal Manager	Attendance Register/Minutes	4		1	1	1	1
TL6	Municipal Manager	Improve Intergovernmental Relations	GGPP	Providing support to Local Municipalities through Technical IGR engagements	No. of Technical IGR meetings held	All	Municipal Manager	Minutes of Technical IGR/Attendance register	4		1	1	1	1
TL7	Municipal Manager	Improve institutional performance	GGPP	Overseeing the functionality of the Risk Management Committee	Quarterly Risk Management Committee meetings	All	Municipal Manager	Attendance Register/Minutes	4		1	1	1	1
TL8	Municipal Manager	Improve institutional performance	GGPP	Improved audit outcomes	No. of reports on the updated AGSA audit action plan	All	Municipal Manager	Updated Audit Action Plan	2		-	-	1	1
TL9	Municipal Manager	Improve the accuracy and integration of various components of the Financial System to enable proper	MFV&M	Ensure compliance with Section 32 of the MFMA	Monthly reports on irregular, unauthorised, fruitless and wasteful expenditure	All	Municipal Manager	Expenditure Reports tabled to Council	12		3	3	3	3

Ref	Directorate	IDP Objective	KPA	KPI	Unit of Measurement	Area	KPI Owner	Source of Evidence	Overall Performance					
									Target	Actual	Q1	Q2	Q3	Q4
		financial planning and reporting												
TL10	Municipal Manager	Improve the accuracy and integration of various components of the Financial System to enable proper financial planning and reporting	MFV&M	Effective Management of discipline	Establishment of the Financial Misconduct Committee on or before 30-Sep-2018	All	Municipal Manager	Council Resolution	1		1	-	-	-
Directorate Finance														
TL11	Financial Services	To achieve a clean administration for 2018 and beyond	MFV&M	Annual Financial Statements	Compilation AFS on or before 31 Aug 2018 and submission to AGSA	All	Director Finance	Proof of submission	1		1	-	-	-
TL12	Financial Services	To achieve a clean administration for 2018 and beyond	MFV&M	Oversee the review and implementation of the Audit Action Plan	Updated Action Plan	All	Director Finance	Reports of the updates	2		-	-	1	1
TL13	Financial	Improve the accuracy and	MFV&M	Review of journals prior	Monthly review of journal	All	Director	Reviewed journals with	12		3	3	3	3

Ref	Directorate	IDP Objective	KPA	KPI	Unit of Measurement	Area	KPI Owner	Source of Evidence	Overall Performance					
									Target	Actual	Q1	Q2	Q3	Q4
	Services	integration of various components of the Financial System to enable proper financial planning and reporting		capturing on the financial system(pastel)	entries		Finance	supporting evidence						
TL14	Financial Services	Improve the accuracy and integration of various components of the Financial System to enable proper financial planning and reporting	MFV&M	Ensure that the FMG conditional operational grant is fully utilised by 30 June 2019	% of FMG conditional operational grant spent on a quarterly basis	All	Director Finance	Expenditure Reports	100%		25%	50%	75%	100%
Directorate Corporate Services														
TL15	Corporate Services	Accelerate institution transformation	MT&ID	Oversee the compilation and the submission of the WSP	WSP approved by the LLF and submitted to LGSETA in April 2019	All	Director Corporate Services	Minutes/Proof of submission	1		-	-	-	1
TL16	Corporate Services	Accelerate institution	MT&ID	Employment Equity	Monitor and report on the implementation	All	Director Corporate	Employment equity reports	1		-	-	1	-

Ref	Directorate	IDP Objective	KPA	KPI	Unit of Measurement	Area	KPI Owner	Source of Evidence	Overall Performance					
									Target	Actual	Q1	Q2	Q3	Q4
		transformation			of the Employment Equity Plan		Services							
TL17	Corporate Services	Accelerate institution transformation	MT&ID	Work Skills Plan	No of trainings planned for the 2018/2019 financial year	All	Director Corporate Services	Annual Training Report	5		-	-	-	5
TL18	Corporate Services	Improve institutional performance	GG&PP	Planning of the sitting of Council and Council Committees	Develop schedule for the sitting of Council and Council Committees and table before Council	All	Director Corporate Services	Approved Schedule	1		1	-	-	-
TL 19	Corporate Services	Improve institutional performance	GG&PP	Ensure that Council sits as regulated by the MSA(Act 32 of 2000)	No. of Council meetings	All	Director Corporate Services	Minutes/Attendance Register	4		1	1	1	1
TL20	Corporate Services	Improve institutional performance	GG&PP	Implementation of Council Resolutions	No of reports to Council on the implementation of Council Resolutions	All	Director Corporate Services	Updated Resolution Register	4		1	1	1	1
TL21	Corporate Services	Accelerate institution transformation	MT&ID	Ensure Functionality of the Local Labour Forum	No. of Local Labour Forum meetings	All	Director Corporate Services	Minutes/Attendance	6		1	1	2	2

Ref	Directorate	IDP Objective	KPA	KPI	Unit of Measurement	Area	KPI Owner	Source of Evidence	Overall Performance			Q2	Q3	Q4
									Target	Actual	Q1			
TL22	Corporate Services	Accelerate institution transformation	MT&ID	Employee Wellness	No of Employee Wellness programmes planned	All	Director Corporate Services	Report on employee wellness programmes conducted	4		1	1	1	1
Directorate Planning and Social Development														
TL23	Planning and Social Development	Facilitate provision of water and sanitation services to all residents of Xhariep	BSD	Maintaining and improving the standard of water quality	Monthly audit samples and compliance to SANS 241	All	Director Planning and Social Development	Quarterly Water quality reports to Council	4		1	1	1	1
TL24	Planning and Social Development	Improved employment opportunities	LED	Job Creation	No. of jobs opportunities created through the EPWP	All	Director Planning and Social Development	Appointment letters	200		50	50	50	50
TL25	Planning and Social Development	Responsive economic infrastructure and networks	LED	Ensure participation of all local municipal managers towards the implementation of LED	No of LED Forums	All	Director Planning and Social Development	Minutes/Attendance register/LED reports	4		1	1	1	1

Ref	Directorate	IDP Objective	KPA	KPI	Unit of Measurement	Area	KPI Owner	Source of Evidence	Overall Performance					
									Target	Actual	Q1	Q2	Q3	Q4
TL26	Planning and Social Development	Create enabling environment of investment	LED	Lobbying of external stakeholders to invest in Xhariep	No. of stakeholder engagement meetings	All	Director Planning and Social Development	Minutes	2		-	1	-	1
TL 27	Planning and Social Development	Full compliance with environmental legislation	BSD	Oversee Improvement of EH Audit from the National Department of Health	No. of reports on the updated National Department of Health audit action plan	All	Director Planning and Social Development	Updated Action Plan reports	3		1	1	-	1
TL28	Planning and Social Development	Provide disaster management, Fire and Rescue Services to the residents of Xhariep	BSD	Support the implementation of the Disaster Management Plan	Attending disaster advisory forums, educational and awareness campaigns	All	Director Planning and Social Development	Advisory forums 4	4		1	1	1	1
								Educational and awareness campaigns 2	2		-	1		1

8. Departmental Indicators and targets

Ref	Directorate	IDP Objective	KPA	KPI	Unit of Measurement	KPI Concept	KPI Type	KPI Owner	Source of Evidence	Overall Performance					Q4
										Target	Actual	Q1	Q2	Q3	
Office of the Municipal Manager															
D1	Municipal Manager	Improve institutional performance	GGPP	Implementation of anti-fraud and anti-corruption initiatives	No of workshops planned to create awareness amongst Councillors and Staff	Output	Operational	Chief Risk Officer	Attendance register	1		-	-	1	-
D2	Municipal Manager	Improve institutional performance	GGPP	Risk Management	Development of the Risk Management Register before 30 July 2018	Output	Operational	Chief Risk Officer	Approved Risk Register	1		1	-	-	-
D3	Municipal Manager	Improve institutional performance	GGPP	Risk Assessment	No. of quarterly risk assessment reports prepared	Output		Chief Risk Officer	Risk Assessment Reports	4		1	1	1	1
D4	Municipal Manager	Improve institutional performance	GGPP	Improved audit outcomes	Reduction of audit findings by 80% in the 2018/ 2019	Output	Operational	Municipal Manager	Auditor General Report	75%		-	-	-	1

Ref	Directorate	IDP Objective	KPA	KPI	Unit of Measurement	KPI Concept	KPI Type	KPI Owner	Source of Evidence	Overall Performance					Q4
										Target	Actual	Q1	Q2	Q3	
					financial year										
D5	Municipal Manager	Improve institutional performance	GGPP	Functional Internal Audit Unit (MFMA 62(1))	No of quarterly reports prepared for Audit Committee	Output	Operational	Manager: Internal Audit	Quarterly reports	4		1	1	1	1
D6	Municipal Manager	Improve institutional performance	GGPP	Development of the Risk based audit plan	Risk based audit plan approved by Audit Committee by 31 August 2019	Output	Operational	Manager: Internal Audit	Minutes of Audit Committee meeting during which RBAP was approved	1		1	-	-	-
D7	Municipal Manager	Improve institutional performance	GGPP	Compilation of the draft Annual Report	Draft Annual Report approved by Council on or before 31 January 2019	Output	Operational	Manager: PMS	Council minutes	1		-	-	1	-
D8	Municipal Manager	Improve institutional performance	GGPP	Compilation of the Oversight Report on Annual Report (MFMA 129(1) and MSA 46(2))	Oversight Report adopted by Council on or before 31 March 2019	Output	Operational	Manager: PMS	Council minutes	1		-	-	1	-
D9	Municipal Manager	Improve institutional	GGPP	Mid- Year review of the performance of	Mid-year report submissions	Output	Operational	Manager: PMS	Signed S72 Report and proof of	1		-	-	1	-

Ref	Directorate	IDP Objective	KPA	KPI	Unit of Measurement	KPI Concept	KPI Type	KPI Owner	Source of Evidence	Overall Performance					Q4
										Target	Actual	Q1	Q2	Q3	
		performance		the municipality (MFMA S72)	(Mayor, Provincial and National Treasury) by 25 January 2019				submission						
Financial Services															
D10	Financial Services	Improve the accuracy and integration of various components of the Financial System to enable proper financial planning and reporting	MFV&M	Production of annual Audit file	No of Audit files produced by mid-August 2018	Output	Operational	Director Finance	Audit Files	1		1	-	-	-
D11	Financial Services	Improve the accuracy and integration of various components of the Financial System to enable proper financial planning and reporting	MFV&M	Closing of all municipal financial accounts at the end of each month in terms of sec 65 of the MFMA	No of monthly reports	Output	Operational	Director Finance	System Manager reports	12		3	3	3	3
D12	Financial Services	Improve the accuracy and integration of	MFV&M	No of creditors reconciliations done monthly	No of creditors reconciliation reports	Output	Operational	Manager Expenditure	Creditors reconciliation	12		3	3	3	3

Ref	Directorate	IDP Objective	KPA	KPI	Unit of Measurement	KPI Concept	KPI Type	KPI Owner	Source of Evidence	Overall Performance					Q4
										Target	Actual	Q1	Q2	Q3	
		various components of the Financial System to enable proper financial planning and reporting		(30 days)	submitted				report						
D13	Financial Services	Improve the accuracy and integration of various components of the Financial System to enable proper financial planning and reporting	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		>1	>1	>1	>1
D14	Financial Services	Improve the accuracy and integration of various components of the Financial System to enable proper financial planning and reporting	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		>1	>1	>1	>1
D15	Financial Services	Improve the accuracy and integration of various components of the Financial	MFV&M	Monthly notification of awards over R 100 000	List of awards	Output	Operational	Manager SCM	Purchase Report	12		3	3	3	3

Ref	Directorate	IDP Objective	KPA	KPI	Unit of Measurement	KPI Concept	KPI Type	KPI Owner	Source of Evidence	Overall Performance					Q4
										Target	Actual	Q1	Q2	Q3	
		System to enable proper financial planning and reporting													
D16	Financial Services	Improve the accuracy and integration of various components of the Financial System to enable proper financial planning and reporting	MFV&M	Effective management of payroll by providing the section 66 payroll report on a monthly basis	Monthly reports to management in terms of section 66 of the MFMA	Output	Operational	Manager Expenditure and payroll	No of Monthly reports	12		3	3	3	3
D17	Financial Services	Improve the accuracy and integration of various components of the Financial System to enable proper financial planning and reporting	MFV&M	Ensure the submission of IRP5's	IRP5's submitted not later than 30 May 2019 to SARS	Output	Operational	Manager Expenditure and payroll	IRP submission report	1		-	-	-	1
D18	Financial Services	Improve the accuracy and integration of various components of the Financial System to enable proper financial planning and	MFV&M	Monthly salary reconciliations	No of reconciliations done	Output	Operational	Manager Expenditure and payroll	Salary reconciliation	12		3	3	3	3

Ref	Directorate	IDP Objective	KPA	KPI	Unit of Measurement	KPI Concept	KPI Type	KPI Owner	Source of Evidence	Overall Performance					Q4
										Target	Actual	Q1	Q2	Q3	
		reporting													
Directorate Corporate Services															
D19	Corporate Services	Improved institutional performance	GGPP	Draw quarterly resolution execution report for all directorates	No of reports	Output	Operational	Manager Administration	Quarterly execution report	4		1	1	1	1
D20	Corporate Services	Improved institutional performance	GGPP	Monitoring Council resolutions to ensure implementation	Resolution register submitted to Council on a quarterly basis	Output	Operational	Manager Administration	Resolution Report	4		1	1	1	1
D21	Corporate Services	Accelerate institution transformation	MT&ID	Employee reward system developed	Lower level employees entering into performance agreements with the employer as at 01 July 2018	Output	Operational	HR Manager	Signed EPAS forms by all lower level employees	1		1	-	-	-
D22	Corporate Services	Improved institutional performance	GGPP	Public Participation Plan in place	Review the public participation Plan/Strategy on or before 30 September 2018	Output	Operational	Manager: Office of the Speaker	Council Resolution on public participation Plan/Strategy	1		-	1	-	-

Ref	Directorate	IDP Objective	KPA	KPI	Unit of Measurement	KPI Concept	KPI Type	KPI Owner	Source of Evidence	Overall Performance					Q4
										Target	Actual	Q1	Q2	Q3	
D23	Corporate Services	Accelerate institution transformation	MT&ID	Development of the Works Skills Plan	WSP approved by the LLF and submitted to the LGSETA on or before 30 April 2019	Output	Operational	HR Manager	Minutes / Proof of submission	1		-	-	-	1
D24	Corporate Services	Accelerate institution transformation	MT&ID	Implementation of the Employment Equity Plan	% of employees from the designated groups	Output	Operational	HR Manager	Employment equity report/Employ ee Data base	95%		95%	95%	95%	95%
D25	Corporate Services	Accelerate institution transformation	MT&ID	Occupational Health and Safety	Occupational Health and Safety quarterly inspections	Output	Operational	HR Manager	OHS Reports	2		-	1	-	1
D26	Corporate Services	Accelerate institution transformation	MT&ID	Employee Wellness	Development of the employee wellness Calendar	Output	Operational	HR Manager	Approved Employee Wellness Calendar	1		1	-	-	-
Directorate Planning and Social Development															
D27	Planning and Social Development	Improved employment opportunities	LED	Implementation of the Expanded Public Works Programme (EPWP)	No of quarterly reports on the EPWP progress, grant, staff and wages paid submitted	Output	Operational	Manager EPWP	EPWP Monthly reports	4		1	1	1	1

Ref	Directorate	IDP Objective	KPA	KPI	Unit of Measurement	KPI Concept	KPI Type	KPI Owner	Source of Evidence	Overall Performance					Q4
										Target	Actual	Q1	Q2	Q3	
					to the MM/ Council										
D28	Planning and Social Development	Improved employment opportunities	LED	Report on the implementation of the EPWP	No. of EPWP steering committee meetings held quarterly	Output	Operational	Manager EPWP	Quarterly reports	4		1	1	1	1
D29	Planning and Social Development	Improved employment opportunities	LED	Expenditure of the EPWP Grant	100% Expenditure by end of June 2019	Output	Operational	Manager EPWP	Report on the expenditure of grants	100%		25%	50%	75%	100%
D30	Planning and Social Development	Improve public participation	GGPP	Develop IDP / Budget (Time schedule of key deadlines (Process Plan) (MSA 28 / MFMA 21)	Approved IDP Framework and Process Plan on or before 31 Aug 2018	Output	Operational	Manager IDP	Council minutes	1		1	-	-	-
D31	Planning and Social Development	Improve public participation	GGPP	IDP and Budget Public Participation meetings	No of meetings held before the approval of the IDP and Budget	Output	Operational	Manager IDP	Public Participation Report	3		-	-	-	3
D32	Planning and Social Development	Improve public participation	GGPP	Compile final IDP (MSA 34)	Final IDP approved by Council on or before 30 June 2019	Output	Operational	Manager IDP	Council minutes	1		-	-	-	1

Ref	Directorate	IDP Objective	KPA	KPI	Unit of Measurement	KPI Concept	KPI Type	KPI Owner	Source of Evidence	Overall Performance					Q4
										Target	Actual	Q1	Q2	Q3	
D33	Planning and Social Development	Provide environmental health services to the residents of Xhariep	BSD	Environmental Health services	No. of person attending Health Education programmes/projects	Output	Operational	Environmental Health Manager	Attendance registers/ Invitations	600		150	150	150	150
D34	Planning and Social Development	Facilitate provision of water and sanitation services to all residents of Xhariep	BSD	Water quality monitoring	No of quarterly water quality reports submitted to Council	Output	Operational	Environmental Health Manager	Council minutes	4		1	1	1	1
D35	Planning and Social Development	Facilitate provision of water and sanitation services to all residents of Xhariep	BSD	Water quality monitoring	No of water quality samples collected per local municipality	Output	Operational	Environmental Health Manager	Laboratory results	Mohokare 72		18	18	18	18
										Letsemeng 108		27	27	27	27
										Kopano ng 216		54	54	54	54
D36	Planning and Social Development	Facilitate provision of water and sanitation services to all residents of Xhariep	BSD	Improve service delivery to communities	No of quarterly sanitation quality reports submitted to Management/ Council	Output	Operational	Environmental Health Manager	Management/ Council minutes	4		1	1	1	1

Ref	Directorate	IDP Objective	KPA	KPI	Unit of Measurement	KPI Concept	KPI Type	KPI Owner	Source of Evidence	Overall Performance					Q4
										Target	Actual	Q1	Q2	Q3	
D37	Planning and Social Development	Provide environmental health services to the residents of Xhariep	BSD	Improve service delivery to communities	No of quarterly waste water samples taken per local municipality	Output	Operational	Environmental Health Manager	Laboratory results	Mohokare 12		3	3	3	3
										Kopano ng 8		2	2	2	2
										Letsemeng 4		1	1	1	1
D38	Planning and Social Development	Provide environmental health services to the residents of Xhariep	BSD	Environmental Health services	No of Environmental Health awareness conducted	Output	Operational	Environmental Health Manager	Project progress reports	6		1	2	2	1
D39	Planning and Social Development	Provide disaster management, Fire and Rescue Services to the residents of Xhariep	BSD	Disaster Management	No of municipal disaster management advisory forum meetings held (section 51 of the Disaster Management Act 2002)	Output	Operational	Manager: Disaster Management	Attendance Register/ minutes	4		1	1	1	1
D40	Planning and Social Development	Provide disaster management, Fire and Rescue Services to the residents of Xhariep	BSD	Disaster Management	No of disaster management progress reports submitted to Council	Output	Operational	Manager Disaster Management	Council minutes	4		1	1	1	1
D41	Planning and Social	Provide disaster management,	BSD	Disaster Management	No of Disaster Management	Output	Operational	Manager Disaster	Minutes/ attendance	2		-	1	-	1

Ref	Directorate	IDP Objective	KPA	KPI	Unit of Measurement	KPI Concept	KPI Type	KPI Owner	Source of Evidence	Overall Performance					Q4
										Target	Actual	Q1	Q2	Q3	
	Development	Fire and Rescue Services to the residents of Xhariep			awareness sessions held in the District			Management	registers						
D42	Planning and Social Development	Provide Sustainable Land Use and Development	SER	Rural Development	Approval of the Rural Development Plan on or before 30 September 2018	Output	Operational	Manager: IDP	Council Resolution	1		1	-	-	-

9. Approval of Service Delivery and Budget Implementation Plan

Being a management and implementation plan (not a policy proposal) the SDBIP is not required to be approved by council. It is however tabled before Council and made public for information and for purposes of monitoring. 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 Draft SDBIP was concluded along with the draft IDP and Annual Budget 2018/2019. All levels of the SDBIP will be formally submitted by the Municipal Manager to the Executive Mayor within 14 days after the approval of the Final IDP and Budget and will subsequently be approved by the Executive Mayor within 28 days. 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 : 09 July 2018

APPROVED BY : _____ **(EXECUTIVE MAYOR)**

DATE : 09 July 2018