

Service Delivery and Budget Implementation Plan 2019/2020(Draft)



Xhariep District
Municipality

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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 2019 to 30 June 2020 (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 Draft Integrated Development Plan (IDP) and the Draft Budget (tabled before Council on the 29th March 2019).

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 works plan

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) unchanged				200,000 unchanged		200,000	211,240	218,662
Environmental Health (water) unchanged				50,000 unchanged		50,000	52,810	54,666
OR Tambo Games (please note the vote can go back to 100k in the new year)	100,000 reduced to new amount of R47,800					47,800	105,991	109,549
Youth Development Programmes unchanged	50,000					50,000	52,996	54,775
Special Programmes unchanged	40,000					40,000	42,397	43,820
IGR unchanged	10,000					10,000	10,599	10,955
Social Responsibility Fund it was increased by 25k	100,000 changed to 125,000					100,000	105,991	109,549
District Aids Council reduced by R5k	10,000 changed to 5,000					10,000	10,599	10,955
Disaster Management Contributions reduced by 20k				40,000 the new amount is 20,000		40,000	92,849	81,272
Support for SMME'S reduced to zero				20,000 now its zero 20,000 increased to 50,000		20,000	21,124	21,866
LED Projects(agri park) increased by 30k				74,111 now its zero		20,000	21,124	21,866
LED Projects this was made zero						74,111	78,276	81,026

SCOA Please the SCOA project is partly funded by FMG. Total FMG is 1,320,000. There are no two separate SCOA amounts. This vote is divided into 49,500 for laptops, 20,000 consultants fees, 724,255 for finance systems capacity including SCOA system and stipends for interns SCOA-fmg The correct report would say FMG is r1,320,000 – please correct as FMG must only have one line and SCOA has various systems that has licenses as well.					1,475,475	475,475	516,447	523,209
					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 her 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	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand	1										
Revenue By Source											
Property rates	2	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	2	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment		436	431	430		490			562	593	625
Interest earned - external investments		183	97	108		180			200	211	222
Interest earned - outstanding debtors		135	63	147					-	-	-
Dividends received										-	-
Fines, penalties and forfeits										-	-
Licences and permits			-						25	26	28
Agency services										-	-
Transfers and subsidies		52 306	52 529	59 679	64 762	64 762			68 740	69 301	72 918
Other revenue	2	387	471	480	507	149	-	-	182	2 348	2 513
Gains on disposal of PPE		309									
Total Revenue (excluding capital transfers and contributions)		53 755	53 592	60 844	65 268	65 581	-	-	69 709	72 478	76 306
Expenditure By Type											
Employee related costs	2	34 811	36 819	39 451	42 370	42 027	-	-	46 238	48 277	50 457
Remuneration of councillors		4 045	3 961	4 496	4 317	4 490	-	-	6 257	6 257	6 257
Debt impairment	3	1 184	741	554					1 437	718	431
Depreciation & asset impairment	2	2 290	2 181	2 406	1 652	1 652	-	-	1 652	1 252	952
Finance charges		400	518	357					370	326	299
Bulk purchases	2	-	-	-	-	-	-	-	-	-	-
Other materials	8										
Contracted services		3 001	5 093	5 716	5 996	5 996	-	-	1 460	1 498	1 538
Transfers and subsidies		-	-	-	-	-	-	-	-	-	-
Other expenditure	4, 5	14 894	8 031	6 801	10 932	10 932	-	-	12 214	12 917	14 393
Loss on disposal of PPE		134	15	6							
Total Expenditure		60 759	57 360	59 786	65 268	65 098	-	-	69 629	71 246	74 327
Surplus/(Deficit)		(7 004)	(3 768)	1 058	0	483	-	-	80	1 232	1 978
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)											
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher	6	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)											
Surplus/(Deficit) after capital transfers & contributions		(7 004)	(3 768)	1 058	0	483	-	-	80	1 232	1 978
Taxation											
Surplus/(Deficit) after taxation		(7 004)	(3 768)	1 058	0	483	-	-	80	1 232	1 978
Attributable to minorities											
Surplus/(Deficit) attributable to municipality		(7 004)	(3 768)	1 058	0	483	-	-	80	1 232	1 978
Share of surplus/ (deficit) of associate	7										
Surplus/(Deficit) for the year		(7 004)	(3 768)	1 058	0	483	-	-	80	1 232	1 978

5.2 Monthly Projections of Revenue to be collected for each source

DC16 Xhariep - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue By Source																
Property rates													-	-	-	-
Service charges - electricity revenue													-	-	-	-
Service charges - water revenue													-	-	-	-
Service charges - sanitation revenue													-	-	-	-
Service charges - refuse revenue													-	-	-	-
Rental of facilities and equipment		47	47	47	47	47	47	47	47	47	47	47	47	562	593	625
Interest earned - external investments		17	17	17	17	17	17	17	17	17	17	17	17	200	211	222
Interest earned - outstanding debtors													-	-	-	-
Dividends received													-	-	-	-
Fines, penalties and forfeits													-	-	-	-
Licences and permits		2	2	2	2	2	2	2	2	2	2	2	2	25	26	28
Agency services													-	-	-	-
Transfers and subsidies		19 736	2 070			511	14 515	1 024	10 884			20 000	-	68 740	69 301	72 918
Other revenue		15	15	15	15	15	15	15	15	15	15	15	15	182	2 348	2 513
Gains on disposal of PPE													-	-	-	-
Total Revenue (excluding capital transfers and contributions)		19 817	2 151	81	81	592	14 596	81	1 104	10 965	81	20 081	81	69 709	72 478	76 306

PERFORMANCE BYVOTE	Jul 19			Aug-19		
DEPARTMENTS	OPEX	CAPEX	REVENUE	OPEX	CAPEX	REVENUE
Council	660 740,00	0,00	660 740,00	660 740,00	0,00	660 740,00
Municipal Manager	659 744,00	0,00	659 744,00	659 744,00	0,00	659 744,00
Budget & Treasury Office	1 239 872,00	0,00	1 239 872,00	1 239 872,00	0,00	1 239 872,00
Planning & Social Dev	1 324 488,00	0,00	1 324 488,00	1 324 488,00	0,00	1 324 488,00
Corporate Services	1 917 586,00	0,00	1 924 253,00	1 917 586,00	0,00	1 924 253,00
TOTAL	5 802 430,00	0,00	5 809 097,00	5 802 430,00	0,00	5 809 097,00
PERFORMANCE BYVOTE	Sep-19			Oct-19		
DEPARTMENTS	OPEX	CAPEX	REVENUE	OPEX	CAPEX	REVENUE
Council	660 740,00		660 740,00	660 740,00	0,00	660 740,00
Municipal Manager	659 744,00	10 000,00	659 744,00	659 744,00	0,00	659 744,00
Budget & Treasury Office	1 239 872,00		1 239 872,00	1 239 872,00	0,00	1 239 872,00
Planning & Social Dev	1 324 488,00	10 000,00	1 324 488,00	1 324 488,00	0,00	1 324 488,00
Corporate Services	1 917 586,00		1 924 253,00	1 917 586,00	0,00	1 924 253,00
TOTAL	5 802 430,00	20 000,00	5 809 097,00	5 802 430,00	0,00	5 809 097,00
PERFORMANCE BYVOTE	Nov-19			Dec-19		
DEPARTMENTS	OPEX	CAPEX	REVENUE	OPEX	CAPEX	REVENUE
Council	660 740,00		660 740,00	660 740,00	0,00	660 740,00
Municipal Manager	659 744,00		659 744,00	659 744,00	10 000,00	659 744,00
Budget & Treasury Office	1 239 872,00		1 239 872,00	1 239 872,00	0,00	1 239 872,00
Planning & Social Dev	1 324 488,00		1 324 488,00	1 324 488,00	10 000,00	1 324 488,00
Corporate Services	1 917 586,00		1 924 253,00	1 917 586,00	0,00	1 924 253,00
TOTAL	5 802 430,00	0,00	5 809 097,00	5 802 430,00	20 000,00	5 809 097,00

PERFORMANCE BY VOTE	Jan-20			Feb-20		
DEPARTMENTS	OPEX	CAPEX	REVENUE	OPEX	CAPEX	REVENUE
Council	660 740,00		660 740,00	660 740,00	0,00	660 740,00
Municipal Manager	659 744,00		659 744,00	659 744,00	0,00	659 744,00
Budget & Treasury Office	1 239 872,00		1 239 872,00	1 239 872,00	0,00	1 239 872,00
Planning & Social Dev	1 324 488,00		1 324 488,00	1 324 488,00	0,00	1 324 488,00
Corporate Services	1 917 586,00		1 924 253,00	1 917 586,00	0,00	1 924 253,00
TOTAL	5 802 430,00	0,00	5 809 097,00	5 802 430,00	0,00	5 809 097,00
PERFORMANCE BY VOTE	Mar-20			Apr-20		
DEPARTMENTS	OPEX	CAPEX	REVENUE	OPEX	CAPEX	REVENUE
Council	660 740,00		660 740,00	660 740,00	0,00	660 740,00
Municipal Manager	659 744,00	10 000,00	659 744,00	659 744,00	0,00	659 744,00
Budget & Treasury Office	1 239 872,00		1 239 872,00	1 239 872,00	0,00	1 239 872,00
Planning & Social Dev	1 324 488,00	10 000,00	1 324 488,00	1 324 488,00	0,00	1 324 488,00
Corporate Services	1 917 586,00		1 924 253,00	1 917 586,00	0,00	1 924 253,00
TOTAL	5 802 430,00	20 000,00	5 809 097,00	5 802 430,00	0,00	5 809 097,00
PERFORMANCE BY VOTE	May -20			Jun-20		
DEPARTMENTS	OPEX	CAPEX	REVENUE	OPEX	CAPEX	REVENUE
Council	660 740,00		660 740,00	660 740,00	0,00	660 740,00
Municipal Manager	659 744,00		659 744,00	659 744,00	10 000,00	659 744,00
Budget & Treasury Office	1 239 872,00		1 239 872,00	1 239 872,00	0,00	1 239 872,00
Planning & Social Dev	1 324 488,00		1 324 488,00	1 324 488,00	10 000,00	1 324 488,00
Corporate Services	1 917 586,00		1 924 253,00	1 917 586,00	0,00	1 924 253,00
TOTAL	5 802 430,00	0,00	5 809 097,00	5 802 430,00	20 000,00	5 809 097,00

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

PERFORMANCE BY VOTE						
DEPARTMENTS	OPEX	CAPEX	REVENUE	OPEX	CAPEX	REVENUE
Council	660 740,00		660 740,00	660 740,00	0,00	660 740,00
Municipal Manager	659 744,00	10 000,00	659 744,00	659 744,00	0,00	659 744,00
Budget & Treasury Office	1 239 872,00		1 239 872,00	1 239 872,00	0,00	1 239 872,00
Planning & Social Dev	1 324 488,00	10 000,00	1 324 488,00	1 324 488,00	0,00	1 324 488,00
Corporate Services	1 917 586,00		1 924 253,00	1 917 586,00	0,00	1 924 253,00
TOTAL	5 802 430,00	20 000,00	5 809 097,00	5 802 430,00	0,00	5 809 097,00

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	To provide an overarching framework for sustainable municipal performance improvement	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	-	-	-
TL2	Municipal Manager	To provide an overarching framework for sustainable municipal performance improvement	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
TL3	Municipal Manager	To provide an overarching framework for sustainable municipal performance improvement	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

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	To ensure an improved audit opinion in line with the LGTAS	GGPP	Overseeing the functionality of Audit Committee	Quarterly Audit Committee meetings	All	Municipal Manager	Attendance Register/Minutes	4		1	1	1	1
TL5	Municipal Manager	To enhance the public profile, reputation and positioning of XDM	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
TL6	Municipal Manager	To ensure an improved audit opinion in line with the LGTAS	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
TL7	Municipal Manager	To ensure an improved audit opinion in line with the LGTAS	GGPP	Improved audit outcomes	Monitoring the implementation of AGSA audit action plan and report quarterly	All	Municipal Manager	Updated Audit Action Plan	2		-	-	1	1
TL8	Municipal Manager	Ensure sound financial management and financial sustainability of XDM	MFV&M	Ensure compliance with Section 32 of the MFMA	Months without 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			Q2	Q3	Q4
									Target	Actual	Q1			
Directorate Finance														
TL10	Financial Services	Ensure sound financial management and financial sustainability of XDM	MFV&M	Annual Financial Statements	Compilation AFS on or before 31 Aug 2019 and submission to AGSA	All	Director Finance	Proof of submission	1		1	-	-	-
TL11	Financial Services	Ensure sound financial management and financial sustainability of XDM	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
TL12	Financial Services	Ensure sound financial management and financial sustainability of XDM	MFV&M	Review of journals prior capturing on the financial system(pastel)	Monthly review of journal entries	All	Director Finance	Reviewed journals with supporting evidence	12		3	3	3	3
TL13	Financial Services	Ensure sound financial management and financial sustainability of XDM	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%
TL14	Financial Services	Ensure sound financial management and financial	MFV&M	Oversee the implementation of the SCM	Quarterly reports on the deviations of	All	Director Finance	SCM deviation 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
		sustainability of XDM		Policy	the SCM Policy									
TL15	Financial Services	Ensure sound financial management and financial sustainability of XDM	MFV&M	Compilation of MFMA Sec 71 reports to Provincial and National Treasury	Monthly MFMA Sec 71 reports	All	Director Finance	MFMA Sec 71 reports	12		3	3	3	3
TL16	Financial Services	Ensure sound financial management and financial sustainability of XDM	MFV&M	Compilation of MFMA Sec 52(d) reports to Provincial and National Treasury	Quarterly Sec 52(d) (MFMA) reports	All	Director Finance	MFMA Sec 52(d) reports	4		1	1	1	1
TL17	Financial Services	Ensure sound financial management and financial sustainability of XDM	MFV&M	Compilation of SCM reports to Provincial and National Treasury	SCM quarterly reports	All	Director Finance	SCM quarterly reports	4		1	1	1	1
TL18	Financial Services	Ensure sound financial management and financial sustainability of XDM	MFV&M	Monitor the implementation of the Demand Management Plan	Quarterly reports on the implementation of the Demand Management Plan	All	Director Finance	Progress reports on the Demand Management Plan	4		1	1	1	1
Directorate Corporate Services														

Ref	Directorate	IDP Objective	KPA	KPI	Unit of Measurement	Area	KPI Owner	Source of Evidence	Overall Performance					
									Target	Actual	Q1	Q2	Q3	Q4
TL19	Corporate Services	To provide a framework for Municipal Transformation and Institutional Development	MT&ID	Oversee the compilation and the submission of the WSP	WSP approved by the LLF and submitted to LGSETA in April 2020	All	Director Corporate Services	Minutes/Proof of submission	1		-	-	-	1
TL20	Corporate Services	To provide a framework for Municipal Transformation and Institutional Development	MT&ID	Employment Equity	Monitor and report on the implementation of the Employment Equity Plan	All	Director Corporate Services	Employment equity reports	1		-	-	1	-
TL21	Corporate Services	To provide a framework for Municipal Transformation and Institutional Development	MT&ID	Work Skills Plan	No of trainings planned for the 2019/2020 financial year	All	Director Corporate Services	Annual Training Report	5		-	-	-	5
TL22	Corporate Services	To enhance the public profile, reputation and positioning of XDM	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	-	-	-
TL23	Corporate Services	To enhance the public profile, reputation and	GG&PP	Ensure that Council sits as regulated by the	No. of Council meetings	All	Director Corporate	Minutes/Attendance Register	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
		positioning of XDM		MSA(Act 32 of 2000)			Services							
TL24	Corporate Services	To enhance the public profile, reputation and positioning of XDM	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
TL25	Corporate Services	To provide a framework for Municipal Transformation and Institutional Development	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
TL26	Corporate Services	To provide a framework for Municipal Transformation and Institutional Development	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														
TL27	Planning and Social Development	Facilitate provision of water and sanitation services to all residents of	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 Management	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
		Xhariep												
TL28	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
TL29	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
TL30	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		-	-	-	2
TL 31	Planning and Social Development	Full compliance with environmental legislation	BSD	Oversee Improvement of EH Audit from the National Department of Health	Monitoring and implementation of the action Plan of the National Department of Health on Environmental Health matters	All	Director Planning and Social Development	Updated Action Plan reports	3		-	1	1	1

Ref	Directorate	IDP Objective	KPA	KPI	Unit of Measurement	Area	KPI Owner	Source of Evidence	Overall Performance			Q2	Q3	Q4
									Target	Actual	Q1			
TL32	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					
										Target	Actual	Q1	Q2	Q3	Q4
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 2019	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 2019/ 2020	Output	Operational	Municipal Manager	Auditor General Report	80%		-	-	-	1

Ref	Directorate	IDP Objective	KPA	KPI	Unit of Measurement	KPI Concept	KPI Type	KPI Owner	Source of Evidence	Overall Performance					
										Target	Actual	Q1	Q2	Q3	Q4
					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 2020	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 2020	Output	Operational	Manager : PMS	Council minutes	1		-	-	1	-

Ref	Directorate	IDP Objective	KPA	KPI	Unit of Measurement	KPI Concept	KPI Type	KPI Owner	Source of Evidence	Overall Performance					
										Target	Actual	Q1	Q2	Q3	Q4
D9	Municipal Manager	Improve institutional performance	GGPP	Mid- Year review of the performance of the municipality (MFMA S72)	Mid-year report submissions (Mayor, Provincial and National Treasury) by 25 January 2020	Output	Operational	Manager : PMS	Signed S72 Report and proof of submission	1		-	-	1	-
D10	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	-	-	-
D11	Municipal Manager	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
D12	Municipal Manager	Improve public participation	GGPP	Compile final IDP (MSA 34)	Final IDP approved by Council on or before 30 June 2020	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					
										Target	Actual	Q1	Q2	Q3	Q4
Financial Services															
D13	Financial Services	Ensure sound financial management and financial sustainability of XDM	MFV&M	Production of annual Audit file	No of Audit files produced by mid-August 2019	Output	Operational	Director Finance	Audit Files	1		1	-	-	-
D14	Financial Services	Ensure sound financial management and financial sustainability of XDM	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
D15	Financial Services	Ensure sound financial management and financial sustainability of XDM	MFV&M	No of creditors reconciliations done monthly (30 days)	No of creditors reconciliation reports submitted	Output	Operational	Manager Expenditure	Creditors reconciliation report	12		3	3	3	3
D16	Financial Services	Ensure sound financial management and financial sustainability of XDM	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
D17	Financial	Ensure sound financial	MFV&M	Financial Viability: Debt	Debt coverage (Total	Output	Operational	Manager	Expenditure Report / S72	>1		>1	>1	>1	>1

Ref	Directorate	IDP Objective	KPA	KPI	Unit of Measurement	KPI Concept	KPI Type	KPI Owner	Source of Evidence	Overall Performance					
										Target	Actual	Q1	Q2	Q3	Q4
	Services	management and financial sustainability of XDM		coverage (Reg 796)	operating revenue-operating grants received)/debt service payments due within the year) (SA8)			Reporting	Report						
D18	Financial Services	Ensure sound financial management and financial sustainability of XDM	MFV&M	Monthly notification of awards over R 100 000	List of awards	Output	Operational	Manager SCM	Purchase Report	12		3	3	3	3
D19	Financial Services	Ensure sound financial management and financial sustainability of XDM	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
D20	Financial Services	Ensure sound financial management and financial sustainability of XDM	MFV&M	Ensure the submission of IRP5's	IRP5's submitted not later than 30 May 2020 to SARS	Output	Operational	Manager Expenditure and payroll	IRP submission report	1		-	-	-	1
D21	Financial Services	Ensure sound financial management and financial	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		Q1	Q2	Q3	Q4
										Target	Actual				
		sustainability of XDM													
Directorate Corporate Services															
D22	Corporate Services	Improved institutional performance	GGPP	Draw quarterly resolution execution report for all directorates	No of execution reports where Council resolutions are captured on every sitting of Council	Output	Operational	Manager Administration	Quarterly execution report	4		1	1	1	1
D23	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
D24	Corporate Services	Improved institutional performance	GGPP	Public Participation Plan in place	Review the public participation Plan/Strategy on or before 30 September 2019	Output	Operational	Manager: Office of the Speaker	Council Resolution on public participation Plan/Strategy	1		-	1	-	-
D25	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	Output	Operational	HR Manager	Minutes / Proof of submission	1		-	-	-	1

Ref	Directorate	IDP Objective	KPA	KPI	Unit of Measurement	KPI Concept	KPI Type	KPI Owner	Source of Evidence	Overall Performance					
										Target	Actual	Q1	Q2	Q3	Q4
					2020										
D26	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%
D27	Corporate Services	Accelerate institution transformation	MT&ID	Occupational Health and Safety	Progress reports on the Implementation of the Occupational Health and Safety Action Plan	Output	Operational	HR Manager	OHS Reports	2		-	1	-	1
D28	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															
D29	Planning and Social Development	To initiate, lead and sustain an investment environment for job creation in the XDM Area	LED	Implementation of the Expanded Public Works Programme (EPWP)	No of quarterly reports on the EPWP progress, grant, staff and wages paid submitted to the MM/ Council	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				Q3	Q4
										Target	Actual	Q1	Q2		
D30	Planning and Social Development	To initiate, lead and sustain an investment environment for job creation in the XDM Area	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
D31	Planning and Social Development	To initiate, lead and sustain an investment environment for job creation in the XDM Area	LED	Expenditure of the EPWP Grant	100% Expenditure by end of June 2020	Output	Operational	Manager EPWP	Report on the expenditure of grants	100%		25%	50%	75%	100%
D32	Planning and Social Development	To provide an enabling environment for LED in XDM within the context of National and Provincial Frameworks	LED	Making tourism awareness to schools and communities	No. of tourism awareness campaigns conducted quarterly	Output	Operational	Manager LED	Reports/attendance registers	4		1	1	1	1
D33	Planning and Social Development	Provide environmental health services to the residents of Xhariep	BSD	Environmental Health services	No. of Health Education programmes/projects planned	Output	Operational	Environmental Health Manager	Reports on Health Education programmes/projects undertaken	8		2	2	2	2

Ref	Directorate	IDP Objective	KPA	KPI	Unit of Measurement	KPI Concept	KPI Type	KPI Owner	Source of Evidence	Overall Performance					
										Target	Actual	Q1	Q2	Q3	Q4
D34	Planning and Social Development	To ensure sustainable delivery in respect of water and sanitation, electricity, solid waste management, housing and roads and storm water services to all residents of XDM	BSD	Water quality monitoring	No of quarterly water quality reports submitted to Management	Output	Operational	Environmental Health Manager	Management minutes	4		1	1	1	1
D35	Planning and Social Development	To ensure sustainable delivery in respect of water and sanitation, electricity, solid waste management, housing and roads and storm water services to all residents of XDM	BSD	Water quality monitoring	No of water quality samples collected per local municipality	Output	Operational	Environmental Health Manager	Laboratory results	Mohokare 66		18	18	12	18
										Letsemeng 98		27	27	17	27
										Kopanong 196		54	54	34	54

Ref	Directorate	IDP Objective	KPA	KPI	Unit of Measurement	KPI Concept	KPI Type	KPI Owner	Source of Evidence	Overall Performance					
										Target	Actual	Q1	Q2	Q3	Q4
D36	Planning and Social Development	To ensure sustainable delivery in respect of water and sanitation, electricity, solid waste management, housing and roads and storm water services to all residents of XDM	BSD	Improve service delivery to communities	No of quarterly sanitation quality reports submitted to Management	Output	Operational	Environmental Health Manager	Management minutes	4		1	1	1	1
D37	Planning and Social Development	To ensure sustainable delivery in respect of water and sanitation, electricity, solid waste management, housing and roads and storm water services to all residents of XDM	BSD	Improve service delivery to communities	No of quarterly waste water samples taken per local municipality	Output	Operational	Environmental Health Manager	Laboratory results	Mohokare 9		3	3	0	3
										Kopanong 8		2	2	2	2
										Letsemeng 4		1	1	1	1
D38	Planning and	Full	BSD	Environmental	No of	Output	Operational	Environm	Project	5		1	2	1	1

Ref	Directorate	IDP Objective	KPA	KPI	Unit of Measurement	KPI Concept	KPI Type	KPI Owner	Source of Evidence	Overall Performance					
										Target	Actual	Q1	Q2	Q3	Q4
	Social Development	compliance with environmental legislation		Health services	Environmental Health awareness conducted			ental Health Manager	progress reports						
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 Management	Output	Operational	Manager Disaster Management	Management minutes	4		1	1	1	1
D41	Planning and Social Development	Provide disaster management, Fire and Rescue Services to the residents of Xhariep	BSD	Disaster Management	No of Disaster Management awareness sessions held in the District	Output	Operational	Manager Disaster Management	Minutes/ attendance registers	2		-	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 Draft Budget 2019/2020. 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 : 03 April 2019

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

DATE : 03 April 2019