

## SUNDAYS RIVER VALLEY MUNICIPALITY



## SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN 2016/17

## QUALITY CERTIFICATION BY THE MUNICIPAL MANAGER

I, LONWABO NGOQO, the Municipal Manager submit the top layer of the Service Delivery and Budget Implementation Plan (SDBIP) for the 2016/17 financial year for approval by the Mayor. This SDBIP been prepared in terms of the Municipal Finance Management Act and also the regulations thereto



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**LMR Ngoqo**  
**Municipal Manager**


22 June 2016  
**Date**



*PIC: SRVM employees and community participants at work on Mandela Day 2015  
(Take Action, Inspire Change, Make Every Day a Mandela Day)*

## CERTIFICATE OF APPROVAL BY THE MAYOR

I, ZOLILE LOSE, in my capacity as the Mayor of Sundays River Valley Municipality, hereby approve the Service Delivery and Budget Implementation Plan for the 2016/7 financial year, as required in terms of the Local Government Municipal Finance Management Act Section 53(c ) (ii)

  
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**Z Lose**  
**Mayor**

22 June 2016  
**Date**



*PIC: Empowerment initiative - capacitation of SMMEs*

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## 1. INTRODUCTION

The purpose of the Service Delivery and Budget Implementation Plan (SDBIP) is to assist municipal management to achieve service delivery targets, as well as spending the capital budget within the given time frames. The IDP and Budget are key documents informing the SDBIP. The Sundays River Valley Municipality's reviewed IDP and budget documents were then considered in drawing up our SDBIP. This document is now brought before Council for adoption for the 2016/17 financial year.

A Service Delivery and Budget Implementation Plan is defined in the Municipal Finance Management Act, Section 1 as a detailed plan approved by the Executive Mayor for implementing the municipality's delivery of municipal services and its annual budget. 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 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, service delivery targets and performance indicators.

## 2. EXECUTIVE SUMMARY

The municipality is required to produce a SDBIP to show the following;

- Monthly projections of revenue and expenditure for the operating and capital budgets
- Quarterly service delivery targets and performance indicators.

Each month the Accounting Officer must present the Mayor with a report showing how income and spending is progressing against these projections. Every quarter the Mayor must report to Council on the progress of the budget.



PIC: A municipality at work

### **3. LEGISLATIVE FRAMEWORK FOR SDBIP AND PMS**

The need for a monitoring tool within municipalities comes from a number of legislative pieces, giving guidance and direction on the path to be followed when developing these systems. All this is done in order to ensure effective and efficient service delivery to our communities. The different pieces of legislation are discussed below.

#### **3.1. The White Paper on Local Government (1998):**

The White Paper on Local Government (1998) suggested that local government should introduce the idea of using monitoring tools to measure impact and performance. Therefore the white paper further notes that Performance management is critical to ensure that plans are being implemented, that they are having the desired development impact, and that resources are being used efficiently.

#### **3.2. The Municipal Systems Act (2000):**

Government has taken this idea of measuring performance forward in chapter six of the Municipal Systems Act (32 of 2000) which requires all municipalities to:

- o Develop a performance management system
- o Set targets, monitor and review performance based on indicators linked to their IDP
- o Publish an annual report on performance for the councillors, staff, the public and other spheres of government.
- o Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government
- o Conduct an internal audit on performance before tabling the report.
- o Have their annual performance report audited by the Auditor-General.
- o Involve the community in setting indicators and targets and reviewing municipal performance

#### **3.3. Municipal Finance Management Act**

Section 1 of the MFMA defines the SDBIP as a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality's delivery of services and the execution of its annual budget and which must include (as part of the top layer) 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.

According to Section 53(1)(c)ii of the MFMA (Act 56 of 2003) the mayor of the municipality must take all reasonable steps to ensure that the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget.

Section 69 of the MFMA determines that the draft SDBIP and performance agreements must be submitted to the Executive Mayor within 14 days after the approval of an annual budget.

The mayor is to receive the draft SDBIP 14 days after approval of budget and therefore the final SDBIP approved 14 days after receiving the first draft. Sundays River Valley Municipality Budget for 2016/17 was approved on the 26th May 2015, accordingly the draft SDBIP was received by the mayor and final draft adopted on the **23-June 2016**.

#### **4. THE COMPONENTS OF THIS SDBIP**

The five components entailed in this SDBIP are

1. Monthly projections of revenue to be collected for each source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service delivery
5. Capital works plans

#### **5. THE SDBIP CONCEPT**

National Treasury, in MFMA circular 13, outlined the concept of the SDBIP 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 Mayor, councillors, Municipal Manager, senior managers and 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 Mayor and Accounting Officer 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 employees. Directorates should be producing their own operational plan which roll up into the municipality's SDBIP.

## **6. MFMA REQUIREMENT – IMPLEMENTATION & MONITORING**

Section 54 sets out the responsibilities of the 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 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 Mayor must issue instructions to the accounting officer to ensure that the budget is implemented in terms of the SDBIP.

## **7. SDBIP IN SUNDAYS RIVER VALLEY MUNICIPALITY**

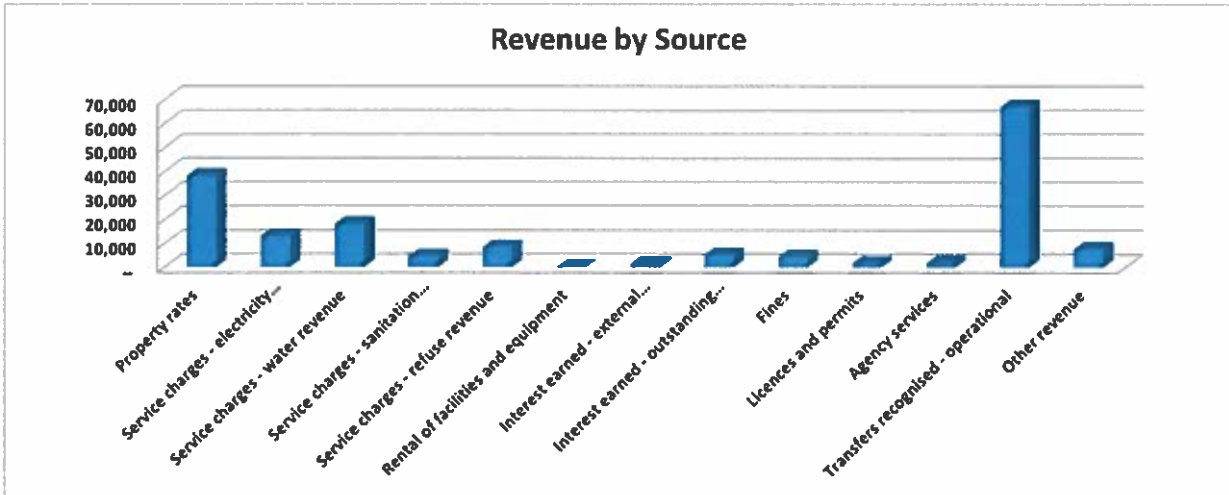
The production of the SDBIP in Sundays River Valley Municipality is politically led by the Mayor, administratively assigned to the accounting officer to execute its production collectively with the senior management team, with active participation by staff in planning. The champion of the process is the IDP manager in consultation with the Directorates of the Municipality



Service Delivery Budget and Implementation Plan -2016/2017  
Sundays River Valley Municipality

**MONTHLY PROJECTIONS OF REVENUE BY SOURCE**

Revenue By Source	Budget Year 2016/17												Budget Year 2016/17	
	July	August	Sept.	October	November	December	January	February	March	April	May	June		
Property rates	17 069	1 921	1 921	1 921	1 921	1 921	1 921	1 921	1 921	1 921	1 921	1 921	1 921	38 201
Service charges - electricity revenue	1 901	1 889	1 750	1 014	865	950	889	790	789	765	701	794	13 098	
Service charges - water revenue	1 549	1 425	1 352	1 340	1 874	1 875	1 985	1 877	1 256	1 325	1 057	1 063	17 978	
Service charges - sanitation revenue	368	368	368	368	368	368	368	368	368	368	368	368	4 413	
Service charges - refuse revenue	692	692	692	692	692	692	692	692	692	692	692	703	8 315	
Rental of facilities and equipment	8	3	2	1	1	1	2	2	4	1	3	1	27	
Interest earned - external investments	132	146	125	102	125	111	139	110	136	137	128	144	1 533	
Interest earned - outstanding debtors	416	359	418	437	425	426	399	446	450	427	380	417	5 000	
Dividends received													-	
Fines	350	350	350	350	350	350	350	350	350	350	350	365	4 240	
Licences and permits	105	175	169	156	109	213	124	114	118	126	134	104	1 644	
Agency services	110	183	179	158	116	224	136	120	124	132	141	106	1 728	
Transfers recognised - operational	21 760	2 435	323	11		20 139	1 200	11	20 770	395	13	(0)	67 055	
Other revenue	613	758	450	446	576	457	568	670	854	652	957	516	7 516	
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>45 072</b>	<b>10 700</b>	<b>8 097</b>	<b>6 996</b>	<b>7 421</b>	<b>27 726</b>	<b>8 771</b>	<b>7 471</b>	<b>27 831</b>	<b>7 291</b>	<b>6 844</b>	<b>6 524</b>	<b>170 748</b>	

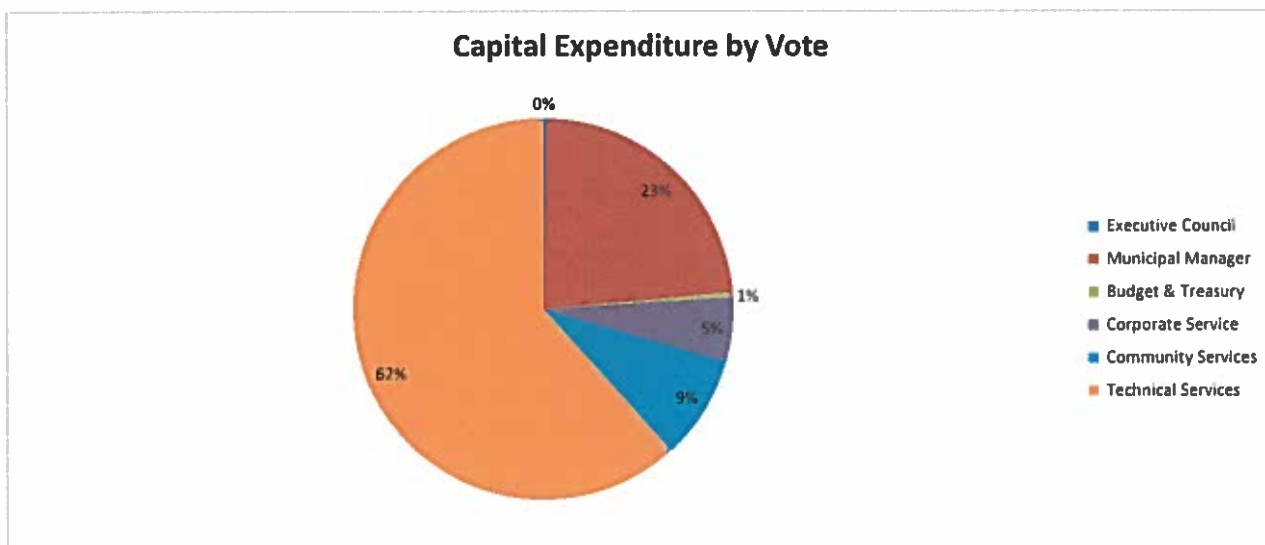


Service Delivery Budget and Implementation Plan -2016/2017  
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**MONTHLY PROJECTIONS OF EXPENDITURE BY VOTE.**

Budget Year 2016/17												
Operational Expenditure by Vote	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17
Vote 1 - Executive and Council	652	652	652	652	652	652	652	652	652	652	652	820 <sup>7</sup>
Vote 2 - Municipal Manager	094 <sup>1</sup>	094 <sup>1</sup>	094 <sup>1</sup>	094 <sup>1</sup>	094 <sup>1</sup>	094 <sup>1</sup>	094 <sup>1</sup>	094 <sup>1</sup>	094 <sup>1</sup>	094 <sup>1</sup>	094 <sup>1</sup>	134 <sup>13</sup>
Vote 3 - Budget and Treasury	611 <sup>3</sup>	611 <sup>3</sup>	611 <sup>3</sup>	611 <sup>3</sup>	611 <sup>3</sup>	611 <sup>3</sup>	611 <sup>3</sup>	611 <sup>3</sup>	611 <sup>3</sup>	611 <sup>3</sup>	611 <sup>3</sup>	330 <sup>43</sup>
Vote 4 - Corporate Service	013 <sup>1</sup>	013 <sup>1</sup>	013 <sup>1</sup>	013 <sup>1</sup>	013 <sup>1</sup>	013 <sup>1</sup>	013 <sup>1</sup>	013 <sup>1</sup>	013 <sup>1</sup>	013 <sup>1</sup>	013 <sup>1</sup>	159 <sup>12</sup>
Vote 5 - Community Service	985 <sup>2</sup>	985 <sup>2</sup>	985 <sup>2</sup>	985 <sup>2</sup>	985 <sup>2</sup>	985 <sup>2</sup>	985 <sup>2</sup>	985 <sup>2</sup>	985 <sup>2</sup>	985 <sup>2</sup>	985 <sup>2</sup>	825 <sup>35</sup>
Vote 6 - Technical Services	736 <sup>8</sup>	736 <sup>8</sup>	736 <sup>8</sup>	736 <sup>8</sup>	736 <sup>8</sup>	736 <sup>8</sup>	736 <sup>8</sup>	736 <sup>8</sup>	736 <sup>8</sup>	736 <sup>8</sup>	736 <sup>8</sup>	835 <sup>104</sup>
	092 <sup>18</sup>	092 <sup>18</sup>	092 <sup>18</sup>	092 <sup>18</sup>	092 <sup>18</sup>	092 <sup>18</sup>	092 <sup>18</sup>	092 <sup>18</sup>	092 <sup>18</sup>	092 <sup>18</sup>	092 <sup>18</sup>	103 <sup>217</sup>

Budget Year 2016/17													
Capital Expenditure by Vote	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17
Vote 1 - Executive and Council				50		50						-	100
Vote 2 - Municipal Manager			000 <sup>2</sup>		40							294 <sup>10</sup>	334 <sup>12</sup>
Vote 3 - Budget and Treasury		40	50	20		80			70			-	260
Vote 4 - Corporate Service			457			830		685				897	869 <sup>2</sup>
Vote 5 - Community Service	40	000 <sup>2</sup>		200	250		100	500 <sup>1</sup>		375	195	-	660 <sup>4</sup>
Vote 6 - Technical Services	500 <sup>4</sup>	890 <sup>2</sup>	258 <sup>1</sup>	070 <sup>7</sup>	504 <sup>2</sup>	096 <sup>2</sup>	535 <sup>1</sup>	421 <sup>1</sup>	547 <sup>3</sup>	587 <sup>1</sup>	235 <sup>2</sup>	933 <sup>1</sup>	575 <sup>32</sup>
Total Expenditure by Vote	540 <sup>4</sup>	930 <sup>4</sup>	745 <sup>3</sup>	340 <sup>7</sup>	794 <sup>2</sup>	056 <sup>3</sup>	635 <sup>1</sup>	606 <sup>3</sup>	617 <sup>3</sup>	962 <sup>1</sup>	430 <sup>2</sup>	123 <sup>13</sup>	797 <sup>52</sup>



**Source of Capital Funding**

Funded by Source	Budget 2016/17
National Government ( Transfers recognised -capital)	R 33 160 000
Internally generated funds	R 19 637 000

**SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS**

The setting of service delivery targets and performance indicators has developed from engagement with the different Directorates where such engagements have been informed by the demand for services in the Sundays River Valley Municipality's jurisdiction. The nature of targets and their respective indicators are influenced and shaped by the public consultations that have taken place. The target and indicators take different forms; they range from a need to determine input to a need to determine the outcome of particular projects. A balance has been struck between input, output, impact and outcome indicators that measure effectiveness of service delivery projects.

It is likely that new performance indicators will be developed as the Municipality will review and evaluate its performance during the financial year. Any revision to the SDBIP resulting from a change in performance indicators will be reported to Council for approval in terms of Section 54 (c) of the MFMA.

Service Delivery Budget and Implementation Plan -2016/2017  
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Objective	Key Priority Area	Activity/Project	Key Performance Indicator	Annual Target	Budgeted Amount	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Ward
Communities of SRVM with specific reference to youth have access to suitable and affordable recreational and sport facilities and public amenities	Parks and playgrounds	Rehabilitation of parks and playgrounds	Number of parks rehabilitated	2 parks rehabilitated	1 250 000	N/A	2	N/A	N/A	2 – Msengeni & 5 Nomathamsanqa
	Sport-fields	Rehabilitation of sport-fields	Number of sport field turfs completed	1 sport field turfs completed	1 557 700	N/A	1	N/A	N/A	2 - Bessig
Ensure access and a continuous supply of good quality water and sanitation to each user by 2017	Treatment works (Paterson)	Upgrading of the Paterson WWTW	Number pumps stations completed	1 pump station completed	9 204 000	N/A		3	-	4 – Paterson
			Number of ponds upgraded	1 pond upgraded		N/A	1	N/A	N/A	4 – Paterson
To make sure the SRVM Community has access to good quality roads built according to applicable standards	Roads	Surfacing of roads in Moses Mabida	Kms of roads in Moses Mabida surfaced	10 Km of roads in Moses Mabida surfaced	R40 000 000	N/A	2.1 Km	N/A	N/A	1 - Kirkwood
	Roads	Upgrading of gravel roads	Kms of gravel road upgraded	0.8km of gravel road upgraded		N/A	0.8km	N/A	N/A	2
	Roads and storm-water	Installation of storm-water pipes	Kms of storm-water pipes installed	0.5km of storm-water pipes installed		N/A	0.5km	N/A	N/A	

Service Delivery Budget and Implementation Plan - 2016/2017  
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Objective	Key Priority Area	Activity/Project	Key Performance Indicator	Annual Target	Budgeted Amount	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Ward
To ensure that the poor households access free basic services and that each household has access to a set of basic household services	Access to free basic and household services	Access to basic services	The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal	70% of households with access to basic level of water, sanitation, electricity and waste removal	R4 099 823 - water R16 395 483 - electricity	-	-	-	70%	All wards
		Access to basic services for indigents	The percentage of households earning less than R1100 per month with access to free basic services	80% of households earning less than R1100 per month with access to free basic services	R1 808 352 - electricity R3 965 520 - water Sanitation - R1 382 176 R2 413 467 - Refuse	-	-	-	80%	
To ensure compliant reporting in respect of all grants	MIG Funding	MIG spending	% of MIG grant funding spent	100%	24 446 000	20%	40%	70%	100%	All wards
		Expenditure on Capital projects	The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in	100% of a municipality's capital budget actually spent on capital projects identified for a particular financial year in	R52 797 000	20%	40%	70%	100%	All wards

Service Delivery Budget and Implementation Plan - 2016/2017  
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Objective	Key Priority Area	Activity/Project	Key Performance Indicator	Annual Target	Budgeted Amount	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Ward
			forms of the municipality's integrated development plan	terms of the municipality's integrated development plan						
Improved efficiency in municipal water usage	Water resource management	Water conservation and demand management	% reduction in reticulation water losses (Bersig, Moses Mabhida, Aqua Park, Msengeni and Kirkwood town)	30% reduction in reticulation water losses (Bersig, Moses Mabhida, Aqua Park, Msengeni and Kirkwood town)	R4 099 823	30%	30%	30%	30%	1, 2
Ensure access and a continuous supply of good quality water and sanitation to each user by 2017	Continuous good quality of water maintained in line with national Water Act	Measures in place to give access to water	% availability of water services to the consumers	80% availability of water services to consumers	-	80%	80%	80%	80%	ALL WARDS
	Water	Feasibility study on the rehabilitation of bulk pipeline	% expenditure on rehabilitation of the bulk pipeline feasibility study	100% expenditure	1 037 000	N/A	30%	65%	100%	Various
Upgrade electricity network for future development	Electricity	repairing non-functional area lights	Turnaround time in repairing non-functional area lights	5 days Turnaround in repairing non-functional area lights	R1300 000	5 days	5 days	5 days	5 days	ALL WARDS



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Objective	Key Priority Area	Activity/Project	Key Performance Indicator	Annual Target	Budgeted Amount	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Ward
	Licensing	compliance with NERSA assessment	% compliance with NERSA assessment (D-form)	70% compliance with NERSA assessment (D-form)		N/A	70%	N/A	70%	ALL WARDS
Effective Town Planning administration within SRVM jurisdiction	Illegal buildings control	Building control	Timeous approval of building plans	Within 10 weeks	R10 534	Within 10 weeks	Within 10 weeks	Within 10 weeks	Within 10 weeks	All
<b>Development Priority: Institutional Municipal Transformation</b>										
To ensure the municipality approves the organogram and fills vacancies	Vacancies in respect of funded posts	Recruitment	% of existing budgeted vacancies filled	50% of existing budgeted vacancies filled	R100 000	N/A	50%	N/A	100%	Internal
	Organizational structure	Annual review of the organizational structure	% progress in the review of the organizational structure	100% progress in the review of the organizational structure	R0	N/A	50%	80%	100%	Internal
To ensure that the municipality has employment equity plan and that targets are met	Implementation of the equity plan	Compliance with equity norms and targets	The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	8 people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved	N/A	N/A	N/A	N/A	8	N/A

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Objective	Key Priority Area	Activity/Project	Key Performance Indicator	Annual Target	Budgeted Amount	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Ward
Capacity building and empowerment programmes to ensure skills enhancement of staff	Skills development	Training of employees	Number of employees trained	80 employees trained	650 000	20	20	20	20	Internal
		Expenditure on the WSP	% of a municipality's budget actually spent on implementing its workplace skills plan	100% of a municipality's budget actually spent on implementing its workplace skills plan		25%	50%	75%	100%	Internal
To ensure effective public participation of ward committees.	Ward committees	Ward committee meetings	Number of ward committees established	8 ward committees established	380 000	N/A	8	N/A	N/A	All
			Number of ward committee meetings organized (as per schedule)	24 ward committee meetings organized (as per schedule)		N/A	N/A	8	16	
To optimise the information and communications technology (ICT) function to support organisational performance	ICT	ICT system plan	% progress in resolving ICT audit improvement plan	70% progress in resolving ICT audit improvement plan	R2 million	10%	40%	60%	70%	
To enhance employee wellness through prevention and provision of therapeutic programmes and physical fitness	Employee wellness	Employee wellness and health programmes	Number of employee health and safety programmes conducted	4 employee health and safety programmes conducted	40 000	1	1	1	1	N/A
<b>Development Priority: Good governance and Public Participation</b>										

Service Delivery Budget and Implementation Plan - 2016/2017  
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Objective	Key Priority Area	Activity/Project	Key Performance Indicator	Annual Target	Budgeted Amount	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Ward
Annual review and development of IDP/Budget	Enhancing systems for integrated planning and implementation	Annual IDP review	% progress of IDP review	100% progress of IDP review	50 000	25%	50%	70%	100%	All
To enhance Council oversight	Monitoring section 79 and 80 committees	Implementation of resolutions of Council	Number of Council resolutions executed as per Council minutes	All resolutions of Council executed as per Council minutes	-	All	All	All	All	N/A
		Audit, Risk and Performance Committee	Number of Audit and Risk Committee meetings held	4 Audit and Risk Committee meetings held	671 580	1	1	1	1	N/A
		MPAC meetings	Number of MPAC meetings held	4 MPAC meetings held		1	1	1	1	N/A
Continuously ensure good customer care for SRVM's stakeholders.	Community outreach	Municipal communications	Number of community outreach awareness campaigns conducted	8 community outreach awareness campaigns conducted	50 000	2	2	2	2	All wards
	IGR	IGR meetings	Number of IGR meetings held	4 IGR meetings held	40000	1	1	1	1	-
	customer care	Responses to Customer complaints	% of complaints captured and resolved	80% of complaints captured and resolved	6 303 757	80%	80%	80%	80%	All

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Objective	Key Priority Area	Activity/Project	Key Performance Indicator	Annual Target	Budgeted Amount	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Ward
	Marketing	Expenditure on marketing and branding	% expenditure on branding and marketing budget	100% expenditure on branding and marketing budget	R100 000	25%	50%	75%	100%	-
Representation, participation and inclusion of the vulnerable groups in the municipal agenda, workforce and relevant decision making structures.	Implementation of vulnerable groups main-streaming policy	Youth programmes	Number of vulnerable groups initiative per category (Disabled, Youth, Elderly, Women, Children)	Youth: vulnerable group initiatives	160 000	3	2	3	2	All
		Programmes of the elderly		Elderly: vulnerable groups initiatives		N/A	1	N/A	1	
		Programmes of women		Women: vulnerable groups initiatives		N/A	1	N/A	1	
		Programmes of the disabled		Disabled: vulnerable groups initiatives		N/A	1	N/A	1	
An effective performance management system compliant with Chapter 6 of the MSA	Performance Management	Signing of performance agreements	Number of signed performance agreements for section managers	5 performance agreements signed for section managers	50 000	5	N/A	N/A	5	-
		Performance assessments		Number of performance assessments conducted for section		20 performance assessments conducted for section	5	5	5	

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Objective	Key Priority Area	Activity/Project	Key Performance Indicator	Annual Target	Budgeted Amount	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Ward
			managers (each assessment will be for the previous quarter)	managers (each assessment will be for the previous quarter)						
To intensify HIV/AIDS awareness and education in SRVM	HIV/AIDS awareness	HIV/AIDS programmes	Number of HIV/AIDS programmes conducted	8 HIV/AIDS programmes conducted	60 000	2	2	2	2	All wards
To ensure all findings by the Auditors are addressed	Audit opinion	Improvement of the audit opinion	Nature of audit opinion	Qualified audit opinion	R5000 000	N/A	Qualified audit opinion	N/A	N/A	N/A
	Audit action plan	Audit action plan	% progress towards improving AG audit outcome	70% progress towards improving AG audit outcome		N/A	15%	40%	70%	N/A
	Internal Audit		% of internal audits completed	100%		15%	40%	75%	100%	N/A
			% of internal Audit and Audit Committee accepted recommendations implemented	100% of internal Audit and Audit Committee accepted recommendations implemented		100%	100%	100%	100%	100%
	Risk management	Risk management strategy	% Progress in the development of the risk management strategy	100% Progress in the development of the risk management strategy		R200 000	N/A	30%	100%	N/A

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Objective	Key Priority Area	Activity/Project	Key Performance Indicator	Annual Target	Budgeted Amount	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Ward
<b>Development Priority: Local Economic Development</b>										
To provide and invest in the economic infrastructure development in all wards by 2017	Grant expenditure	Effective grant usage	% expenditure on LED grant	100% expenditure on LED grant	150 000	50%	100%	N/A	N/A	2
To strengthen the institutional capacity of SMMEs and increase the number of viable emerging businesses	SMME development	SMME programmes	Number of development initiatives conducted	8 development initiatives conducted	150 000	2	2	2	2	All
To facilitate employment creation	Employment creation	Employment creation through municipal programmes	Number of jobs created through municipality's local economic development initiatives including capital projects	280 jobs created through municipality's local economic development initiatives including capital projects	-	70	70	70	70	All
<b>Development Priority: Community &amp; Social Services</b>										
Communities have sufficient and affordable solid waste disposal options to encourage clean and healthy environment	Clean up campaigns in targeted areas	Clean-up campaigns	Number of clean up campaigns conducted (in Valencia, Paterson, Moses Mabhida and Addo)	4 clean up campaigns conducted (in Valencia, Paterson, Moses Mabhida and Addo)	400 000	1	1	1	1	3, 4, 1, 4
To ensure provision of water quality monitoring and food control	Regular water and	Testing of water samples	Number of water samples tested	144 water samples tested	150 000	36	36	36	36	All

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Objective	Key Priority Area	Activity/Project	Key Performance Indicator	Annual Target	Budgeted Amount	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Ward
	Food quality testing	Inspection of food-selling premises	Number of inspections conducted at food selling premises.	160 inspections conducted at food selling premises.	-	40	40	40	40	All
To ensure the provision of effective and efficient fire and disaster management services throughout the SRVM	DMF	Implementation of DMF resolutions	% of DMF resolutions implemented	100% of DMF resolutions implemented	-	100%	100%	100%	100%	-
	Fire Safety	Inspections for fire safety	Number of premises inspected for fire safety compliance	100 premises inspected for fire safety compliance	-	25	25	25	25	All
To ensure provision of traffic services including improved revenue enhancement	Traffic safety	Road traffic law enforcement	Number of road traffic law enforcement operations conducted	12 road traffic law enforcement operations conducted	N/A Internal personnel	3	3	3	3	All
	Traffic	Paypoint construction	% progress in the construction of traffic paypoint	100% progress in the construction of traffic paypoint	R250 000	15%	N/A	100%	N/A	N/A
	Revenue collection	Revenue at traffic	% Improvement in traffic fines revenue from the previous year quarter baseline (comparing quarter to quarter of the same period)	10% Improvement in traffic fines revenue from the previous year quarter baseline (comparing quarter to quarter of the same period)	R3 904 626	2.5%	2.5%	2.5%	2.5%	-

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Objective	Key Priority Area	Activity/Project	Key Performance Indicator	Annual Target	Budgeted Amount	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Ward
	Revenue collection	Collection of old debt	% of traffic fines debt collected	25% of traffic fines debt collected	R3 904 626	N/A	10%	5%	10%	-
	Library	Library Relocation project	% progress in the renovation of identified library building	100%	Funded by DSRAC	10%	30%	N/A	100%	4
	Sports and recreation	Maintenance of Sports Fields	Number of times per quarter each sports field is maintained	Once per quarter each sports field is maintained		Once per quarter	Once per quarter	Once per quarter	Once per quarter	4, 3, 5/6
<b>Development Priority: Financial Viability and Management</b>										
To produce financial reports that meet the requirements of the National Treasury Department	Effecting budgeting process	Submission of midyear and annual report	Timely submission of annual and adjustment budget	Timely submission of annual budget on/or before 30 May 2017	-	N/A	N/A	Adjustment budget submitted on/or before 28 February 2017	Annual budget submitted on/or before 31 May 2017	-
				Timely submission of adjustment budget on/or before 28 February 2017	-					
	AFS	Preparation of AFS	Timely submission of AFS to Council and Auditor General	Timely submission of AFS to Council and Auditor General on/or before 31 August 2016	1 700 000	On/or before 31 August 2016	N/A	N/A	N/A	-



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Objective	Key Priority Area	Activity/Project	Key Performance Indicator	Annual Target	Budgeted Amount	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Ward
	Effective in-year statutory reporting	Submission of all statutory reports	Number of statutory reports submitted on time to AO, Mayor, PT and NT	12 section 71 reports submitted within 10 working days of each new month to AO, Mayor, PT and NT	-	3	3	3	3	-
		Grant reporting		12 grants submitted on time to AO, Mayor, PT and NT	-	3	3	3	3	-
		Quarterly reporting		4 section 52d reports submitted within 30 days of each new quarter	-	1	1	1	1	-
To ensure compliant reporting in respect of spending on all grants received	Compliance with grant conditions (FMG)	Grant reporting	% expenditure on FMG grant	100% expenditure on FMG grant	2 010 000	30%	60%	90%	100%	-
To ensure a sustainable cash flow	Cash management	Timeous payment of creditors	Number of days creditors outstanding, excluding long term creditors	60 days creditors outstanding, excluding long term creditors	-	60 days	60 days	60 days	60 days	-
To ensure debt is managed sustainably	Revenue collection enhanced	Collection of revenue	% increase in revenue collected	10% increase in revenue collected	-	2.5%	2.5%	2.5%	2.5%	-

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Objective	Key Priority Area	Activity/Project	Key Performance Indicator	Annual Target	Budgeted Amount	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Ward
	Indigent registration	Registration of indigents	Number of indigents registered	1000 indigents registered	-	250	250	250	250	All
To ensure proper procurement of goods and services in terms of chapter 11 of the MFMA	Irregular, fruitless, unauthorised and wasteful expenditure curbed	Reducing irregular expenditure	% irregular expenditure reduced, relative to the previous financial year	50% irregular expenditure reduced, relative to the previous financial year	-	50%	50%	50%	50%	-
	Irregular, fruitless, unauthorised and wasteful expenditure curbed	Reducing irregular expenditure	% irregular expenditure reduced, relative to the previous financial year	50% irregular expenditure reduced, relative to the previous financial year	-	50%	50%	50%	50%	-
To ensure proper asset management	Asset management	Asset verification	Number of movable asset verifications performed	2 movable asset verifications performed	R52 797 000	N/A	1	N/A	1	
		Update of asset register	Number of GRAP compliant asset register submitted for external audit	1 GRAP compliant asset register submitted for external audit		N/A	1	N/A	N/A	-
Financial viability as expressed by ratios	Financial viability	Determination of financial viability	A = (B-C)/D A - debt coverage B- total operating revenue received C- operating grants	45%	N/A	45%	45%	45%	45%	

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Objective	Key Priority Area	Activity/Project	Key Performance Indicator	Annual Target	Budgeted Amount	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Ward
			D – debt service payments (i.e. interest + redemption) due within the current financial period							
			A = B/C A – outstanding service debtors to revenue B – total outstanding service debtors C – annual revenue actually received	30 DAYS		30 DAYS	30 DAYS	30 DAYS	30 DAYS	
			A = (B + C)/D A – cost coverage B – all available cash at a particular time C – investments D – monthly fixed operating expenditure	1-3 MONTHS		1-3 MONTHS	1-3 MONTHS	1-3 MONTHS	1-3 MONTHS	

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**CAPITAL WORKS PLAN**

CAPITAL PROGRAMME 2016/17					
	WARDS	2016/17		2017/18	2018/19
	WARD ALLOCATION	OWN FUNDING	GRANT FUNDING	GRANT FUNDING	GRANT FUNDING
<b>COUNCIL</b>					
<b>CAPITAL EXPENDITURE</b>	<b>WARD</b>	<b>AMOUNT</b>	<b>AMOUNT</b>	<b>AMOUNT</b>	<b>AMOUNT</b>
OFFICE EQUIPMENT	ALL	100 000.00			
		100 000.00	-		
<b>CAPITAL EXPENDITURE</b>	<b>WARD</b>	<b>AMOUNT</b>	<b>AMOUNT</b>	<b>AMOUNT</b>	<b>AMOUNT</b>
<b>MUNICIPAL MANAGER</b>					
LAPTOPS	ALL	40 000.00			
DIGITAL CAMERA	ALL	5 000.00			
VOICE RECORDER	ALL	8 500.00			
OFFICE FURNITURE	ALL	25 000.00			
PROJECTOR*1 and SCREEN	ALL	5 000.00			
INTERNAL AUDIT SOFTWARE	ALL		250 000.00		
CONSTRUCTION OF BUILDINGS	ALL	10 000 000.00			
CONSTRUCTION OF STORES	ALL	2 000 000.00			
		-	12 083 500.00	250 000.00	-
<b>FINANCE</b>					
<b>CAPITAL EXPENDITURE</b>	<b>WARD</b>	<b>AMOUNT</b>	<b>AMOUNT</b>	<b>AMOUNT</b>	<b>AMOUNT</b>
PREPAID METERS -CREDIT CONTROL	ALL	200 000.00			
LAPTOPS	ALL	40 000.00			
FURNITURE	ALL	20 000.00			
		-	260 000.00	-	-

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<b>PUBLIC SAFETY</b>					
<b>CAPITAL EXPENDITURE</b>	<b>WARD</b>	<b>AMOUNT</b>	<b>AMOUNT</b>	<b>AMOUNT</b>	<b>AMOUNT</b>
FILING CABINETS	ALL	30 000.00			
ROADBLOCK TRAILER	ALL	60 000.00			
SPEED APPARATUS - PROLASER X 1	ALL	200 000.00			
OFFICE CHAIRS	ALL	25 000.00			
DIGITAL CAMERA	ALL	50 000.00			
RENOVATION FIR DEPARTMENT	ALL	100 000.00			
FIREARMS	ALL	80 000.00			
VEHICLES- TRAFFIC AND LICENSING	ALL	2 000 000.00			
PAYPOINT CONSTRUCTION	ALL	250 000.00			
TOTAL CAPITAL	-	2 795 000.00	-	-	-
<b>CORPORATE SERVICES</b>					
<b>CAPITAL EXPENDITURE</b>	<b>WARD</b>	<b>AMOUNT</b>	<b>AMOUNT</b>	<b>AMOUNT</b>	<b>AMOUNT</b>
LAPTOP	ALL	20 000.00			
LAMINATOR	ALL	4 500.00			
FILING CABINETS	ALL	40 000.00			
STEEL SHELVING	ALL	4 000.00			
IT SERVER INFRASTRUCTURE	ALL	2 000 000.00			
AIRCON	ALL	50 000.00			
RECORD MANAGEMENT SYSTEM	ALL		750 000.00		
TOTAL CAPITAL	-	2 118 500.00	750 000.00	-	-
<b>COMMUNITY SERVICES</b>					
<b>CAPITAL EXPENDITURE</b>	<b>WARD</b>	<b>AMOUNT</b>	<b>AMOUNT</b>	<b>AMOUNT</b>	<b>AMOUNT</b>
SECURITY UPGRADE FOR CEMETERIES	ALL	250 000.00			
LAPTOPS	ALL	40 000.00			
FURNITURE	ALL	25 000.00			
TOTAL CAPITAL	-	315 000.00	-	-	-

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<b>COMMUNITY SERVICES</b>					
<b>CAPITAL EXPENDITURE</b>	<b>WARD</b>	<b>AMOUNT</b>	<b>AMOUNT</b>	<b>AMOUNT</b>	<b>AMOUNT</b>
<b>SPORT &amp; RECREATION</b>					
MIG - UPGRADE OF SPORT FIELDS	-		1 250 000.00	-	2 243 000.00
TOTAL	-	-	1 250 000.00	-	2 243 000.00
<b>SOLID WASTE</b>					
<b>REFUSE REMOVAL</b>					
REFUSE TRUCK	ALL	300 000.00			
TOTAL	-	300 000.00	-	-	-
<b>ROADS</b>					
UPGRADING OF GRAVEL ROADS-EMSENGENI	WARD 1,5,6		9 632 000.00	7 500 000.00	11 000 000.00
MIG - UPGRADING OF LOCAL DISTRIBUTOR ROADS-MOSES MABIDA	WARD1		1 000 000.00	1 000 000.00	1 000 000.00
ROLLER COMPACTOR	ALL	250 000.00			
1 CONTAINER	ALL	30 000.00			
TOTAL	-	280 000.00	10 632 000.00	8 500 000.00	12 000 000.00
<b>SEWERAGE</b>					
<b>CAPITAL EXPENDITURE</b>	<b>WARD</b>	<b>AMOUNT</b>	<b>AMOUNT</b>	<b>AMOUNT</b>	<b>AMOUNT</b>
MIG - PATERSON WASTE WATER			9 204 000.00	1 337 750.00	6 840 000.00
TOTAL CAPITAL	-	-	9 204 000.00	1 337 750.00	6 840 000.00
<b>WATER SERVICE WSA&amp;WSP</b>					
<b>CAPITAL EXPENDITURE</b>	<b>WARD</b>	<b>AMOUNT</b>	<b>AMOUNT</b>	<b>AMOUNT</b>	<b>AMOUNT</b>
REHABILITATION OF BULK PIPELINE	WARD 1,2		2 074 000.00	15 000 000.00	5 000 000.00
PUMPS	ALL	300 000.00			
TOTAL CAPITAL	-	300 000.00	2 074 000.00	15 000 000.00	5 000 000.00
<b>ELECTRICITY</b>					
<b>CAPITAL EXPENDITURE</b>	<b>WARD</b>	<b>AMOUNT</b>	<b>AMOUNT</b>	<b>AMOUNT</b>	<b>AMOUNT</b>

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<b>ELECTRICITY</b>					
<b>CAPITAL EXPENDITURE</b>	<b>WARD</b>	<b>AMOUNT</b>	<b>AMOUNT</b>	<b>AMOUNT</b>	<b>AMOUNT</b>
CHERRY PICKER	ALL	785 000.00			
TRANSFORMER	ALL	200 000.00			
VEHICLE ADDITONS (CANOPY-RACK ETC)	ALL	100 000.00			
ELECTRICITY NETWORKS	ALL		9 000 000.00	15 000 000.00	20 000 000.00
<b>TOTAL CAPITAL</b>	-	1 085 000.00	9 000 000.00	15 000 000.00	20 000 000.00
<b>Total</b>	-	19 637 000.00	33 160 000.00	39 837 750.00	46 083 000.00

MAYOR INITIAL: Z.A.