



Siyazama Municipality

Service Delivery And Budget Implementation
Plan (SDBIP)

2010/2011

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Definitions of Concepts

Integrated Development Planning

It is the Municipality's principle people-driven strategic development planning document. Importantly, it ensures close co-ordination and integration between projects, programmes and activities, both internally (between clusters and directorates) and externally (with other spheres of government).

Performance Management

A strategic approach through which performance objectives of the Municipality are identified, defined, translated into business plan and cascaded into individual scorecards allowing for regular planning, monitoring, evaluating and reviewing and reporting of performance at both organisational and individual levels, effectively responding to inadequate performance and recognising outstanding performance.

Performance Management System (PMS)

A Municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle of processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different roleplayers. The method used by the Siyazama Municipality is the balanced scorecard method that takes into account financial, internal business, customer and learning and growth perspectives.

Key Performance Areas (KPA's)

Critical function/domain that is crucial to achievement of organisational goals.

Key Performance Indicators (KPI's)

Measures (qualitative and quantitative) that tell a person whether he/she is making progress towards achieving his/her objectives.

Input indicators

An indicator that measures equipment, resources, economy and efficiency.

- Budget projection
- % capital budget spent to provide water
- Unit costs for delivering water to a single household
- Amount of time/money/number of people it took the municipality to deliver water to a single household

Output indicators

Indicators that measure results. They are usually expressed in quantitative terms (i.e. number or %).

- Number of households connected.

Outcome indicators

Indicators that measure the impact of reaching the target.

- Percentage of households with access to water.

Impact indicators

Indicators that measure the marked effect or influence of achieving specific outcomes.

Key Performance Elements (KPE's)

Focus areas linked to the identified Key Performance Areas.

Baseline indicators

It provides quantitative and/or qualitative levels of performance as at the beginning of the monitoring period that the institution aims to improve on.

Performance targets

Quantifiable levels of the indicators that the organisation wants to achieve at a given point in time.

Institutional performance review cycle

Twelve continuous months period: 1 July to 30 June of the following year.

Review

A comprehensive assessment of the economy, efficiency, effectiveness and impact in so far as the key performance indicators and performance targets set by the Municipality are concerned.

Section 57 employees

A person appointed as the municipal manager of a municipality, and a person appointed as a manager directly accountable to the municipal manager, subject to a performance agreement concluded annually.

Non Section 57

All other employees who do not fall within the definition of the Section 57 employees.

Monitoring

A continuous function which involves collecting and analysing data on implementation processes, strategies and results.

Evaluation

An assessment of a planned, ongoing or completed intervention to determine its relevance, efficiency, effectiveness, impact and sustainability. It includes the assessment of progress to determine the extent to which objectives have been met, what outputs, outcomes and inputs have been produced at what cost.

Water Services Authority (WSA)

A Water Service Authority is any municipality responsible for ensuring access to water services. A WSA must prepare a water service development plan (WSDP) to ensure effective, efficient, affordable and sustainable access to water services. Joe Mabuda District Municipality is the WSA in Siyazama.

Water Services Provider (WSP)

The main duty of a water service provider is to provide water services in accordance with the constitution, the Water Services Act and by-laws of the water services authority and in terms of any specific conditions set by the water services authority in a contract. Siyazama Local Municipality is the WSP in Siyazama.

1. Introduction and Overview

The Service Delivery and Budget Implementation Plan (SDBIP) is a mechanism that ensures proper alignment between the Municipality's Integrated Development Plan (IDP) and the Budget. It is central to the monitoring and evaluation of the performance of the Municipality in implementing its IDP and Budget.

The IDP is the Municipality's five-year principle strategic planning document. Importantly, it ensures close co-ordination and integration between programmes and activities, both internally and externally, with other spheres of government. The IDP therefore ultimately enhances integrated service delivery and development. The IDP priorities informs all planning and budgeting processes. The SDBIP consists of a one-year detailed performance plan, a three-year capital works plan, as well as financial projections of income and expenditure. It outlines Key Performance Indicators and Targets that are linked to Key Performance Areas derived from the IDP. Quarterly targets are identified in the SDBIP, and these are monitored and reported upon accordingly.

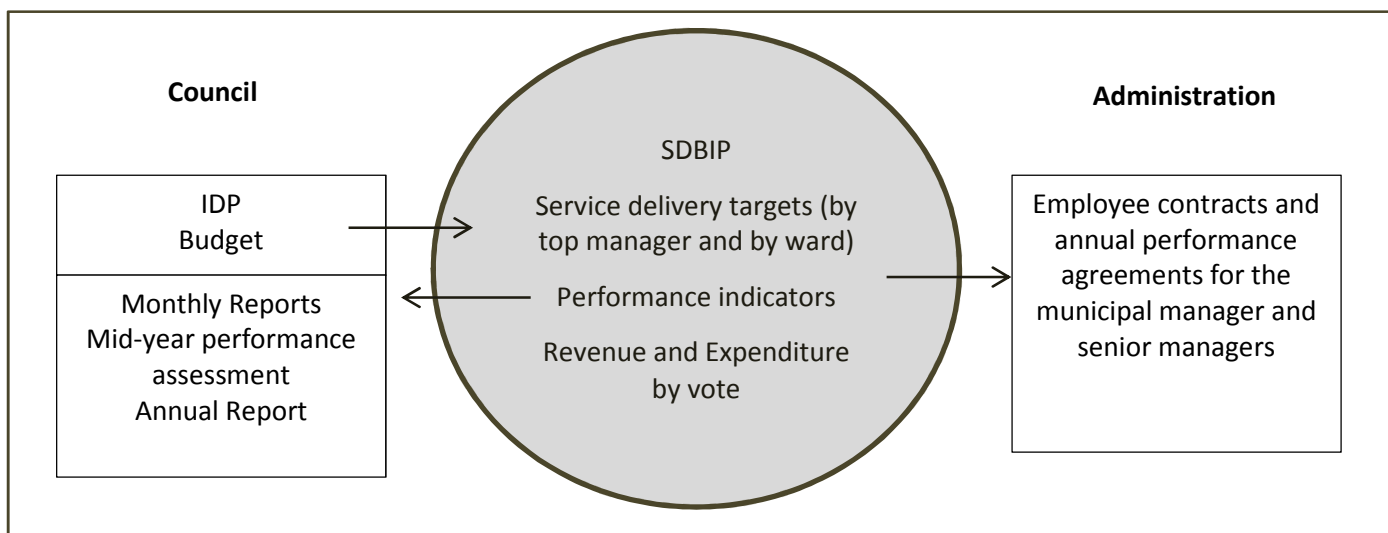
The SDBIP comprises two layers. The upper layer is the one that must be presented to the Executive Mayor for approval to Council. The lower layer consists of additional indicators that support the indicators in the upper layer. The lower layer is the responsibility of Executive Directors and Directors, who develop it in consultation with their staff. The upper layer template and quarterly targets are reflected in the Siyazama Scorecard.

2. Legislative Framework

The Local Government: Municipal Finance Management Act 56 of 2003 (MFMA) requires municipalities to develop SDBIPs annually. According to Section 53(1)(c)(ii), the SDBIP is defined as a detailed plan approved by the Mayor of the municipality for implementing the municipality's delivery of municipal services and its annual budget and which must indicate the following:

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

3. SDBIP Cycle



The SDBIP therefore constitutes a contract between the administration, Council and the community. It ensures that everyone is moving in the same direction, as mapped in the IDP. It provides a focus on outputs, outcomes and inputs. It enables senior managers to monitor the performance of their sub-ordinates; the Municipal Manager to monitor the performance of senior managers; the Executive Mayor to monitor the performance of the Municipal Manager; the Council to monitor the performance of the administration; and the community to monitor the performance of the Council. Therefore, it is a management and implementation plan (not a policy proposal).

4. Performance Reporting

To enhance performance assessment, accountability monitoring and evaluation, reporting requirements are outlined below:

Frequency and nature of report	Mandate	Recipients
Monthly report on actual revenue targets and spending against budget no later than 10 working days after the end of each months.	Section 71 of the MFMA	National Treasury
Quarterly progress report	Section 41(1)(e) of the Systems Act, section 166(2)(a)(v) and (vii) of the Municipal Management Finance Act (MFMA) and Regulation 7 of Municipal Planning and Performance Management Regulations.	<ol style="list-style-type: none"> 1. Municipal Manager 2. Executive Mayor 3. Mayoral Committee 4. Audit Committee 5. National Treasury
Mid-year performance assessment (assessment and report due by 25 January each year)	Section 72 of the MFMA Section 13(2)(a) of Municipal Planning and Performance Management Regulations 2001	<ol style="list-style-type: none"> 1. Municipal Manager 2. Executive Mayor 3. Mayoral Committee 4. Council 5. Audit Committee 6. Council 7. Audit Committee 8. National Treasury 9. Provincial Government
Annual report (to be tabled before Council by 31 January (draft and approved / published by 31 March each year)	Section 121 and 127 of the MFMA, as read with Section 48 of the Systems Act and Section 6 of the Systems Amendment Act.	<ol style="list-style-type: none"> 1. Executive Mayor 2. Mayoral Committee 3. Council 4. Audit Committee 5. Auditor General 6. National Treasury 7. Provincial 8. Local Community

5. Siyazama Scorecard

VISION: A better quality of life for all citizens

MISSION: A viable, effective and efficiently managed institution in order to eradicate poverty and ensure sustainable service delivery to the community.

The Siyazama LM Scorecard reflects the performance targets and indicators in line with the following key performance areas:

- Basic Service Delivery and Infrastructure Development

TECHNICAL SERVICES 2010/11

Key Performance Area	IDP Objective	Baseline	Outputs	Inputs	Outcome	Risks	Performance Indicator / Target	Target Date	Respons
Water and Sanitation Provisioning	Facilitate eradication of water and sanitation backlogs and achieve sustainable provision through adequate infrastructure by 2014.	54% of Siyazama rural area do not have access to clean water	Submit status quo report to the Municipal Manager. Collect data of all possible springs per ward and submit to MM	Water Services Development Plan. JMDM	Improved access to clean water and minimum acceptable sanitation standards	Lack of required information from the WSDP and lack of support from WSA	Facilitate protection at least 3 springs in 7 Wards	Dec 2010	Technical Services Manager
		Inconsistent water supply to townships	Construct additional communal standpipes in townships. Construct a line from Grinaker to Tembeni	JMDM	Improved water supply	Lack of financial support from the WSA	10 additional communal standpipes for Mount Norton and Masvingo. Constructed line to Tembeni. Leaks repaired within 5 working days from the date reported. Burst pipes repaired within 48 hours from date reported.	Sep 2010	Technical Services Manager
		No signed and adopted SLA	Facilitate finalisation of the SLA and its adoption	JMDM, HODs	A formally structured relationship between WSA and WSP	Not reaching an agreement in relation to roles and responsibilities	Signed SLA	Aug 2010	Technical Services Manager
		There are faulty water meters and some households do not have water meters	Meters in all house connections and yard connections in all three towns	JMDM, CFO	Improved readings and revenue collection	Non reporting of faulty meters	Reported faulty meters within 2 days from the reported date	Sep 2010	Technical Services Manager
		Full VIPs in Mount Norton, Masvingo and Gweru	Ensure that full VIPs are emptied		Reduced smell and empty VIPs	Insufficient funds	500 VIPs emptied: 150 in Mount Norton, 175 in Gweru and 175 in Masvingo	Dec 2010	Technical Services Manager

		There are shared conservancy tanks in Gweru and Masvingo	Ensure that the shared tanks are monitored on a daily basis and that there are no overflows	JMDM	Health Environment	JMDM pulling out the trucks leading to a health hazard	Monthly report. No overflowing conservancy tanks	Jun 2011	Technical Services Manager
Electricity		Little or no monitoring of electricity losses	Track monthly purchases from Eskom vs sold units by the municipality	CFO	Identified cause of losses. Reduced electricity losses		Monthly reconciliation of electricity units bought vs sold. Report submitted to MM and standing committee monthly.	Jul 2010	Technical Services Manager
		Monitoring of load demand vs maximum load allowed by Eskom	Obtain and analyse information from Eskom. Carry out load shedding.		Manage load demand such that it does not exceed the maximum allowable demand thus avoiding Eskom penalties.	Community not happy about load shedding. Maximum allowable demand exceeded leading to penalties. Budget constraints.	Monthly report indicating that the maximum Eskom allowable supply has not been exceeded.	Jul 2010	Technical Services Manager
		No monthly reporting on the implementation of the Masvingo master plan phase 2	Hands-on involvement in the project. Prepare monthly reports for MM and the standing committee	Ballenden and Robb. Racec power	Progress known and completions date. Improved electrical network performance	Weather; commitment from the contractor	Monthly reports on progress submitted to standing committee and MM	Jul 2010	Technical Services Manager
		Unscheduled / uncommunicated electricity shutdowns	Unscheduled power interruption resolved within 1 day		Improved turn-around time to restore electricity supply	Non-availability of crane truck	Power supply restored within 1 day	Jul 2010	Technical Services Manager
		Most of the street lights and high mast lights are not working	Maintain, repair and replace faulty street and high mast lights		Improved safe environment	Budget constraints	All existing street and high mast lights working	Dec 2010	Technical Services Manager
		NERSA D-forms	Arrange a	NERSA	Better completed	Non-	All NERSA D-	Oct	Technical

			workshop where NERSA will show Finance and Technical departments how to properly complete the forms. Complete NERSA D-forms as expected		forms which will protect the municipal license	availability by NERSA. Forms completed incorrectly.	forms correctly completed and submitted.	2010	Services Manager
	No routine electricity meter audit	Request information on a monthly basis from Finance primarily focusing on meters which have not been indicating electricity purchase for 2 months and above	CFO	Improve revenue base			Reports on action taken in response to the meter audit report	Jul 2010	Technical Services Manager
	There is only one electricity tariff for all different consumers	Propose and co-ordinate revision of electricity tariffs which will be implemented from 2010/2011 financial year. Review existing tariff policy.	CFO	Improved revenue base. Customers having grouped uniform tariffs.	Budget constraints. Customers not approving proposed tariffs.		Adopted multi electricity tariff structure and tariff policy	Nov 2010	Technical Services Manager
	1336 faulty and tempered meters established	Replace and/or fix all faulty and tempered meters	CFO	Improved revenue base, power supply and community safety.	Customers refusing access to their properties		1336 faulty and tampered meters replaced and/or fixed	Sep 2010	Technical Services Manager
	Gweru electricity master plan program and progress not known	Request monthly progress reports from Ballenden and Robb. Communicate progress to ward councillor and HODs	Ballenden and Robb; DME	Improved power supply to the Gweru community	Insufficient funding to implement the mast plan. Delays in procurement process		Adoption of the master plan and implementation thereof	Feb 2011	Technical Services Manager
	101 conventional meters	Replacement of conventional	Electricity loss study	Improve revenue base	Access denied by customers		101 conventional meters replaced	Aug 2010	Technical Services

			meters with pre-paid electricity meters	report					Manager
		Bulk electricity users not metered	Install conventional meters in Masvingo and Gweru: municipal offices, town halls, community halls and water/waste water plants		Improved revenue base and known consumption of electricity by the mentioned properties		All bulk electricity users metered	Jul 2010	Technical Services Manager
		Planned and scheduled maintenance operation on the electrical network not properly communicated	Prepare notices and submit them to the communications officer	Eskom, municipal service providers	Improved communication to our customers	Planned outage not reported to the municipality	All planned routine maintenance communicated 7 days before the outage day	Jul 2010	Technical Services Manager
Roads and Stormwater	Provide sustainable road infrastructure network	Approximately there is 90% of roads construction and maintenance backlog	Construct access roads utilising MIG funds	MIG	Communities will have accessible	Procurement process, limited funding, quality of service providers	100% MIG expenditure	Mar 2011	Technical Services Manager
		Masvingo plots next to the hospital have no access to road infrastructure	Construct gravel access road		Accessible plots	Bad weather	Constructed gravel access road	Dec 2010	Technical Services Manager
		There is no policy on utilisation of plant	Draft policy for plant utilisation. Workshop councillors on the draft policy		Optimised plant usage	Lack of funding	Implementation of the adopted policy	Dec 2010	Technical Services Manager
		No proper implementation of pothole patching	Obtain relevant equipment. Draft and submit a plan for pothole patching		Improved road network	Bad weather	All blacktop surfaced roads with no potholes	Sep 2010	Technical Services Manager

6. Revenue and Expenditure Projections

Revenue and expenditure projections make provision for monthly income and expenditure projections. The actual revenue targets and spending against the budget will be reported upon monthly in terms of Section 71 of the MFMA, as well as in terms of the quarterly targets, as reflected in the SDBIP scorecard. This also provides an opportunity for the regular monitoring of revenue and expenditure patterns to ensure the early detection of any deviations, so that interventions or corrective measures may be introduced.

Budgeted monthly revenue and expenditure (standard classification)

Description	Ref	Budget Year 2010/11												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
Revenue - Standard																
Governance and administration		6 443	6 443	6 443	6 443	6 443	6 443	6 443	6 443	6 443	6 443	6 443	6 443	77 321	89 903	97 330
Executive and council		604	604	604	604	604	604	604	604	604	604	604	606	7 250	7 700	8 154
Budget and treasury office		5 832	5 832	5 832	5 832	5 832	5 832	5 832	5 832	5 832	5 832	5 832	5 831	69 983	82 111	89 078
Corporate services		7	7	7	7	7	7	7	7	7	7	7	10	87	93	98
Community and public safety		59	59	59	59	59	59	59	59	59	59	59	61	710	743	779
Community and social services		59	59	59	59	59	59	59	59	59	59	59	60	709	741	777
Sport and recreation													2	2	2	2
Public safety																
Housing																
Health																
Economic and environmental services		1 658	1 658	1 658	1 658	1 658	1 658	1 658	1 658	1 658	1 658	1 658	1 663	19 901	17 526	18 563
Planning and development		351	351	351	351	351	351	351	351	351	351	351	346	4 207	4 468	4 734
Road transport		1 289	1 289	1 289	1 289	1 289	1 289	1 289	1 289	1 289	1 289	1 289	1 294	15 473	12 823	13 580
Environmental protection		18	18	18	18	18	18	18	18	18	18	18	23	221	235	249
Trading services		2 677	2 677	2 677	2 677	2 677	2 677	2 677	2 677	2 677	2 677	2 677	2 681	32 128	34 119	36 132
Electricity		817	817	817	817	817	817	817	817	817	817	817	815	9 802	10 409	11 023
Water		997	997	997	997	997	997	997	997	997	997	997	1 002	11 969	12 711	13 461
Waste water management		398	398	398	398	398	398	398	398	398	398	398	399	4 777	5 073	5 372
Waste management		465	465	465	465	465	465	465	465	465	465	465	465	5 580	5 926	6 276
Other		88	88	88	88	88	88	88	88	88	88	88	86	1 054	1 119	1 185
Total Revenue - Standard		10 925	10 925	10 925	10 925	10 925	10 925	10 925	10 925	10 925	10 925	10 925	10 938	131 113	143 411	153 989

Expenditure - Standard																
Governance and administration		4 175	4 175	4 175	4 175	4 175	4 175	4 175	4 175	4 175	4 175	4 175	4 176	50 101	57 849	61 138
Executive and council		1 229	1 229	1 229	1 229	1 229	1 229	1 229	1 229	1 229	1 229	1 229	1 232	14 751	15 666	16 590
Budget and treasury office		1 682	1 682	1 682	1 682	1 682	1 682	1 682	1 682	1 682	1 682	1 682	1 678	20 180	26 194	27 615
Corporate services		1 264	1 264	1 264	1 264	1 264	1 264	1 264	1 264	1 264	1 264	1 264	1 265	15 169	15 989	16 932
Community and public safety		547	547	547	547	547	547	547	547	547	547	547	543	6 560	5 998	6 352
Community and social services		139	139	139	139	139	139	139	139	139	139	139	134	1 663	1 766	1 870
Sport and recreation		364	364	364	364	364	364	364	364	364	364	364	365	4 369	3 672	3 889
Public safety														-	-	-
Housing		44	44	44	44	44	44	44	44	44	44	44	43	527	560	593
Health														-	-	-
Economic and environmental services		1 852	1 852	1 852	1 852	1 852	1 852	1 852	1 852	1 852	1 852	1 852	1 843	22 215	22 443	24 826
Planning and development		304	304	304	304	304	304	304	304	304	304	304	300	3 644	4 838	5 123
Road transport		1 491	1 491	1 491	1 491	1 491	1 491	1 491	1 491	1 491	1 491	1 491	1 491	17 892	17 883	18 939
Environmental protection		57	57	57	57	57	57	57	57	57	57	57	52	679	721	764
Trading services		3 173	3 173	3 173	3 173	3 173	3 173	3 173	3 173	3 173	3 173	3 173	3 166	38 069	39 182	41 492
Electricity		1 153	1 153	1 153	1 153	1 153	1 153	1 153	1 153	1 153	1 153	1 153	1 155	13 838	14 381	15 229
Water		1 022	1 022	1 022	1 022	1 022	1 022	1 022	1 022	1 022	1 022	1 022	1 020	12 262	12 711	13 461
Waste water management		281	281	281	281	281	281	281	281	281	281	281	279	3 370	3 268	3 460
Waste management		717	717	717	717	717	717	717	717	717	717	717	713	8 600	8 822	9 342
Other															-	-
Total Expenditure - Standard		9 747	9 747	9 747	9 747	9 747	9 747	9 747	9 747	9 747	9 747	9 747	9 727	116 944	126 471	133 808
Surplus/(Deficit) before assoc.		1 178	1 178	1 178	1 178	1 178	1 178	1 178	1 178	1 178	1 178	1 178	1 211	14 169	16 940	20 181
Share of surplus/ (deficit) of associate																-
Surplus/(Deficit)	1	1 178	1 178	1 178	1 178	1 178	1 178	1 178	1 178	1 178	1 178	1 178	1 211	14 169	16 940	20 181

Budgeted monthly revenue and expenditure (standard classification)

Description	Ref	Budget Year 2012/13												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
		R thousand														
Capital Expenditure - Standard	1															
Governance and administration		687	687	687	687	687	687	687	687	687	687	687	673	8 230	8 740	9 258
Executive and council		592	592	592	592	592	592	592	592	592	592	592	588	7 100	7 540	7 985
Budget and treasury office		7	7	7	7	7	7	7	7	7	7	7	3	80	85	90
Corporate services		88	88	88	88	88	88	88	88	88	88	88	82	1 050	1 115	1 181
Community and public safety		207	207	207	207	207	207	207	207	207	207	207	201	2 478	2 930	3 090
Community and social services		138	138	138	138	138	138	138	138	138	138	138	139	1 657	2 058	2 166
Sport and recreation		2	2	2	2	2	2	2	2	2	2	2	-1	21	22	24
Public safety		67	67	67	67	67	67	67	67	67	67	67	63	800	850	900
Housing													-	-	-	-
Health													-	-	-	-
Economic and environmental services		1 691	1 691	1 691	1 691	1 691	1 691	1 691	1 691	1 691	1 691	1 691	1 685	20 286	25 163	30 174
Planning and development		45	45	45	45	45	45	45	45	45	45	45	45	540	573	607
Road transport		1 646	1 646	1 646	1 646	1 646	1 646	1 646	1 646	1 646	1 646	1 646	1 640	19 746	24 590	29 566
Environmental protection													-	-	-	-
Trading services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Electricity													-	-	-	-
Water													-	-	-	-
Waste water management													-	-	-	-
Waste management													-	-	-	-
Other		142	142	142	142	142	142	142	142	142	142	142	138	1 700	1 805	1 912
Total Capital Expenditure - Standard	2	2 727	2 727	2 727	2 727	2 727	2 727	2 727	2 727	2 727	2 727	2 727	2 697	32 694	38 639	44 431

7. Capital Works Plan and Other Ward-Based Projects (2010/11 – 2012/13)

Ward - Name	2010/2011	2011/2012	2012/2013
Ward 9 – Alterations and Renovations to Mt Norton Town Hall	1,170,968	1,243,568	1,316,939
Ward 11 – Construction of Tinana Access Road	1,770,000	1,879,740	1,990,645
Ward 3 – Alterations and Renovations Masvingo Town Hall	997,039	1,058,855	1,121,328
Ward 9 – Upgrading of Mt Norton Access Road	1,827,250	1,940,540	2,055,031
Ward 12 – Construction of Mangoleng East Access Road	1,609,020	1,708,780	1,809,598
Ward 10 – Mpharane Access Road	684,000	726,408	769,266
Ward 4 – Construction of T83 to Matugulo via Tsikarong	3,574,192	3,795,792	4,019,744
Ward 7 – Construction of Maroga to Sophania Access road	6,113,531	6,492,570	6,875,632
Ward 3 – Construction of outfall sewer line to treatment plant	1,500,000	1,593,000	1,686,987
Ward 3 – Installation of water meters	200,000	212,400	224,932
Plant and Machinery	2,000,000	2,124,000	2,249,316
TOTAL	21,446,000	22,775,653	24,119,418

Projects on Operating Budget			
Municipal buildings	7,000,000	7,434,000	7,872,606
Office Equipment	400,000	424,800	449,864
Disaster Recovery Plan	850,000	902,700	955,959
Rehabilitation and fencing of testing station	420,000	446,040	472,356
Upgrading of Masvingo Testing Station	500,000	531,000	562,329
Master Planning commonage	540,000	573,480	607,315
Rehabilitation of Pond	100,000	106,200	112,466
Community benefit project	1,438,168	5,445,000	9,279,000
Ward Councillor Discretionary Fund			
Total Capital and Operating	32,694,168	38,638,873	44,431,313