

Service Delivery And Budget Implementation Plan 2015/2016



UTHUKELA DISTRICT MUNICIPALITY 2015/16 SDBIP

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1. FOREWORD BY HER WORSHIP THE MAYOR

The purpose of this document is to present UThukela District Municipality Service Delivery and Budget Implementation Plan (SDBIP) for 2015/2016 financial year. The Municipal Finance Management Act (Act 56 of 2003) requires a municipality to develop, implement and monitor the SDBIP.

The SDBIP is a management plan for implanting the IDP through the approved budget, it's a detailed one year plan of a municipality that gives effect to the IDP and the budget of the municipality. It is a commitment document for UThukela District Municipality to meet specific service delivery and budget spending targets.

The targets contained in this document will specify how UThukela District Municipality will implement the objectives set out in the IDP.

In a nutshell the SDBIP will assist the executive, council and the community in their respective oversight responsibility since it serves as an implementation and monitoring tool.

Cllr DCP Mazibuko

Her Worship the Mayor

SUBMISSION TO THE EXECUTIVE MAYOR

The top layer service delivery budget implementation plan, indicating how the budget and the strategic objectives of the Council will be implemented, is herewith submitted in terms of Section 53(1)(c)(ii) of the Municipal Finance Management Act (MFMA), MFMA Circular No. 13 and the Budget and Reporting Regulation for the necessary approval.

SN Kunene

Municipal Manager

Signature: _____

Date: _____

02/06/2015

SECTION 53(1) (C) (II) – APPROVAL BY THE EXECUTIVE MAYOR

The top layer service delivery budget implementation plan is herewith approved in terms of Section 53(1) (c) (ii) of the Municipal Finance Management Act (MFMA), MFMA.

Cllr DCP Mazibuko

Her Worship Mayor

Signature: _____

Date: _____

15/06/2015

2. INTRODUCTION BY THE MUNICIPAL MANAGER

The SDBIP is a contract between the Administration, Council and Community where the goals and objectives as set out by the council are quantified and can be implemented by the administration of the municipality. Municipal Managers are encouraged to develop the SDBIP concept further so that it is meaningful and useful to managers.

Whilst the budget sets yearly service delivery and budget targets (revenue and expenditure per vote), it is imperative that in-year mechanisms are able to measure performance and progress on a continuous basis. Hence, the end-of-year targets must be based on quarterly and monthly targets, and the

Municipal manager must ensure that the budget is built around quarterly and monthly information. Being a start-of-year planning and target tool, the

SDBIP gives meaning to both in-year reporting in terms of section 71 (monthly reporting), section 72 (mid-year report) and end-of-year annual reports.

The SDBIP is essentially the management and implementation tool which sets in-year information, such as quarterly service delivery and monthly budget targets, and links each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services and the inputs and financial resources to be used. The SDBIP indicates the responsibilities and outputs for each of the senior managers in the top management team, the inputs to be used, and the time deadlines for each output. The SDBIP will therefore determine the performance agreements of the municipal manager and senior managers, including the outputs and deadlines for which they will be held responsible. The SDBIP should also provide all expenditure information (for capital projects and services) per municipal ward, so that each output can be broken down per ward, where this is possible, to support ward Councillors in service delivery information.

The SDBIP aims to ensure that managers are problem-solvers, who routinely look out for unanticipated problems and resolve them as soon as possible and enables the Council to monitor the performance of the municipality against quarterly targets on service delivery.

Being a management and implementation plan (and not a policy proposal), the SDBIP is not required to be approved by the council. It is however tabled before council and made public for information and for the purpose of monitoring. The SDBIP should be seen as a dynamic document that may (at lower layers of the plan) be continually revised by the municipal manager and other top managers, as actual performance after each month or quarter is taken into account. However, the top-layer of the SDBIP and its targets cannot be revised without notifying the council, and if there is to be changes in service delivery targets and performance indicators, this must be with the approval of the council, following approval of an adjustments budget (section 54(1) (c) of MFMA). This Council approval is necessary to ensure that the Executive Mayor or Municipal Manager do not revise service delivery targets downwards in the event where there is poor performance.

3. LEGISLATIVE FRAMEWORK

In terms of Section 53 (1) (c) (ii) of the Municipal Finance Management Act, Act No 53 of 2003, the Service Delivery Budget and Implementation Plan is defined as a detailed plan approved by the Mayor of a Municipality for implementing the Municipality's delivery of municipal services and its annual budget, and 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) *Any other matters prescribed.*

According to Section 53(c) (ii) of the Municipal Finance Management Act, the Mayor is expected to approve the Service Delivery Budget Implementation Plan within 28 days after the approval of the budget. In addition, the 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 Service Delivery Budget Implementation Plan are made public within 14 days after their approval.

In terms of the provisions of the MFMA the processes for the submission, approval, implementation and revision of the Service Delivery and Budget Implementation Plan (SDBIP) are as follows:

ACTION	LEGISLATION
Municipal Manager submit draft SDBIP to the Mayor within 14 days after the approval of the Budget Section	Section 69 (3) (a)
Mayor to take all reasonable steps to ensure that the Mayor approves the SDBIP within 28 days after the approval of the budget	53 (1) (c) (ii)
Mayor to take all reasonable steps to ensure that the annual performance agreements of the Municipal Manger and all Senior Managers are linked to the SDBIP and Performance Objectives of approved budget.	Section 53 (1) (c) (iii)
Mayor must ensure that the SDBIP be made public within 14 days after the approval of the SDBIP	Section 53 (3) (a)
Mayor must ensure that the Performance Agreements of the Municipal Manager and Senior Managers are made public within 14 days after the approval of the SDBIP and copies submitted to council and MEC for Local Government in the Province	Section 53 (3) (b)
Municipal Manager to implement the Budget and to adjust expenditure if revenue is not in accordance with the Budget of the SDBIP	Section 69 (1) (a)
The Municipal Manager to report within 10 working days of the end of each month to the Mayor an explanation of any material variance from the SDBIP	Section 71 (1) (g) (ii)
The Municipal Manager, by 25 January, to assess the performance of the municipality for the first half of the year taking into account the service delivery targets and performance indicators set in the SDBIP and submit a report on it to the mayor, the National Treasury and the Provincial Treasury. The report must include recommendations as to whether an adjustment budget is necessary, and is necessary, recommendations of revised projections of income and expenditure.	Section 72
The Mayor must, upon receiving the reports listed in section 71 and 72, check whether the budget is implemented in accordance with the SDBIP and make revisions with council's approval for an adjustment budget and changes to the performance indicators in the budget and SDBIP, issue instructions to the Municipal Manager to ensure the Budget is implemented according to the SDBIP, submit the section 72 report to Council by 31 January of each year and make any revision to the SDBIP public promptly.	Section 54

4. SDBIP CYCLE

PLANNING

During this phase the SDBIP process plan is developed, to be tabled with the IDP process plan. SDBIP related processes e.g. Workshop schedules, distribution of circulars and training workshops are also reviewed during this phase.

STRATEGIZING

During this phase the IDP is reviewed and subsequent SDBIP programs and projects for the next five years based on Local, Provincial and National issues, previous year's performance and current economic and demographic trends etc.

TABLING

SDBIP is tabled with the draft IDP and budget before Council. Consultation with the community and stakeholders of the IDP on the SDBIP is done through budget hearings and formal local, provincial and National inputs or responses are also considered in developing the final document

ADOPTION

The Mayor approves the SDBIP no later than 28 days after the adoption of the Municipality's budget.

PUBLISHING

The adopted SDBIP is made public and is published in the Municipal website

IMPLEMENTATION, MONITORING AND REPORTING

SDBIP projects are implemented and quarterly reporting takes place. Mid-year reporting is done to assess performance on the SDBIP; the document is amended, where applicable and adopted by Council.



5. COMPONENTS OF THE SDBIP

- ✦ *Monthly Projections of Revenue to be collected for each Source*
- ✦ *Monthly Projections of Expenditure and Revenue for each Vote*
- ✦ *Quarterly projections of Service Delivery Targets and Performance Indicators for each Vote*
- ✦ *Detailed Capital Budget Broken Down by Ward over 3 Years*

MONTHLY PROJECTIONS OF REVENUE TO BE COLLECTED FOR EACH SOURCE

The failure to collect revenue as budgeted will severely impact on UThukela District Municipality's ability to provide services to the community. The Municipality therefore has to institute measures to achieve its monthly revenue targets for each source. These measures will enable the Municipality to assess its cash flow on a monthly basis with a view to undertaking contingency plans should there be a cash flow shortage or alternatively invest surplus cash. Furthermore, the effectiveness of credit control policies and procedures can be monitored with appropriate action taken if considered necessary.

MONTHLY PROJECTIONS OF EXPENDITURE AND REVENUE FOR EACH VOTE

The monthly projection of revenue and expenditure per vote relate to the cash paid and reconciles with the cash flow statement adopted with the budget. The focus under this component is a monthly projection per vote in addition to projections by source. When reviewing budget projections against actual, it is useful to consider revenue and expenditure per vote in order to gain a more complete picture of budget projections against actuals.

QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH VOTE

This component of the SDBIP requires non-financial measurable performance objectives in the form of service delivery targets and other indicators of performance. The focus is on outputs rather than inputs. Service delivery targets relate to the level and standard of service being provided to the community and include the addressing of backlogs in basic services. The approach encouraged by National Treasury's MFMA Circular No. 13 is the utilization of scorecards to monitor service delivery.

DETAILED CAPITAL BUDGET OVER THREE YEARS

Information detailing infrastructural projects containing project description and anticipated capital costs over the three year period. The procurement process is an important component to ensure effective and timely infrastructure / capital service delivery.

6. FINANCIALS (MONTHLY PROJECTIONS)

6.1. MONTHLY PROJECTIONS OF REVENUE BY SOURCE

R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Service charges - water revenue	11 917	11 917	11 917	11 917	11 917	11 917	11 917	11 917	11 917	11 917	11 917	15 963	147 050	155 726	164 447
Service charges - sanitation revenue	1 466	1 466	1 466	1 466	1 466	1 466	1 466	1 466	1 466	1 466	1 466	1 931	18 057	20 224	22 651
Interest earned - external investments	713	594	216	1 933	641	547	630	594	546	594	297	705	8 010	8 483	8 958
Interest earned - outstanding debtors	1 815	1 747	1 768	1 603	1 535	2 979	3 157	3 346	2 979	2 694	1 472	1 472	26 568	28 135	29 711
Transfers recognised - operational	113 638		1 492	601	99 529	949	1 409	832	77 766	1 410	1 409	19 336	318 371	339 839	365 525
Other revenue	50	11	40	35	33	28	16	30	40	16	20	37	356	376	398
Total Revenue (excluding capital transfers and contributions)	129 599	15 735	16 899	17 555	115 121	17 886	18 595	18 185	94 714	18 097	16 581	39 445	518 413	552 783	591 689

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6.2. MONTHLY PROJECTIONS OF EXPENDITURE & REVENUE BY VOTE

REVENUE BY VOTE

Description	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
105 - Municipal Manager									48 867			-	48 867	9 719	10 357
300 - Budget And Treasury	114 401	605	1 748	2 569	100 203	1 524	2 055	1 456	29 485	2 020	1 725	13 866	271 657	289 031	309 879
405 - Social Services	21	21	21	21	21	21	21	21	21	21	21	21	250	1 200	
500 - Technical Services	27 745	27 745	27 745	27 745	27 745	27 745	27 745	27 745	27 745	27 745	27 745	30 156	335 351	362 182	411 245
510 - Water And Sanitation Services	15 177	15 109	15 130	14 965	14 897	16 341	16 518	16 708	16 341	16 056	14 834	22 746	194 822	219 860	248 491
Total Revenue By Vote	157 344	43 480	44 644	45300	142 866	45 631	46 339	45 930	122 459	45 842	44 325	66 789	850 947	881 992	979 972

EXPENDITURE BY VOTE

Description	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
105 - MUNICIPAL MANAGER	4 784	4 787	4 828	4 784	4 786	4 791	4 802	4 802	4 801	4 801	4 792	4 984	57 742	60 883	64 197
200 - CORPORATE SERVICES	3 294	3 296	3 337	3 294	3 295	3 296	3 310	3 310	3 310	3 309	3 320	3 468	39 840	42 429	45 208
300 - BUDGET AND TREASURY	9 653	9 656	9 697	9 653	9 655	9 647	9 670	9 670	9 670	9 661	9 680	9 846	116 158	123 642	131 913
405 - SOCIAL SERVICES	3 750	3 752	3 793	3 750	3 751	3 752	3 766	3 766	3 766	3 754	3 776	3 938	45 313	48 651	49 967
500 - TECHNICAL SERVICES	569	572	613	569	571	574	586	586	586	596	526	806	7 154	4 993	5 227
510 - WATER AND SANITATION SERVICES	20 456	20 459	20 500	20 456	20 458	20 460	20 473	20 473	20 471	20 483	20 461	80 543	305 693	280 826	316 466
Total Expenditure by Vote	42 506	42 522	42 768	42 506	42 513	42 520	42 608	42 608	42 603	42 604	42 555	103 585	571 899	561 424	612 979

7. STRATEGIC ALIGNMENT

7.1. VISION, MISSION & CORE VALUES

VISION

"A stable, sustainable and prosperous district with committed servants who serve with excellence in governance, service delivery and economic development"

MISSION

"We promote a people-centered environment with emphasis on consultation, integrity, accountability, economy, effectiveness and efficiency"

CORE VALUES

- + Solidarity;
- + Honesty;
- + Ownership;
- + Professionalism;
- + Self-reliance

7.2. OBJECTIVES & STRATEGIES

INDEX	NKPA	STRATEGIC GOAL	Objective REF	STRATEGIC OBJECTIVE	Strategy REF	Strategies	OUTCOME 9 OUTPUT	Back to Basic Pillars
A	Municipal Transformation And Organisational Development	Promotion of the institution that is representative, participative & empowered in improving institutional capabilities for service delivery	A1	Increase knowledge Skills and capacity	A1.1	Retain scarce skills and implement talent mapping	Implement a differential approach to Municipal Financing, planning and support	Pillar 5 Robust Institutions And Administrations
					A1.2	Strive to become an employer of choice		
					A1.3	Enhance skills and build capacity to balance the organisation needs		
			A2	Improve Business processes	A2.1	Boost efficiency through innovation and use of technology		
					A2.2	Policy and Procedure manual refinement		
					A2.3	Refine and align business processes and policies		
					A2.4	Prioritise on retaining and manage institutional memory and knowledge		
B	Basic Service Delivery	Addressing service delivery backlogs & future growth as well as maintenance and upgrade of existing infrastructure	B1	Improve quality of life and access to basic services	B1.1	Expand the capacity of the water and the sanitation network	Improved access to basic services	Pillar 2 Adequate and community oriented service provision
					B1.2	Ensure provision of free basic services to the indigent		
					B1.3	Develop and implement Mayoral Special programmes		
			B2	Improve the quality and consistency of services provided	B2.1	Develop and implement operation blue drop and green drop		
					B2.2	Build an efficient operations and maintenance plan which ensures minimum service interruptions and speedily response to service interruptions		
					B2.3	Develop and implement Water Conservation and Demand Management Plans		

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INDEX	NKPA	STRATEGIC GOAL	Objective REF	STRATEGIC OBJECTIVE	Strategy REF	Strategies	OUTCOME 9 OUTPUT	Back to Basic Pillars
			B3	Increase the Capacity of the Municipal Infrastructure	B3.1	Implement the IDP projects and ensure effective project management and quality control.		
C	Local Economic Development	Stimulation of economic development & reverse current trends of decline in diversity through enhancing economic growth	C1	Increase Economic activities	C1.1	Promote Local Economic Development and tourism in the District	Implementation of Community works Programme and supported Cooperatives	
					C1.2	Provide capacity building support to New and Existing Businesses		
					C1.3	Provide secondary support to business enterprises		
			C2	Strengthen Business Partnership	C2.1	Develop and implement the LED incentives and investor attraction policy to attract new investment in the district.		
D	Financial Viability And Financial Management	Managing of municipal resources and ensuring financial sustainability	D1	Increase Income	D1.1	Develop and enforce credit and cash flow management plans, controls and procedures	Improve Municipal Financial and Administrative Capability	Sound financial management and accounting
			D2	Improve expenditure and cash management	D2.1	Develop and enforce credit and cash flow management plans, controls and procedures		
			D3	Improve value for money spent	D3.1	Develop and implement a services provider performance management system and automate management		
			D4	Improve Budgeting and Reporting of Financial Resources	D4.1	Develop a credible budget and report monthly in accordance with the MFMA calendar of reporting to stakeholders		
E	Good Govern	Provision of systems and mechanism for accountability & public	E1	Improve performance and efficiency	E1.1	Refine and cascade performance management	Deepen Democracy through a refines Ward Committee System	
					E1.2	Improve performance reporting and compliance		

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INDEX	NKPA	STRATEGIC GOAL	Objective REF	STRATEGIC OBJECTIVE	Strategy REF	Strategies	OUTCOME 9 OUTPUT	Back to Basic Pillars
		participation in municipal development affairs	E2	Promote Good Governance and Sound administration	E2.1	Develop and implement an operation clean audit plan		
					E2.2	Develop and implement a Risk management plan		
					E2.3	Coordinate and establish functional council and administrative structures		
			E3	Improve Public Participation	E3.1	Develop and implement the public participation strategy		
					E3.2	Develop and implement a comprehensive communication strategy		
F	Cross Cutting Issues	Safer and healthier environment within the district	F1	Improve Disaster prevention and Environmental management	F1.1	Develop and implement a disaster management plan	One window of co-ordination	
					F1.2	Co-ordinate solid waste management		
			F2	Improve Planning and Coordination	F2.1	Co-ordinate IGR within the District		
					F2.2	Coordinate Planning within the District		
					F2.3	Develop and implement a Credible IDP		

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7.3. ORGANIZATIONAL SCORECARD

NKPA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATION DEVELOPMENT

Objective Ref	Objectives	Strategy Ref	Strategies	KPI Ref	Organisation KPI	Demand	Baseline	Backlog	Annual target	Q1	Q2	Q3	Q4
A1	Increase knowledge Skills and capacity	A1.1	Retain scarce skills and implement talent mapping		% of post approved by Council as critical filled.	100%	-	-	90%	90%	90%	90%	90%
					Number of top six positions filled by qualified and competent persons	6	-	-	6	6	6	6	6
					Number of LLF meetings convened	12	-	-	3	3	3	3	3
					% of milestones achieved on the skills retention plan	100%	-	-	25%	0%	10%	20%	25%
		A1.2	Strive to become an employer of choice			100%			100%	100%	100%	100%	100%
		A1.3	Enhance skills and build capacity to balance the organisation needs		Number of deliverables achieved on the organisation development plan	100	-	-	5	n/a	2	n/a	3
					% of employees trained as per Work Place Skills Plan and Capacity Building Plan	100%		-	100%	100%	100%	100%	100%
					Number of skills and competency assessments conducted	4	-	-	2	n/a	1	n/a	1
					% of qualifying Municipal Officials given bursaries	100%	-	-	100%	100%	100%	100%	100%
					Number of Municipal Officials sent on management development programmes	5	-	-	5	n/a	2	3	n/a
A2	Improve Business processes	A2.1	Boost efficiency through innovation and use of technology		% up time of all ICT systems and services as an average	100%	-	-	96%	96%	96%	96%	96%
					Number of deliverables achieved on the ICT Master systems plan	-	100	-	5	n/a	2	n/a	3

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Objective Ref	Objectives	Strategy Ref	Strategies	KPI Ref	Organisation KPI	Demand	Baseline	Backlog	Annual target	Q1	Q2	Q3	Q4
		A2.2	Policy and Procedure manual refinement		% of adopted policies with standard operation procedures	100%	-	-	100%	n/a	n/a	n/a	100%
					% of policies legally vetted prior to adoption	100%			100%	100%	100%	100%	100%
		A2.3	Refine and align business processes and policies		Number of critical processed re-engineered as per the process enhancement plan	50	-	-	5	-	3	1	1
					% of employment equity plan target achieved as per the District equity plan	100%	-	-	100%	n/a	n/a	100%	100%

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NKPA 2: BASIC SERVICES DELIVERY

Objective REF	Objectives	Strategy REF	Strategies	KPI Ref	Organisation KPI	Baseline	Demand	Backlog	Annual target	Q1	Q2	Q3	Q4	Budget	
B1	Improve quality of life and service delivery provision	B1.1	Expand the capacity of the water and the sanitation network		Number of households with access to portable water										
					Number of households with access to sanitation										
		B1.2	Ensure provision of free basic services to the indigent		Number of indigent with receiving to free basic services										
					Number of indigent register reviews conducted	1	2	-	2	1	n/a	n/a	1		
		B1.3	Develop and implement Mayoral Special programmes		%r of programmes aimed at support special focus group co-ordinated	-	100%	-	100%	100%	100%	100%	100%	100%	
					Number of HIV/AIDS and chronic illness support programmes coordinated	-	6	-	6	1	1	2	2		
					Number of poverty alleviation programme coordinated	-	4	-	3	n/a	1	1	1		
B2	Improve the quality and consistency of services provided	B2.1	Develop and implement operation blue drop and green drop		Number of water samples taken from water sources as per the environmental health Plan	-	1500	-	600	150	150	150	150		
					Number of waste water samples taken				200	50	50	50	50		
					Number of food premises inspected according to Regulation 962	800	800	-	800	200	200	200	200		
					Number of developed action plans to address blue drop requirements	1	-	1	1	1	n/a	n/a	n/a		
					Number of developed action plans to address green drop requirements	1	-	1	1	1	n/a	n/a	n/a		

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Objective REF	Objectives	Strategy REF	Strategies	KPI Ref	Organisation KPI	Baseline	Demand	Backlog	Annual target	Q1	Q2	Q3	Q4	Budget	
					% of operations and maintenance budget spent in the current financial year	-	100%	-	100%	25	50	75	100		
		B2.2	Build an efficient operations and maintenance plan which ensures minimum service interruptions and speedily response to service interruptions		Number of sewerage spillage incidents logged	-	0	-	0	-	-	-	-		
					Number of service charters adopted by council					1	n/a	n/a	n/a	1	
					Number of developed maintenance plans for operational plants for all existing treatment works					23	n/a	4	8	11	
		B2.3	Develop and implement Water Conservation and Demand Management Plans		Number of water treatment works refurbished				2	1	n/a	n/a	1		
					Number of waste water treatment works schemes refurbished				2	1	n/a	n/a	1		
B3		Increase the Capacity of the Municipal Infrastructure	B3.1	Implement the IDP projects and ensure effective project management and quality control.		Number of reports talking to deliverables achieved on the approved IDP Capital Plan	-	4	-	4	1	1	1	1	
					% of Municipal Infrastructure grant allocated for the current year spent	-	100%	-	100%	25	50	75	100		

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NKPA 3: LOCAL ECONOMIC DEVELOPMENT

Objective REF	Objectives	Strategy REF	Strategies	KPI Ref	Organisation KPI	Demand	Baseline	Backlog	Annual Target	Q1	Q2	Q3	Q4	Budget	
C1	Increase Economic activities	C1.1	Promote Local Economic Development and tourism in the District		Number of jobs created through LED and EPWP projects	5000	-	-	1000	100	200	200	500		
					% of LED strategy implemented				100%	100%	100%	100%	100%		
		C1.2	Provide capacity building support to New and Existing Businesses		Number of LED capacity building campaigns coordinated				2	N/a	1	N/a	1		
					Number of Investment Attraction Policies developed and submitted for vetting and approval	1			1	N/a	N/a	N/a	1		
		C1.3	Provide secondary support to business enterprises		Number of business opportunities given to SMME's located within the District	1000	-	-	250	50	100	50	100		
C2	Strengthen Business Partnership	C2.1	Develop and implement the LED incentives and investor attraction policy to attract new investment in the district.		No. Campaigns conducted to attract investors				1	n/a	1	n/a	n/a		
					Number of functional LED structures setup by the District	4	-	-	2	2	2	2	2		
					Number of Public/ Private partnership secured by the District	10	-	-	1					1	
					Number of Public/ Private partnership secured by the District				1	n/a	n/a	n/a	1		

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NKPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Objective REF	Objectives	Strategy REF	Strategies	KPI Ref	Organisation KPI	Baseline	Demand	Backlog	Annual Target	Q1	Q2	Q3	Q4	Budget
D1	Increase Income	D1.1	Develop and implemented the revenue and enhancement strategy		% of revenue collection rate on outstanding debt	-	100%	-	20%	0%	5%	5%	10%	
					Average debt collection	-	100%	-	76%	76%	76%	76%	76%	
					Debt coverage ratio	-	1:1	-	1:3	1:3	1:3	1:3	1:3	
D2	Improve expenditure and cash management	D2.1	Develop and enforce credit and cash flow management plans, controls and procedures		Cost coverage ratio	-	1:1	-	1:3	1:3	1:3	1:3	1:3	
					% creditors paid within 30 days from receipt of invoice	-	100%	-	90%	90%	90%	90%	90%	
					Average number of days taken to finalise Bids for R200 000 + at supply chain	90 days	90 days	-	90 days	90 days	90 days	90 days	90 days	
					Average number of days taken to finalise Bids for R30 000 – R199 999 at supply chain	14 days	90 days	-	14 days	14 days	14 days	14 days	14 days	
					Average number of days taken to finalise Bids less than R300 000 at supply chain	6 days	90 days	-	6 days	6 days	6 days	6 days	6 days	
					Number of bid committees functioning consistently and efficiently according to their terms of reference	-	4	-	4	1	1	1	1	
					% of actual OPEX budget spent VS projected in the current financial year	-	100%	-	100%	25%	50%	75%	100%	
					% of actual CAPEX budget spent VS projected in the current financial year	-	100%	-	100%	25%	50%	75%	100%	
					Number of departments procuring goods and services more than 80% according to the approved procurement plans	-	6	-	6	6	6	6	6	

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Objective REF	Objectives	Strategy REF	Strategies	KPI Ref	Organisation KPI	Baseline	Demand	Backlog	Annual Target	Q1	Q2	Q3	Q4	Budget	
D3	Improve value for money spent	D3.1	Develop and implement a services provider performance management system and automate management		% of services provider performance assessments conducted	-	4		4	1	1	1	1		
					% of services providers performing below average as per SLA	-	0%		0%	0%	0%	0%	0%	0%	
					% of service providers operating without contracts and SLA	-	0%	-	25%	0%	0%	0%	0%		
D4	Improve Budgeting and Reporting of Financial Resources	D4.1	Develop a credible budget and report monthly according to the MFMA calendar of reporting to stakeholders		Gap % between the budget and actual cash received	-	0%	-	10%	10%	10%	10%	10%		
					% Compliance with the MFMA Calendar of reporting	-	100%	-	100%	100%	100%	100%	100%		
					% of OPEX budget allocated to operations and maintenance	-	20%	-	7%	-	-	-	7%		
					% OPEX budget allocated to staff related costs	-	37%	-	37%	-	-	-	37%		
					% of OPEX budget allocated to staff development	-	1%	-	1%	-	-	-	1%		
	% of budget allocated to Municipal infrastructure actually spent on physical infrastructure	-	100%	-	100%	100%	100%	100%	100%						

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NKPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Objective REF	Objectives	Strategy Ref	Strategies	KPI Ref	Organisation KPI	Demand	Baseline	Backlog	Annual Target	Q1	Q2	Q3	Q4	Budget
E1	Improve performance and Efficiency	E1.1	Refine and cascade performance management		Number of employees on performance management	-	6	-	29	29	29	29	29	
					Number of milestones achieved on the 3 year implementation PMS Plan	90	-	-	90	10	20	30	30	
					Number of top management with signed performance contracts	6	-	-	5	5	5	5	5	
					Number of breaches to PMS Policy	0	-	-		0	0	0	0	
					% compliance to the PMS Polices	100%	-	-	100%	100%	100%	100%	100%	
		E1.2	Improve performance reporting and compliance		Number of monthly reports on the level of compliance adopted and published by Council	12	-	-	12	3	3	3	3	
					Number of Councillors submitting activity reports to the Speaker monthly	12	-	-	12	3	3	3	3	
					Number of reports submitted by the Speaker to Council on meetings of Council and community issues	12	-	-	12	3	3	3	3	
					Number of reports submitted by the Mayor on Mayoral activities to Council	12	-	-	12	3	3	3	3	
					Number of reports submitted by the Chief Whip to Council on weekly meetings of programmes of Council	12	-	-	12	3	3	3	3	
					Number of reports submitted by the MM overall operations of the Municipality	12	-	-	12	3	3	3	3	

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Objective REF	Objectives	Strategy Ref	Strategies	KPI Ref	Organisation KPI	Demand	Baseline	Backlog	Annual Target	Q1	Q2	Q3	Q4	Budget
E2	Promote Good Governance and Sound administration	E2.1	Develop and implement an operation clean audit plan		AG audit opinion rating 1= Adverse, 2= Disclaimer, 3= Qualified, 4= Unqualified, 5=Clean Audit		-	-	4	1	1	1	1	
					Number of disclaimers received	0	-	-	0	0	0	0	0	
					% Overall compliance with the Municipal compliance checklist	100%	-	-	100%	100%	100%	100%	100%	
					% of internal and external audit findings resolved in the current financial year	100%	-	60%	n/a	n/a	15%	60%	100%	
					Number of anti-fraud and corruption awareness campaigns conducted	-	6	-	4	1	1	1	1	
					Number fraud and corruption related cases received	0	-	-	0	0	0	0	0	
					% of fraud and corruption cases reported actioned	100%	-	-	100%	100%	100%	100%	100%	
					Number of Anti-Corruptions strategy reviews conducted	-	4	-	1	n/a	n/a	n/a	1	
		E2.2	Develop and implement a Risk management plan		% of risk mitigations recommendations implemented	100%	-	-	80%	80%	80%	80%	80%	
					Number of risk assessments conducted	-	1	-	1	n/a	n/a	n/a	1	
		E2.3	Coordinate and establish functional council and administrative structures		% of Council meetings convening as per the legislation	100%	-	-	100%	100%	100%	100%	100%	
					Number Council approved Governance Structures functioning according to standing rule	-	9	-	9	9	9	9	9	
					Number of s79 committee structures meetings as per the terms of Ref	-	-	-	7	7	7	7	7	

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Objective REF	Objectives	Strategy Ref	Strategies	KPI Ref	Organisation KPI	Demand	Baseline	Backlog	Annual Target	Q1	Q2	Q3	Q4	Budget
					Number of MANCO meeting convened	48	-	-	48	12	12	12	12	
E3	Improve Public Participation	E3.1	Develop and implement the public participation strategy		Number of Public engagements conducted	12	-	-	12	3	3	3	3	
					% implementation of public participation policy	100%	-	-	100%	100%	100%	100	100	
					% of Public engagements conducted	-	100%	-	100%	100%	100%	100%	100%	
					Number of customer satisfactory surveys conducted	4	-	-	2	1			1	
					Number of service delivery protest experienced	0	-	-	0	0	0	0	0	0
		E3.2	Develop and implement a comprehensive communication strategy		% implementation of communication strategy	100%	-	-	50%	10	10	15	15	

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NKPA 6: CROSS CUTTING ISSUES

Objective REF	Objectives	Strategy REF	Strategies	KPI Ref	Organisation KPI	Baseline	Demand	Backlog	Annual Target	Q1	Q2	Q3	Q4	Budget	
F1	Improve Disaster prevention and management	F1.1	Develop and implement a disaster management plan		Number of locals with updated waste management plan	-	4	-	2		1	1	-		
					% of disaster responded to within 12 hours				100%	100%	100%	100%	100%		
					Number of locals with disaster volunteers and fire fights	-	5	-	5	2	1	1	1		
					Number of meetings held with disaster management advisory forum and specialist	-	12	-	12	3	3	3	3		
		F1.2	Co-ordinate solid waste management		Number of locals with updated waste management plan	-	5	-	5	1	1	1	2		
					Number of local municipalities with updated solid waste disposal sites with adequate capacity	-	4	-	2	1	-	-	1		
F2	Improve Planning and Coordination	F2.1	Co-ordinate planning and IGR within the District		Number of functional IGR forums	-	8	-	4	4	4	4	4		
					Number of Partnerships secured through IGR initiatives	-	-	-	3	0	1	1	1		
					Number share service initiates functioning according to the MOU	-	-	-	1	1	1	1	1		
		F2.2	Coordinate Planning within the District		Number of priorities on the Spatial Development Plan addressed	-	-	-	-	-	-	-	-		
		F2.3	Develop and implement a Credible IDP		IDP credibility rating by COGTA	-	100%	-	80%	80%	80%	80%	80%	80%	
					% of milestones achieved on the IDP process plan within the set time frame	-	100%	-	100%	100%	100%	100%	100%	100%	

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WARD (LOCAL) INFORMATION

UThukela District

UMTSHEZI	INDAKA	UKHAHLAMBA	LADYSMITH	IMBABAZANE
1-9	1-10	1-14	1-27	1-13

DETAILED CAPITAL PROJECTS WORKPLAN

Project Name	Locality	Department		Funder		2015/2016	2016/2017	2017/2018
Bergville bulk water supply(extension&reticulation	Okhahlamba	Technical		MIG		4 028 000 00	-	-
Ntabamhlophe water supply phase 4-13	Imbabazane	Technical		MIG		37 080 000	42080 000	38 665 523
Bhekuzulu-Ephangweni community water supply	Imbabazane	Technical		MIG		38 234 200	41234 200	47245 524
Ezakheni-Emnambithi bulk water infrastructure		Technical		MIG		25 636 000	24118 000	-
Kwanobamba ezitendeni(Wennen)water supply	Umtshezi	Technical		MIG		53 175 000	53175 000	8 2521 041 52
Bergville sanitation project	Okhahlamba	Technical		MIG		13 544 000	1 882 727	-
Ezakheni E sanitation	Emnambithi	Technical		MIG		4 038 200	3 210 116	-
Ezakheni E water	Emnambithi	Technical		MIG		11 000 000	-	-
Ezakheni E sewer completion	Emnambithi	Technical		MIG		7 000 000	11 000 000	-
Ezakheni water conservation and demand management	Emnambithi	Technical services		MWIG	5 500 000	21 000 000	4000 000	-
Ezakheni E(642 houses)	Emnambithi			MWIG	8000 000	-	-	-

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Project Name	Locality	Department		Funder		2015/2016	2016/2017	2017/2018
Okhahlamba & Indaka Boreholes	Okhahlamba & Indaka	Technical services		MWIG	6 500 000	6 500 000	-	-
Umlumayo phase 2 water supply (Fitty park)	Indaka	Technical services		MWIG	-	-	-	-
Mimosadale upgrade	Umtshezi	Technical services		MWIG	-	18 000 000	-	-
Wembezi WCDM	Umtshezi	Technical services		MWIG		4 500 000	10 000 000	10 500 000
Driefontein upgrading of Burford water supply scheme	Emnambithi	Technical services		(DWA)RBIG	25 000 000	95 000 000		
Ladysmith waste water treatment works	Emnambithi	Technical services		ACIP		3 890 000	-	-
Emnambithi ward 16 Sanitation	Emnambithi	Technical services		Municipal household infrastructure grant		4 382 000	-	-
RRAMS	District wide	Technical		DOT	2 315 000	2 311 000	2 378 000	2 531 000
District Wide Water Projects	District Wide	Technical services		UTDM		30 000 000		
District Wide Sanitation Projects	District Wide	Technical services		UTDM		20 000 000		

CONCLUSION

As part of igniting excellence and taking service delivery to a higher level, the departmental performance monitoring will be done through the quarterly departmental SDBIPs which will also be cascaded down to the senior managers' performance agreements. The implementation of sound financial planning and budgeting will ensure sustainable service delivery that would result in growth for the municipality. These budgets and strategies have been developed to ensure that backlogs are addressed and that future financial problems are avoided and timeously corrected. It is also to ensure that projects are adequately funded and that future projects can be realistically planned and budgeted.

The UThukela District Municipality invites all the Stakeholders, to make this Service Delivery and Budget Implementation Plan (SDBIP) a reality.