

ZULULAND DISTRICT MUNICIPALITY



SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) FOR THE YEAR ENDED 30 JUNE 2018

2017/2018

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Introduction

1.1. Background to the SDBIP

In terms of Section 69 (3) (a) of the Municipal Finance Management Act, the Municipal Manager must submit the SDBIP to the Mayor within 14 days after the approval of the Budget. The Mayor must subsequently approve the SDBIP within 28 days after the approval of the Budget in terms of Section 53 (1) (c) (ii) of the Municipal Finance Management Act. The Annual Budget for the 2017/18 financial year was tabled by Council on 27 March 2017. The SDBIP for the Zululand District Municipality was approved by the Mayor within 28 days after approval of budget as stated in S53 (1) (c) (ii) and it will be monitored and revised quarterly.

1.2. Purpose of the SDBIP

The purpose of the SDBIP can be summarized as follows:

1. It is a vital link between the Mayor and the administration of the municipality;
2. It facilitates the process for holding management accountable for its performance;
3. It is a tool for implementation, management and monitoring; and
4. It further serves as the basis for the performance measurement in service delivery against the year-end targets and the implementation of the budget.

1.3. Importance of the SDBIP

A properly formulated SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, and it:

- *Enables the Mayor to monitor the performance of the Municipal Manager,*
- *Municipal Manager to monitor the performance of the senior managers; and*
- *The community to monitor the performance of the municipality.*

It is the excellent mechanism that produces monthly targets that are reported to ensure implementation of the IDP. The SDBIP will also empower all councilors specifically facilitating engagement at ward level and allow them to undertake the appropriate oversight and monitoring of programs. The SDBIP will also measure in-year progress in the implementation of the budget; under spending of budget will be dealt with at early stages because it is reviewed quarterly.

1.4. The Role of Council with regards to the SDBIP

It is vitally important for Council to note that the components of the SDBIP are primary indicators of the municipality's performance on the annual Budget. In this regard, Councilors are encouraged to scrutinize the various components of the SDBIP and to pose questions where it is deemed necessary. This form of in-year reporting should uncover major problems and is aimed at ensuring that the Mayor and the Municipal Manager take the corrective steps when any unanticipated problems arise.

1.5. Role of the Accounting Officer in respect of the SDBIP

The Accounting Officer must:

1. Implement the Budget;
2. Ensure that spending is in accordance with the Budget and ensure that the expenditure is reduced when revenue is anticipated to be less than projected in the Budget or the SDBIP
3. Ensure that revenue and expenditure is properly monitored;
4. Prepare an adjustments Budget when necessary; and
5. Submit the draft SDBIP and draft annual performance agreements for the Municipal Manager and all senior managers.

1.6. The key components of the 2017/18SDBIP

In terms of Circular No. 13 of the MFMA No. 56 of 2003, the SDBIP must contain:

- Monthly projections of revenue to be collected for each source;
- Monthly projections of expenditure by source (not required in terms of this Act);
- Monthly projections of expenditure (operating and capital) and revenue for each vote;
- Quarterly projections of service delivery targets and performance indicators of each vote;
- Detailed capital works plan broken down by ward over three years (Capital Plan)

These components of the SDBIP are discussed below.

2 MONTHLY PROJECTIONS OF REVENUE PER SOURCE

In terms of Section 15 of the MFMA, a municipality may, except where otherwise provided in this Act,

- incur expenditure only in terms of the approved Budget; and
- Within the limits of the amounts appropriated for the different votes in the approved Budget.

One of the most important and basic priorities of a municipality is to collect all its revenue as budgeted for, failure to collect the revenue will undermine the municipality's ability to deliver services. The SDBIP contains the monthly projections of revenue to be collected per source for the 2017/18 financial year. The reason for the inclusion of this component of the SDBIP is to ensure that the municipality monitors revenue collected during the quarter as all expenditure to be incurred in terms of the approved Budget must be financed from realistically anticipated revenues to be collected.

The Accounting Officer must monitor the actual revenues received against those projected in the SDBIP and submit explanations of any remedial action to be taken to ensure that projected revenue and expenditure remain within the municipality's approved Budget. This type of information requires the municipality to take urgent remedial steps to ensure it improves on its revenue-collection capacity if it wants to maintain its levels of service delivery and expenditure. The revenue for the financial year 2017/18 is indicated below as follows:

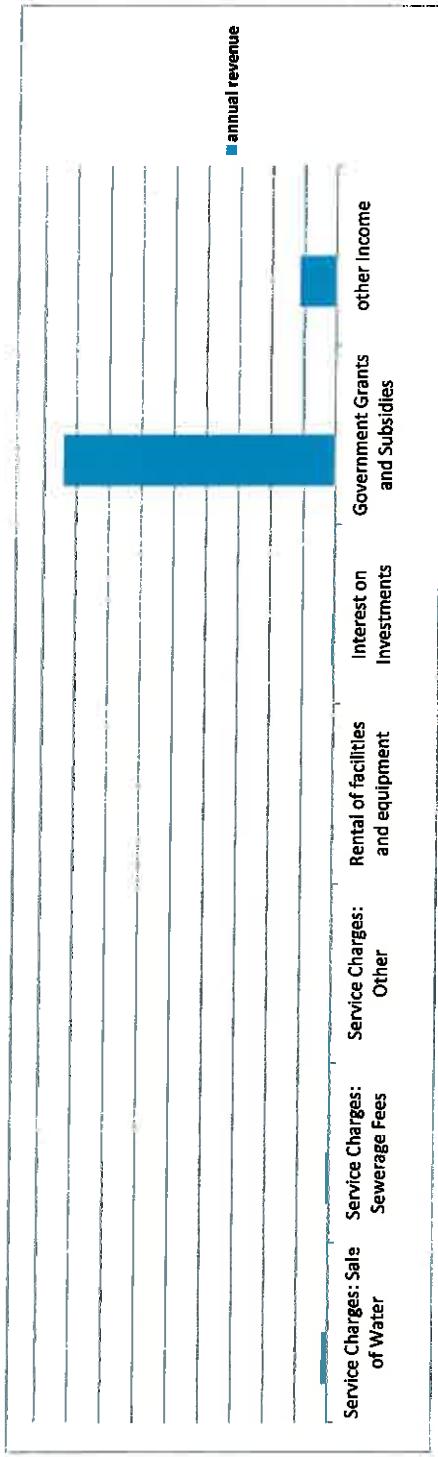
Monthly projections of total Revenue per Source

The municipality will ensure that it has instituted measures to achieve monthly revenue targets for each revenue source. In order to ensure realistic revenue projections and ultimately balanced budgets, the Zululand District Municipality has to have comprehensive, coherent revenue policies that take into account appropriate service delivery levels, standards, ability to pay and collection efforts.

**Monthly projections of Revenue by Source of
Zululand District Municipality for the year
ended 30 June 2018**

Monthly Projections of Revenue by Source

Chart - Projections of Revenue by Source



3 MONTHLY PROJECTIONS OF EXPENDITURE PER SOURCE

The monthly projections of expenditure per source is not included in terms of circular No 13 of the MFMA, but we as Zululand District Municipality have decided to add this component in order to see the movement of expenditure per source on monthly basis to be able to respond promptly and to initiate any remedial steps when necessary.

Monthly Projections of Expenditure by Source of Zululand District Municipality for the year ended 30 June 2018

4 ANNUAL PROJECTIONS OF REVENUE & EXPENDITURE PER VOTE

It is important to view expenditure in relation to revenue used to finance it. In this context, it is easy to see when expenditure exceeds Revenue and the necessary remedial steps can then be taken to correct this situation. Failure to monitor expenditure in relation to Revenue will seriously hamper the municipality's ability to achieve its strategic goals for the year.

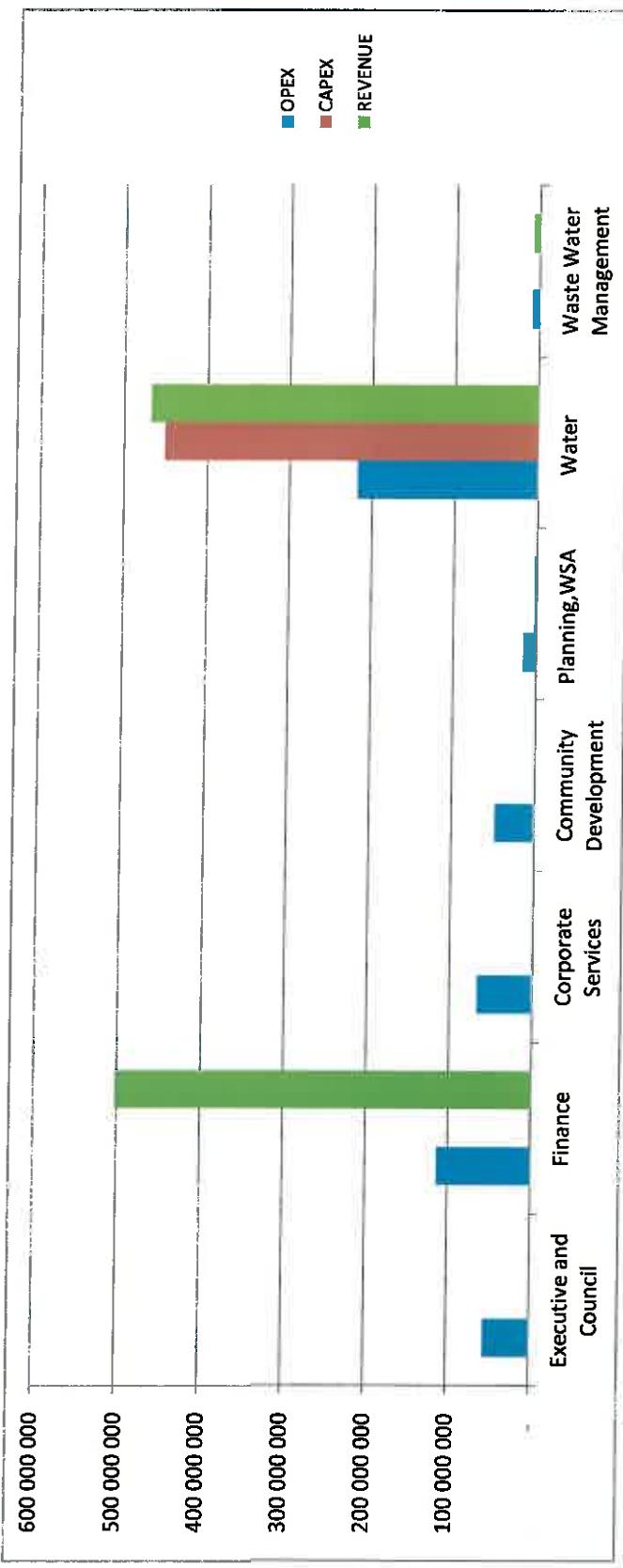
Annual Projections of Expenditure and Revenue per Vote

Compares the planned revenue and expenditure for the year ended 30 June 2017. It is clear that Zululand District Municipality will spend a lot in the provision of water to the community that it serves.

**Projections of Expenditure & Revenue by Vote
for Zululand District Municipality for the year
ended 30 June 2018**

Projections for expenditure and revenue by vote Department	Operating Exp	CAPITAL EXP	REVENUE
Executive and Council	55 613 341	-	-
Finance	113 326 703	1 560 000	502 341 700
Corporate Services	67 164 626	660 000	-
Community Development	47 932 388	252 000	1 911 000
Planning &WSA	15 318 651	2 409 000	2 359 000
Water	218 241 246	451 071 000	468 175 000
Waste Water Management	8 668 083	-	7 430 338
Total	526 265 038	455 952 000	982 217 038

Chart- projection of Revenue and Expenditure by vote



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

In terms of the SDBIP, Zululand District Municipality is required to provide non-financial measurable performance objectives in the form of service delivery targets and other performance indicators. Service delivery targets relate to the level and standards of service being provided to the community, and include targets for the reductions in backlogs of basic services.

The goals and objectives set by Council as quantifiable outcomes that should be implemented by the administration over the next financial year are indicated on the sheet below.

SECTION E.2: IMPLEMENTATION PLAN (ZDM SDBIP)

BASIC SERVICE DELIVERY AND INFRASTRUCTURE

National General Key Performance Areas	Focus Area	KPA No	Powers and Functions	Key Obj No	Goal	Objective	Strategy No	Responsible Department	Departmental KPI
									Strategic
Infrastructure and Services	1.1	2	Water & Sanitation	1.1.1	To progressively provide a cost effective, reliable water and sanitation services at a good quality to all potential consumers in the district	1.1.1.1 To provide cost effective water and sanitation (including free basic water and sanitation services)	1.1.1.1	Review the Water Services Development Plan(WSDP)	Reviewed 2017/18 WSDP tabled to Council for adoption by 30 Jun
						1.1.1.2	1.1.1.2	Implement the Water Services Development Plan	Percentage of households with access to basic level of water (as per WSDP) (Reticulation-new household connections)
									Percentage of households with access to basic level of sanitation (as per WSDP)
								Provide Free Basic Water and sanitation	Percentage of households earning less than R1100 pm with access to free basic water
									Percentage of households earning less than R1100 pm with access to free basic sanitation

	1.1.1.3	Establish base-line costs of water production	Technical/Planning &	Report on baseline costs of water submitted to MM by 30 Jun
	1.1.1.4	To provide for the Operations and Maintenance of water and sanitation projects	Technical	Capital Budget actually spent on projects identified in the IDP by 30 Jun
1.1.2	To reduce Water Loss	1.1.1.2.1	Implement Water Loss Strategy	Technical
1.1.3	To improve on the quality of water delivered	1.1.1.3.1	Implement Water Quality Strategy	Technical
1.1.4	To facilitate labour intensive construction through water and sanitation projects implementation	1.1.1.4.1	Implement the EPWP	Technical
1.1.5	To provide effective Customer Care	1.1.1.5.1	Improving communication and efficiency of response to technical concerns reported	Technical
1.1.6	To ensure compliance with relevant water legislation	1.1.1.6.1	Review and implement legislated water policies & Bylaws	Planning
1.1.7	To effectively utilise grant allocation for water and		Implement WSDP	Technical/MM

		sanitation				Planning		Number of WSP Meetings scheduled	projects
		1.1.18	To deliver and regulate water services in a structured manner	1.1.1.8.1	To effectively regulate and monitor WSP's and Water Services Intermediaries				
1.2	Municipal Airports (District)	1.2.1	To viably operate & maintain a Regional Airport that contributes to the growth & development of the district	1.2.1.1	To ensure development of airport Infrastructure	1.2.1.1.1	Review Airport Implementation Plan	Corporate Services	Reviewed Airport Implementation Plan submitted to Municipal Manager by 30 Jun
						1.2.1.1.2	Implement current activities as identified in the Reviewed Airport Implementation Plan	Corporate Services	Identified activities from Airport Implementation Plan submitted to MM by 30 Sept
1.3	Municipal Roads	1.3.1	To facilitate the provision of a well-developed district road network	1.3.1.1	To establish the status quo of roads within the Municipal Area and to take responsibility of the assigned district roads	1.3.1.1.1	To develop a Rural Road Asset Management System	Planning/MM	Capital budget actually spent on identified projects
1.4	Regulation Of Passenger Transport Services	1.4.1	To facilitate the Regulation of Passenger Transport Services	1.4.1.1	To clarify the DM's role in the Regulation of Passenger Transport Services	1.4.1.1.1	Development of an Integrated Public Transport Plan	Planning	na
1.5	Fire Fighting	1.5.1	To Plan, co-ordinate and regulate Fire Fighting Services In the district	1.5.1.2	Regulation and co-ordination of Fire Fighting Services	1.5.1.2.1	Secure funds to prepare ZDM Fire Fighting Bylaws	Corporate Services	Submit Business Plan for funding to develop Fire Fighting Bylaws by 30 Oct
1.6	Disaster Management	1.6.1	To deal with Disasters efficiently &	1.6.1.1	To review and facilitate the district Disaster	1.6.1.1.1	To review and implement the district Disaster	Corporate Services/MM	Disaster Management Plan reviewed and approved by 30 Jun

		effectively in the district	Management plan	Management Plan	
1.6					
1.6.12	To create awareness of hazards and disasters	1.6.1.2.1.	To prepare Disasters and Hazards Awareness Strategy	Corporate Services	Submit Business Plan for funds to prepare Disasters and Hazards Awareness Strategy by 30 Oct
1.7	Solid Waste	1.7.1	To facilitate the effective and efficient removal of solid waste	1.7.1.1	Investigate Feasibility of Regional Solid Waste management
1.8	Municipal Health Services	1.8.1	To facilitate the effective and efficient municipal health service across the district	1.8.1.1	Prepare Plan for effective and efficient Municipal Environmental Health Services
1.9	Regional Fresh Produce Markets & Abattoirs	1.9	Investigate the feasibility of Fresh Produce Markets and Abattoirs	1.9.1.1	Investigate Feasibility of regional Fresh Produce Markets and Abattoirs
1.10	District Cemeteries	1.10.1	To ensure that sufficient burial space is available within the district	1.10.1.1	Investigate the feasibility of a Regional Cemetery Site/s

LOCAL ECONOMIC DEVELOPMENT						
KPA	National General Key Performance Areas	Focus Area No	Powers and Functions	Key Obj No	Goal	Obj No
					Strategy No	Objective
				2.1.1.1.2	Revive Tourism Forum	Community Services
				2.1.1.1.4	Review/update Tourism Sector Plan	Community Services
				2.1.1.1.5	To update/maintain the Zululand Tourism Database	Community Services
				2.1.1.2	To ensure tourists/potential tourists are aware of our product	Community Services
				2.1.1.2.1	To update/impliment themes/packages website upgrading brochure distribution	Community Services
				2.1.1.4	Safety and Signage	2.1.1.4.1 Investigate needs and allocate resources

2.1.1.5	To develop and promote Tourism Infrastructure	2.1.1.5.1	Develop/improve the following tourism routes Battlefields Route ZBR (Birding Route) Route 66	Community Services	Capital budget actually spent on identified projects	
		2.1.1.5.2	Implement Tourism Portfolio Project	Community Services	Number of Tourism Portfolio Projects implemented	
		2.1.1.5.3	To manage Tourism Hub Development	Community Services	na	
				Community Services/MIM	LED Plan submitted to Council for approval BY 30 Jun	
		2.2	LED	Establishing LED Institutions and Processes	Review LED Plan	
		2.2.1	To improve the economy of the district, through the creation of job opportunities and additional economic activities	2.2.1.1	Promote economic development through use of the regional radio station	Proposed broadcast programme submitted to MM by 30 Jun
		2.2.1.2	To change the attitudes of local stakeholders in the economy with specific focus on local buying, local investment, welcoming new investment, co-operation in implementation of economic	2.2.1.2.1	Community Services/MIM	Awareness programme submitted to MM by 30 jun
		2.2.1.2.2	Conduct grass roots capacity building and awareness programmes	Community Services		

					By 30 Jun
2.2.1.5	To improve access within the district and access between the district and neighbouring areas	2.2.1.5.1	Prepare and implement a roads upgrading programme in co-operation with DoT and the LMs	Planning	Prepare Pavement Management Systems Reports by 30 Jun
		2.2.1.5.2	Upgrade road signage	Planning	TBD
		2.2.1.5.3	Investigate the feasibility of a privatised "highway patrol"	Planning	TBD
2.2.1.6	Focus on achieving visible delivery with regard to local economic development	2.2.1.6.1	Implement budgeted Tourism Development Projects	Community Services	Capital budget actually spent on identified projects

SOCIAL DEVELOPMENT						
KPA No	Focus Area No	Powers and Functions	Key Obj No	Goal	Obj No	Objective
National General Key Performance Areas					Strategy No	Strategy
3	Social Development & Food Security	HIV/AIDS	3.1.1	To reduce the impact of HIV/AIDS	3.1.1.1	To create HIV/AIDS awareness and education
					3.1.1.1.1	Review HIV/Aids Plan
					3.1.1.1.2	Implement HIV/AIDS awareness and education campaigns
					3.2.1.1	To strategically plan development and empowerment initiatives for youth and gender
					3.2.1.1.1	Review the Youth, Gender and People living with Disabilities Plan
					3.2.1.1.2	Identify and implement projects focussed on youth development

		3.2.1.1.3	Identify and implement projects focussed on the development of women	Community Services	List of projects to develop women for implementation submitted to MM by 30 Jun
3.2.1.2	To promote early childhood development	3.2.1.2.1	Development of education infrastructure based on received community needs	Community Services	Capital budget actually spent on identified projects
3.2.1.3	To promote the development of people living with Disabilities	3.2.1.3.1	Identify and implement Disability programme	Community Services	Disability Programme submitted to MM by 30 Jun
3.2.1.4	To contribute towards addressing the needs of the elderly within the district	3.2.1.4.1	Identify and implement projects focussed on the needs of the elderly	Community Services	Elderly Development Programme submitted to MM by 30 Jun
3.2.1.5	To contribute towards addressing the needs of widows and orphans within the district	3.2.1.5.1	Identify and implement projects focussed on the needs of widows and orphans	Community Services	Widows and Orphans Development Programme submitted to MM by 30 Jun
3.3.1	To promote sports development within the	3.3.1.1	To promote various sporting events within the district	Community Services	Sporting Events Programme submitted to MM by 30 Jun

3,3	Community Development	3.3.1	The social upliftment of the communities in ZDM	3.3.1.1 To reduce poverty by implementing Community Development Projects	3.3.1.1 To investigate new & review existing social upliftment programs	Community Services/MM	Social Upliftment Programme submitted to MM by 30 Jun
				3.3.1.2 To identify and implement poverty alleviation projects through the Poverty Alleviation Fund	3.3.1.2 To identify and implement arts and culture projects	Community Services/MM	Poverty and Alleviation Strategy submitted to MM by 30 Jun
					3.3.1.2.1 Identify and implement arts and culture projects	Community Services	Arts and Culture Strategy submitted to MM by 30 Jun

INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION								
KPA No	National General Key Performance Areas	Focus Area No	Powers and Functions	Key Obj No	Goal	Obj No	Objective	Strategy No
4	Institutional Transformation & Development	4,1	Employment Equity	4.1.1	To transform the organisation to comply with the Employment Equity Act	4.1.1.1	To comply with Employment Equity Legislation	4.1.1.1 To implement budgeted activities in the Employment Equity Plan
4,2	IT & GIS	4.2.1			To ensure that the Municipality remains up-to-date with the latest computer technology and programmes to enable effective and efficient service delivery	4.2.1.1	To constantly update and maintain the Municipality's computer and software assets to conform to market and industry requirements	4.2.1.1 To implement budgeted activities for maintenance and upgrade of IT infrastructure
4,3	Municipal Buildings	4.3.1			To ensure that the Municipality has sufficient office space	4.3.1.1	To ensure that municipal buildings are developed and maintained in	4.3.1.1 To implement budgeted activities in the construction and maintenance of

FINANCIAL MANAGEMENT							
KPA No	National General Key Performance Areas	Focus Area No	Powers and Functions	Key Obj No	Goal	Obj No	Objective
5	Financial Management	5,1	Sound Financial Management	5.1.1	To promote good financial practices	5.1.1.1	To improve revenue collection
						5.1.1.1.	Implement current credit control and debt collection policy and bylaws & Review same policy and bylaws by 30 Jun
						5.1.1.2	To complete and submit accurate annual financial statements within the specified time period
						5.1.1.2.1	Prepare a schedule of all reconciliations to be performed
						5.1.1.3	To process payments in time
						5.1.1.3.1	Develop an invoice tracking system
						5.1.1.5	To complete a budget within the specified time period
						5.1.1.5.1	Develop a budget time table in line with the IDP Process Plan

5.1.1.6	To have an effective Auditing Function	5.1.1.6.1 Develop an Internal Audit plan	CFO	Internal Audit Plan submitted to MM by 30 Jul		
		5.1.1.6.2 Regular Review and implementation of risk register	CFO/MM	Reviewed Risk Register submitted to MM by 30 Jul		
		5.1.1.6.3 Ensure effective Audit Committee function	CFO/MM	Audit committee meetings scheduled		
			MM	% of audit queries addressed from the AG report		
		5.1.1.7 To establish a budget process aligned with other municipal processes	5.1.1.7.1 Workshopping financial plan with other departments	CFO	Financial plan shared with other departments by 28 Feb	
5.1.2	To be a financially viable municipality	5.1.2.1 To increase the cost coverage ratio	5.1.2.1.1 Review and implement the investment policy	MM	Investment Policy reviewed and tabled to Council by 30 Jun	
		5.1.2.1.2 Implement the SCM policy to obtain cost effective methods of reducing fixed operating expenditure	CFO	% Reduction in fixed operating expenditure		

		5.1.2.2 To increase the debt coverage ratio	5.1.2.2.1 To increase the revenue base of the municipality	CFO	% increase in revenue
5.1.2.3	To provide sufficient cash resources	5.1.2.3.1 Review and implement the current SDBIP		CFO	% completion
5.1.2.4	To keep a minimum cash balance to cover average monthly expenditure	5.1.2.5.1 Maintenance of the investment register on a monthly basis		CFO	% completion
5.1.2.5	To report timely and accurately	5.1.2.5.1 Development of a reporting framework and adherence to the MFMA reporting checklist		CFO	% completion

DEMOCRACY AND GOOD GOVERNANCE									
KPA No	National General Key Performance Areas	Focus Area No	Powers and Functions	Key Obj No	Goal	Obj No	Objective	Strategy No	Strategy
6	Democracy and Governance	6,1	Compliance, Clean and Sound Administration	6.1.1	To promote good governance, accountability & transparency	6.1.1.1	Policies & bylaws	6.1.1.1.1	Review and implement current policies and bylaws
				6.1.1.2	Municipal Audit	6.1.1.2.1	To implement budgeted activities for Municipal Auditing	MM/CFO	% expenditure of budgeted activities
				6.1.1.3	Community Participation	6.1.1.3.1	To implement budgeted activities for community participation	MM	% expenditure of budgeted activities
				6.1.1.4	Promote the effective and efficient marketing of the LED potential to attract investment	6.1.1.4.1	To implement budgeted activities for marketing	Community Services	% expenditure of budgeted activities
				6.1.1.5	OPMS	6.1.1.5.1	Review and Implement the Municipality's OPMS	Planning	% completion

		6.1.2	To manage risk to the Municipality effectively and efficiently	6.1.2.1	To operate the organisation at a minimum risk level	6.1.2.1.1	Review Municipal Risk Register	MM	% completion
		6.2	Integrated & Co-ordinated Development	6.2.1	To continuously promote integrated & co-ordinated planning and development within the District	6.2.1.1	To promote integrated development planning (including the spatial reflection thereof) in an environmentally responsible manner	Planning	% completion
						6.2.1.1.1	Review IDP	Planning	% completion
						6.2.1.1.2	Review ZDM Infrastructure Plan	Planning	% completion
						6.2.1.2	To implement budgeted activities for Shared Services	Planning	% expenditure of budgeted activities
						6.2.1.2.2	To implement budgeted activities for IGR	MM	% expenditure of budgeted activities
						6.2.1.3	To promote good IGR		

6. DETAILED CAPITAL WORKS PLAN AND WARD INFORMATION

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CONTACT PERSON
DATE:
PHONE NUMBER
NAME:

CONFIDENTIAL MEMBU

be submitted to reflect on
Expenditure Balances as at
123 000 000

28%

CONFIDENTIALITY AGREEMENT

Project Title		Team members involved	Team members not involved	Total estimated time spent on this project
Project ID	Project Name	Role / Function	Role / Function	Time spent

MANAGED BY MUNICIPAL BANKS FOR CHARTERED PERSONS, IN THE STATE OF UTTAR PRADESH.

NAME
ADDRESS
CITY STATE ZIP

CONTACTS

21%

This must be equal to the allocations published in the Deta for the M&E.

DopA for the MoG.

APPROVAL OF THE ZULULAND DISTRICT MUNICIPALITY'S SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) FOR THE YEAR ENDING 30 JUNE 2018

The Zululand District Municipality's SDBIP for the year ending 30 June 2018 has been reviewed and approved by the Honorable Mayor: Cllr. E.M. Buthelezi as said in S69 (3) (a) and S54 (3) of the Municipal Finance Management Act.

Date received: 10/04/2017

Date Approved: 11/04/2017

Signature: 