

The background of the page features a large, faded coat of arms of the Zululand District Municipality. The coat of arms is circular and contains a central shield with a sunburst at the top, a blue diamond shape in the center, and a green vase at the bottom. The shield is flanked by two black birds. Below the shield is a banner with the text 'INDUBEKELA PHAMBILI' and another banner below that with the text 'INGOBUDUTHO'.

**ZULULAND DISTRICT MUNICIPALITY**  
**SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN**  
**FOR THE QUARTER ENDED 31 DECEMBER 2014**

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## **1. 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 2014/15 financial year was approved by Council on 29 May 2013. 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 quarterly 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.

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#### **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 2014/15 SDBIP**

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 – MIG)

These components of the SDBIP are discussed below.

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## **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 2014/15 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 quarter ended 31 December 2014 is indicated below as follows:

### Monthly projections of total Revenue per Source

The municipality must 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.

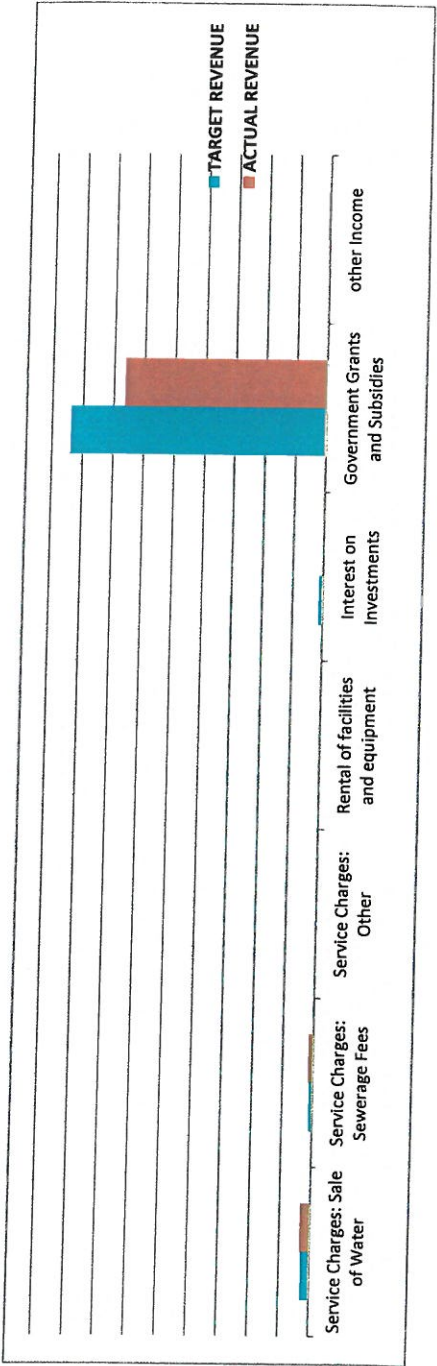
**Monthly projections of Revenue by Source of  
Zululand District Municipality for the Quarter  
ended 31 December 2014**

**Monthly Projections of Revenue by Source**

| Revenue by Source                                       | OCTOBER           |                   | NOVEMBER          |                    | DECEMBER          |                   | Totals for Q. 2    |                   |
|---------------------------------------------------------|-------------------|-------------------|-------------------|--------------------|-------------------|-------------------|--------------------|-------------------|
|                                                         | Target            | Actual            | Target            | Actual             | Target            | Actual            | Target             | Variance          |
| Service Charges: Sale of Water                          | 1 829 117         | 1 311 008         | 1 829 117         | 3 059 076          | 1 829 117         | 1 930 090         | 5 487 350          | -812 824          |
| Service Charges: Sewerage Fees                          | 612 304           | 581 654           | 612 304           | 1 373 546          | 612 304           | 839 617           | 1 836 911          | -957 906          |
| Service Charges: Other                                  | -                 | -                 | -                 | -                  | -                 | -                 | -                  | -                 |
| Rental of facilities and equipment                      | 5 382             | -                 | 5 382             | 31 803             | 5 382             | -                 | 16 147             | -15 666           |
| Interest on Investments                                 | 715 043           | 43 759            | 715 043           | 32 736             | 715 043           | 106 895           | 2 145 130          | 1 961 740         |
| Government Grants and Subsidies : Operating and capital | 55 804 500        | 21 985 961        | 55 804 500        | 103 564 808        | 55 804 500        | 6 820 677         | 167 413 500        | 35 042 054        |
| Other Income                                            | -                 | 101 615           | -                 | 102 825            | -                 | 589 730           | -                  | -794 170          |
| Accumulated Surplus                                     | -                 | -                 | -                 | -                  | -                 | -                 | -                  | -                 |
| <b>TOTALS</b>                                           | <b>58 966 346</b> | <b>24 023 997</b> | <b>58 966 346</b> | <b>108 164 793</b> | <b>58 966 346</b> | <b>10 287 008</b> | <b>176 899 037</b> | <b>34 423 239</b> |

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Q2 Chart - Monthly Projections of Revenue by Source



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### **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 Quarter ended 31 December 2014**

**Monthly Projections of Expenditure by Source**

|                                                        | OCTOBER    |            | NOVEMBER   |            | DECEMBER   |            | Totals for Q.2 |             | Variance   |
|--------------------------------------------------------|------------|------------|------------|------------|------------|------------|----------------|-------------|------------|
|                                                        | Target     | Actual     | Target     | Actual     | Target     | Actual     | Target         | Actual      |            |
| <b>Operating Expenditure</b>                           |            |            |            |            |            |            |                |             |            |
| Employee related costs wages and salaries              | 9 281 489  | 10 183 721 | 9 261 489  | 10 317 853 | 9 261 489  | 10 693 220 | 27 784 466     | 31 194 593  | -3 410 127 |
| Remuneration related costs social contribution         | 2 604 851  | 1 866 973  | 2 604 851  | 1 876 620  | 2 604 851  | 1 907 916  | 7 814 553      | 5 651 510   | 2 163 043  |
| Remuneration of Councillors                            | 538 880    | 490 677    | 538 880    | 490 677    | 538 880    | 502 992    | 1 616 640      | 1 484 345   | 132 295    |
| Bad debts                                              | -          | -          | -          | -          | -          | -          | -              | -           | -          |
| Collection costs                                       | 112 448    | 144 030    | 112 448    | 113 615    | 112 448    | 134 051    | 337 344        | 391 697     | -54 353    |
| Depreciation                                           | 3 801 506  | -          | 3 801 506  | 13 907 101 | 3 801 506  | 3 462 728  | 11 404 518     | 17 369 829  | -5 965 311 |
| Repairs and maintenance                                | 4 667 824  | 2 573 380  | 4 667 824  | 7 565 359  | 4 667 824  | 2 396 797  | 14 003 473     | 12 535 536  | 1 467 937  |
| Inter-Departmental Charges                             | 162 828    | 252 961    | 162 828    | 3 679      | 162 828    | 13 760     | 488 485        | 270 400     | 218 085    |
| Interest on external borrowings                        | -          | -          | -          | -          | -          | -          | -              | -           | -          |
| Redemption                                             | 7 072 123  | 3 909 523  | 7 072 123  | 6 061 429  | 7 072 123  | 4 687 386  | 21 216 369     | 14 658 337  | 6 558 031  |
| Bulk purchases                                         | -          | -          | -          | -          | -          | -          | -              | -           | -          |
| Grants & Subsidies paid                                | 13 245 506 | 1 111 115  | 13 245 506 | 987 740    | 13 245 506 | 1 198 126  | 39 736 518     | 3 296 981   | 36 439 537 |
| Contracted services                                    | 17 242 847 | 13 219 742 | 17 242 847 | 13 242 461 | 17 242 847 | 21 825 821 | 51 728 541     | 48 288 024  | 3 440 517  |
| General expenses - other (including abnormal expenses) | 58 710 302 | 33 752 121 | 58 710 302 | 54 566 333 | 58 710 302 | 46 822 797 | 176 130 905    | 135 141 250 | 40 989 655 |
| Loss on disposal of property, plant and equipment      | -          | -          | -          | -          | -          | -          | -              | -           | -          |
| <b>Total Operating Expenditure</b>                     |            |            |            |            |            |            |                |             |            |
|                                                        | 81 045 388 | 40 991 966 | 81 045 388 | 77 610 194 | 81 045 388 | 69 482 057 | 243 136 165    | 188 084 217 | 55 051 948 |
| <b>Capital Expenditure</b>                             |            |            |            |            |            |            |                |             |            |
| Total asset from own funds                             | 1 501 132  | 1 147 172  | 1 501 132  | 140 112    | 1 501 132  | 211 815    | 4 503 397      | 1 499 099   | 3 004 298  |
| Total asset from grants & subsidies                    | 20 833 955 | 6 092 674  | 20 833 955 | 22 903 750 | 20 833 955 | 22 447 445 | 62 501 864     | 51 443 868  | 11 057 996 |
| <b>Total Operating Expenditure</b>                     |            |            |            |            |            |            |                |             |            |
|                                                        | 22 335 087 | 7 239 845  | 22 335 087 | 23 043 861 | 22 335 087 | 22 659 260 | 67 005 260     | 52 942 967  | 14 062 294 |
| <b>TOTAL EXPENDITURE</b>                               |            |            |            |            |            |            |                |             |            |
|                                                        | 81 045 388 | 40 991 966 | 81 045 388 | 77 610 194 | 81 045 388 | 69 482 057 | 243 136 165    | 188 084 217 | 55 051 948 |

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#### **4. PROJECTIONS OF REVENUE & EXPENDITURE PER VOTE**

It is important to view expenditure in relation to the 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.

##### Projections of Expenditure and Revenue per Vote

Compares the planned revenue and expenditure for the quarter ended 31 December 2014. It is clear that Zululand District Municipality will spend a lot in the provision of water to the community that it serves.

Monthly Projections of Expenditure & Revenue by Vote  
for Zululand District Municipality for the Quarter  
ended 31 December 2014

| Monthly Projections for expenditure and revenue by vote |            |            |            |            |            |            |            |            |            |            |            |
|---------------------------------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Department                                              | OCTOBER    |            |            | NOVEMBER   |            |            | DECEMBER   |            |            |            |            |
|                                                         | OPEX       | Actual     | CAPEX      | Actual     | Revenue    | Actual     | OPEX       | Actual     | CAPEX      | Actual     | Revenue    |
| Executive and Council                                   | 5 277 512  | 3 574 887  | -          | 4 918 457  | -          | -          | 5 277 512  | 6 048 781  | -          | -          | -          |
| Finance                                                 | 8 488 263  | 2 755 794  | -          | 2 478 556  | -          | -          | 8 488 263  | 3 337 084  | -          | -          | -          |
| Corporate Services                                      | 4 484 597  | 5 648 831  | 239 895    | 4 232 135  | 239 895    | -          | 4 484 597  | 3 919 128  | 239 895    | 87 535     | 25 609 592 |
| Community Development                                   | 4 322 809  | 3 003 560  | -          | 2 811 741  | -          | -          | 4 322 809  | 5 714 914  | -          | -          | -          |
| Planning & WSA                                          | 1 317 774  | 1 195 403  | -          | 1 442 453  | -          | -          | 1 317 774  | 1 402 781  | -          | -          | -          |
| Water                                                   | 24 644 889 | 18 977 056 | 18 000     | 37 763 128 | 18 000     | -          | 24 644 889 | 25 170 200 | 18 000     | -          | 279 250    |
| Waste Water Management                                  | 888 624    | 595 090    | -          | 620 863    | -          | -          | 888 624    | 629 631    | -          | -          | -          |
| Total                                                   | 47 434 288 | 33 753 121 | 24 054 257 | 54 596 333 | 24 054 257 | 23 043 881 | 47 434 288 | 46 822 797 | 24 054 257 | 22 859 260 | 52 671 488 |
|                                                         |            |            |            |            |            |            |            |            |            |            | 8 755 356  |
|                                                         |            |            |            |            |            |            |            |            |            |            | 851 190    |
|                                                         |            |            |            |            |            |            |            |            |            |            | 9 729 461  |

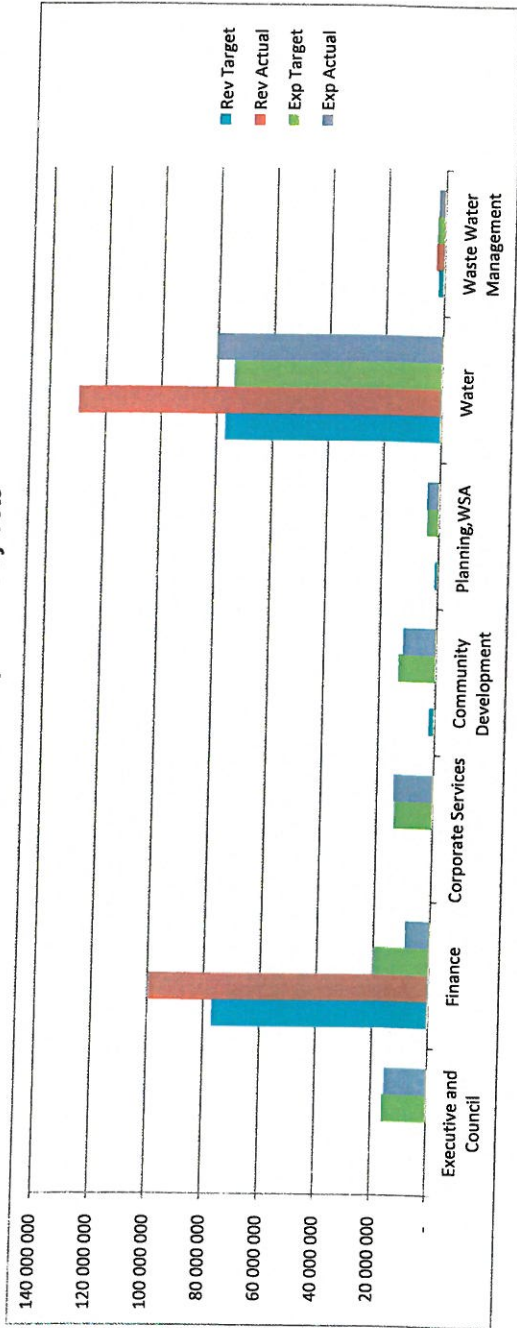
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Monthly Projections of Expenditure & Revenue  
for Zululand District Municipality for the  
ended 31 December 2014

| Monthly Projections for expenditure and revenue by v |             |             |            |            |            |            |             |             |          |   |             |
|------------------------------------------------------|-------------|-------------|------------|------------|------------|------------|-------------|-------------|----------|---|-------------|
| Department                                           | TOTALS      |             |            | Q. 2       |            |            |             |             |          |   |             |
|                                                      | OPEX        | ACTUAL      | VARIANCE   | CAPEX      | ACTUAL     | VARIANCE   | REVENUE     | ACTUAL      | VARIANCE |   |             |
| Executive and Council                                | 15 832 537  | 15 142 634  | 689 903    | -          | -          | -          | -           | -           | -        | - | -           |
| Finance                                              | 10 484 769  | 8 580 413   | 10 925 375 | 719 686    | 264 085    | 455 592    | 76 828 778  | 99 445 818  | -        | - | -           |
| Corporate Services                                   | 13 453 790  | 13 801 193  | -347 403   | 1 533 710  | 966 812    | 567 898    | -           | 63 040      | -        | - | -22 617 042 |
| Community Development                                | 12 968 427  | 11 530 215  | 1 438 213  | -          | 14 800     | -14 800    | 1 682 250   | -           | -        | - | -63 040     |
| Planning & WSA                                       | 3 953 322   | 4 040 836   | -87 315    | 54 000     | 164 883    | -110 883   | 837 750     | -           | -        | - | 1 882 250   |
| Water                                                | 73 834 068  | 76 911 075  | -5 077 007 | 69 855 375 | 51 533 577 | 18 321 798 | 76 828 778  | 129 485 487 | -        | - | 837 750     |
| Waste Water Management                               | 2 665 873   | 2 145 784   | 520 089    | -          | -          | -          | 1 838 911   | 2 810 905   | -        | - | -52 060 710 |
| Total                                                | 142 302 805 | 135 141 250 | 7 161 555  | 72 102 772 | 52 942 967 | 19 219 805 | 158 014 483 | 231 809 250 | -        | - | -73 794 767 |

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Q2 Chart - Monthly Projections of Revenue and Expenditure by Vote



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## **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.

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**6. DETAILED CAPITAL WORKS PLAN**

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# QUARTERLY PERFORMANCE REPORT - Entire District - Quarter 2 - 2014/2015

## National KPA: Basic Service Delivery

### Balance Scorecard Perspective: Customer

| Program Driver | Objective                                                      | Indicator                                                                                                           | KPI No | Quarter 1  |           | Quarter 2 |          | Quarter 2 - 2014/2015 - Performance |                                                                                     | Annual Target      |                        |               |                                                  |                             |
|----------------|----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|--------|------------|-----------|-----------|----------|-------------------------------------|-------------------------------------------------------------------------------------|--------------------|------------------------|---------------|--------------------------------------------------|-----------------------------|
|                |                                                                |                                                                                                                     |        | Target     | Actual    | Target    | Actual   | Score                               | Evidence                                                                            | 1 - Not Acceptable | 2 - Partially Achieved | 3 - Effective | 4 - Performance Significantly above Expectations | 5 - Outstanding Performance |
| HOD (P)        | Review and facilitate the District WSDP                        | Approved WSDP plan                                                                                                  | 1      | 29/05/2014 |           |           |          |                                     |                                                                                     | 31/07/2015         | 15/07/2015             | 30/08/2015    | 15/09/2015                                       | 01/09/2015                  |
| HOD (TS)       | Provide free basic water                                       | Percentage of households with access to basic level of water (as per WSDP) (Reticulation-new household connections) | 2      | 0.00       | 1.32      | 0.19      | 1.35     | 5                                   |    |                    |                        |               |                                                  |                             |
| HOD (TS)       | Improve access to free water                                   | Percentage of households earning less than R1600 pm with access to free water (Note: Rudimentary)                   | 3      | 0.00       | 1.32      | 0.44      | 1.37     | 5                                   |    |                    |                        |               |                                                  |                             |
| HOD (TS)       | Improve water quality                                          | Number of water quality tests as per the approved strategy                                                          | 4      | 459.00     | 501.00    | 459.00    | 501.00   | 4                                   |    | 1816.00            | 1826.00                | 1836.00       | 1846.00                                          | 1856.00                     |
| HOD (TS)       | Provide free basic sanitation services                         | Percentage of households with access to basic level of sanitation (as per WSDP)                                     | 5      | 0.00       | 2.00      | 1.46      | 2.89     | 5                                   |    |                    |                        |               |                                                  |                             |
| HOD (TS)       | Improve access to free sanitation                              | Percentage of households earning less than R1100 pm with access to free basic sanitation                            | 6      | 0.00       | 2.00      | 1.46      | 2.89     | 5                                   |    |                    |                        |               |                                                  |                             |
| HOD (P)        | Ensure that legislated water policies are reviewed and updated | Approved identified water bylaws                                                                                    | 7      | 30/06/2015 |           |           |          |                                     |                                                                                     |                    |                        |               |                                                  |                             |
| HOD (P)        | Ensure that legislated water policies are reviewed and updated | Approved identified water policies                                                                                  | 7      | 30/06/2015 |           |           |          |                                     |                                                                                     | 31/07/2015         | 15/07/2015             | 30/08/2015    | 15/09/2015                                       | 01/09/2015                  |
| HOD (P)        | Effectively monitor WSP's                                      | Number of WSP Meetings scheduled                                                                                    | 8      | 0.00       | 3.00      | 2.00      | 3.00     | 5                                   |  | 4.00               | 6.00                   | 8.00          | 10.00                                            | 12.00                       |
| HOD (TS)       | Implement effective Customer Care                              | Notification of community on planned water supply interruptions                                                     | 9      | 0.00 hr    | 120.00 hr | 48.00 hr  | 96.00 hr | 5                                   |  | 12.00 hr           | 24.00 hr               | 48.00 hr      | 60.00 hr                                         | 72.00 hr                    |
| HOD (TS)       | Effectively utilise MIG allocation                             | % of MIG grant funds spent on approved projects                                                                     | 10     | 0.00 %     | 36.30 %   | 28.00 %   | 54.00 %  | 5                                   |  | 96.00 %            | 98.00 %                | 100.00 %      | 100.00 %                                         | 100.00 %                    |

|                               |                                                                                             |    |            |            |            |            |            |   |                                                                                   |            |            |            |            |            |
|-------------------------------|---------------------------------------------------------------------------------------------|----|------------|------------|------------|------------|------------|---|-----------------------------------------------------------------------------------|------------|------------|------------|------------|------------|
| HOD (E), HOD (P),<br>HOD (TS) | IDP identified projects                                                                     | 11 | 0.00 %     | 20.00 %    | 100.00 %   | 40.00 %    | 100.00 %   | 5 |  | 80.00 %    | 90.00 %    | 100.00 %   | 100.00 %   | 100.00 %   |
|                               | Completed activities actually spent on identified project                                   |    |            |            |            |            |            |   |                                                                                   |            |            |            |            |            |
| HOD (Co)                      | Effective coordination of DM plan implementation                                            | 12 | 31/05/2015 | 30/08/2014 | 23/07/2014 | 31/12/2014 | 19/11/2014 | 5 |  | 30/07/2015 | 15/07/2015 | 30/08/2015 | 15/06/2015 | 01/06/2015 |
| HOD (Co)                      | Create awareness of hazards and disasters                                                   | 13 | 0.00       | 3.00       | 3.00       | 3.00       | 3.00       | 3 |  | 4.00       | 6.00       | 10.00      | 12.00      | 14.00      |
| HOD (Co)                      | Review and facilitate the district Disaster Management plan                                 | 14 | 30/08/2015 |            |            |            |            |   |                                                                                   | 31/07/2015 | 15/07/2015 | 30/08/2015 | 15/06/2015 | 01/06/2015 |
| HOD (Co)                      | Review and facilitate the Municipal Airport plan submitted to MM by airport management plan | 15 | 30/08/2015 |            |            |            |            |   |                                                                                   | 31/07/2015 | 15/07/2015 | 30/08/2015 | 15/06/2015 | 01/06/2015 |
| HOD (Co)                      | Review and facilitate the Municipal airport management plan                                 | 16 | 0.00 %     | 25.00 %    | 40.00 %    | 50.00 %    | 50.00 %    | 3 |  | 80.00 %    | 90.00 %    | 100.00 %   | 100.00 %   | 100.00 %   |
|                               | Implement identified activities from the airport plan                                       |    |            |            |            |            |            |   |                                                                                   |            |            |            |            |            |

## National KPA: Municipal Financial viability and management

### Balance Scorecard Perspective: Finances

| Program Driver | Objective                                                | KPI No | Baseline     | Quarter 1    |              | Quarter 2    |              | Score | Quarter 2 - 2014/2015 - Evidence                                                    | Annual Target        |                        |               |                                                  |                             |
|----------------|----------------------------------------------------------|--------|--------------|--------------|--------------|--------------|--------------|-------|-------------------------------------------------------------------------------------|----------------------|------------------------|---------------|--------------------------------------------------|-----------------------------|
|                |                                                          |        |              | Target       | Actual       | Target       | Actual       |       |                                                                                     | 1 - Not Acceptable   | 2 - Partially Achieved | 3 - Effective | 4 - Performance Significantly above Expectations | 5 - Outstanding Performance |
| HOD (F)        | Improve revenue collection                               | 17     | 0.25         | 0.25         | 0.72         | 0.25         | 0.85         | 1     |    | 0.48                 | 0.32                   | 0.25          | 0.23                                             | 0.20                        |
| HOD (F)        | Improve supply chain application                         | 18     | 0.00         | 0.00         | 0.00         | 0.00         | 0.00         | 3     |  | 2.00                 | 1.00                   | 0.00          | 0.00                                             | 0.00                        |
| HOD (F)        | Process payments in time                                 | 19     | 30.00 day(s) | 30.00 day(s) | 30.00 day(s) | 30.00 day(s) | 15.00 day(s) | 5     |  | 60.00 day(s)         | 45.00 day(s)           | 30.00 day(s)  | 15.00 day(s)                                     | 7.00 day(s)                 |
| HOD (F)        | Complete and submit accurate annual financial statements | 20     | 31/08/2014   | 31/08/2014   | 31/08/2014   |              |              |       |                                                                                     | 30/10/2014           | 15/10/2014             | 31/08/2014    | 24/08/2014                                       | 15/08/2014                  |
| HOD (F)        | To consistently achieve clean audit                      | 21     | Unqualified  | Unqualified  | Unqualified  | Unqualified  | Unqualified  | 3     |  | AR Report_signed.pdf | Qualified              | Unqualified   |                                                  |                             |
| HOD (F)        | Budget for ZDM annually                                  | 22     | 30/06/2015   |              |              |              |              |       |                                                                                     | 31/07/2015           | 15/07/2015             | 30/08/2015    | 15/06/2015                                       | 01/06/2015                  |

| Function                           |                                                                  | 23 | 30/06/2014  | 30/08/2014   | 21/08/2014   | 30/12/2014   | 12/11/2014   | 5 | 30/07/2015   | 15/07/2015   | 30/08/2015   | 15/08/2015   | 01/08/2015   |
|------------------------------------|------------------------------------------------------------------|----|-------------|--------------|--------------|--------------|--------------|---|--------------|--------------|--------------|--------------|--------------|
| Audit committee meetings scheduled |                                                                  |    |             |              |              |              |              |   |              |              |              |              |              |
| HOD (F)                            | Report timely and accurately                                     | 24 | 30/08/2014  |              |              | 15/10/2014   | 10/10/2014   | 3 | 31/07/2015   | 15/07/2015   | 30/08/2015   | 15/08/2015   | 01/08/2015   |
| HOD (F)                            | Have an effective Auditing Function                              | 25 | 0.00 %      |              |              |              |              |   | 55.00 %      | 65.00 %      | 75.00 %      | 90.00 %      | 100.00 %     |
| HOD (F)                            | Increase the cost coverage ratio                                 | 26 | 0.00        | 3.00         | 2.00         | 3.00         | 0.87         | 1 | 1.00         | 2.00         | 3.00         | 4.00         | 5.00         |
| HOD (F)                            | Increase the dept coverage ratio                                 | 27 | 0.00        |              |              |              |              |   | 1.00         | 2.00         | 3.00         | 4.00         | 5.00         |
| HOD (F)                            | Report timely and accurately                                     | 28 | 31/03/2015  |              |              |              |              |   | 30/04/2015   | 15/04/2015   | 29/03/2015   | 15/03/2015   | 01/03/2015   |
| HOD (F)                            | Produce accurate statements                                      | 29 | 0.00 %      | 3.00 %       | 0.35 %       | 3.00 %       | 26.99 %      | 5 | 1.00 %       | 2.00 %       | 3.00 %       | 4.00 %       | 5.00 %       |
| HOD (F)                            | Keep a minimum cash balance to cover average monthly expenditure | 30 | 0.00 day(s) | 60.00 day(s) | 60.00 day(s) | 60.00 day(s) | 60.00 day(s) | 3 | 40.00 day(s) | 50.00 day(s) | 60.00 day(s) | 65.00 day(s) | 70.00 day(s) |
| HOD (F)                            | Align Capital Programme and IDP                                  | 31 | 0.00 %      | 100.00 %     | 100.00 %     | 100.00 %     | 100.00 %     | 3 | 90.00 %      | 95.00 %      | 100.00 %     |              |              |

## National KPA: Local Economic Development

### Balance Scorecard Perspective: Learning and growth

| Program Driver | Objective                                                 | Indicator                                                           | KPI No | Baseline   | Quarter 1 |        | Quarter 2 |         | Score | Quarter 2 - 2014/2015 - Evidence                                                    | Annual Target      |                        |               |                                                  |                             |
|----------------|-----------------------------------------------------------|---------------------------------------------------------------------|--------|------------|-----------|--------|-----------|---------|-------|-------------------------------------------------------------------------------------|--------------------|------------------------|---------------|--------------------------------------------------|-----------------------------|
|                |                                                           |                                                                     |        |            | Target    | Actual | Target    | Actual  |       |                                                                                     | 1 - Not Acceptable | 2 - Partially Achieved | 3 - Effective | 4 - Performance Significantly above Expectations | 5 - Outstanding Performance |
| HOD (CS)       | Co-Ordinated and Integrated Regional Economic Development | Approved LED Strategy                                               | 32     | 30/08/2015 |           |        |           |         |       |                                                                                     | 31/07/2015         | 15/07/2015             | 30/08/2015    | 15/09/2015                                       | 01/08/2015                  |
| HOD (CS)       | Co-Ordinated and Integrated Regional Economic Development | Number of tourism awareness and training workshops held             | 33     | 0.00       | 2.00      | 5.00   | 2.00      | 2.00    | 3     |  | 4.00               | 6.00                   | 8.00          | 10.00                                            | 12.00                       |
| HOD (TS)       | Co-Ordinated and Integrated Regional Economic Development | Number of jobs created through LED initiatives and capital projects | 34     | 0.00       |           |        | 50.00     | 1248.00 | 5     |  | 100.00             | 150.00                 | 200.00        | 250.00                                           | 300.00                      |
| HOD (CS)       | Effectively co-ordinate LED in the District               | Number of LED ward projects implemented                             | 35     | 0.00       |           |        |           |         |       |                                                                                     | 100.00             | 150.00                 | 200.00        | 230.00                                           | 260.00                      |





| ALLOCATION & COMMITMENT SUMMARY |                |                |                |  | Click here for Help |
|---------------------------------|----------------|----------------|----------------|--|---------------------|
| Financial year                  | 2014/15        | 2015/16        | 2016/17        |  |                     |
| Total MIG Allocation            | 221 622 000.00 | 225 012 000.00 | 235 625 000.00 |  |                     |
| Total Committed                 | 203 368 571.17 | 225 117 822.00 | 0.00           |  |                     |
| Total Variance                  | 18 253 428.83  | -105 822.00    | 235 625 000.00 |  |                     |

| Table 1: MIG Registered Projects |                             |                                                              |                |                                       |                                         |                   |                                |                    |                    |                    |                    |                    |                    |
|----------------------------------|-----------------------------|--------------------------------------------------------------|----------------|---------------------------------------|-----------------------------------------|-------------------|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| zent                             | Provincial Reference Number | Project Title (as per MIG 1 form)                            | Project Status | Approved MIG Funding<br>[=NOR + AFAs] | Actual Project Cost (Tender sum + fees) | Potential Savings | Total Previous MIG Expenditure | Jul<br>(Certified) | Aug<br>(Certified) | Sep<br>(Certified) | Oct<br>(Certified) | Nov<br>(Certified) | Dec<br>(Certified) |
| 226                              | DC28 PMU                    |                                                              |                |                                       | 0.00                                    | 0.00              | 6 594 068.70                   |                    |                    |                    |                    |                    |                    |
| 226                              | 2006MIGFDC265325            | Usuthu RWSS Phase 3                                          | Construction   | 88 063 640.00                         | 2 421 360.00                            | 86 672 280.00     | 2 421 360.00                   |                    |                    |                    |                    |                    |                    |
|                                  |                             |                                                              |                |                                       |                                         |                   | Baseline Schedule              |                    |                    |                    |                    |                    |                    |
| 226                              | 2006MIGFDC265328            | Usuthu RWSS Phase 2                                          | Construction   | 32 483 514.00                         | 5 213 824.01                            | 27 269 689.99     | 5 213 824.01                   |                    |                    |                    |                    |                    |                    |
|                                  |                             |                                                              |                |                                       |                                         |                   | Baseline Schedule              |                    |                    |                    |                    |                    |                    |
| 226                              | 2006MIGFDC265329            | Usuthu RWSS Phase 1                                          | Construction   | 98 259 053.00                         | 95 879 201.68                           | 378 851.32        | 65 879 201.68                  |                    |                    |                    |                    |                    |                    |
|                                  |                             |                                                              |                |                                       |                                         |                   | Baseline Schedule              |                    |                    |                    |                    |                    |                    |
| 226                              | 2006MIGFDC265332            | Simdlangatsha Central RWSS Ph 2 AFA                          | Construction   | 56 000 493.76                         | 55 760 499.21                           | 239 994.55        | 55 760 499.21                  | 0.00               | 0.00               | 0.00               | 0.00               | 0.00               |                    |
|                                  |                             |                                                              |                |                                       |                                         |                   | Baseline Schedule              |                    |                    |                    |                    |                    |                    |
| 226                              | 2006MIGFDC265333            | Khambi RWSS Water Supply AFA                                 | Construction   | 74 785 687.00                         | 35 257 001.21                           | 39 528 685.79     | 33 252 120.67                  | 2 004 880.54       | 422 978.85         | 0.00               | 0.00               | 0.00               | Contr. On Site     |
|                                  |                             |                                                              |                |                                       |                                         |                   | Baseline Schedule              | Contr. On Site     | Contr. On Site     | Contr. On Site     | Contr. On Site     | Contr. On Site     | Plan Cons. Appl    |
| 226                              | 2006MIGFDC265334            | Hlahlindela/ Mondo Regional Water Supply                     | Construction   | 167 578 680.00                        | 131 015 198.08                          | 38 564 481.92     | 103 745 580.38                 | 11 703 642.03      | 6 027 386.16       | 0.00               | 5 519 138.01       | 0.00               | 169 217.24         |
|                                  |                             |                                                              |                |                                       |                                         |                   | Baseline Schedule              | Contr. On Site     | Contr. On Site     | Contr. On Site     | Contr. On Site     | Contr. On Site     | Contr. On Site     |
| 226                              | 2006MIGFDC265336            | Simdlangatsha East RWSS Phase 1                              | Construction   | 25 683 733.70                         | 14 088 838.47                           | 11 594 895.23     | 14 088 838.47                  |                    |                    |                    |                    |                    | Construct. 40%     |
|                                  |                             |                                                              |                |                                       |                                         |                   | Baseline Schedule              |                    |                    |                    |                    |                    | Construct. 40%     |
| 226                              | 2006MIGFDC265339            | Simdlangatsha West RWSS Phase 2.1 (AFA) MIS 210576           | Construction   | 229 829 490.00                        | 74 538 782.71                           | 155 290 707.29    | 72 160 329.42                  | 97 755.00          | 284 582.71         | 805 421.08         | 802 541.97         | 0.00               | 344 780.37         |
|                                  |                             |                                                              |                |                                       |                                         |                   | Baseline Schedule              | Contr. On Site     | Contr. On Site     | Contr. On Site     | Contr. On Site     | Contr. On Site     | Contr. On Site     |
| 226                              | 2006MIGFDC265341            | Mona Sports Field                                            | Construction   | 19 500 000.00                         | 8 851 891.03                            | 10 648 108.97     | 8 851 891.03                   |                    |                    |                    |                    |                    | Construct. 80%     |
|                                  |                             |                                                              |                |                                       |                                         |                   | Baseline Schedule              |                    |                    |                    |                    |                    |                    |
| 226                              | 2006MIGFDC265351            | Coronation RWSS Enyati (AFA) MIS 155365                      | Construction   | 34 927 055.48                         | 32 675 331.67                           | 2 251 723.81      | 32 675 331.67                  | 0.00               | 131 943.71         | 0.00               | 0.00               | 0.00               | 59 421.57          |
|                                  |                             |                                                              |                |                                       |                                         |                   | Baseline Schedule              | Contr. On Site     | Contr. On Site     | Contr. On Site     | Contr. On Site     | Contr. On Site     | Contr. On Site     |
| 226                              | 2008MIGFDC26156876          | ZDM Rural Sanitation Phase 01                                | Construction   | 195 891 411.00                        | 184 692 082.07                          | 1 199 328.93      | 194 692 082.07                 |                    | EIA Appr.          |                    | Retention Pay      |                    | EIA Appr.          |
|                                  |                             |                                                              |                |                                       |                                         |                   | Baseline Schedule              | Contr. On Site     | Contr. On Site     | Contr. On Site     | Contr. On Site     | Contr. On Site     | Contr. On Site     |
| 226                              | 2008MIGFDC26162234          | Mandlakazi Regional Water Supply Scheme (Ph 4)               | Construction   | 125 783 218.00                        | 114 714 787.82                          | 11 078 450.18     | 113 135 813.04                 | 0.00               | 951 123.71         | 0.00               | 827 831.07         | 0.00               | 275 573.73         |
|                                  |                             |                                                              |                |                                       |                                         |                   | Baseline Schedule              | Retention Pay      |                    | Construct. 60%     |                    |                    |                    |
| 226                              | 2008MIGFDC26165006          | Enondlo sports field                                         | Construction   | 13 299 314.00                         | 9 500 597.64                            |                   |                                |                    |                    |                    |                    |                    | 0.00               |
|                                  |                             |                                                              |                |                                       |                                         |                   | Baseline Schedule              |                    |                    |                    |                    |                    | Retention Pay      |
| 226                              | 2008MIGFDC26165601          | Gumbi Emergency Water Supply                                 | Construction   | 26 484 362.00                         | 20 997 712.38                           | 5 466 649.62      | 19 550 108.05                  | 753 443.19         | 73 644.00          | 289 443.31         | 63 616.10          | 0.00               | 517 603.39         |
|                                  |                             |                                                              |                |                                       |                                         |                   | Baseline Schedule              | Contr. On Site     | Contr. On Site     | Contr. On Site     | Contr. On Site     | Contr. On Site     | Contr. On Site     |
| 26                               | 2008MIGFDC26171056          | Usuthu Regional Water Supply Scheme Phase 05                 | Construction   | 685 847 509.96                        | 123 611 889.09                          | 542 236 040.87    | 103 277 441.87                 | 6 782 576.97       | 1 993 182.87       | 223 148.16         | 4 039 235.48       | 0.00               | 9 555 039.21       |
|                                  |                             |                                                              |                |                                       |                                         |                   | Baseline Schedule              | Contr. On Site     | Contr. On Site     | Contr. On Site     | Contr. On Site     | Contr. On Site     | Contr. On Site     |
| 26                               | 2009MIGFDC26171057          | Nkonjeni Regional Water Supply Scheme Phase 04               | Construction   | 310 103 565.51                        | 125 329 964.38                          | 184 773 601.15    | 110 059 184.50                 | 4 570 557.79       | 4 135 659.28       | 0.00               | 4 616 923.41       | 350 874.12         | 2 854 716.67       |
|                                  |                             |                                                              |                |                                       |                                         |                   | Baseline Schedule              | Contr. On Site     | Contr. On Site     | Contr. On Site     | Contr. On Site     | Contr. On Site     | Contr. On Site     |
| 26                               | 2011MIGFDC26202876          | ZDM Rudimentary Water Supply Programme : Phase 3 (AFA) MIS 2 | Construction   | 166 345 605.81                        | 127 180 386.93                          | 39 176 238.88     | 117 219 431.27                 | 4 264 497.88       | 2 798 242.01       | 590 876.04         | 1 153 296.79       | 0.00               | 2 834 080.19       |
|                                  |                             |                                                              |                |                                       |                                         |                   | Baseline Schedule              | Contr. On Site     | Contr. On Site     | Contr. On Site     | Contr. On Site     | Contr. On Site     | Construct. 20%     |

| ALLOCATION & COMMITMENT SUMMARY |                |                |                |
|---------------------------------|----------------|----------------|----------------|
| Financial year                  | 2014/15        | 2015/16        | 2016/17        |
| Total MIG Allocation            | 221 622 000.00 | 225 012 000.00 | 235 625 000.00 |
| Total Committed                 | 203 368 571.17 | 225 117 822.00 | 0.00           |
| Total Variance                  | 18 253 428.83  | -105 822.00    | 235 625 000.00 |

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| Table 1: MIG Registered Projects |                             |                                                         |                |                                                    |                                              |                   |                                                                 |                               |                                                 |                                         |                               |                       |                             |
|----------------------------------|-----------------------------|---------------------------------------------------------|----------------|----------------------------------------------------|----------------------------------------------|-------------------|-----------------------------------------------------------------|-------------------------------|-------------------------------------------------|-----------------------------------------|-------------------------------|-----------------------|-----------------------------|
| gent                             | Provincial Reference Number | Project Title (as per MIG 1 form)                       | Project Status | Approved MIG<br>[=NOR + AFAA]                      | Actual Project<br>Cost (Tender sum<br>+ fee) | Potential Savings | Total Previous<br>MIG Expenditure                               | Jul<br>(Certified)            | Aug<br>(Certified)                              | Sep<br>(Certified)                      | Oct<br>(Certified)            | Nov<br>(Certified)    | Dec<br>(Certified)          |
| C26                              | 2012MIGFDC26207602          | Simdlangelisha East Water Supply - Phase 2              | Registered     | 97 162 185.96                                      | 49 842 189.93                                | 48 219 996.03     | 36 877 951.20<br>Baseline Schedule<br>Contr On Site             | 5 184 950.89<br>Contr On Site | 3 323 025.51<br>Contr On Site<br>Construct, 60% | 54 128.85<br>Contr On Site              | 3 476 029.83<br>Contr On Site | 0.00<br>Contr On Site | 879 773.82<br>Construct 40% |
| C28                              | 2008MIGFDC28112022          | Hobane Sports Field                                     | Completed      | 18 370 000.00                                      | 3 731 576.42                                 | 12 638 423.58     | 3 731 576.42<br>Actual / Revised Schedule                       |                               |                                                 |                                         |                               |                       |                             |
| C28                              | 2012MIGFDC26201764          | ZDM Rural Sanitation Project; Phase 2 - Feasibility     | Registered     | 7 075 135.68                                       | 7 075 135.68                                 |                   | Baseline Schedule<br>Actual / Revised Schedule                  |                               |                                                 |                                         |                               |                       |                             |
| C28                              | 2013MIGFDC26213510          | ZDM Rural Sanitation Phase 2A                           | Registered     | 79 695 029.00                                      | 71 068 285.46                                | 8 606 743.54      | 65 557 432.55<br>Baseline Schedule<br>Actual / Revised Schedule | 5 530 952.91                  | 6 163 080.59                                    | 1 225 869.33                            | 1 211 223.65                  | 0.00                  | 46 468.36                   |
| C26                              | 2013MIGFDC26213508          | Simdlangelisha Central Water Supply Project; Phase 3    | Registered     | 148 008 808.34                                     | 12 793 564.49                                | 135 215 243.85    | 12 304 295.00<br>Baseline Schedule<br>Actual / Revised Schedule | 489 269.49<br>Contr Award     | 2 402 881.11<br>Construct, 60%                  |                                         | 491 332.80                    |                       | 762 052.87                  |
| C26                              | 2013MIGFDC26211793          | Coronation Regional water Supply Scheme; Planning Phase | Registered     | 2 884 800.00                                       | 2 884 800.00                                 | 0.00              | Baseline Schedule<br>Actual / Revised Schedule                  | 0.00                          | 0.00                                            | 0.00                                    | 0.00                          |                       |                             |
| C28                              | 2013MIGFDC26220802          | Zuluand Rudimentary Water Supply Programme - Phase 4    | Registered     | 122 128 228.52                                     | 122 128 228.52                               | 0.00              | Baseline Schedule<br>Actual / Revised Schedule                  |                               |                                                 |                                         | 288 643.00                    |                       |                             |
| C26                              | 2014MIGFDC26215437          | Mandlakazi Regional Water Supply - Phase 5              | Registered     | 447 768 410.25                                     | 447 768 410.25                               | 0.00              | Baseline Schedule<br>Actual / Revised Schedule                  |                               |                                                 |                                         |                               |                       |                             |
| C26                              | 2014MIGFDC26221722          | Rural Sanitation Phase 2B                               | Registered     | 7 567 613.00                                       | 7 567 613.00                                 | 0.00              | Baseline Schedule<br>Actual / Revised Schedule                  |                               |                                                 |                                         |                               |                       |                             |
| C26                              |                             |                                                         |                |                                                    |                                              | 0.00              | Baseline Schedule<br>Actual / Revised Schedule                  |                               |                                                 |                                         |                               |                       |                             |
| JOB Total - Projects             |                             |                                                         |                | 3 259 545 941.97                                   | 1 085 698 090.11                             | 1 362 847 851.86  | 1 216 554 986.65                                                | 41 392 426.69                 | 28 710 730.31                                   | 3 188 866.77                            | 22 300 011.91                 | 350 874.12            | 23 559 687.83               |
|                                  |                             |                                                         |                | MONTHLY DORA TRANSFER PAYMENT (DRAWDOWN) SCHEDULE: |                                              |                   |                                                                 |                               |                                                 | 86 932 000.00                           |                               |                       |                             |
|                                  |                             |                                                         |                | PROVINCIAL ACCUMULATIVE EXPENDITURE TARGET (%):    |                                              |                   |                                                                 |                               |                                                 | 8%      13.47%    19%       25%     32% |                               |                       |                             |
|                                  |                             |                                                         |                | MUNICIPAL ACCUMULATIVE CERTIFIED EXPENDITURE (%):  |                                              |                   |                                                                 |                               |                                                 | 19%      33%     33%     43%     54%    |                               |                       |                             |

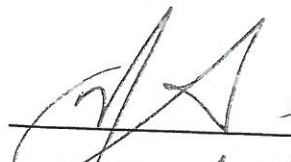
**6. APPROVAL OF THE ZULULAND DISTRICT MUNICIPALITY'S SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN FOR THE QUARTER ENDED 31 DECEMBER 2014.**

The Zululand District Municipality's SDBIP for the year ended 31 December 2014 has been reviewed and approved by the Honorable Mayor: Cllr. M.A Hlatshwayo as said in S69 (3) (a) and S54 (3) of the Municipal Finance Management Act.

**Date Approved:**

2015/01/20

**The Honorable Mayor**

 M.A. HLATSHWAYO

**Signature:**

