

SDBIP 2018/19

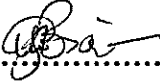
SUNDAYS RIVER VALLEY MUNICIPALITY



Service Delivery Budget and Implementation Plan – 2018/19
Sundays River Valley Municipality

CERTIFICATE OF APPROVAL BY THE MAYOR

I, NOMBULELO GRACE BIXA, in my capacity as the Mayor of Sundays River Valley Municipality, hereby approve the Service Delivery Budget and Implementation Plan for the 2018/19 financial year, as is required in terms of the Local Government Finance Management Act Section 53 (C)(ii)


.....

7 JUNE 2018

NOMBULELO G BIXA

Service Delivery Budget and Implementation Plan – 2018/19
Sundays River Valley Municipality

QUALITY CERTIFICATE BY THE MUNICIPAL MANAGER

I, SIDNEY S FADI, the Municipal Manager submit the top later of the Service Delivery Budget and Implementation Plan (SDBIP) for the 2018/19 financial year for approval by the Mayor. This SDBIP has been prepared in terms of the Municipal Finance Management Act and also the regulations thereto.

A handwritten signature in black ink, appearing to read 'Sidney S Fadi', is written over a horizontal dotted line.

7 JUNE 2018

**SIDNEY FADI
MUNICIPAL MANAGER**

Service Delivery Budget and Implementation Plan – 2018/19
Sundays River Valley Municipality

Table of Contents

1. Introduction.....

2. Executive Summary

3. Legislative framework

4. The component of a SDBIP

5. The SDBIP Concept

6. Municipal Finance Management Act.....

- Approval of the SDBIP
- Implementation and monitoring

7. SDBIP in Sundays River Valley Municipality

COMPONENT 1 – Revenue by Source (Monthly projections).....

COMPONENT 2 –Budget Expenditure by Vote (monthly projections).....

COMPONENT 3 & 4 – Quarterly projections of service delivery targets in the SRVM Wards and performance targets for each Key Performance Area

COMPONENT 5 – Capital Works plan

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Service Delivery Budget and Implementation Plan – 2018/19
Sundays River Valley Municipality

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 2018/19 financial year.

A Service Delivery and Budget Implementation Plan is defined in chapter 1 of the Act 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 – and service delivery targets and performance indicators.

2. Executive Summary

The Municipality is required to produce a Service Delivery and Budget Implementation Plan 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 Municipal Manager 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.

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:

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

The SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and the budget are fully aligned with each other as required by the MFMA (Act 56 of 2003)

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 2018/19 was approved on the 25th May 2018, accordingly the draft SDBIP was received by the mayor and final draft adopted on the 7 June 2018.

4. The Components of a SDBIP

The five necessary components of a SDBIP are

1. Monthly projections of revenue to be collected for each source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. 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. It is seen as a contract between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months.

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

6. MFMA requirement

6.1 Approval of the SDBIP

Under the MFMA the process for approval of the SDBIP is covered under Chapter 7 - Responsibilities of Mayors and Chapter 8 - Responsibilities of municipal officials. Under chapter 8 the Accounting Officer must submit a draft of the SDBIP to the Executive Mayor within 14 days of the budget being approved as well as drafts of the annual performance agreements required in the Municipal Systems Act.

Chapter 7 of the MFMA requires the Executive Mayor to “take all reasonable steps” to ensure that the SDBIP is approved by the mayor within 28 days after the approval of the budget and that the SDBIP is made public no later than 14 days after that.

6.2 Implementation & monitoring

Section 54 sets out the responsibilities of the Executive Mayor with regard to budgetary control and the early identification of financial problems. When a budget monitoring report is received under section 71 or 72 of the MFMA, the Executive Mayor must check whether the budget is being implemented in accordance with the SDBIP.

If it is decided to amend the SDBIP, any revisions to the service delivery targets and performance indicators must be made with the approval of council following an adjustments budget. The Executive Mayor must issue instructions to the accounting officer to ensure that the budget is implemented in terms of the SDBIP.

7. SDBIP in Sundays River Valley Municipality

The production of the SDBIP in Sundays River is conducted primarily by the Finance Department through the Chief Financial Officer and the Municipal Managers’ Office where it is championed by the IDP manager in consultation with the Directorates of the Municipality.

Service Delivery Budget and Implementation Plan – 2018/19
 Sundays River Valley Municipality
COMPONENT 1

This chapter provides a breakdown of Monthly projections of revenue to be collected for each source. The anticipated revenue for 2018/19 financial year is R208.5 million (excluding transfer receipts-capital).

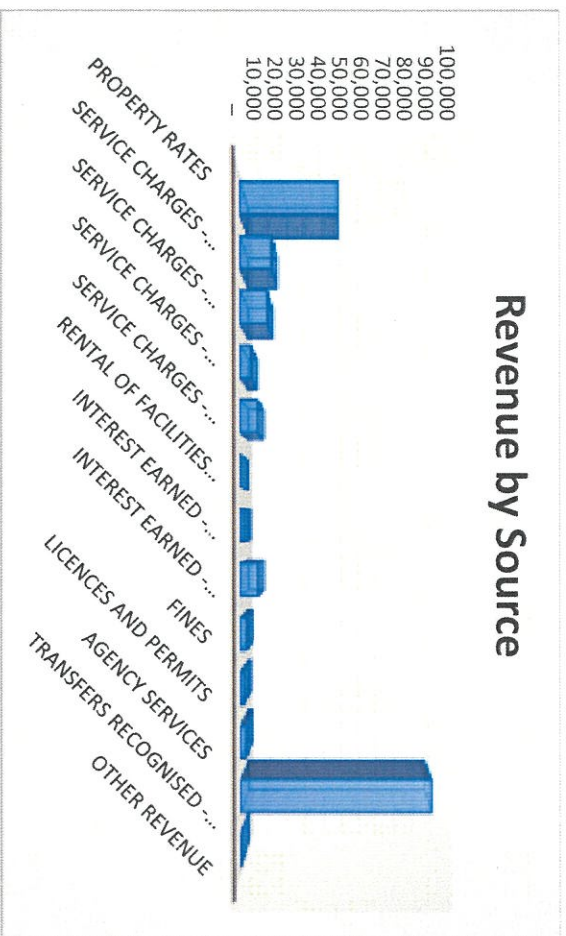
Figure 1 below reflects revenue projected per month.

Revenue By Source	Budget Year 2018/19												Budget Year 2018/19	
	July	August	Sept.	October	November	December	January	February	March	April	May	June		
Property rates	4,079	4,079	4,079	4,079	4,079	4,079	4,079	4,079	4,079	4,079	4,079	4,079	4,079	48,960
Service charges - electricity revenue	1,358	1,358	1,358	1,358	1,358	1,358	1,358	1,358	1,358	1,358	1,358	1,358	1,358	16,290
Service charges - water revenue	1,172	1,172	1,172	1,172	1,172	1,172	1,172	1,172	1,172	1,172	1,172	1,172	1,172	14,067
Service charges - sanitation revenue	484	484	484	484	484	484	484	484	484	484	484	484	484	5,812
Service charges - refuse revenue	752	752	752	752	752	752	752	752	752	752	752	752	752	9,027
Rental of facilities and equipment	6	6	6	6	6	6	6	6	6	6	6	6	6	68
Interest earned - external investments	154	154	154	154	154	154	154	154	154	154	154	154	154	1,843
Interest earned - outstanding debtors	761	761	761	761	761	761	761	761	761	761	761	761	761	9,126
Fines, penalties and forfeits	264	264	264	264	264	264	264	264	264	264	264	264	264	3,169
Licences and permits	162	162	162	162	162	162	162	162	162	162	162	162	162	1,946
Agency services	238	238	238	238	238	238	238	238	238	238	238	238	238	2,859
Transfer receipts - operational	7,896	7,896	7,896	7,896	7,896	7,896	7,896	7,896	7,896	7,896	7,896	7,896	7,896	94,751
Other revenue	47	47	47	47	47	47	47	47	47	47	47	47	47	559
Cash Receipts by Source	17,372	17,372	17,372	17,372	17,372	17,372	17,372	17,372	17,372	17,372	17,372	17,372	17,372	208,467

Figure 1

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Figure 2 below illustrates the split by revenue source.



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Service Delivery Budget and Implementation Plan – 2018/19
 Sundays River Valley Municipality

COMPONENT 2

The consolidated operating expenditure for the 2018/19 financial year amounts to R239 million. Overall, the municipality is projecting a surplus of R32 million at month ended 30 June 2019.

Figure 3 below illustrates the monthly revenue and expenditure projections.

Budget Year 2018/19													
Revenue by Vote	July	August	September	October	November	December	January	February	March	April	May	June	Budget 2018/19
Mayor and Council	275	275	275	275	275	275	275	275	275	275	275	275	3,301
Municipal Manager	704	704	704	704	704	704	704	704	704	704	704	704	8,446
Finance	5,436	5,436	5,436	5,436	5,436	5,436	5,436	5,436	5,436	5,436	5,436	5,436	65,236
Corporate Service	704	704	704	704	704	704	704	704	704	704	704	704	8,448
Community Services	3,295	3,295	3,295	3,295	3,295	3,295	3,295	3,295	3,295	3,295	3,295	3,295	39,535
Technical Service	12,165	12,165	12,165	12,165	12,165	12,165	12,165	12,165	12,165	12,165	12,165	12,165	145,984
	22,579	22,579	22,579	22,579	22,579	22,579	22,579	22,579	22,579	22,579	22,579	22,579	270,949

Budget Year 2018/19													
Operational Expenditure by Vote	July	August	September	October	November	December	January	February	March	April	May	June	Budget Year 2018/19
Mayor and Council	822	822	822	822	822	822	822	822	822	822	822	822	9,859
Municipal Manager	889	889	889	889	889	889	889	889	889	889	889	889	10,655
Finance	4,372	4,372	4,372	4,372	4,372	4,372	4,372	4,372	4,372	4,372	4,372	4,372	52,462
Corporate Service	1,592	1,592	1,592	1,592	1,592	1,592	1,592	1,592	1,592	1,592	1,592	1,592	19,104
Community Services	3,787	3,787	3,787	3,787	3,787	3,787	3,787	3,787	3,787	3,787	3,787	3,787	45,448
Technical Service	8,455	8,455	8,455	8,455	8,455	8,455	8,455	8,455	8,455	8,455	8,455	8,455	101,464
	19,917	19,917	19,917	19,917	19,917	19,917	19,917	19,917	19,917	19,917	19,917	19,917	239,002

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Service Delivery Budget and Implementation Plan – 2018/19
 Sundays River Valley Municipality

2.1 Monthly projections of Capital Spending by Vote

The municipality envisages spending an amount of R107 million on capital expenditure for the 2018/19 financial year. The capital budget is funded by a combinations of sources namely, internally generated funding, grant allocations and finance leases.

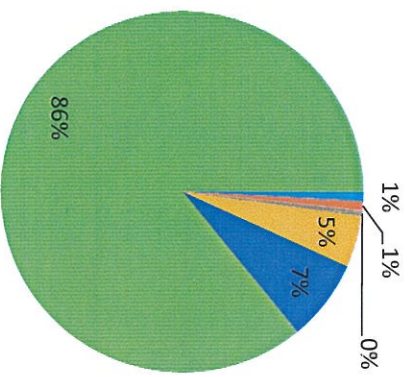
Table below reflects projected capital expenditure per month by vote

Budget Year 2018/19													
Capital Expenditure by Vote	July	August	Sept	October	November	December	January	February	March	April	May	June	Budget Year 2018/19
Vote 1 - Mayor and Council	600					315							915
Vote 2 - Municipal Manager	350			500									850
Vote 3 - Finance		-	200										550
Vote 4 - Corporate Service	350	400	300	350	452	200	1,120	324	400	285	422	350	4,950
Vote 5 - Community Services	2,873	90	350	407	200	590	2,340	2,340	1,200		200		7,942
Vote 6 - Technical Service	11,547	4,784	8,525		1,714	9,287	4,126	29,906	12,987	7,569	633	494	91,980
Total Expenditure by Vote	15,720	5,274	9,375	1,257	2,366	10,392	5,246	32,570	14,587	7,854	1,254	1,191	107,087

Graphs below reveal percentage allocation of capital expenditure by Vote and source of funding respectively

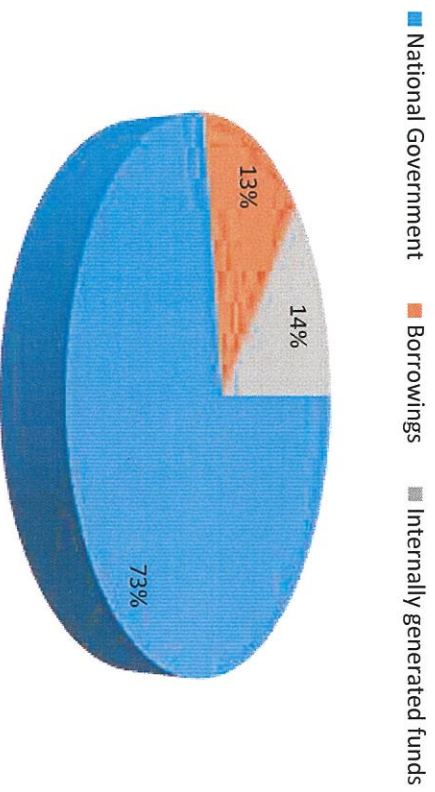
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Capital Expenditure by Vote



- Mayor and Council
- Municipal Manager
- Finance
- Corporate Service
- Community Services
- Technical Service

Source of Capital Funding



- National Government
- Borrowings
- Internally generated funds

COMPONENT 3 AND 4

KPA: FINANCIAL VIABILITY AND MANAGEMENT

Service Delivery Budget and Implementation Plan -- 2018/19
Sundays River Valley Municipality

#	Strategic objective	Key Performance Indicator (KPI)	Baseline	Annual Target	Quarterly Targets			
					Q1	Q2	Q3	Q4
1	To produce financial reports that meet the requirements of National Treasury department	Timely submission of AFS to Council and Auditor General	Submitted before 31 August 2017	Timely submission of AFS to Council and Auditor General on/or before 31 August 2018	AFS submitted to AG on 31 August 2018	NA	NA	NA
2		Timely submission of annual and adjustment budget	Both annual and adjustment budget submitted within stipulated time	Timely submission of annual budget on/or before 30 May 2019 & Timely submission of adjustment budget on/or before 28 February 2019	NA	NA	Timely submission of adjustment budget on/or before 28 February 2019	Timely submission of annual budget on/or before 30 May 2019
3		Number of statutory reports submitted on time to AO, Mayor, PT and NT	12	12 section 71 reports submitted within 10 working days of each new month to AO, Mayor, PT and NT	3	3	3	3
4			15	15 grants reports submitted on time to AO, Mayor, PT and NT	5 reports 3 per each grant.	5reports 3 per each grant	5 reports 3 per each grant	5reports 3 per each grant
5			4	4 section 52d reports submitted within 30 days of each new quarter	1	1	1	1
6	To ensure compliant reporting in all respects of all grants	% expenditure on FMG grant	100%	100%	30%	30%	20%	20%
7	To ensure a sustainable cash flow	Number of days creditors outstanding.	New KPI	60	60	60	60	60
8	To ensure debt is managed sustainably	% increase in revenue collected		10% increase in revenue collected relative to the amount collected in the previous year.	2.5% revenue increase relative to the same quarter in the previous year.	2.5% revenue increase relative to the same quarter in the previous year.	2.5% revenue increase relative to the same quarter in the previous year.	2.5% revenue increase relative to the same quarter in the previous year.
10	To ensure proper procurement of goods and services in terms of chapter 11 of MFMA	% Irregular expenditure reduced, relative to the previous financial year	New KPI	60% Irregular expenditure reduced, relative to the previous financial year	60%	60%	60%	60%

Service Delivery Budget and Implementation Plan -- 2018/19
Sundays River Valley Municipality

#	Strategic objective	Key Performance Indicator (KPI)	Baseline	Annual Target	Quarterly Targets			
					Q1	Q2	Q3	Q4
11	To ensure proper asset management	(except for burnt documents) Number of movable asset verifications performed	New KPI	2 movable asset verifications performed	1	NA	1	NA
12		Number of GRAP compliant asset register submitted for external audit	1	1 GRAP compliant asset register submitted for external audit	1	NA	NA	NA
13	Financial viability as expressed by ratios	A = (B-C)/D A - debt coverage B- total operating revenue received C- operating grants D- debt service payments (i.e. interest + redemption) due within the current financial period		45%	45%	45%	45%	45%
14		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
15		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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KPA: LOCAL ECONOMIC DEVELOPMENT

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Service Delivery Budget and Implementation Plan – 2018/19
Sundays River Valley Municipality

Strategic objective	Project	Key Performance Indicator	Baseline information	Budget allocation	Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
Establishment of policy framework for LED related policies and strategies including SMMEs, Tourism and Agriculture by 2022.	Policy and strategy development and review	Number of policies and strategies developed/reviewed	LED strategy SMME strategy and policy	-	3 (SMME policy, SMME strategy, LED strategy)	1 (SMME policy)	1 (SMME strategy)	-	1 (LED strategy)
To facilitate employment creation	Employment creation	Number of jobs created through infrastructure projects and EPWP initiatives		-	150	-	-	-	150
Support the capacity and training development of small businesses and increase the number of viable emerging businesses by 2022.	SMME development	Number of SMMEs trained			40	10	10	10	10
	Funding mobilization for SMMEs	Number of business proposals developed and sent for funding			2	-	-	-	2
Create a platform for networking required for effective business decisions	Outreaches for business opportunities and networking	Number of SMME outreach programmes conducted		100 000	3		1 Small business day	1 SMME outreach	1 SMME indaba
Support the establishment and strengthening of enterprises, including cooperatives and other forms of collective ownerships	CSD registration	Number of local SMMEs assisted with CSD registration and consolidated SMME database		-	20	5	5	5	5
Facilitate and promote diversified economic growth to enable inclusive beneficiation and overall improved economic life.	Monitoring of local SMME beneficiation	% expenditure on SMMEs on infrastructure capital projects		-	25%	-	-	-	25%

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KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

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Strategic objective	Project	Key Performance Indicator	Baseline information	Budget allocation	Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
Upgrade electric service network for SHHAYS development	ENP, Budget and Delivery Building	% implementation	Information Plan – 2018/19	16 731 000	100% progress on the to the Kirkwood Bulk Electrical Infrastructure	50% Supply of all materials for secondary substation	50% (i) Insural Cable to Secondary Substation, (ii) Refurbish the old Main Substation	-	-
Ensure access and a continuous supply of good quality water and sanitation to each user by 2022	Upgrading of Valencia Bulk water	% progress on the Valencia bulk water		2 892 237	100%	30% (a) All SCM processes completed (b) Site Establishment Completed	40% (a) Elevated storage tank completed (b) Pump station completed	30% (a) Skms of pumping main completed	-
Ensure access and a continuous supply of good quality water and sanitation to each user by 2022	Upgrading of Paterson WWTW	% progress on the Paterson WWTW		1 000 000	100%	100% Upgrade to Paterson WWTW Completed	-	-	-
Ensure access and a continuous supply of good quality water	Feasibility study	% progress on the feasibility status		374,76-.26	100% progress on	100%	-	-	-

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Service Delivery Budget and Implementation Plan – 2018/19
Sundays River Valley Municipality

and sanitation to each user by 2022	Augmentation of bulk and distribution of water infrastructure: Enon and Bersheba	% progress on the upgrade of the Enon Bulk and Distribution Infrastructure				the feasibility study	Feasibility Study Completed	30% (a) Site Establishment Completed (b) 1km of Bulk Distribution Pipeline Constructed (c) 1km of Bulk Distribution Pipeline Constructed	40% (a) 1km of Bulk Distribution Pipeline Constructed (b) 1km of Internal Reticulation Pipeline Constructed	30% (d) 1km of Bulk Distribution Pipeline Constructed (e) 1km of Reticulation Pipeline Constructed
Ensure access and a continuous supply of good quality water and sanitation to each user by 2022	Upgrading of sewerage network: Addo	% progress on the upgrades to the sewerage network in Addo		4,818,450.00	100% progress on the upgrades to the sewerage network in Addo (1.5kms of sewer	0%	30% (a) Site Establishment Completed (b) 500m of Sewer Pipeline	40% (a) 500m of Sewer Pipeline Completed	30% (a) Installation of 1.5km Sewer Pipeline Completed	

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Service Delivery Budget and Implementation Plan – 2018/19
Sundays River Valley Municipality

						pipeline installed)		Constructe d		
Ensure access and a continuous supply of good quality water and sanitation to each user by 2022	Upgrading of sewerage network: Paterson	% progress on the upgrades to the Paterson sewerage network	Installation of 1km of sewer pipeline in Paterson.	4,818,450.00	100% progress on the upgrades to the Paterson sewerage network (1.5kms of sewer pipeline installed in Paterson)	0%	30% (a) Site Establishment Completed (b) 0.5km of Sewer Pipeline Constructe d	40% (a) 0.5km of Sewer Pipeline Completed	30% (c) Installation of 1km Sewer Pipeline Completed	
SRVM Community has access to good quality roads built according to applicable standards.	Upgrading of roads and storm-water: Enon Bersheba	% Progress in the upgrades to the Enon Bersheba roads and storm-water project	New KPI	7,000,000.00	Upgrade of 3km of gravel access roads in Enon & Bersheba to block paving standards	0%	30% (a) Site Establishment Completed (b) 3km roadbed constructed	30% (a) 3km of subbase course	40% (b) 3km of Kerbing constructed	
SRVM Community has access to good quality roads built according to applicable standards.	Small town revitalization	Kms of surfaced roads upgraded to block paving standards	6.7 kms	37,320,000.00	5 Kms of surfaced roads upgraded to	1 Kms of surfaced roads upgraded to	1 Kms of surfaced roads upgraded to block paving standards	1.5 Kms of surfaced roads upgraded to block paving standards	1.5 Kms of surfaced roads upgraded to block paving standards	

N.A.

Service Delivery Budget and Implementation Plan – 2018/19
Sundays River Valley Municipality

To ensure compliant reporting in all respects of all grants	Reporting on capital spending	The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial period in terms of the municipality's integrated development plan	100%	MITG R 25 162 000 INIEP R 16 731 000 OTP R 37 900 000	block paving standards 100%	block paving standards 20% Expenditure	30% Expenditure	30% Expenditure	20% Expenditure
To promote programmes of shared economic growth, land redistribution and general economic redress for the poor and disenfranchised.	Land audit	% progress in the land audit project	New KPI	200 000	100%	10% (a) Procurement documents submitted for procurement	20% (a) Land Audit Service Provider Appointed	30% (a) Draft Land Audit Outcomes workshoped to the municipality	40% (a) Final Land Audit Report submitted for approval by Council
To promote programmes of shared economic	SDF	% Progress establishment of	New KPI	R 700 000	100%	10%	20%	30%	40%

N/A

Service Delivery Budget and Implementation Plan – 2018/19
Sundays River Valley Municipality

growth, land redistribution and general economic redress for the poor and disenfranchised.	SPLUMA Compliant SDF					(b) Procurement documents submitted for procurement	(b) Town Planning Service Provider Appointed	(b) Draft SDF workshoped	(b) Final SDF submitted for approval by Council
To promote programmes of shared economic growth, land redistribution and general economic redress for the poor and disenfranchised.	SPLUMA	Establishment of Zoning Scheme	New KPI	R 350 000	100%	Procurement documents submitted for procurement	Town Planning Service Provider Appointed	Zoning Scheme Established	(a) Zoning Scheme Adopted (b) Committees Established
To enhance internal capacity in order to improve service delivery performance.	installation of smart water meters	number of smart water meters installed	New KPI	800 000	300 smart water meters installed	NA	100 Smart Meters Installed	100 Smart Meters Installed	100 Smart Meters Installed
Improved efficiency in municipal water usage	Number of cisterns replaced	Number of new toilet cisterns installed	-	R 500 000	300 new toilet cisterns installed	30 Toilet Cisterns Installed	90 Toilet Cisterns Installed	90 Toilet Cisterns Installed	90 Toilet Cisterns Installed

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Service Delivery Budget and Implementation Plan – 2018/19
Sundays River Valley Municipality

To ensure that the poor households access free basic services and that each household has access to a set of basic household services	Connection for the poor	The percentage of formal households earning less than R1100 per month with access to free basic services	-	-	80%	NA	NA	NA	80%
	Basic service delivery	The percentage of formal households with access to basic level of water, sanitation, electricity and solid waste removal	-	-	70%	NA	NA	NA	70%

N/A

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

N.Q.

Service Delivery Budget and Implementation Plan – 2018/19
Sundays River Valley Municipality

#	Strategic objective	Key Performance Indicator (KPI)	Project	Ward	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
1	Annual review and development of IDP/Budget for 2018/19 FY	% progress of IDP review	Review of the IDP for 2018/19	All wards	100%	100%	20 000	25% (Process plan submitted to Council)	50% (situation analysis, strategies and projects reviewed)	70% (draft IDP submitted to Council by 30 th March 2019)	100% (Final IDP submitted to Council for approval by the 31 May 2019)
2	Improve functionality, performance and professionalism in the municipality	% progress in the development of an annual report	Annual report development	N/A	100%		R350 000	25% (Draft annual report submitted to AG)	50% (Final Annual report submitted to Council)	Oversight report submitted to Council	Annual report submitted to relevant departments and loaded in website
3		Timely submission of PMS policy to Council	PMS policy review					Reviewed PMS Policy submitted to Council	N/A	N/A	N/A
4		Frequency of audit action plan implementation reports	Audit action plan					1 report	1 report	1 report	1 report
5	To enhance Council oversight	% of Council resolutions executed as per the resolution register	Execution of Council resolutions	N/A	90% of resolutions executed	90% of resolutions executed	-	90% of Council resolutions executed	90% of Council resolutions executed	90% of Council resolutions executed	90% of Council resolutions executed
6		Number of audit and risk committee meetings held	Audit and risk committee meetings	-	4 Audit and risk committee meetings	4 Audit and risk committee meetings		1	1	1	1
7		Number of internal audits conducted	Audits by internal auditors	-		8		2	2	2	2
8	To establish and strengthen service delivery partnerships between the	Number of IGR meetings held	IGR meetings	-	4	4	30 000	1	1	1	1

Service Delivery Budget and Implementation Plan – 2018/19
Sundays River Valley Municipality

#	Strategic objective	Key Performance Indicator (KPI)	Project	Ward	Baseline	Annual Target	BUDGET	Quarterly Targets					
								Q1	Q2	Q3	Q4		
	munipality, district, sector departments, communities and civil society												
9		Number of public participation outreach programmes conducted	Public participation programmes	All	New KPI	12		3	3	3	3		
10	Mainstreaming of vulnerable groups' policy in all municipal directorates	Number of Youth and children development programmes and events supported (Induction workshops, career exhibition, Back to school, youth month, SMME support, sport and festivals, career expo)	Support for youth development programmes and events	all	New KPI	7 youth development programmes and events conducted	100 000 R30 000 (Back to School)	2 (Mandela day, Sport tournament)	2 (Career exhibition, Induction workshop)	1 (Back to school)	2 (Youth summit, sport event, festival)		
11		Number of women programmes and events supported (entrepreneurship training, Gender based violence and children abuse awareness campaign, women in sport, Women's day)	Support for women development programmes and events			4 programmes	50 000	1 (Women's month)	1	1	After care		
12		Number of elderly programmes supported. (Golden games, establish ward forums, establish partnerships with	Support for elderly development programmes			2	35 250	Planning and data collection	1	1			

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Service Delivery Budget and Implementation Plan – 2018/19
Sundays River Valley Municipality

#	Strategic objective	Key Performance Indicator (KPI)	Project	Ward	Baseline	Annual Target	BUDGET	Quarterly Targets				
								Q1	Q2	Q3	Q4	
13		provincial older persons' forum, Number of disabled programmes supported (Awareness raising campaigns, commemoration day for disability, Data collection)	Support for disabled programmes			2	30 000	Planning and data collection	1	1		
14		Number of HIV/AIDS programmes conducted	HIV/AIDS awareness programmes	All wards		4			1	1	1	1
15	To ensure a fully functional Performance Management System	number of signed performance agreements number of times performance assessments conducted for all section 56 managers	Performance agreements		5	5			5	NA	NA	NA
16		Performance assessments	Performance assessments			15 times	70 000	N/A	5 For Q1	5 For Q2	5 For Q3	5 For Q3
17		Number of reports in respect of responsibilities of MM as per section 62 (1) of the MFMA as included in the performance agreements	Compliance with MFMA		New KPI	4 reports in respect of responsibilities of MM as per section 62 (1) of the MFMA as included in the performance agreements			1 report on Section 62 (1) responsibilities	1 report on Section 62 (1) responsibilities	1 report on Section 62 (1) responsibilities	1 report on Section 62 (1) responsibilities
18	To ensure clean and good governance	Number of days for the submission of performance evaluation of a supplier from the last date of contract	Monitoring of suppliers		New KPI	Supplier performance evaluation report within 14 days of			Supplier performance evaluation report within 14 days of	Supplier performance evaluation report within 14	Supplier performance evaluation report within 14 days of last	Supplier performance evaluation report within 14 days of

Service Delivery Budget and Implementation Plan – 2018/19
Sundays River Valley Municipality

#	Strategic objective	Key Performance Indicator (KPI)	Project	Ward	Baseline	Annual Target	BUDGET				
							Quarterly Targets				last date of contract
							Q1	Q2	Q3	Q4	
						last date of contract	last date of contract	days of last date of contract	date of contract	last date of contract	

N/A

KPA: COMMUNITY AND SOCIAL SERVICES

Service Delivery Budget and Implementation Plan – 2018/19
Sundays River Valley Municipality

Performance Objective	Key Performance Indicator	Budget	Baseline	Annual Target	Annual Target			
					Q1	Q2	Q3	Q4
To ensure provision of traffic services including improved revenue enhancement	Number of road traffic law enforcement operations conducted	-	100	25	5	10	5	5
To ensure the provision of effective and efficient fire and disaster management services throughout the SRVM	Number of fire prevention inspections conducted	-	100	100	25	25	25	25
To develop and review policies and by-laws	Draft by-laws for fire and disaster section of the municipality developed	-	1	1	-	-	-	1
To ensure provision of water quality monitoring and food control	Number of water samples collected for water quality monitoring	144	144	144	36	36	36	36
To ensure provision of water quality monitoring and food control	Number of food-selling premises inspected for safety compliance		160	160	40	40	40	40
Communities of SRVM with specific reference to youth have access to suitable and affordable recreational and sport facilities and public amenities.	Number of library programmes conducted	12	12	12	3	3	3	3
To improve traffic and road safety conditions in targeted areas.	Speed humps erected in Chris Hani ring road and Nomahamsanga Main road				-	-	-	1
To develop and review policies and by-laws	Review of the integrated waste management policy	-	-	IWMP reviewed and submitted to Council	-	-	-	1
Communities have sufficient and affordable solid waste disposal options to encourage clean and healthy environment	% compliance with landfill site permit conditions by June 2019	-	-	50% compliance with landfill site permit conditions	-	-	50%	-

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Service Delivery Budget and Implementation Plan – 2018/19
Sundays River Valley Municipality

Performance Objective	Key Performance Indicator	Budget	Baseline	Annual Target	Annual Target			
					Q1	Q2	Q3	Q4
To ensure provision of traffic services including improved revenue enhancement	Traffic revenue as a percentage of municipal income	-	-	1% of the total revenue comes from traffic income	-	-	-	1% of the total revenue comes from traffic income
Communities have sufficient and affordable solid waste disposal options to encourage clean and healthy environment	Number of times each landfill site is maintained in a quarter			Each landfill site maintained once per quarter	Each landfill site maintained once per quarter	Each landfill site maintained once per quarter	Each landfill site maintained once per quarter	Each landfill site maintained once per quarter
Communities have sufficient and affordable solid waste disposal options to encourage clean and healthy environment	The percentage of formal households with access to basic level of solid waste removal			70%	70%	70%	70%	70%
Communities have sufficient and affordable solid waste disposal options to encourage clean and healthy environment	The number of clean-up campaigns conducted			4	1	1	1	1
To ensure that the Communities of SRVM have access to suitable and affordable recreational, sport facilities and public amenities	Progress in the fencing of community halls	1 200 000		2 halls fenced	Planning (All scm processes concluded)	2 community halls fenced	-	-
To ensure that the Communities of SRVM have access to suitable and affordable recreational, sport facilities and public amenities	% progress in the Fencing of cemeteries	500 000		2 cemeteries fenced	Planning (All scm processes concluded) 10%	1 cemetery completed	Planning (All scm processes concluded) 10%	1 cemetery completed
Communities have sufficient and affordable solid waste disposal options to encourage clean and healthy environment	Fencing of landfill site	300 000		2 landfill sites fenced	1 (All scm processes completed)	1 (1 landfill site fenced)	All scm processes completed	1 (landfill site fenced)

KPA: INSTITUTIONAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

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Service Delivery Budget and Implementation Plan – 2018/19
Sundays River Valley Municipality

Performance Objective	Key Performance Indicator	Budget	Baseline	Annual Target	Quarterly Targets			
					Q1	Q2	Q3	Q4
To ensure that the municipality has employment equity plan and that targets are met	% compliance with employment equity plan targets as stipulated in the EEP in respect of the 3 top levels (MM to advise)			100% compliance with employment equity plan targets as stipulated in the EEP in respect of the 3 top levels	-	-	-	100% compliance with employment equity plan targets as stipulated in the EEP in respect of the 3 top levels
Capacity building and empowerment programmes to ensure skills enhancement of staff.	% of the municipality's budget actually spent on implementing its workplace skills plan	100%		100%	100%	30%	30%	30%
	Number of employees trained			60	15	15	15	15
To ensure the municipality approves the organogram and fills vacancies	% progress in the review of the organogram		100%	100% progress in the review of the organogram	NA	50% (All HODs consulted on the organogram)	30% (1. Workshops conducted by COGTA EC 2. Compilation of a report as a proposal for the draft)	20% (1. Consultation with the Unions and submission to Council)
To ensure effective public participation of ward committees.	Number of ward meetings organized as per schedule			32 ward committee meetings	8	8	8	8
To create a safe and healthy environment for the employees	number of employee health and safety programmes conducted			20	5	5	5	5
Capacity building and empowerment programmes to ensure skills enhancement of staff.	% progress in the development of the WSP		New KPI	100% progress in the development of the WSP	100% progress in the development of the WSP	-	-	-
To ensure effective and efficient records management	Delivery and commissioning of 3 modules (HR; property management and town-planning)	Modules 1825550 Licenses 1600000	7	3 modules delivered and commissioned (HR management; property management and town-planning)	-	Property Management module delivered and commissioned	HR management module delivered and commissioned	Town-planning module delivered and commissioned

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Service Delivery Budget and Implementation Plan – 2018/19
Sundays River Valley Municipality

Performance Objective	Key Performance Indicator	Budget	Baseline	Annual Target	Quarterly Targets			
					Q1	Q2	Q3	Q4
To ensure clean and good governance	Number of municipal by-laws and reviewed.	-		All municipal by-laws and policies reviewed	-	-	All municipal by-laws and policies reviewed	-
To ensure clean and good governance	Number of policies reviewed			All applicable municipal policies reviewed	-	-	All applicable municipal policies reviewed	-
To optimise the information and communications technology(ICT) function to support organizational performance	% 2016/17 AG ICT audit findings resolved	-		70% of 2016/17 AG ICT audit findings resolved	-	30% of 2016/17 AG ICT finds resolved	-	40% of 2016/17 AG ICT findings resolved

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Service Delivery Budget and Implementation Plan – 2018/19
Sundays River Valley Municipality

Component 5

Detailed capital works plan broken down by ward over three years

Service Delivery Budget and Implementation Plan – 2018/19

Sundays River Valley Municipality

REGION/AREA	2018/19 FY		2019/20 FY		2020/21 FY	
	Internally generated funds	Transfers recognised	Borrowing	Transfers recognised	Transfers recognised - capital	Transfers recognised - capital
	AMOUNT	AMOUNT	AMOUNT	AMOUNT	AMOUNT	AMOUNT
COUNCIL						
CAPITAL EXPENDITURE	600,000.00					
VEHICLE-MAYOR	315,000.00					
PARK HOMES, COUNCIL CHAMBER						
MUNICIPAL MANAGERS	915,000.00					
FURNITURE AND FITTING	350,000.00					
FENCING OF MUNICIPAL BUILDING	500,000.00					
EMANCIPATION	850,000.00					
FURNITURE	350,000.00					
PARK HOME	200,000.00					
PUBLIC SAFETY	550,000.00					
VEHICLE-FIRE						
OFFICE EQUIPMENT & FURNITURE-FIRE	60,000.00		2,072,571.17			
FURNITURE-ROADWORK	30,000.00					
ROLLER DOORS	30,000.00					
TOTAL CAPITAL	590,000.00		2,072,571.17			
CORPORATE SERVICES	1,000,000.00					
LAPTOPS AND DESKTOPS-IT	400,000.00					
SOFTWARE	400,000.00					
ELECTRONIC DOCUMENT MANAGEMENT	3,000,000.00					
OFFICE FURNITURE	350,000.00					
DIGITAL RECORDER	200,000.00					
COMMUNITY SERVICES	4,950,000.00					
LIBRARIES	20,000.00					
VACUUM CLEANER	20,000.00					
WATER DISPENSER	10,000.00					
MICROWAVE	10,000.00					
COMMUNITY AND SOCIAL SERVICES	200,000.00					
CHAIRS, TABLES- HALL	200,000.00					
FURNITURE	150,000.00					
JUMP	200,000.00					
GRASS CUTTING EQUIPMENT	200,000.00					
FENCING OF CEMENTRES	50,000.00					
FENCING OF LANDFILL	500,000.00					
KIRKWOOD, SUNLAND, A	300,000.00					
COMMUNITY HALLS FENCING	1,200,000.00					
SOLID WASTE	2,640,000.00					
REFUSE REMOVAL TRUCK COMPACTOR	2,227,130.25					
MACHINICAL BROOM SWEEPER	112,700.00					
Park homes	200,000.00		2,339,830.25			
ROADS	3,000,000.00					
KIRKWOOD: Upgrading of Gravel Roads Phase 3 - Emangeni	3,000,000.00					
Motor Grader						
Upgrading of Roads & Stormwater in Enon and Bershaba	3,783,500.00					
All wards						
Upgrading of Roads & Stormwater in Enon and Bershaba	7,000,000.00					
Roller	402,500.00					
Small Town Revitalization	37,320,000.00					
Kirkwood, Aqua Park						
Backhoe Loader	1,148,850.00					
PMU OFFICES	3,000,000.00		44,320,000.00	5,334,850.00	23,447,660.00	7,265,000.00
Administrative	100,000.00					
furniture office normal	240,000.00					
Park Homes	340,000.00					
SEWERAGE	4,818,450.00					
Upgrading of Sewerage Network in Addo	4,818,450.00					
Addo						
Upgrading of Paterson Waste Water Treatment Works	1,000,000.00					
Paterson						
Upgrading of Sewerage Network in Paterson - Phase 1	4,818,450.00					
All wards						
Jelling Truck	3,365,508.35					
WATER SERVICE WSA&WSP	10,636,900.00		3,365,508.35			
Upgrading of Valencia Bulk Water Supply	2,892,238.74					
Vanencia						
Augmentation of Bulk and Distribution of Water Infrastructure Enon, Bershaba	3,000,000.00					
Kirkwood						
Feasibility Study - Bulk Pipeline	374,761.26					
Installation of Telemetry System in Technical Offices (In All wards	250,000.00					
Enon, Bershaba						
Upgrade of Enon/Bershaba Raw Water Pumps	75,000.00					
Enon, Bershaba						
Upgrade of Kirkwood Canal Raw Water Pumps	75,000.00					
Kirkwood, Msengeni						
Enon Sand Filters	250,000.00					
ELCTRICITY	650,000.00		6,267,000.00			
Application for Upgrade of Electrical Capacity	150,000.00					
All wards						
8 ton tip truck	150,000.00					
Electricity Networks	16,731,000.00		1,184,606.95			
All wards						
Total	14,835,000.00		77,954,900.00	14,297,366.72	54,939,400.00	48,778,200.00

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Service Delivery Budget and Implementation Plan – 2018/19
Sundays River Valley Municipality

2020

Service Category	Description	Head Office	Wards	Amount	Amount	Amount	Amount	
PUBLIC SAFETY	CAPITAL EXPENDITURE							
	VEHICLE- FIRE		ALL WARDS	500 000				
	OFFICE EQUIPMENT & FURNITURE- FIRE		HEAD OFFICE	30 000				
	BRAKE TESTING MACHINE- ROADWORTHY		ALL WARDS	400 000				
	FURNITURE- ROADWORTHY		HEAD OFFICE	11 000				
	LAPTOP- ROADWORTHY		HEAD OFFICE	6 000				
	AIRCONS-DLTC		HEAD OFFICE	25 000				
	SPEED APPARATUS-TRAFFIC		ALL WARDS	155 000				
	TOTAL CAPITAL				1 127 000			
	CORPORATE SERVICES							
	CAPITAL EXPENDITURE							
	LAPTOPS AND DESKTOPS-IT		HEAD OFFICE	50 000.00				
	SOL SERVER UPGRADE		HEAD OFFICE	40 000.00				
	CAPITAL SPARES-ICT		HEAD OFFICE	100 000.00				
	ELECTRONIC DOCUMENT MANAGEMENT		HEAD OFFICE	1 000 000.00				
	OFFICE FURNITURE (LUNGI: DESK & ELLEN: CHAIR)		HEAD OFFICE	10 000.00				
DIGITAL RECORDER		HEAD OFFICE	20 000.00					
OFFICE EQUIPMENT (FILING CABINETS)		HEAD OFFICE	50 000.00					
COMPUTERS (LUNGI AND GLENNIS)		HEAD OFFICE	30 000.00					
SYSTEM UPGRADE		HEAD OFFICE	300 000.00					
COMMUNITY SERVICES								
CAPITAL EXPENDITURE								
DESKTOP		HEAD OFFICE	10 000					
CAMERA		HEAD OFFICE	10 000					
LIBRARIES		HEAD OFFICE	51 000					
DESKTOP-6 LIBRARIES + LAPTOP(SABEL)		HEAD OFFICE	8 000					
FRIDGE		HEAD OFFICE	4 000					
VACUUM CLEANER		HEAD OFFICE	2 000					
WATER DISPENSER		HEAD OFFICE	3 000					
MICROWAVE		HEAD OFFICE	31 550					
AIRCON-3		HEAD OFFICE	150 000					
CHAIRS, TABLES- HALL		HEAD OFFICE	10 000					
DESKTOP		HEAD OFFICE	60 000					
FURNITURE		HEAD OFFICE	150 000					
PUMP		WARD 1	400 000					
FENCING OF CEMETRIES		ALL	500 000					
FENCING OF LANDFILL		ALL	1 379 550					
COMMUNITY SERVICES				20 000				
CAPITAL EXPENDITURE								
REFUSE REMOVAL TRUCK COMPACTOR		ALL	2 000 000					
SOLID WASTE								
TOTAL								

Service Delivery Budget and Implementation Plan – 2018/19

Sundays River Valley Municipality

Category	Item	WARD 4	WARD 1, 2	WARD 1 AND 2	WARD 3	WARD 1	WARD 4	ALL	TOTAL
ROADS	Paterson Road Upgrade	6 723 442	29 500 000	37 629 490	-	-	-	-	-
	Emsegeni Roads	500 000	908 048	-	12 629 208	517 090	-	-	-
	epwp	-	-	-	-	-	-	-	-
	small town- kirkwood	-	-	-	-	-	-	-	-
	WARD 1	6 723 442	29 500 000	37 629 490	-	-	-	-	-
	ALL	6 723 442	29 500 000	37 629 490	-	-	-	-	-
	WARD 1, 2	6 723 442	29 500 000	37 629 490	-	-	-	-	-
	TOTAL	6 723 442	29 500 000	37 629 490	-	-	-	-	-
PMU OFFICE	SMALL TOWN REVITALIZATION	40 500 000	37 300 000	25 936 900.00	27 242 200.00	67 742 200	-	-	-
	MIG	-	-	-	-	-	-	-	-
	WARD 1 AND 2	40 500 000	37 300 000	25 936 900.00	27 242 200.00	67 742 200	-	-	-
	ALL	40 500 000	37 300 000	25 936 900.00	27 242 200.00	67 742 200	-	-	-
	TOTAL	40 500 000	37 300 000	25 936 900.00	27 242 200.00	67 742 200	-	-	-
SEWERAGE									
	CAPITAL EXPENDITURE	AMOUNT	AMOUNT	AMOUNT	AMOUNT	AMOUNT	AMOUNT	AMOUNT	AMOUNT
	Paterson WWT	4 468 010	4 468 010	-	-	-	-	-	-
	TOTAL CAPITAL	4 468 010	4 468 010	-	-	-	-	-	-
WATER SERVICE WS&WSP									
	CAPITAL EXPENDITURE	AMOUNT	AMOUNT	AMOUNT	AMOUNT	AMOUNT	AMOUNT	AMOUNT	AMOUNT
	Valencia Bulk Water Supply	12 629 208	517 090	13 146 298	-	-	-	-	-
	Feasibility Study - Bulk Pipeline	-	-	-	-	-	-	-	-
	TOTAL CAPITAL	12 629 208	517 090	13 146 298	-	-	-	-	-
ELECTRICITY									
	CAPITAL EXPENDITURE	AMOUNT	AMOUNT	AMOUNT	AMOUNT	AMOUNT	AMOUNT	AMOUNT	AMOUNT
	60in 1 Backhoe front end loader	1 145 700	50 000	1 195 700	-	-	-	-	-
	filling cabinet	50 000	50 000	100 000	-	-	-	-	-
	4 ton tip truck	650 000	50 000	700 000	-	-	-	-	-
	ALL WARDS	1 145 700	50 000	1 195 700	-	-	-	-	-
	HEAD OFFICE	50 000	50 000	100 000	-	-	-	-	-
	ALL WARDS	650 000	50 000	700 000	-	-	-	-	-
	asbuilt cabinet	50 000	50 000	100 000	-	-	-	-	-
	Electricity Networks	13 000 000	13 000 000	26 000 000	-	-	-	-	-
	Equipment	200 000	600 000	800 000	-	-	-	-	-
	cherry picker	200 000	600 000	800 000	-	-	-	-	-
	TOTAL CAPITAL	2 695 700	13 000 000	15 695 700	-	-	-	-	-
	ALL WARDS	2 695 700	13 000 000	15 695 700	-	-	-	-	-
	WARD 1	-	-	-	-	-	-	-	-
	WARD 3	-	-	-	-	-	-	-	-
	WARD 4	-	-	-	-	-	-	-	-
	ALL	-	-	-	-	-	-	-	-
	TOTAL	2 695 700	13 000 000	15 695 700	-	-	-	-	-
	WARD 1 AND 2	2 695 700	13 000 000	15 695 700	-	-	-	-	-
	ALL	2 695 700	13 000 000	15 695 700	-	-	-	-	-
	TOTAL	2 695 700	13 000 000	15 695 700	-	-	-	-	-
	TOTAL	9 891 249.50	68 263 798.00	78 155 047.50	76 236 900	80 742 200	-	-	-

W.G.