

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 several elements: a central shield with a blue diamond shape in the center containing a white elephant head. Above the shield is a sun with red rays and a yellow and black patterned band. On either side of the shield are two black birds with large green beaks. Below the shield is a yellow banner with the text 'INDUBEKELA PHAMBILI' and a smaller banner below it with the text 'NGORHANTHO'.

ZULULAND DISTRICT MUNICIPALITY
SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN
FOR THE QUARTER ENDED 30 JUNE 2015

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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 2014. 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.

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.

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 30 June 2015 is indicated below as follows:

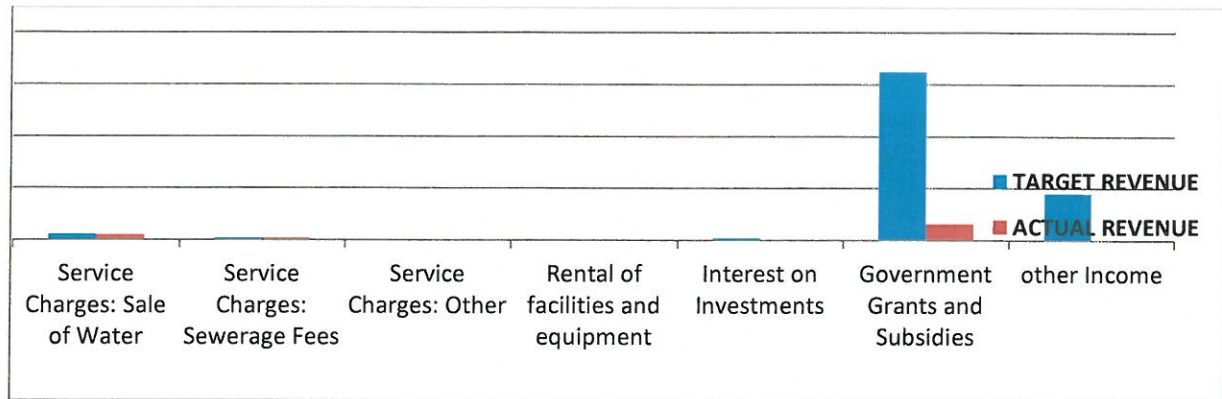
Monthly projections of total Revenue per Source

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 30 JUNE 2015**

Monthly Projections of Revenue by Source									
Revenue by Source	APRIL		MAY		JUNE		Totals for Q. 4		
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Variance
Service Charges: Sale of Water	1,829,083	1,119,542	1,829,083	1,932,583	1,829,083	1,468,510	5,487,250	4,520,635	966,615
Service Charges: Sewerage Fees	612,333	403,561	612,333	701,407	612,333	707,040	1,837,000	1,812,008	24,992
Service Charges: Other	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	5,417	-	5,417	22,082	5,417	34,567	16,250	56,649	-40,399
Interest on investments	715,083	442,294	715,083	87,624	715,083	256,172	2,145,250	786,090	1,359,160
Government Grants and Subsidies : Operating	54,130,250	-	54,130,250	-	54,130,250	15,354,544	162,390,750	15,354,544	147,036,206
Other Income	15,139,263	24,705	15,139,263	125,262	15,139,263	206,246	45,417,789	356,213	45,061,576
Accumulated Surplus									
TOTALS	72,431,430	1,990,102	72,431,430	2,866,959	72,431,430	18,027,079	217,294,289	22,886,140	194,408,150

Q2 Chart - Monthly Projections of Revenue by Source



3. MONTHLY PROJECTIONS OF EXPENDITURE PER SOURCE

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

**Monthly Projections of Expenditure by Source of
Zululand District Municipality for the Quarter ended 30 JUNE 2015**

Monthly Projections of Expenditure by Source										
Expenditure by Source	APRIL		MAY		JUNE		Totals for Q 4		Variance	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Operating Expenditure										
Employee related costs wages and salaries	9,261,489	9,823,170	9,261,489	10,157,323	9,261,488	11,195,656	27,764,466	33,176,149	-3,381,683	
Employee related costs social contribution	2,604,851	1,977,276	2,604,851	1,957,110	2,604,851	1,890,820	7,814,553	5,915,208	1,899,347	
Remuneration of Councilors	538,880	767,070	538,880	512,616	538,880	512,279	1,816,640	1,751,965	64,675	
Bad debts	299,500	-	299,500	-	299,500	118,741	898,500	898,500	-	
Collection costs	115,833	22,127	115,833	41,190	115,833	118,741	347,500	182,056	165,442	
Depreciation	3,801,500	3,948,764	3,801,500	3,472,981	3,801,500	-	11,404,500	7,421,775	3,982,725	
Repairs and maintenance	4,915,583	2,676,021	4,915,583	1,237,735	4,915,583	5,108,006	14,746,750	6,021,762	8,724,988	
Inter-Departmental Charges	-	127,945	-	7,200	-	610,692	-	745,837	-745,837	
Interest on external borrowings	917	-	917	-	917	-	2,750	-	2,750	
Redemption	-	-	-	-	-	-	-	-	-	
Bulk purchases	7,072,083	-1,821,230	7,072,083	3,315,891	7,072,083	7,288,435	21,216,250	8,783,096	12,433,154	
Grants & Subsidies paid	165,083	-	165,083	50,000	165,083	100,000	495,250	150,000	345,250	
Contracted services	-	1,018,220	-	344,255	-	1,138,087	-	2,501,562	-2,501,562	
General expenses - other (including abnormal expenses)	14,071,833	13,971,387	14,071,833	10,449,070	14,071,833	36,482,576	42,215,500	60,883,033	-18,667,533	
Loss on disposal of property, plant and equipment	-	-	-	-	-	-	-	-	-	
Total Operating Expenditure	42,847,553	32,510,780	42,847,553	31,545,371	42,847,553	64,519,292	128,542,659	128,572,443	-29,784	
Capital Expenditure										
Total asset from own funds	1,501,132	175,969	1,501,132	761,160	1,501,132	17,587,854	4,503,397	18,524,983	-14,021,586	
Total asset from grants & subsidies	20,833,955	11,107,092	20,833,955	22,055,112	20,833,955	284,218	62,501,864	33,446,422	29,055,442	
Total Operating Expenditure	22,335,087	11,283,061	22,335,087	22,816,272	22,335,087	17,872,072	67,005,260	51,971,405	15,033,855	
TOTAL EXPENDITURE	65,182,640	43,793,841	65,182,640	54,361,643	65,182,640	82,388,364	195,547,919	180,543,848	15,004,071	

4. PROJECTIONS OF REVENUE & EXPENDITURE PER VOTE

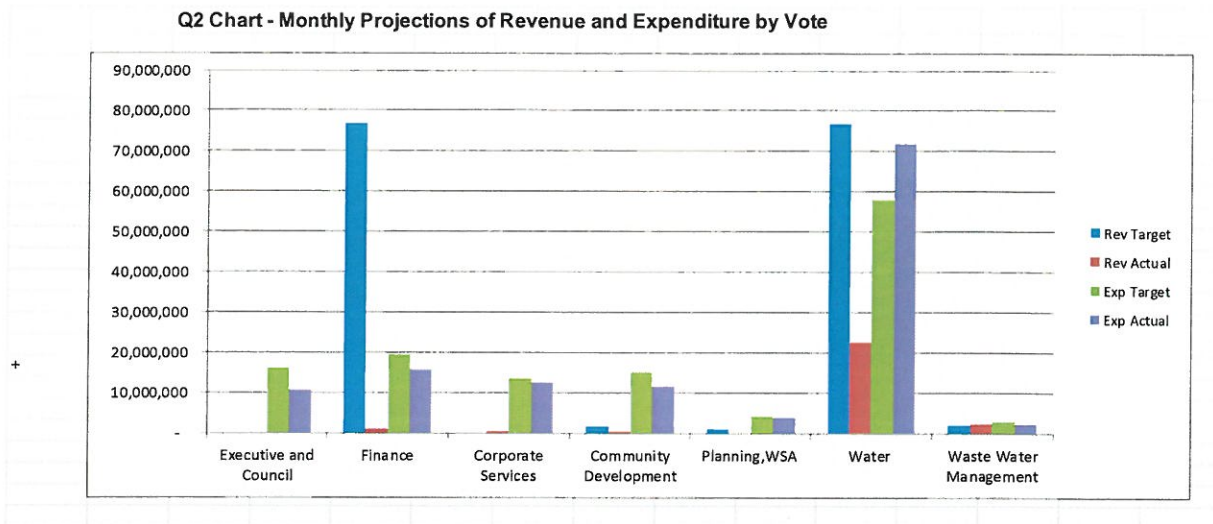
It is important to view expenditure in relation to the revenue used to finance it. In this context, it is easy to see when expenditure exceeds Revenue and the necessary remedial steps can then be taken to correct this situation. Failure to monitor expenditure in relation to Revenue will seriously hamper 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 March 2015. 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 30 June 2015

Monthly Projections for expenditure and revenue by vote		APRIL						MAY						JUNE						TOTALS						Q 4					
Department	OPEx	Actual	CAPEX	Actual	Revenue	Actual	OPEx	Actual	CAPEX	Actual	Revenue	Actual	OPEx	Actual	CAPEX	Actual	Revenue	Actual	OPEx	Actual	VARIANCE	CAPEX	Actual	VARIANCE	REVENUE	Actual	VARIANCE				
Executive and Council		5,272,712	2,022,203	-	-	-	5,272,712	3,880,184	-	-	-	-	5,272,712	4,251,022	-	-	-	-	15,862,537	10,744,119	5,238,418	-	-	-	-	-					
Finance		6,459,821	3,168,035	228,885	122,043	26,009,592	64,566	6,459,821	1,646,732	228,885	-	26,009,592	203,937	6,459,821	10,747,208	228,885	27,253	26,009,592	423,754	10,352,446	15,862,135	3,768,539	778,888	163,296	568,590	76,828,778	1,682,277	75,746,499			
Corporate Services		4,528,140	3,292,739	51,225	-	-	4,528,140	2,715,588	51,225	728,860	-	18,899	4,528,140	6,023,431	51,225	-	-	36,381	13,578,418	17,697,456	970,883	1,533,877	728,690	794,717	-	57,270	-57,270				
Community Development		4,682,238	3,687,714	125,000	-	500,750	4,682,238	3,577,684	-	-	500,750	-	4,682,238	4,377,155	-	163,184	500,750	500	14,947,785	11,582,653	3,365,132	125,000	163,184	-38,464	1,682,258	500	1,681,658				
Planning & MSA		1,344,225	1,312,453	-	355,082	275,250	1,344,225	1,292,886	-	174,975	275,250	-	1,344,225	1,338,359	-	163,589	275,250	-	4,046,578	3,888,441	168,137	-	723,628	897,738	-723,628	897,738	-				
Water		19,323,944	16,956,623	21,707,123	16,765,668	26,609,592	3,728,188	19,323,944	17,944,397	22,385,125	21,661,337	26,609,592	1,391,942	19,323,944	37,096,403	22,385,125	17,488,099	17,984,384	57,300,892	71,688,423	-15,025,731	752,710,83	30,188,538	25,091,724	75,623,778	22,844,864	54,149,812				
Waste Water Management		888,624	954,079	-	-	612,304	786,151	888,624	603,697	-	-	612,304	609,965	888,624	597,723	-	612,304	707,189	2,866,873	2,180,789	486,187	-	-	-	1,638,811	2,115,148	-276,237				
Total		42,847,475	32,510,793	26,583,864	11,233,391	62,671,488	4,381,377	42,847,475	31,545,371	24,838,246	22,843,272	62,671,488	2,220,671	42,847,475	64,514,592	24,838,246	17,272,712	62,671,488	16,734,288	128,540,425	128,572,443	-36,018	77,884,447	51,871,465	26,665,942	159,114,483	25,340,219	132,074,144			



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.

6. DETAILED CAPITAL WORKS PLAN

ZULULAND District Municipality
IMPLEMENTATION OF MIG PROJECT'S 3-year Cash flow
Financial year: 2014/15
Reporting Month: June 2015
Compiled by: Gugu Nene

ALLOCATION & COMMITMENT SUMMARY			
Financial year	2016/15	2015/16	2016/17
Total M&G Attribution	241 622 000.00	225 012 000.00	226 423 000.00
Total Committed	241 622 000.00	225 012 822.00	226 423 000.00
Total Variance	0.00	-105 822.00	0.00

2013/14 APPROVED ROLLOVER		2013/14 ACCHUR
2014/15 Allocation (Excesses Carried over)		241 022.00.00
Certified Expenditure Year to Date		241 022.00.00
AMOUNT LEFT TO SPEND - 2014/15	0.00	
Total Commitment for 2014/15		241 022.00.00

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ALLOCATION & COMMITMENT SUMMARY			
	2015/15	2015/16	2016/17
Financial Year			
Total M40 Allocation	241 672 000.00	225 012 000.00	235 625 000.00
Total Committed	241 022 000.00	225 111 822.00	235 625 000.00
Total Variance	0.00	-105 822.00	0.00

Click here for help:		0.00
		241 622 000.00

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DC26 Zululand DM MIG Implementation Plan

ZULULAND District Municipality
Financial year: 2014/15
Reporting Month: June 2015
Compiled by: Gugu Mema

ALLOCATION & COMMITMENT SUMMARY			
Financial year	2014/15	2015/16	2016/17
Financial year to date	2014/15	2015/16	2016/17
Total Committed	241 622 000.00	225 117 822.00	235 655 000.00
Total Variance	0.00	-169 622.00	0.00

Table 1: MIG Registered Projects		Click here for Help >		241 622 000.00																	
Agent	Project Reference Number	Project Title (as per MIG Form)	Project Status	Approved MIG Funding (MCH + AFM)	Actual Project Cost (Funder sum + MCH)	Potential Savings	Total Previous MIG Expenditure	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	2015/16	Balance
C-258																					0.00
Total (New from Table C-258 Y)					3 428 108 894.37	3 428 048 290.51	1 396 620.80	261 144 888.86	11 851 743.00	13 118 513.00	15 722 744.00	16 823 513.00	18 620 861.00	19 078 568.00	21 217 810.00	23 217 810.00	22 217 810.00	22 217 810.00	22 217 810.00	225 117 822.00	1 149 408 244.67
Sub Total - Projects					3 428 108 894.37	3 428 048 290.51	1 396 620.80	261 144 888.86	11 851 743.00	13 118 513.00	15 722 744.00	16 823 513.00	18 620 861.00	19 078 568.00	21 217 810.00	23 217 810.00	22 217 810.00	22 217 810.00	22 217 810.00	225 117 822.00	1 149 408 244.67

MONTHLY DONOR TRAFFIC PAYMENT (GRANDTOTAL) SCHEDULE:
MONTHLY TRAFFIC PAYMENT: 11 851 743.00
MONTHLY ACCUMULATIVE CREDITED FOR BUDGET FUND: 11 851 743.00

ALLOCATION & COMMITMENT SUMMARY			
Financial year	2014/15	2015/16	2016/17
Total MLC Allocation	241 622 000.00	228 012 000.00	235 625 000.00
Total Committed	241 622 000.00	225 117 822.00	235 625 000.00
Total Variance	0.00	-305 822.00	0.00

Project Status	Approved BOC (1-Mth - 4-Jul)	Actual Project Potential (1-Mth - 4-Jul)	Total Previous Expenditure	2025 YTD												2025 YTD Total Projected Expenditure	Balance	
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun			
Construction	0.00	0.00	6,844,038.00														0.00	0.00
Construction	88,093,860.00	2,421,300.00	88,072,280.00														86,672,280.00	0.00
Construction	37,480,311.00	5,213,856.00	27,266,455.00														27,266,455.00	0.00
Construction	69,209,553.00	62,617,501.00	379,851.30														379,851.30	0.00
Construction	69,000,480.38	69,709,493.31	239,994.55														239,994.55	0.00
Construction	74,757,681.00	38,600,308.30	38,159,381.61														4,438,699.39	33,719,315.61
Construction	194,618,698.00	193,849,530.70	769,999,670.00														194,618,698.00	-1,946,186,308.00
Construction	22,484,733.00	14,004,838.42	11,564,999.33														0.00	-1,946,717,157.33
Construction	229,839,480.00	75,845,464.45	153,666,072.55														0.00	-1,946,717,157.33
Construction	16,000,000.00	8,611,691.00	16,464,100.69														0.00	111,280,607.15
Construction	34,027,035.48	32,612,331.67	2,251,779.81														0.00	2,000,306.35
Construction	18,880,411.00	184,675,000.00	1,188,830,000.00														0.00	1,169,949,588.00
Construction	175,782,218.00	170,267,617.00	5,510,606.34														0.00	7,698,364.11
Construction	13,269,311.00	3,700,597.64	3,709,748.30														0.00	3,801,121.56
Construction	26,446,387.00	21,623,303.30	4,823,083.70														0.00	3,115,928.85
Construction	693,841,959.00	137,632,555.00	629,169,305.45														93,583,914.00	536,177,002.50
Construction	310,300,965.00	133,201,600.00	177,099,365.00														17,613,906.00	131,771,697,000.00
Construction	166,345,695.00	121,034,286.00	34,869,310.00														0.00	34,220,249.00
Construction	87,162,145.00	56,890,827.35	49,169,693.21														3,133,793.00	41,420,044.35
Construction	16,370,000.00	3,274,509.42	12,638,427.56														0.00	12,638,427.56
Construction	1,073,130.68	5,661,860.12	1,772,632.56														0.00	0.00
Construction	79,699,030.00	79,734,827.20	-35,827.20														-35,827,200.00	79,699,065.00
Construction	144,000,460.34	17,300,030.11	126,700,727.17														3,271,624.00	111,700,613.65
Construction	2,884,660.00	2,884,660.00	0.00														7,463,316.00	-4,578,646.00
Construction	172,138,226.52	172,138,226.52	0.00														23,846,600.00	53,790,165.60
Construction	441,726,430.25	441,726,430.25	0.00														17,248,610.00	344,520,902.80
Construction	7,566,613.00	7,566,613.00	0.00														7,601,712.00	-7,335,846,000.00
Construction	16,560,027.00	16,560,027.00	0.00														0.00	12,944,293.56

DC26 Zululand DM MIG Implementation Plan

DD20 ZULULAND District Municipality
IMPLEMENTATION OF MIG PROJECTS

Financial year	2014/15
IMPLEMENTATION OF MIG PROJECTS 3-year Cash Flow	

Financial year:	2014/15
Reporting Month:	June 2015

Compiled by: **Gugu Nene**

Gugu Nene

ALLOCATION & COMMITMENT SUMMARY			
	2014/15	2015/16	2016/17
Financial Year			
Total Mfg Allocation	241 822 000.00	225 012 000.00	235 425 000.00
Total Committed	241 022 000.00	225 117 822.00	235 425 000.00
Total Variance	0.00	-105 822.00	0.00

Table 1: MIG Registered Projects

[illegible]PROVINCIAL ACCUMULATIVE EXPENDITURE TARGET (%)
MUNICIPAL ACCUMULATIVE CERTIFIED EXPENDITURE (%)

QUARTERLY PERFORMANCE REPORT - Entire District - Quarter 4 - 2014/2015

National KPA: Basic Service Delivery

Balance Scorecard Perspective: Customer

Program Driver	Objective	Indicator	KPI No	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Quarter 4 - 2014/2015 - Performance		Annual Target				
				Target	Actual	Baseline	Target	Actual	Target	Actual	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			28/05/2014											31/07/2015	15/07/2015	30/09/2015	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) (Reduction-row household connections)	2	0.13	1.32	0.00	0.19	1.35	0.24	1.47	0.25	1.00	6		0.68	0.75	0.81	0.87		0.84		
HOD (TS)	Improve access to free water	Percentage of households earning less than R1400 pm with access to free water (Note: Documentary)	3	0.47	1.32	0.00	0.44	1.37	0.50	1.49	0.37	1.00	5		1.66	1.72	1.78	1.85		1.91		
HOD (TS)	Improve water quality	Number of water quality tests as per the approved strategy	4	459.00	501.00	0.00	459.00	501.00	459.00	499.00	459.00	500.00	4		1816.00	1826.00	1838.00	1848.00		1856.00		
HOD (TS)	Provide free basic sanitation services	Percentage of households with access to basic level of sanitation (as per WSDP)	5	0.63	2.00	0.00	1.48	3.14	1.48	4.67	0.63	5.00	5		4.05	4.12	4.18	4.24		4.30		
HOD (TS)	Improve access to free sanitation	Percentage of households earning less than R1100 pm with access to free basic sanitation	6	0.63	2.00	0.00	1.48	3.14	2.09	4.67	1.48	5.00	6		4.05	4.12	4.18	4.24		4.30		
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							30/09/2015				31/07/2015	16/07/2015	30/09/2015	15/09/2015	01/06/2015	
HOD (P)	Effectively monitor WSP's	Number of WSP Meetings scheduled	8	2.00	3.00	0.00	2.00	3.00	2.00	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	48.00 hr	120.00 hr	0.00 hr	48.00 hr	96.00 hr	48.00 hr	136.00 hr	48.00 hr	172.00 hr	5		12.00 hr	24.00 hr	48.00 hr	80.00 hr		72.00 hr		
HOD (TS)	Effectively utilise MIG allocation	% of MIG grant funds spent on approved projects	10	0.00 %	36.30 %	0.00 %	26.00 %	54.00 %	66.00 %	74.97 %	100.00 %	100.00 %	3		96.00 %	98.00 %	100.00 %	100.00 %		100.00 %		
HOD (Co), HOD (CS), HOD (F), HOD (P), HOD (TS)	Maximise the implementation of IDP identified projects	Capital budget actually spent on identified projects	11	20.00 %	100.00 %	0.00 %	40.00 %	100.00 %	70.00 %	100.00 %	100.00 %	100.00 %	1		80.00 %	90.00 %	100.00 %	100.00 %		100.00 %		
HOD (Co)	Effective coordination of DM plan implementation	Disaster management forum meeting held by specified date	12	30/09/2014	23/07/2014	31/05/2015	31/12/2014	18/11/2014	31/03/2015	27/03/2015	30/06/2015	26/06/2015	3		30/07/2015	15/07/2015	30/09/2015	15/09/2015		01/06/2015		
HOD (Co)	Create awareness of hazards and disasters	Number of DM awareness campaigns scheduled per quarter	13	3.00	3.00	0.00	3.00	3.00	3.00	5.00	1.00	5.00	5		4.00	6.00	10.00	12.00		14.00		
HOD (Co)	Review and facilitate the district Disaster Management plan	Approved DM Plan	14			30/06/2015							30/09/2015	28/05/2015	4		31/07/2015	15/07/2015	30/09/2015	15/09/2015	01/06/2015	
HOD (Co)	Review and facilitate the Municipal airport management plan	Airport plan submitted to MM by specified date	15			30/06/2015							30/06/2015	19/03/2015	6		31/07/2015	15/07/2015	30/09/2015	15/09/2015	01/06/2015	
HOD (Co)	Review and facilitate the Municipal airport management plan	Implement identified activities from the airport plan	16	25.00 %	40.00 %	0.00 %	50.00 %	73.33 %	75.00 %	100.00 %	100.00 %	100.00 %	3		80.00 %	90.00 %	100.00 %	100.00 %		100.00 %		

National KPA: Good Governance & Public Participation

Balance Scorecard Perspective: Learning and growth

[illegible]

Municipal Manager	Improve community and stakeholder participation	Approved communication strategy	45	30/06/2015						31/03/2014	30/06/2015																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
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National KPA: Local Economic Development

Balance Scorecard Perspective: Learning and growth

Program Driver	Objective	Indicator	KPI No	Baseline	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 4 - 2014/2015 - Evidence	Annual Target					
					Target	Actual	Target	Actual	Target	Actual	Target	Actual		1 - Net 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	30/06/2015					31/03/2015	18/03/2015	30/06/2015	28/05/2015		Q4 KPI 32 LED STRATEGY.pdf	31/07/2015	15/07/2015	30/06/2015	15/06/2015	01/06/2015
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	2.00	2.00	2.00	3.00		KPI 33 Q4 TOURISM AWARENESSES.pdf	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	60.00	60.00	50.00	1248.00	50.00	1608.00	50.00	6.00			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							200.00	200.00		KPI 35 Q4.pdf	100.00	150.00	200.00	230.00	250.00
HOD (CS)	Plan and implement institutional measures that would reduce the impact of HIV/AIDS	Approved HIV/AIDS Strategy	36	30/06/2015					31/03/2015		30/06/2015	15/06/2015		Q4 KPI 36 HIV STRATEGY.pdf	31/07/2015	15/07/2015	30/06/2016	15/06/2016	01/06/2016
HOD (CS)	Create HIV/AIDS awareness and education	Number of HIV/AIDS awareness campaigns held	37	0.00	4.00	2.00	4.00	4.00	4.00	4.00	4.00	41.00		KPI 37 Q4 HIV AWARENESS.pdf	10.00	14.00	16.00	18.00	20.00
HOD (CS)	Access sufficient resources to implement Youth and Gender Programmes	Number of submitted Youth & Gender Quality of life business plans	38	0.00	2.00	3.00	2.00	1.00	1.00	1.00		5.00			5.00	7.00	8.00	10.00	11.00
HOD (CS)	Strategically plan development and empowerment initiatives for youth and gender	Approved social development strategy	39	30/06/2015					31/03/2015		30/06/2015	30/06/2015		KPI 39 Q3.pdf, Q4 KPI 39 SOCIAL DEV STRATEGY.pdf	31/07/2015	15/07/2015	30/06/2016	15/06/2016	01/06/2016
HOD (CS)	Enable participation and create awareness of Council's Youth and Gender Programmes	Number of District Youth Council Meetings held	40	0.00	1.00	2.00	1.00	2.00	1.00	1.00	1.00	1.00		KPI 41 Q4 QOL MTNGS.pdf	1.00	2.00	4.00	6.00	8.00
HOD (CS)	Enable participation and create awareness of Council's Youth and Gender Programmes	Number of quality of life Council Meetings held	41	0.00	1.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00		KPI 41 Q4 WORKSHOP.pdf	1.00	2.00	4.00	6.00	8.00
HOD (CS)	Reduce poverty by implementing Community Development Projects	Number of people participating in ZDM Community Capacity Building Programmes	42	0.00	125.00	900.00			125.00	70.00		150.00			150.00	200.00	250.00	300.00	350.00
HOD (CS)	Implement food production compliance	Number of food production site inspection reports	43	0.00	3.00	22.00	3.00	4.00	15.00		3.00	11.00		KPI 43 Q4 FOOD EVIDENCE.pdf	8.00	10.00	12.00	14.00	16.00

HOD (CS)	Enhance mortuary compliance	Number of mortuary inspection reports	44	0.00	3.00	3.00	4.00	3.00	4.00	3.00	4.00	7.00	5		KPI 44.04 MORTUARY.pdf	8.00	10.00	12.00	14.00	16.00
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National KPA: Municipal Financial Viability and management

Balance Scorecard Perspective: Finances

Program Driver	Objective	Indicator	KPI No	Baseline	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 4 - 2014/2015 - Evidence	Annual Target			5 - Outstanding Performance			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual		Score	1 - Not Acceptable	2 - Partially Achieved		3 - Effective	4 - Performance Significantly above Expectations	
HOD (F)	Improve revenue collection	Outstanding service debtors recovery ratio to revenue	17	0.25	0.25	0.72	0.26	0.85	0.26	0.44	0.26	8.77	1		KPI 17 (BS002 Report).pdf, March-April 2015 Analysis of Revenue.pdf, KPI 18 - Memo.pdf	0.48	0.32	0.25	0.23	0.20
HOD (F)	Improve supply chain application	Number of successful appeals	18	0.00	0.00	0.00	0.00	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	Processing time of invoices	19	30.00 day(s)	30.00 day(s)	30.00 day(s)	30.00 day(s)	15.00 day(s)	30.00 day(s)	15.00 day(s)	30.00 day(s)	30.00 day(s)	3		KPI 19.pdf	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	Review and submit Financial Statements	20	31/08/2014	31/08/2014											30/10/2014	15/10/2014	31/08/2014	24/08/2014	16/08/2014
HOD (F)	To consistently achieve clean audit	Unqualified audit opinion	21	Unqualified	Unqualified			Unqualified								Unqualified	Qualified	Unqualified		
HOD (F)	Budget for ZDM annually	Approved final budget	22	30/06/2015									4		KPI 22 (Budget Resolution).pdf	31/07/2015	15/07/2015	30/06/2015	15/09/2015	01/09/2015
HOD (F)	Have an effective Auditing Function	Audit committee meetings scheduled	23	30/06/2014	30/09/2014	21/08/2014	30/11/2014	12/11/2014	30/03/2016	18/04/2015	30/06/2015	18/04/2015	5		KPI 23 - APMC Minutes 16.04.2015.doc, KPI 23 - APMC Minutes 29.05.2015.doc	30/07/2015	15/07/2015	30/09/2015	15/08/2015	01/08/2015
HOD (F)	Report timely and accurately	SDBIP reports approved by specified date	24	30/09/2014		15/10/2014		10/10/2014	25/01/2015	20/01/2015	15/04/2015	29/04/2015	2			31/07/2015	15/07/2015	30/09/2015	16/08/2015	01/09/2015
HOD (F)	Have an effective Auditing Function	% of audit queries addressed from the AG report	25	0.00 %									2		KPI 25 - Management Report Action Plan 2013-2014 Status Report as at 30 June 2015	55.00 %	85.00 %	75.00 %	90.00 %	100.00 %
HOD (F)	Increase the cost coverage ratio	Cost Coverage ratio	26	0.00	3.00	2.00	3.00	0.87	3.00	3.00	3.00	0.10	1		KPI 26 (Bank Recon June 2016).pdf, KPI 26 (BS000 Report).pdf, KPI 26	1.00	2.00	3.00	4.00	5.00
HOD (F)	Increase the dept coverage ratio	Debt Coverage Ratio	27	0.00					3.00	0.00	3.00	0.00	1			1.00	2.00	3.00	4.00	5.00
HOD (F)	Report timely and accurately	Approved annual report	28	31/03/2015												30/04/2015	15/04/2015	28/03/2015	15/03/2015	01/03/2015
HOD (F)	Produce accurate statements	% of accounts adjustments effected	29	0.00 %	3.00 %	0.35 %	3.00 %	26.69 %			3.00 %	46.38 %	5		KPI 20 Percentage of account adjustments.xlsx, KPI 20 - BP257 Report.pdf.	1.00 %	2.00 %	3.00 %	4.00 %	5.00 %
HOD (F)	Keep a minimum cash balance to cover average monthly expenditure	Number of days with excessive funds in current account in relation to strategy	30	0.00 day(s)	60.00 day(s)	60.00 day(s)	60.00 day(s)	60.00 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	% of capital projects budgeted for in accordance with the IDP	31	0.00 %	100.00 %	100.00 %	100.00 %	100.00 %	100.00 %	100.00 %	100.00 %	100.00 %	3			90.00 %	95.00 %	100.00 %		

National KPA: Municipal transformation and institutional development

Balance Scorecard Perspective: Internal Processes

Program Driver	Objective	Indicator	KPI No	Baseline	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 4 - 2014/2015 - Evidence	1 - Not Acceptable	2 - Partially Achieved	Annual Target	5 - Outstanding Performance	
					Target	Actual	Target	Actual	Target	Actual	Target	Actual						
HOD (P)	Encourage participation in IDP process, ensure alignment with Local Municipalities	Number of stakeholder alignment meetings	51	0.00	2.00	4.00	2.00	5.00	2.00	7.00	5.00	6		4.00	6.00	8.00	10.00	12.00
HOD (P)	Encourage participation in IDP process, ensure alignment with Local Municipalities	Date of submission of Framework Plan to Council for adoption	52	30/06/2014	30/06/2014	26/09/2014							30/10/2014	15/10/2014	30/09/2014	15/06/2014	01/09/2014	

HOD (P)	Effective spatial development	53	30/06/2015	Date of submission of reviewed Spatial Development Framework to Council	30/06/2015	18/03/2015	30/03/2015	18/03/2015	28/05/2015	4		31/07/2015	15/07/2015	30/06/2016	16/09/2016	01/08/2016
HOD (P)	Encourage participation in IDP process, ensure alignment with Local Municipalities	54	30/06/2015	Adopted Integrated Development plan	30/06/2015	18/03/2015	30/03/2015	18/03/2015	28/05/2015	4		31/07/2015	16/07/2015	30/06/2016	15/09/2016	01/08/2016
HOD (P)	To ensure documentation and update of PMS processes and procedures	55	30/06/2015	PMS Framework Policy submitted to MM	30/06/2015	18/03/2015	31/03/2015	18/03/2015	28/05/2015	4		31/07/2015	15/07/2015	30/06/2016	15/09/2016	01/08/2016
HOD (P)	To effectively deal with development and environmental applications in line with legislation	56	0.00 %	% of environmental applications dealt with within 20 days	100.00 %	100.00 %	100.00 %	100.00 %				60.00 %	70.00 %	80.00 %	80.00 %	100.00 %
HOD (Co)	Application of Policies & bylaws	57	30/06/2015	Employee Assistance Programme submitted to MM	30/06/2015							31/07/2015	15/07/2015	30/06/2016	15/09/2016	01/08/2016
HOD (Co)	Application of Policies & bylaws	58	30/06/2015	Corporate service related policies submitted to MM	30/06/2015							31/07/2015	15/07/2015	30/06/2016	15/09/2016	01/08/2016
HOD (Co)	Implement and Manage Employment Equity	59	0.00 of 3	Number of people from employment equity target groups employed at the highest levels of Management	20.00 of 3	98.00 of 3	40.00 of 3	40.00 of 3	100.00 of 3	100.00 of 3	3		60.00 of 3	90.00 of 3	100.00 of 3	
HOD (Co)	Maintain Institutional Capacity to render Municipal Services	60	30/06/2015	Workplace skills plan submitted to Local Labour Forum	30/06/2015				23/04/2016	5		31/07/2015	15/07/2015	30/06/2016	15/09/2016	01/08/2016
HOD (Co)	Maintain Institutional Capacity to render Municipal Services	61	0.00 %	Municipal Budget spent on Skills Development Plan	20.00 %	38.00 %	40.00 %	40.00 %	100.00 %	100.00 %	3		85.00 %	95.00 %	100.00 %	
HOD (Co)	Maintain Institutional Capacity to render Municipal Services	62	0.00 %	Implemented budgeted activities in the Workplace skills plan	20.00 %	38.00 %	40.00 %	53.30 %	70.00 %	70.00 %		90.00 %	95.00 %	100.00 %		

6. APPROVAL OF THE ZULULAND DISTRICT MUNICIPALITY'S SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN FOR THE QUARTER ENDED 31 June 2015.

The Zululand District Municipality's SDBIP for the period ended 30 June 2015 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:

29/07/2015

The Honorable Mayor

M.A Hlatshwayo

Signature:

A handwritten signature in black ink, consisting of a large, stylized 'M' and 'A' followed by a surname, written over a horizontal line.