



**2014/15**  
**SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN**

## **Introduction**

Essentially a business plan, the SDBIP is an integral part of the financial planning process. Although its approval is required after the budget its preparation has occurred in tandem with the IDP and the budget process. The SDBIP is the connection between the budget and management performance agreements, and it includes detailed information on how the budget will be implemented – by means of forecast cash flows – and service delivery targets and performance indicators.

### ***Service Delivery Targets and Performance Indicators***

Each Department has to provide quarterly targets so that performance can be monitored throughout the year. The Municipal Manager's and General Managers' performance contracts must contain these targets. The targets cannot be changed during the year unless Council approves the changes.

## **The Components of a SDBIP**

The four necessary components of a SDBIP of Vhembe District Municipality 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. Capital works plans.

The SDBIP is the formal link between organizational performance and the budget. It also provides a means to measure cost effective service delivery by linking the inputs – the budget – to the service outputs and outcomes. Budgetary control and performance monitoring combine to measure the cost effectiveness of service delivery.

## **The SDBIP Concept**

National Treasury, in MFMA circular 13, outlined the concept of the SDBIP. It is seen as a contract between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. It is a management, implementation and monitoring tool that will assist the Executive Mayor, Councillors, Municipal Manager, Directors and the community. It is also a performance monitoring tool that enables the Municipal Manager to monitor the performance of senior managers. The MFMA requires that the performance agreements of senior managers be linked to the measurable performance objectives in the SDBIP.

As a vital monitoring tool, the SDBIP should help enable the Executive Mayor and Municipal Manager to be pro-active and take remedial steps in the event of poor performance. The SDBIP is considered as a layered plan. Whilst only the top layer is made public at council, the budget and performance targets should be broken down into smaller targets and cascaded to middle-level and junior managers. Departments should be producing their own SDBIP's which roll up into the municipality's SDBIP.

### **MFMA requirement - Approval of the SDBIP**

Under the MFMA the process for approval of the SDBIP is covered under Chapter 7 - Responsibilities of Mayors and Chapter 8 -

Responsibilities of municipal officials. Under chapter 8 the Accounting Officer must submit a draft of the SDBIP to the Executive Mayor within 14 days of the budget being approved as well as drafts of the annual performance agreements required in the Municipal Systems Act. Chapter 7 of the MFMA requires the Executive Mayor to "take all reasonable steps" to ensure that the SDBIP is approved by the mayor within 28 days after the approval of the budget and that the SDBIP is made public no later than 14 days after that. National Treasury' MFMA circular 55 requires that municipalities should submit and table a draft SDBIP together with the Draft Budget and IDP.

### **MFMA requirement – Implementation & monitoring**

Section 54 sets out the responsibilities of the Executive Mayor with regard to budgetary control and the early identification of financial problems. When a budget monitoring report is received under section 71 or 72 of the MFMA, the Executive Mayor must check whether the budget is being implemented in accordance with the SDBIP. If it is decided to amend the SDBIP, any revisions to the service delivery targets and performance indicators must be made with the approval of council following an adjustments budget. The Executive Mayor must issue instructions to the accounting officer to ensure that the budget is implemented in terms of the SDBIP. The revised SDBIP must be promptly made available to the public.

### **The SDBIP process in Vhembe District Municipality**

The production of the SDBIP has been co-ordinated in the Office of the Municipal Manager although all departments have been involved with its development. The detailed budget monthly estimates and the detailed quarterly performance indicators are contained in the SDBIP.

### **Monitoring and the adjustments budget process**

The section 71 and 72 budget monitoring reports required under the MFMA should provide a consolidated analysis of the Municipality's financial position including year-end projections. As detailed earlier, the Executive Mayor must consider these reports under s54 of the MFMA and then make a decision as to whether the SDBIP should be amended. The Adjustments Budget concept is governed by various provisions in the MFMA and is aimed at instilling and establishing an increased level of discipline, responsibility and accountability in the municipality's finances. In simple terms, funds can be transferred within a vote but any movements between votes can only be agreed by an adjustments budget.

### **Protocol for revision of SDBIP**

The Executive Mayor must decide on receipt of a section 71 or 72 budget monitoring report whether to amend the SDBIP in the light of the information received. This protocol sets out the various steps that

should be followed to allow the Executive Mayor's obligations under section 54 of the MFMA to be fulfilled.

### **Protocol**

Budget Office and Office of the Municipal Manager (PMS Office) will provide the Municipal Manager with information as required under section 71 and 72 of the MFMA and this information will be submitted to the Executive Mayor by the 10th working day of each month. The information will show a comparison of actual performance against the planned income and expenditure included in the SDBIP.

For capital projects, each variance of +/- 10% or R10, 000 whichever is the greater will be highlighted. The Executive Mayor will then ask the General Manager responsible for that project for a written report covering;

- The reason for the variance
- If necessary, what corrective measures have been put in place?
- Whether the start and finish dates of the capital project need amending.
- Whether the project specification will need to be amended.
- Revised monthly estimates of expenditure for the project.

The General Manager must supply this information within one week of the request from the Executive Mayor.

Following the receipt of these reports the Executive Mayor will make one of the following decisions;

- Note the report of the General Manager.
- Note the report of the General Manager and keep the project under review.
- Request the General Manager to attend a Performance Review meeting with the Executive Mayor and the Municipal Manager to examine the reasons for the variation, the potential for bringing the project back on track and the likely impact on service delivery. Following this meeting, the Executive Mayor will then decide whether the SDBIP should be amended. If it is decided to amend the capital programme and SDBIP, so as to maintain overall service delivery, General Managers will be asked to put forward schemes currently scheduled for year 2 or 3 of the capital programme that can be implemented sooner. The financial implications of these suggestions will be assessed by the Chief Financial Officer and a recommendation made to the Executive Mayor as to which ones would be possible to proceed with and an adjustments budget prepared.

For operating expenditure and revenue, the Executive Mayor will review the variances in the monthly budget monitoring report and, notwithstanding the requirements for an adjustments budget, request from General Managers an explanation of all variances of +/- 10% of

the monthly budget forecast. Directors will be asked to explain whether the service delivery targets included in the SDBIP can still be achieved.

The Executive Mayor will then decide whether the SDBIP should be amended in the light of these explanations. At the end of each quarter, Directors must supply the Municipal Manager with the actual performance against each of the performance indicator targets. This information must be submitted to the Executive Mayor by the 10th working day after each quarter along with the budget monitoring information for that quarter as provided by Budget Office. If the actual performance on any indicator varies from the planned performance the Executive Mayor can ask the responsible General Manager for a written report asking for an explanation of the variance and, if the performance is worse than projected, what measures have been put in place to ensure that the projected level of performance can be met in the future? The Executive Mayor will then review these reports and decide whether the SDBIP should be amended.

## 1. TECHNICAL SERVICES

Strategic Objectives	Programme	Baseline	Budget	Key Performance Indicator	Annual Target (2014/15)	Target Qt1	Target Qt2	Target Qt3	Target Qt4	Type of POE
<b>KPA 1: Service delivery and Infrastructure Development</b>										
<b>Priority/Focus Area: 1.1 Water</b>										
To improve access to water services through provision, operation and maintenance of socio-economic and environmental infrastructure	Installation of water meters	94 278	R 28 500 000	No. of water meters installed	<b>10 000</b>	1 000	3 000	6 000	10 000	Job cards
	Reduce water loss and Unaccounted water	60%	R450 000 000	% of water loss reduced	<b>50%</b>	10%	20%	30%	50%	Water loss report
	Installation of communal stand pipes	86 216	R700 000 000	Number of stand pipes installed less than 200m from the dwelling/Household	<b>517</b>	100	250	400	517	Completion certificates & completion reports
	Maintain drinking water quality standard	Overall Blue Drop Score is 74.85%	R50 000 000	% score of drinking water quality standard	<b>85%</b>	85%	85%	85%	85%	Blue drop status report
<b>Priority/Focus Area: 1.2. Sanitation</b>										
To improve access to sanitation services through provision, operation and maintenance of socio-economic and environmental infrastructure	Maintain waste water standard	14.2%	R150 000 000	% score of waste water standard	<b>50%</b>	20%	30%	40%	50%	Green drop status report
	Construction of VIP toilets	107 025	R45 000 000	Number of VIP toilets constructed	<b>5000</b>	-	-	-	5000	Completion certificates
<b>Priority/Focus Area: 1.3 Electricity and Energy</b>										

Strategic Objectives	Programme	Baseline	Budget	Key Performance Indicator	Annual Target (2014/15)	Target Qrt1	Target Qrt2	Target Qrt3	Target Qrt4	Type of POE
To improve access to electricity services through provision, operation and maintenance of socio-economic and environmental infrastructure	Facilitate connection of electricity to households	4 meetings  (53 393 connections)	OpEx	No. of electricity facilitation meetings attended	4	1	2	3	4	Report and attendance register
<b>Priority/Focus Area: 1.4 EPWP</b>										
To create enabling local economic environment through infrastructure led growth and development that attract investment, generate economic growth and job creation	Creation of Jobs through EPWP programmes		R36 000 000	No. of EPWP jobs created	316	-	-	-	316	
<b>Priority/focus Area : 1.5 Governance</b>										
To promote a culture of accountability, participatory, responsiveness, transparency and clean governance	Resolve internal audit findings	New target	OpEx	% internal audit findings resolved	100%	100%	100%	100%	100%	Report

## 2. CORPORATE SERVICES

Strategic Objectives	Programme	Baseline	Budget	Key Performance Indicator	Annual Target (2014/15)	Target Qt1	Target Qt2	Target Qt3	Target Qt4	Type of POE
<b>KPA 1: Municipal Transformation and organisational development</b>										
<b>Priority/Focus Area: 2.1 Organisational structure</b>										
To establish an efficient and productive administration that prioritizes quality service delivery	Filling of vacant positions	New target	R 5 479 824	No. of vacant posts filled	72	-	20	40	72	Appointment letters
	Review organisational structure	Organisational structure in place	OpEx	Reviewed and approved organisational structure	1	-	-	1	-	Reviewed and approved organisational structure
<b>Priority/Focus Area: 2.2 Occupational health and safety</b>										
To establish an efficient and productive administration that prioritizes quality service delivery	Medical surveillance for employees	250	R 250 000	Number of employees sent for medical surveillance	600	150	300	450	600	Medical surveillance report
	OHS inspections	4	OpEx	Number of OHS inspections	4	1	2	3	4	OHS inspection report
<b>Priority/Focus Area: 2.3 Labour Relations</b>										
To establish an efficient and productive administration that prioritizes quality service delivery	Labour disputes cases	8	OpEx	% of Labour disputes cases reported and attended	100%	100%	100%	100%	100%	Labour statistics report
<b>Priority/Focus Area: 2.4 Employment Assistance programme</b>										
To establish an efficient and productive administration that prioritizes quality service delivery	Short-term interventions on reported cases	New target	OpEx	% of EAP cases reported and attended	100%	100%	100%	100%	100%	EAP statistics report
<b>Priority/Focus Area: 2.5 Performance Management</b>										



Strategic Objectives	Programme	Baseline	Budget	Key Performance Indicator	Annual Target (2014/15)	Target Qrt1	Target Qrt2	Target Qrt3	Target Qrt4	Type of POE
To establish an efficient and productive administration that prioritizes quality service delivery	Individual performance assessment reports	4	OpEx	Number of Individual performance assessment reports produced	4	1	2	3	4	Report
<b>Priority/Focus Area: 2.5 Information Technology</b>										
To establish an efficient and productive administration that prioritizes quality service delivery	Enhancement of IT Usage	New target	OpEx	% of IT user support	100%	100%	100%	100%	100%	Report
		New target	R4 652 308,98	% avoidance of data loss	100%	100%	100%	100%	100%	Report
		New target	R15 584 353	% avoidance of loss of power	100%	100%	100%	100%	100%	Report
		New target	R 1000 000	No. of record management facilities setup	1	-	-	1	-	Completion Report
		New target	R 2000 000	No. of call centres system installed	1	-	-	-	1	Completion Report
		New target	OpEx	No. of file plans reviewed	1	-	1	-	-	Reviewed file plan
<b>Priority/Focus Area: 2.6 Skills development</b>										
To establish an efficient and productive administration that prioritizes quality service delivery	Development of the workplace skills plan	New target	OpEx	Number of workplace skills plan developed and approved	1	-	-	-	1	Approved workplace skills plan
	Development of the employment equity plan	Draft in place	OpEx	Number of employment equity plans developed	1	-	-	-	1	Approved employment equity plan
	Reviewal of employment equity plan	New target	OpEx	Number of reviewed employment equity plans	1	1	-	-	1	Reviewed equity plan
<b>Priority/Focus Area: 2.7 Council Support</b>										

Strategic Objectives	Programme	Baseline	Budget	Key Performance Indicator	Annual Target (2014/15)	Target Qrt1	Target Qrt2	Target Qrt3	Target Qrt4	Type of POE
To establish an efficient and productive administration that prioritizes quality service delivery	Council meetings	New target	OpEx	Number of Council meetings	5	1	2	4	5	Attendance Register & Minutes
	Mayoral meetings	New target	OpEx	Number of Mayoral meetings	5	1	2	4	5	Attendance Register & Minutes
	Portfolio meetings	New target	OpEx	Number of portfolio meetings	5	1	2	4	5	Attendance Register & Minutes
	LLF meetings	New target	OpEx	Number of LLF meetings	10	3	5	8	10	Attendance Register & Minutes
<b>Priority/focus Area : Governance</b>										
To promote a culture of accountability, participatory, responsiveness, transparency and clean governance	Resolve internal audit findings	New target	OpEx	% of internal audit findings resolved	100%	100%	100%	100%	100%	report

### 3. DEVELOPMENT PLANNING

Strategic Objectives	Programme	Baseline	Budget	Key Performance Indicator	Annual Target (2014/15)	Target Qt1	Target Qt2	Target Qt3	Target Qt4	Type of POE	
<b>KPA 1: Municipal Transformation and organisational development</b>											
<b>Priority/Focus Area: 3.1 Local Economic Development</b>											
To create enabling local economic environment through infrastructure led growth and development that attract investment, generate economic growth and job creation	SMME	New target	R 440 000	No. of SMM E partnerships with other institutions	1	-	-	-	1	Memorandum of Understanding	
				Number of SMMEs initiated	4	2	-	3	4		
	Agriculture	New target	R 370 000	No. of agricultural projects initiated	2	-	-	1	2	Report	
	Tourism	New target	R 2 210 000	No. of marketing programmes initiated	2	1	-	-	2	Report	
	Spatial Planning	New target	OpEx	No. of SDF reviewed	1	-	1	-	-	Reviewed and Approved SDF	
				No. of spatial panning trainings facilitated	4	-	-	4	-	Report	
				No. of land development forum conducted	4	1	2	3	4	Attendance register	
	Vhembe Biosphere	New target	R 200 000	No. of programmes initiated on Vhembe Biosphere	4	1	2	3	4	Report	
	<b>Priority/Focus Area: 3.2 Roads and Public Transport</b>										
	To improve access to transport services through provision, operation and maintenance of Socio-economic and environmental	Road and public transport activities	New target	R2 740 000	No. of public transport activities	4	-	2	3	4	Report
Environment management		New target	R110 000	No. of environmental awareness programmes	4	1	2	3	4	Report	

Strategic Objectives	Programme	Baseline	Budget	Key Performance Indicator	Annual Target (2014/15)	Target Qrt1	Target Qrt2	Target Qrt3	Target Qrt4	Type of POE
infrastructure										
<b>Priority/Focus Area: 3.3 Integrated Development Plan</b>										
To promote a culture of accountability, participatory, responsiveness, transparency and clean governance	IDP review	New target	R 500 000	No. of approved IDP review documents	1	-	-	-	1	Approved IDP
	Produce IDP Framework	New target		No. of IDP framework development	1	1	-	-	-	Approved framework
	Produce IDP Process Plan	New target		No. of IDP process plans developed	1	-	1	-	-	Approved process plan
	IDP Rep Forum	New target		No. of IDP Rep forum meetings	4	1	2	3	4	Minutes, attendance register
	IDP & Budget Consultation	New target		No. of IDP & Budget consultation meetings	4	-	-	-	4	Minutes, attendance register
<b>Priority/focus Area : 3.6 Governance</b>										
To promote a culture of accountability, participatory, responsiveness, transparency and clean governance	Resolve internal audit findings	New target	OpEx	% of findings resolved	100%	100%	100%	100%	100%	Report

#### 4. COMMUNITY SERVICES

Strategic Objectives	Programme	Baseline	Budget	Key Performance Indicator	Annual Target (2014/15)	Target Qt1	Target Qt2	Target Qt3	Target Qt4	Type of POE
<b>KPA : Service delivery and Infrastructure Development</b>										
<b>Priority/Focus Area: 4.1</b>										
To improve access to water services through provision, operation and maintenance of socio-economic and environmental infrastructure	Water quality	New target	OpEX	% compliance to water quality standard	<b>100% compliance</b>	100%	100%	100%	100%	Sample receipt
<b>Priority/Focus Area: 4.2 Waste management</b>										
To improve waste management services through provision, operation and maintenance of Socio-economic and environmental infrastructure	Refuse management	New target	OpEX	% reduction on illegal dumping sites	<b>100%</b>	100%	100%	100%	100%	Inspection form
<b>Priority/Focus Area: 4.3 Emergency Services (fire and rescue &amp; Disaster management)</b>										
	Fire and rescue services	90	OpEX	% of accidents reported & responded	<b>100%</b>	100%	100%	100%	100%	Incident report form
		New target	R 45 000	No. of fire awareness campaigns	<b>40</b>	10	20	30	40	Report
		New target		No. of fire trainings Training	<b>40</b>	10	20	30	40	Attendance register
	Disaster management	5	R 2 080 000	% of disaster incidents reported and responded	<b>100%</b>	100%	100%	100%	100%	Relieve register
		New target	R 40 000	No. of disaster awareness campaigns	<b>4</b>	1	2	3	4	Report
		New target	R 60 000	No. of no-fire awareness imbizo	<b>1</b>	-	-	-	1	Report

Strategic Objectives	Programme	Baseline	Budget	Key Performance Indicator	Annual Target (2014/15)	Target Qrt1	Target Qrt2	Target Qrt3	Target Qrt4	Type of POE
			40 000	No. of disaster capacity building workshop	12	3	6	9	12	Report
	HAZMAT response	4	R 2 060 000	% of HAZMAT incidents reported and responded	100%	100%	100%	100%	100%	Incident report form
	Response to rescue incidents	New target	OpEX	% of Rescue incidents reported and responded	100%	100%	100%	100%	100%	Incident report form
	Response time to reported incidents	New target	OpEX	Time taken to respond (Respond within 72 hours)	100%	100%	100%	100%	100%	Incident report form
		New target	OpEX	Time taken to respond (Leave the premises within 3 minutes )	100%	100%	100%	100%	100%	Incident report form
Priority/Focus Area: 4.4 Sport, Arts and Culture										
	Implement sport Art and Culture programmes		R 854 000	No.of sport art and culture council meetings	2	1	-	2	-	Attendance register
				No. of Sport Arts and Culture activities	4	1	2	3	4	Attendance register
Priority/Focus Area: 4.5 Health Services										
To improve access to primary and environmental health services	Establishment of land fill sites	New target	R 4 100 000	No.of land fill sites established	1	-	-	1	-	Completion certificate
	Establishment of refuse transfer station	New target	R 1499795	No. refuse transfer stations established	3	-	-	-	3	Completion certificate
	Health awareness campaigns	40	R 400 000	No. Health awareness campaigns conducted	40	10	20	30	40	Attendance register
	Pollution Inspections on water sources	40		No. of water pollution inspections conducted	40	10	20	30	40	Attendance register
	Inspection of food.	3000		No. of food inspections conducted	3000	750	1500	2250	3000	Inspection form
	Inspection of non-food	1600		No. of non-food inspections conducted	1600	400	800	1 200	1 600	Inspection form

Strategic Objectives	Programme	Baseline	Budget	Key Performance Indicator	Annual Target (2014/15)	Target Qt1	Target Qt2	Target Qt3	Target Qt4	Type of POE
	premises									
	Primary health awareness campaigns	8	R1 10 000	No. of HAZT awareness campaigns conducted	1	-	1	-	-	Attendance register
		12	R24 5000	No. of DACPT meetings conducted	4	1	2	2	4	Attendance register
				No. of DAC meetings attended	4	1	2	2	4	Attendance register
				No. of DHC meetings attended	4	1	2	2	4	Attendance register
		4	OpEX	No of number DOP meetings attended	4	1	2	2	4	Attendance register
<b>Priority/focus Area : 4.6 Safety and Security</b>										
	Implement safety and security awareness programmes	5	R150 000	No. of safety and security awareness campaigns conducted	5	1	3	4	5	Attendance register
To promote a culture of accountability, participatory, responsiveness, transparency and clean governance	Resolve internal audit findings	New target	-	% of internal audit findings resolved	100%	100%	100%	100%	100%	Report

## 5. OFFICE OF THE EXECUTIVE MAYOR

Strategic Objectives	Programme	Baseline	Budget	Key Performance Indicator	Annual Target (2014/15)	Target Qrt1	Target Qrt2	Target Qrt3	Target Qrt4	Type of POE
<b>KPA : Good Governance and Public Participation</b>										
<b>Priority/Focus Area: 5.1 Communications</b>										
To promote a culture of accountability, participatory, responsiveness, transparency and clean governance	Produce media statements	84	OpEx	No. of media statements produced	<b>90</b>	20	40	60	90	Copies of media release
	Produce mayoral speeches	96	OpEx	No. of mayoral speeches produced	<b>96</b>	20	43	66	96	Copies Speeches
	Media Conferences	New target	R50 000	No. of media conferences conducted	<b>1</b>	-	-	-	1	Report Attendance register
	Publications	1	R100 000	No. of marketing publications produced	<b>14</b>	2	4	8	14	Number of copies
<b>Priority/Focus Area: 5.2 Thusong centre services</b>										
To promote a culture of accountability, participatory, responsiveness, transparency and clean governance	Management of Thusong Centres	13	R 40 000	No. of public services rendered	<b>15</b>	4	8	12	15	Signed agreements
		New target		No. of Liscc meetings attended	<b>12</b>	3	6	9	12	Reports ad attendance register
<b>Priority/Focus Area: 5.3 Special programmes</b>										
To provide access to social development services	Coordination of special programmes	New target	R250 000	No of youth campaigns conducted	<b>8</b>	2	4	6	8	Report
		New target	R250 000	No of campaigns on persons living with disability	<b>4</b>	1	2	3	4	Report



Strategic Objectives	Programme	Baseline	Budget	Key Performance Indicator	Annual Target (2014/15)	Target Qrt1	Target Qrt2	Target Qrt3	Target Qrt4	Type of POE
				conducted						
		New target	R150 000	No. of children's campaigns conducted	4	1	2	3	4	Report
To provide access to social development services		New target	R100 000	No. of gender campaigns conducted	4	1	2	3	4	Report
		New target	R150 000	No. of older persons campaigns conducted	4	1	2	3	4	Report
		New target	R100 000	No. of moral regeneration programmes conducted	4	1	2	3	4	Report
<b>Priority/Focus Area: 5.4 public participation</b>										
To promote a culture of accountability, participatory, responsiveness, transparency and clean governance	State of the District Address	New target	R100 000	No. of State of the District Address events held	1	-	-	-	1	Attendance register and report
	Coordination of Exco / Imbizo	New target	R400 000	No. of Exco meetings	4	1	2	3	4	Attendance register and report
<b>Priority/focus Area : 5.6 Safety and Security</b>										
To promote a culture of accountability, participatory, responsiveness, transparency and clean governance	Resolve internal audit findings	New target	OpEx	% of internal audit findings resolved	100%	100%	100%	100%	100%	report

## 6. FINANCE DEPARTMENT

Strategic Objectives	Programme	Baseline	Budget	Key Performance Indicator	Annual Target (2014/15)	Target Qt1	Target Qt2	Target Qt3	Target Qt4	Type of POE
<b>KPA 5: Municipal Financial Viability</b>										
<b>Priority/Focus Area: 6.1 Budget and Treasury</b>										
To ensure sound financial management of municipality	Preparation of the annual budget	New target	OpEx	Number of approved budgets	1	-	-	-	1	Approved Budget
	Preparation of financial statements	New target	OpEx	Number of financial statements	1	1	-	-	-	Financial statements
	Preparation and submitting of monthly, quarterly, midyear and annual reports.	New target	OpEx	Number of reports	12	3	6	9	12	Report
	Reviewal of the financial management policies	New target	OpEx	Number of financial management policies Reviewed	1	-	-	-	1	Reviewed policy
<b>Priority/Focus Area: 6.2 Revenue Management</b>										
To ensure sound financial management of municipality	Reviewal of the Revenue enhancement strategy	New target	OpEx	Number of Revenue enhancement strategy reviewed	1	-	-	-	1	Reviewed strategies
<b>Priority/Focus Area: 6.3 Expenditure Management</b>										
To ensure sound financial management of municipality	Preparation and reviewal of creditors reconciliations	New target	OpEx	Number of creditors reconciliations	12	3	6	9	12	Report
	Monitoring of the creditors age analysis	New target	OpEx	Numbers of creditors age analysis reports	12	3	6	9	12	Report

Strategic Objectives	Programme	Baseline	Budget	Key Performance Indicator	Annual Target (2014/15)	Target Qrt1	Target Qrt2	Target Qrt3	Target Qrt4	Type of POE
	Payment of creditors	New target	OpEx	% of payments made within 30 days	100%	100%	100%	100%	100%	Report
<b>Priority/Focus Area: 6.4 Supply Chain</b>										
To ensure sound financial management of municipality	Formal quotation requests & orders	New target	OpEx	% of Formal quotations and orders processed within 3 days	100%	100%	100%	100%	100%	Report
	Awarding of tenders	New target	OpEx	Percentage of tenders awarded within 90 days	100%	100%	100%	100%	100%	Report
<b>Priority/Focus Area: 6.5 Asset management</b>										
To ensure sound financial management of municipality	Property verification,	New target	OpEx	Number of assets count conducted	2	1	-	-	2	Report
	Ensure monthly reconciliation of assets register	New target	OpEx	Number of reconciliations on assets register conducted	12	3	6	9	12	Report
To promote a culture of accountability, participatory, responsiveness, transparency and clean governance	Resolve internal audit findings	New target	OpEx	% of internal audit findings resolved	100%	100%	100%	100%	100%	Report

## 7. OFFICE OF THE MUNICIPAL MANAGER

Strategic Objectives	Programme	Baseline	Budget	Key Performance Indicator	Annual Target (2014/15)	Target Qt1	Target Qt2	Target Qt3	Target Qt4	Type of POE
<b>KPA 5: Municipal Financial Viability</b>										
<b>Priority/Focus Area: 7.1 IGR</b>										
To promote a culture of accountability, participatory, responsiveness, transparency and clean governance	District IGR mayors Forum	New target	R11 404.80	Number of IGR forum meetings	4	1	2	3	4	Minutes and attendance register
	District IGR Technical Forums	New target		Number of District IGR Technical forum meetings	4	1	2	3	4	Minutes and attendance register
	IGR cluster meetings	New target		Number of IGR cluster meetings	16	4	8	12	16	Minutes and attendance register
<b>Priority/Focus Area: 7.2 Audit Committee</b>										
To promote a culture of accountability, participatory, responsiveness, transparency and clean governance	Audit Committee meetings,	New target	R197 066.37	Number of Audit Committee meetings	4	1	2	3	4	Minutes and attendance register
	Audit Committee reports	New target		Number of Audit Committee reports	4	1	2	3	4	Report
	Annual Audit Committee reports	New target		Number of Annual Audit Committee reports	1	-	-	-	1	Report
<b>Priority/Focus Area: 7.3 Internal Audit</b>										
To promote a culture of accountability, participatory, responsiveness, transparency and clean governance	Internal Audit reports	New target	OpEX	Number of Internal Audit reports	4	1	2	3	4	Report
	District Internal Audit Forum	New target	OpEX	Number of District Internal Audit Forum meetings	4	1	2	3	4	Minutes and attendance register
	Review audit committee charter	New target	OpEX	Number of audit committee charters reviewed	1	1	-	-	-	Reviewed charter
To promote a culture of accountability, participatory,	Review Audit methodology	New target	OpEX	Number of audit methodologies	1	1	-	-	-	Reviewed methodology

Strategic Objectives	Programme	Baseline	Budget	Key Performance Indicator	Annual Target (2014/15)	Target Qrt1	Target Qrt2	Target Qrt3	Target Qrt4	Type of POE
responsiveness, transparency and clean governance				reviewed						
<b>Priority/Focus Area: 7.4 Risk</b>										
To promote a culture of accountability, participatory, responsiveness, transparency and clean governance	Annual Risk Assessment	1	R 50 000	Number of risk assessments conducted	1	-	-	-	1	Risk registers
	Risk Management Committee meetings,	4		Number of Risk Management Committee meetings	4	1	2	3	4	Minutes and attendance register
	Review Risk Management Committee charter & framework,	1		Number of Risk Management Committee charters reviewed	1	1	-	-	-	Reviewed charter
	Risk assessment report.	1		Number of Risk assessment reports	4	1	2	3	4	Report
	Anti- Fraud and Corruption workshops	8	OpEX	Number of Anti- Fraud and Corruption workshops conducted	4	1	2	3	4	Attendance register
	Reports from the Service Provider & Investigation reports	12	OpEX	Number of reports from the Service Provider	12	3	6	9	12	Incident Reports
<b>Priority/Focus Area: 7.5 Monitoring and Evaluation</b>										
To promote a culture of accountability, participatory, responsiveness, transparency and clean governance	Monitoring of projects	120	OpEX	Number of projects visited	120	30	60	90	120	Report
	Monitor and evaluate compliance to service standards	New target	OpEX	Number of M&E reports submitted	4	1	2	3	4	Report
	MTAS Reports (outcome 9)	New target	OpEX	Number of MTAS reports produced	4	1	2	3	4	Report
	LGTAS reports	New target	OpEX	Number of LGTAS reports produced	4	1	2	3	4	Report
<b>Priority/Focus Area: 7.6 Organisational Performance</b>										
	Organisational	New target	OpEX	Number of	4	1	2	3	4	Report

Strategic Objectives	Programme	Baseline	Budget	Key Performance Indicator	Annual Target (2014/15)	Target Qrt1	Target Qrt2	Target Qrt3	Target Qrt4	Type of POE
	(SDBIP) performance reports			performance reports produced						
	Produce mid-year report	New target	OpEX	Number of mid-year reports	1	-	-	1	-	Report
	Revise SDBIP	New target	OpEX	Number of SDBIPs revised	1	-	-	1	-	Revised SDBIP
	Produce annual report	New target	R 250 000	Number of Annual reports	1	-	-	1	-	Annual report
	Produce SDBIP	New target	R 21 897	Number of SDBIPs produced	1	-	-	-	1	Approved SDBIP
<b>Focus Area : 7.7 Justice, Community Safety And Security</b>										
	Promulgation of by-laws	New target	R 3 326 767.54	Number of by-law promulgated	3		1	2	3	By-laws
	Legal representation	New target		% representations in litigations	100%	100%	100%	100%	100%	Report
	Legal Advice	New target		% of legal advice given	100%	100%	100%	100%	100%	Report
<b>Focus Area : 7.8 Governance</b>										
To promote a culture of accountability, participatory, responsiveness, transparency and clean governance	Resolve internal audit findings	New target	OpEX	% of internal audit findings resolved	100%	100%	100%	100%	100%	Report

## **CONCLUSION**

The municipality was able to successfully integrate the IDP, the Budget and the SDBIP. All the Senior Management should be evaluated and monitored on the implementation of the SDBIP which comprise largely of Key Performance Indicators and projects on a quarterly basis. Performance information should also be assessed and audited on quarterly basis. Legislative reports in the form of Midyear Budget and Performance Assessment as well as the Annual Report will be informed by the 2014/15 Service Delivery and Budget Implementation Plan.

## **APPROVAL BY EXECUTIVE MAYOR**

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**MATIBE T.B**

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**DATE**