



Ubuhlebezwe Municipality

Service Delivery Budget Implementation Plan

(DRAFT)

2018/19 Financial Year





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FOREWORD BY HIS WORSHIP THE MAYOR

The Service Delivery and Budget Implementation Plan (SDBIP) of the Ubhlebezwe Municipality seeks to commit the Municipality to meeting specific service delivery and budget spending targets. The targets contained within this document will outline, how the uBuhlebezwe Local Municipality, will implement the objectives set out in the Integrated Development Plan (IDP), looking at Quarterly performance as a guide for monitoring expenditure and progress towards service delivery.

Ubuhlebezwe Municipality has adopted its Draft IDP, which is regarded as the agreed plan between the community and the uBuhlebezwe Local Municipality. The IDP guides our spending patterns, and incorporates the principles of “when, where and on what” principle. This plan is inclusive of the entire municipal area and not just for specific areas under Ubuhlebezwe. Our IDP is also guided by the Constitution, which gives specific powers, functions and responsibilities to local government.

This segregation of responsibilities between the spheres government is very important to understand, because, as the local municipality we are responsible for certain services for example roads, traffic safety, urban planning, by-law enforcements, housing, electricity distribution, waste management treatment, tourism, and water and sewerage systems, whilst the backlogs in schools, hospitals and police services, for example is the responsibility of the Provincial governments.

After consulting widely with our community, and careful consideration of the challenges within our Municipality, we have decided that the main focus areas of the IDP, and therefore the SDBIP should be economic growth through expansion and growth of the urban areas, increases efforts in Local Economic Development and of course, Human Settlements.

We believe, that if we don't invest in better services and infrastructure, new opportunities and investments will be comprised, and our vision of creating more jobs to address the high unemployment rate will not be materialized. For this reason, our SDBIP and IDP will focus primarily on making our municipality more efficient, and effective in service delivery, by managing our resources and employing the correct staff complement.

Approved by the Mayor

Date:

His Worship

Z D Nxumalo

THE MAYOR

Ubuhlebezwe Municipality

1.1 Vision & Mission

Vision

“To provide affordable quality services through good governance”

Mission

“UBuhlebezwe Municipality will strive to deliver an appropriate level of service to all of its citizens by the year 2025 and alleviate poverty by promoting sustainable development through good governance and accountability.”

1.2 Legislative Mandates

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

- (a) projections for each month of –
 - (i) revenue to be collected, by source; and
 - (ii) operational and capital expenditure, by vote.
- (b) service delivery targets and performance indicators for each quarter, and
- (c) any other matters prescribed.

According to Section 53(c)(ii) of the Municipal Finance Management Act, the Mayor is expected to approve the Service Delivery Budget Implementation Plan within 28 days after the approval of the budget in addition, the Mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the Service Delivery Budget Implementation Plan are made public within 14 days after their approval.



As per Municipal Finance Management Act Circular No 13, National Treasury currently prefers not to prescribe other matters to be included in the Service Delivery Budget and Implementation Plan. This is to ensure good governance and accountability on the part of Municipalities. However, there are five minimum requirements that the National Treasury requires to form part of the Service Delivery Budget and Implementation Plan (Municipal Finance Management Act Circular No. 13). These are outlined below:

1. Monthly projections of revenue to be collected by 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; and
5. Detailed capital works plan broken down by ward over a 3-year period.

In terms of the Municipal Finance Management Act, a Vote is a Department or a functional area of a Municipality and represents the various levels at which the Council approves the budget.

As indicated by the National Treasury in Municipal Finance Management Act Circular No 13, the biggest challenge for Municipalities is to develop meaningful non-financial service delivery targets and indicators.



1.3 The SDBIP Process at UBuhlebezwe Municipality

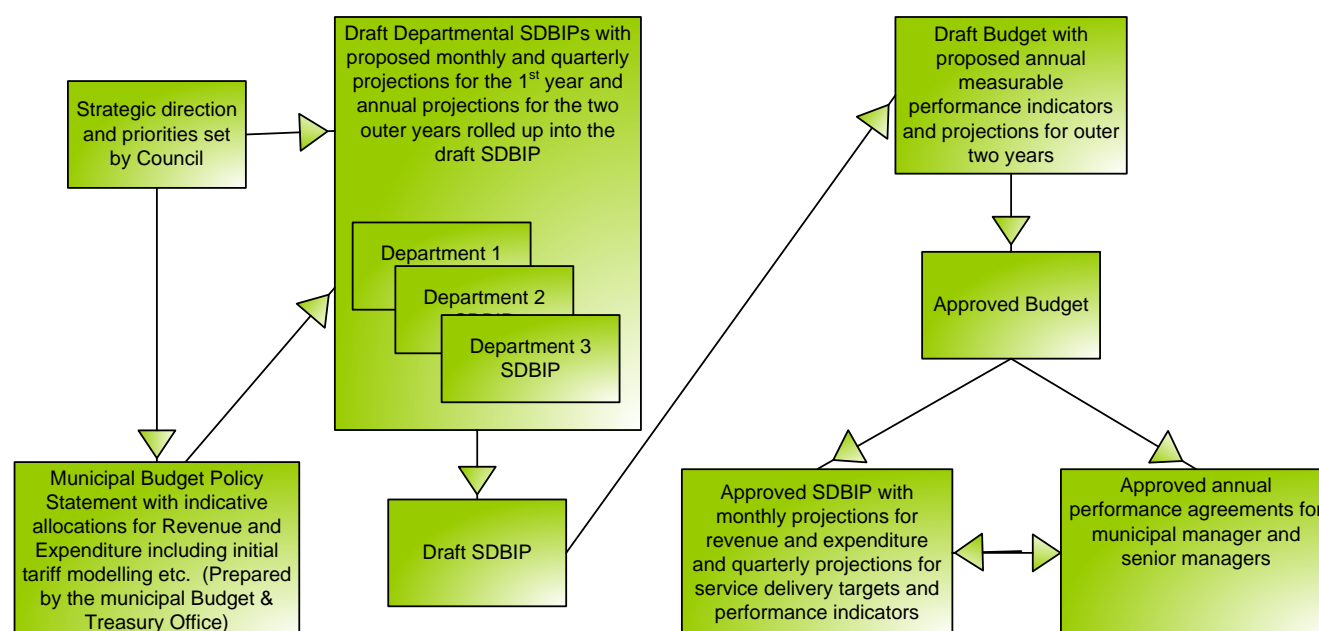


Figure 1: SDBIP Process

The Service Delivery and Budget Implementation Plan is a consolidated document, which incorporates and takes into account information contained in the Integrated Development Plan of the Municipality, Operational Plans for each Department and the budget statements for each Department within the Municipality. Resultantly, the completion of the Service Delivery and Budget Implementation Plan hinges on the finalisation of the above documentation.

The uBuhlebezwe Municipality began its budgeting process during the 2016 year, in which input into the Departments' strategic objectives and outputs for the 2018/2019 budget year were gathered and formed the basis of the individual Departmental scorecards.

Assigned to these strategic objectives and outputs were a set of targets, which the Municipal Officials viewed as vital to achieve in order to meet the service delivery requirements of the uBuhlebezwe Community.



With all the relevant information needed for the Service Delivery and Budget Implementation Plan, work began to fulfill the requirements of Section 53 of the Municipal Finance Management Act. Initially, meetings were held with the relevant Departmental heads and staff, in which their scorecards and budget statements for 2017/2018 year were discussed. These discussions facilitated the alignment of the strategic objectives and outputs to the budget statements, allowing for expenditure to be projected across the 2018/2019 year in terms of the service delivery targets set for the strategic objectives and outputs.

A Three year detailed Capital Works Plan was also compiled, which is a fair projection of capital expenditure to be incurred by the Municipality. Once complete, the above information was consolidated into the Service Delivery and Budget Implementation Plan.

1.4 Strategic Outcomes

STRATEGIC OBJECTIVE NO.	Strategic Objectives
01	To improve the performance and functioning of the municipality.
02	To develop staff to ensure effective service delivery through trainings.
03	To promote accountability to the citizens of UBuhlebezwe
04	To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development.
05	To promote culture of learning and enhance social development (illiteracy, skill, talent, education).
06	To Practice sound financial management principles.
07	To improve safety and security within the municipal environment
08	To improve sustainable economic growth and development
09	To invest in the development of the municipal area to enhance revenue
10	To facilitate spatial development in the entire area of UBuhlebezwe and at the same time achieve economic social and environmental sustainability

Figure 1: Strategic Outcomes



UBUHLEBEZWE MUNICIPALITY
SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN
2018/2019

1. MONTHLY PROJECTIONS OF REVENUE TO BE COLLECTED BY SOURCE

KZN434 Uthukhulu - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand										
Revenue by Vote	1									
Vote 1 - EXECUTIVE & COUNCIL		—	—	—	—	—	—	—	—	—
Vote 2 - BUDGET & TREASURY		89 112	108 519	156 376	120 182	122 126	122 126	127 033	133 893	141 257
Vote 3 - CORPORATE SERVICES		1 091	586	1 173	5 250	2 150	2 150	2 650	2 793	2 947
Vote 4 - COMMUNITY & SOCIAL SERVICES		2 126	5 290	—	3 045	3 660	3 660	3 805	4 010	4 231
Vote 5 - SPORT & RECREATION/PARKS		60	3 187	—	—	—	—	—	—	—
Vote 6 - PUBLIC SAFETY		3 760	3 976	3 305	3 875	3 275	3 275	3 826	4 033	4 255
Vote 7 - HOUSING		—	—	—	—	—	—	—	—	—
Vote 8 - INFRASTRUCTURE, PLANNING & DEVELOPMENT		67 769	17 038	—	135	115	115	116	122	129
Vote 9 - ROADS TRANSPORT		1 209	63 652	—	49 694	49 555	49 555	45 681	48 147	50 795
Vote 10 - [NAME OF VOTE 10]		—	—	—	—	—	—	—	—	—
Vote 11 - [NAME OF VOTE 11]		—	—	—	—	—	—	—	—	—
Vote 12 - [NAME OF VOTE 12]		—	—	—	—	—	—	—	—	—
Vote 13 - [NAME OF VOTE 13]		—	—	—	—	—	—	—	—	—
Vote 14 - [NAME OF VOTE 14]		—	—	—	—	—	—	—	—	—
Vote 15 - [NAME OF VOTE 15]		—	—	—	—	—	—	—	—	—
Total Revenue by Vote	2	165 127	202 247	160 854	182 181	180 881	180 881	183 111	192 999	203 614
Expenditure by Vote to be appropriated	1									
Vote 1 - EXECUTIVE & COUNCIL		12 684	13 222	—	23 930	22 911	22 911	23 501	24 770	26 133
Vote 2 - BUDGET & TREASURY		33 061	30 471	121 946	37 269	37 966	37 966	38 631	40 717	42 956
Vote 3 - CORPORATE SERVICES		15 190	36 605	—	24 248	24 999	24 999	26 097	27 506	29 019
Vote 4 - COMMUNITY & SOCIAL SERVICES		16 115	13 852	—	19 846	19 222	19 222	21 041	22 177	23 397
Vote 5 - SPORT & RECREATION/PARKS		552	308	—	723	708	708	693	730	770
Vote 6 - PUBLIC SAFETY		5 522	6 356	1 365	13 968	14 044	14 044	15 525	16 363	17 263
Vote 7 - HOUSING		4 205	587	—	1 265	1 196	1 196	1 285	1 354	1 429
Vote 8 - INFRASTRUCTURE, PLANNING & DEVELOPMENT		11 404	6 629	—	7 791	7 494	7 494	7 688	8 103	8 549
Vote 9 - ROADS TRANSPORT		5 344	11 063	2 881	16 044	36 383	36 383	35 214	37 116	39 157
Vote 10 - [NAME OF VOTE 10]		—	—	—	—	—	—	—	—	—
Vote 11 - [NAME OF VOTE 11]		—	—	—	—	—	—	—	—	—
Vote 12 - [NAME OF VOTE 12]		—	—	—	—	—	—	—	—	—
Vote 13 - [NAME OF VOTE 13]		—	—	—	—	—	—	—	—	—
Vote 14 - [NAME OF VOTE 14]		—	—	—	—	—	—	—	—	—
Vote 15 - [NAME OF VOTE 15]		—	—	—	—	—	—	—	—	—
Total Expenditure by Vote	2	104 077	119 094	126 192	145 084	164 922	164 922	169 674	178 836	188 672
Surplus/(Deficit) for the year	2	61 049	83 153	34 663	37 097	15 959	15 959	13 437	14 163	14 942



UBUHLEBEZWE MUNICIPALITY
SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN
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2. KZN434 UBUHLEBEZWE - SUPPORTING TABLE Sb12 BUDGETED MONTHLY REVENUE AND EXPENDITURE (MUNICIPAL VOTE)

KZN434 Ubuhebezwe - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

Description	Ref	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand																
Revenue by Vote																
Vote 1 - EXECUTIVE & COUNCIL														-	-	-
Vote 2 - BUDGET & TREASURY		10 586	10 586	10 586	10 586	10 586	10 586	10 586	10 586	10 586	10 586	10 586	10 586	127 033	133 893	141 257
Vote 3 - CORPORATE SERVICES		221	221	221	221	221	221	221	221	221	221	221	221	2 650	2 793	2 947
Vote 4 - COMMUNITY & SOCIAL SERVICES		317	317	317	317	317	317	317	317	317	317	317	317	3 805	4 010	4 231
Vote 5 - SPORT & RECREATION/PARKS		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 6 - PUBLIC SAFETY		319	319	319	319	319	319	319	319	319	319	319	319	3 826	4 033	4 255
Vote 7 - HOUSING		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - INFRASTRUCTURE, PLANNING & DEVELOPMENT		10	10	10	10	10	10	10	10	10	10	10	10	116	122	129
Vote 9 - ROADS TRANSPORT		3 807	3 807	3 807	3 807	3 807	3 807	3 807	3 807	3 807	3 807	3 807	3 807	45 681	48 147	50 795
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue by Vote		15 259	15 259	15 259	15 259	15 259	15 259	15 259	15 259	15 259	15 259	15 259	15 259	183 111	192 999	203 614
Expenditure by Vote to be appropriated																
Vote 1 - EXECUTIVE & COUNCIL		1 958	1 958	1 958	1 958	1 958	1 958	1 958	1 958	1 958	1 958	1 958	1 958	23 501	24 770	26 133
Vote 2 - BUDGET & TREASURY		3 219	3 219	3 219	3 219	3 219	3 219	3 219	3 219	3 219	3 219	3 219	3 219	38 631	40 717	42 956
Vote 3 - CORPORATE SERVICES		2 175	2 175	2 175	2 175	2 175	2 175	2 175	2 175	2 175	2 175	2 175	2 175	26 097	27 506	29 019
Vote 4 - COMMUNITY & SOCIAL SERVICES		1 753	1 753	1 753	1 753	1 753	1 753	1 753	1 753	1 753	1 753	1 753	1 753	21 041	22 177	23 397
Vote 5 - SPORT & RECREATION/PARKS		58	58	58	58	58	58	58	58	58	58	58	58	693	730	770
Vote 6 - PUBLIC SAFETY		1 294	1 294	1 294	1 294	1 294	1 294	1 294	1 294	1 294	1 294	1 294	1 294	15 525	16 363	17 263
Vote 7 - HOUSING		107	107	107	107	107	107	107	107	107	107	107	107	1 285	1 354	1 429
Vote 8 - INFRASTRUCTURE, PLANNING & DEVELOPMENT		641	641	641	641	641	641	641	641	641	641	641	641	7 688	8 103	8 549
Vote 9 - ROADS TRANSPORT		2 934	2 934	2 934	2 934	2 934	2 934	2 934	2 934	2 934	2 934	2 934	2 934	35 214	37 116	39 157
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure by Vote		14 139	14 139	14 139	14 139	14 139	14 139	14 139	14 139	14 139	14 139	14 139	14 139	169 674	178 836	188 672
Surplus/(Deficit) before assoc.		1 120	1 120	1 120	1 120	1 120	1 120	1 120	1 120	1 120	1 120	1 120	1 120	13 437	14 163	14 942
Taxation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	1	1 120	1 120	1 120	1 120	1 120	1 120	1 120	1 120	1 120	1 120	1 120	1 120	13 437	14 163	14 942



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3. KZN434 UBUHLEBEZWE - SUPPORTING TABLE Sb16 ADJUSTMENT OF MONTHLY CAPITAL EXPENDITURE PER MUNICIPAL VOTE

KZN434 Ubuhebezwe - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

Description	Ref	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Multi-year expenditure to be appropriated	1															
Vote 1 - EXECUTIVE & COUNCIL													-	-	-	-
Vote 2 - BUDGET & TREASURY													-	-	-	-
Vote 3 - CORPORATE SERVICES													-	-	-	-
Vote 4 - COMMUNITY & SOCIAL SERVICES													-	-	-	-
Vote 5 - SPORT & RECREATION/PARKS													-	-	-	-
Vote 6 - PUBLIC SAFETY													-	-	-	-
Vote 7 - HOUSING													-	-	-	-
Vote 8 - INFRASTRUCTURE, PLANNING & DEVELOPMENT													-	-	-	-
Vote 9 - ROADS TRANSPORT													-	-	-	-
Vote 10 - [NAME OF VOTE 10]													-	-	-	-
Vote 11 - [NAME OF VOTE 11]													-	-	-	-
Vote 12 - [NAME OF VOTE 12]													-	-	-	-
Vote 13 - [NAME OF VOTE 13]													-	-	-	-
Vote 14 - [NAME OF VOTE 14]													-	-	-	-
Vote 15 - [NAME OF VOTE 15]													-	-	-	-
Capital multi-year expenditure sub-total	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Single-year expenditure to be appropriated																
Vote 1 - EXECUTIVE & COUNCIL		42	42	42	42	42	42	42	42	42	42	42	42	500	527	556
Vote 2 - BUDGET & TREASURY		394	394	394	394	394	394	394	394	394	394	394	394	4 733	4 988	5 262
Vote 3 - CORPORATE SERVICES		63	63	63	63	63	63	63	63	63	63	63	63	755	796	840
Vote 4 - COMMUNITY & SOCIAL SERVICES		1 188	1 188	1 188	1 188	1 188	1 188	1 188	1 188	1 188	1 188	1 188	1 188	14 259	15 029	15 856
Vote 5 - SPORT & RECREATION/PARKS		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 6 - PUBLIC SAFETY		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 7 - HOUSING		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - INFRASTRUCTURE, PLANNING & DEVELOPMENT		1 642	1 642	1 642	1 642	1 642	1 642	1 642	1 642	1 642	1 642	1 642	1 642	19 700	20 764	21 906
Vote 9 - ROADS TRANSPORT		1 168	1 168	1 168	1 168	1 168	1 168	1 168	1 168	1 168	1 168	1 168	1 168	14 013	14 770	15 582
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total	2	4 497	4 497	4 497	4 497	4 497	4 497	4 497	4 497	4 497	4 497	4 497	4 497	53 960	56 874	60 002
Total Capital Expenditure	2	4 497	4 497	4 497	4 497	4 497	4 497	4 497	4 497	4 497	4 497	4 497	4 497	53 960	56 874	60 002



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4. KZN434 UBUHLEBEZWE - SUPPORTING TABLE Sb4 ADJUSTMENT TO PERFORMANCE INDICATORS AND BENCHMARKS OF THE OPERATING BUDGET

KZN434 Ubuhebezwe - Supporting Table SA8 Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
<u>Borrowing Management</u>											
Credit Rating		0									
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
<u>Safety of Capital</u>											
Gearing	Long Term Borrowing/ Funds & Reserves	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
<u>Liquidity</u>											
Current Ratio	Current assets/current liabilities	3,8	4,5	3,4	4,7	4,7	4,7	4,7	3,1	3,1	3,1
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	3,2	3,7	2,6	3,6	3,7	3,2	3,3	2,5	2,5	2,5
Liquidity Ratio	Monetary Assets/Current Liabilities	5,1	3,1	3,6	4,1	4,5	4,5	4,1	3,2	3,5	3,6
<u>Revenue Management</u>											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing	44,0%	56,0%	48,0%	88,0%	88,0%	88,0%	92,4%	92,0%	92,0%	92,0%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		12,0%	16,0%	22,0%	17,0%	17,0%	17,0%	17,0%	23,0%	23,0%	23,0%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	29,0%	29,0%	29,0%	26,0%	18,0%	22,0%	22,0%	24,0%	24,0%	24,0%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old	1,6%	3,2%	2,2%	6,0%	6,0%	6,0%	6,0%	12,0%	12,0%	12,0%
<u>Creditors Management</u>											
Creditors System Efficiency	% of Creditors Paid Within Terms (within 'MFMA' s 65(e))	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%
Creditors to Cash and Investments		0,0%	0,0%	0,0%	0,0%	22,2%	22,2%	0,0%	0,0%	0,0%	0,0%
<u>Other Indicators</u>											
	Total Volume Losses (kW)										
	Total Cost of Losses (Rand '000)										
Electricity Distribution Losses (2)	% Volume (units purchased and generated less units sold)/units purchased and generated										
Water Distribution Losses (2)	Total Volume Losses (kℓ)										
	Total Cost of Losses (Rand '000)										
	% Volume (units purchased and generated less units sold)/units purchased and generated										



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Employee costs	Employee costs/(Total Revenue - capital revenue)	41,4%	41,3%	40,3%	50,3%	44,0%	44,0%	44,0%	46,8%	46,8%	46,8%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	0,0%	0,0%	0,0%					0,0%	0,0%	0,0%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	0,0%	0,0%	0,0%	3,1%	3,1%	3,1%		0,0%	0,0%	0,0%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	16,7%	15,8%	15,4%	14,1%	12,4%	12,4%	12,4%	12,8%	12,8%	12,8%
IDP regulation financial viability indicators	-										
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	4,2	4,1	4,8	5,2	5,2	5,2	5,2	5,2	5,2	5,2
ii.O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	0,0%	0,0%	0,0%	0,0%	0,0%	100,0%	0,0%	0,0%	0,0%	0,0%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	24,1	28,6	24,6	23,2	22,5	22,5	22,5	23,5	23,5	23,5



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

The quarterly targets and quarterly projections of expenditure schedule is attached as annexure to this SDBIP.



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6. WARD INFORMATION

Expenditure and Service Delivery per Ward is included in Section 7 and 8 of this report.

WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6
Mahhehle	Ixopo Town	Mpofini	Mariathal	Emkhunya	Hlokozi
Ncakubana	Hopewell	Sgedleni	Hlanzeni	Embo	Ngomakazi
Mahhafana	Carrisbrook	Nonkwenkwane	Fairview	Isangcwaba	Gudlucingo
Cabazi	Flaxton Farm	Bhensela	Emakholweni	Zasengwa	Ntapha
KwaMadonela station	Chibini	Mahlathini	Emandilini	Ebutateni	
		Mashakeni	Sprenza	Ebhobhobho	
		Ntakama	Ndimakude	Emnyanyabuzi	
		Ntshengeni	Kamalamula	Mahlubini	
		Nhlangwini	Sibindi	Nkweletsheni	
		Matolweni	Fohloza	Ndonyane	
		Nkumandeni	Morningside		
			Morning view		
			Shayamoya		
			Sakeni /Christ the King		



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WARD 7	WARD 8	WARD 9	WARD 10	WARD 11	WARD 12
Jolivet	Hluthankungu	Phumobala	Umhlabashane	Kwanokweja	Emazabekweni
Njane		Kozondi	Kwathathane	Etop	Bovini / Emadungeni
Emgangeeni	Gudwini	Springvalle Mission	Koshinga	Eplain Hill	Emgodi / Skeyi
	Esgcakini	Koshange	Kaskhunyanana / eBhayi	St. Alois	Emdabu
		Kokhoza		Kadladla	Kwamagaba
		Nhlamvini		Afrika	Kwantambama
				Ka2000	Emaweni
				Bhekuphiwa	
				Maweni	



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WARD 13	WARD 14
Flasher	<u>Thandokuhle</u> Fodo/Smangele, Mzumbe/kaThoyi, Nhlanguini multipurpose centre, Jika shop, Nqabakucasha, Mlahlantongwe, Gasa, khohlwangifile_esidakeni
Highflats	<u>Mdibaniso</u> Esimemelweni, Ncencence, Cabanga, Pitoli B, Enduneni Gumede
Ethuleshe / Ehholo	<u>Ndwebu</u> Eyeland, Madwaleni, Blekini, Endwebu esikolweni, eZinyokeni, Pitoli A, eSihlahleni
Black Store	<u>eLwazi</u> Thuthuka, Thembeni, Mleyi, Mkhomazana, Gudlintaka, eDangweni, eMajwaheni
Emgodi / Embambalala	
Kwanokwena	
Kamashumi	
Mqwabuza	
Nhlanvana	



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7. DETAILED CAPITAL WORKS PLAN

OBJECTIVES	2017/2018	QUARTERLY TARGETS & ACTUALS				PORTFOLIO OF EVIDENCE
	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	
	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	
To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	100% of new Gravel roads to be constructed (Shelembe road 1km), Nxele road 1,2km and Esivandeni road 4km) by 31-Mar -19	Construction in progress-5% completion by 30-Sep-18	Construction in progress-45% completion by 31-Dec-18	Construction in progress-100% completion by 31-Mar-19	n/a	appointment letter ,signed consultant's progress report sand completion certificates
	100% completion of Lower Valley view road(0.8km) and Fairview roads (1,5km) constructed by 31-Mar-19	Construction in progress-5% completion by 30-Sep-18	Construction in progress- 45% completion by 31-Dec-18	Construction in progress- 100% completion by 31-Mar-19	n/a	signed consultant's progress report and completion certificates
	Recommendation for 2019/2020 Business Plan on MIS system by 30-Sept-18	Recommendation for 2019/2020 Business Plan on MIS system by 30-Sept-18	n/a	n/a	n/a	System generation Business Plans and Workflow history
	100% completion of a community hall constructed (Nkweletsheni & Amazabeko) by 31-Mar-19	n/a	Construction in progress 45% completion by 31-Dec-18	100% completion of a community hall constructed (Nkweletsheni & Amazabeko) by 31-Mar-19	n/a	Completion Certificate & signed consultant's progress report
	100% completion of Golf Course Road (0.75 km) constructed by 30-Sept-18	100% completion of Golf Course Road (0.75 km) constructed by 30-Sept-18	n/a	n/a	n/a	Completion Certificate & signed consultant's progress report
	100% Completion of the upgrading of	Construction commencement-5%	Construction in progress-45%	Construction in progress- 100%	n/a	Signed Consultant's Report & Completion



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OBJECTIVES	2017/2018	QUARTERLY TARGETS & ACTUALS				PORTFOLIO OF EVIDENCE
	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	
	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	
	Pass4 Phungula sports field by 31-Mar-19	completion by 30-Sept-18	completion by 31-Dec-18	completion by 31-Mar-19		Certificate
	100% completion of the electrification in Golf Course housing project by 30-Sept-18	100% completion of the electrification in Golf Course housing project by 30-Sept-18	n/a	n/a	n/a	Progress report & Closure report



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8. DETAILED CAPITAL WORKS PLAN (THREE - FIVE YEARS)

WARD	NAME OF THE PROJECT 2016/2017	ORIGINAL BUDGET TOTAL 2016/2017 R	NAME OF THE PROJECT 2017/2018	NAME OF THE PROJECT 2018/2019	NAME OF THE PROJECT 2019/2020	NAME OF THE PROJECT 2020/2021
1			Harold Nxasane Road	Webstown electricity infields	Mahafana –water Esidumeni Road	Station- water
2	Jeffrey ZunguSportfield		Chapel Street	Nyide residence road- Carrisbrook	Bethal Farming Electrification	Hopewell to Carrisbrook road
2	Portion of East Street-ph2					
2	Ixopo Bus Rank		Jeffrey ZunguSportfield	Lower Valley View roads		
				Golf course roads		
				Golf course electrification		
				Expansion of Municipal Offices		
3	Electrification & Housing (Ofafa)			Ofafa Housing	Sgedleni Hall	Magidigidi road
4	Morningside Hall (Soweto) – ph2			Fairview Roads	Electricity in Mandilini	Shezlop road
			Sprenza Road			
5	Electrification (Mkhunya) – Ph 1		Butateni Road	Nkweletsheni Hall	Sinqandulweni Sports field	Siqandulweni Hall
5	Electrification (Mkhunya) – Ph 2		Electrification (Mkhunya)			
6	Msenge Road		120 infills, Ngomakazi Electrification	Pass 4 PhungulaSportfield	Mapo road	Hlokozi Skills Centre
7	Upgrade of JolivetSportfield		Mkhwanazi road	Shelembe road		Masomini road
8	Madungeni Hall			Ntlozane/ Stewartsvew electrification (Eskom)	Khambula Hall	Chibini Hall
9	Kintail Hall		Kintail Hall (end July 2017)	Mziki electrification (Eskom)	KoZondi electrification	Bayempini Mzizi Sportsfield



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WARD	NAME OF THE PROJECT 2016/2017	ORIGINAL BUDGET TOTAL 2016/2017 R	NAME OF THE PROJECT 2017/2018	NAME OF THE PROJECT 2018/2019	NAME OF THE PROJECT 2019/2020	NAME OF THE PROJECT 2020/2021
					(Eskom)	
					KwaPesi road	
10			Mncadi road	Nxele Road	Mhlabashane Skills Developing Centre	Nyuluka Road
11	MxolisiNgubo Rd			Kwadladla sports field(kickabout)	Plainhill hall	Nkoneni to kwaDladla road
12	Nomakhele Road			Amazabeko Hall	Mdabu Skills Centre	Mgodi /Skeyi Road and Mgodi/Skeyi Hall
	Thuleshe Road			Blackstore Electrification: <ul style="list-style-type: none"> • Mhlabashane • Kwa Mncinci • Nhlamvana • Tsheni Lenduna 	Magawula Road	Ntsheleni road
13						
14				Esivandweni Road	Mdibaniso Road	Dangwini Road



CONCLUSION

A series of reporting requirements are outlined in the MFMA. Both the Mayor and the Accounting Officer have clear roles to play in preparing and presenting these reports. The SDBIP provides an excellent basis for generating the reports, for which the MFMA gives very clear guidelines. The reports then allow the Councillors to monitor the implementation of service delivery programmes and initiatives. The following planning and reporting cycle has been fully implemented at uBuhlebezwe Municipality.



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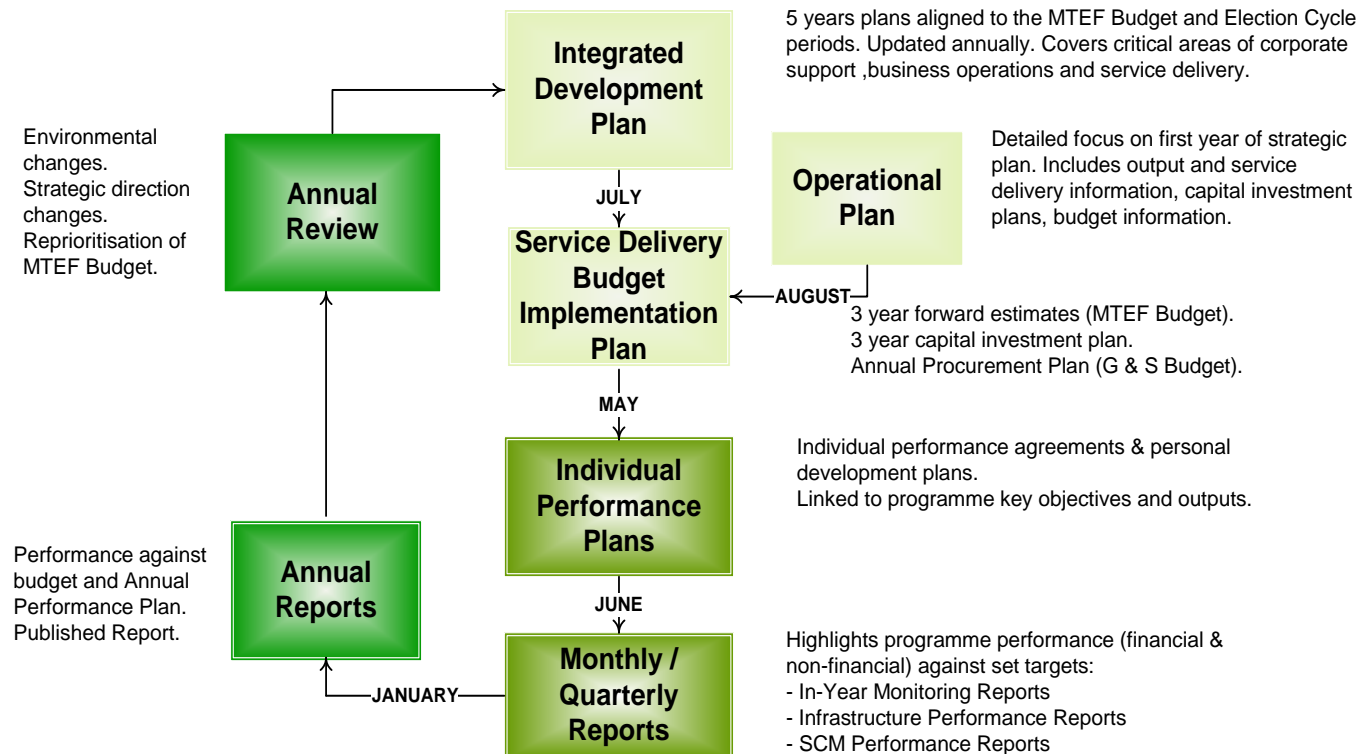


Figure 2: Planning & Reporting Cycle



7.1 Monthly Reporting

Section 71 of the MFMA stipulates that reporting on actual revenue targets and spending against the budget should occur on a monthly basis. This reporting must be conducted by the accounting officer of a municipality no later than 10 days after the last working day of each month. Reporting must include the following:

- a. Actual revenue per source;
- b. Actual borrowings;
- c. Actual expenditure per vote;
- d. Actual capital expenditure per vote; and
- e. The amount of any allocations received.

If necessary, explanations of the following must be included in the monthly reports:

- a. Any material variances from the Municipality's projected revenue by source, and from the Municipality's expenditure projections per vote;
- b. Any material variances from the service delivery and budget implementation plan; and
- c. Any remedial or corrective steps taken or to be taken to ensure that the projected revenue and expenditure remain within the Municipality's approved budget.

7.2 Quarterly Reporting

Section 52 (d) of the MFMA compels the Mayor to submit a report to the Council on the implementation of the budget and the financial state of affairs of the Municipality within 30 days of the end of each quarter. The quarterly performance projections captured in the SDBIP form the basis for the Mayor's quarterly report.



7.3 Midyear Reporting

Section 72 (1) (a) of the MFMA outlines the requirements for mid-year reporting. The Accounting Officer is required by the 25th of January of each year to assess the performance of the Municipality during the first half of the year, taking into account:

- i. The monthly statements referred to in section 71 for the first half of the year;
- ii. The Municipality's service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the Service Delivery and Budget Implementation Plan;
- iii. The past year's annual report, and progress on resolving problems identified in the annual report; and
- iv. The performance of every Municipal Entity under the sole or shared control of the Municipality, taking into account reports in terms of section 88 of the MFMA from any such entities

Based on the outcomes of the mid-year budget and performance assessment report, an adjustments budget may be tabled if actual revenue or expenditure amounts are materially different from the projections contained in the budget or the SDBIP. The SDBIP is also a living document and may be modified based on the mid-year performance review. Thus the SDBIP remains a kind of contract that holds the Municipality accountable to the community.

7.4 Recommendations for SDBIP Process

The implementation of an automated business solution will enhance the completeness and quality of information presented in future SDBIP's.