

The image is a circular emblem representing the Zululand District Municipality. It features a central shield with a blue upper section containing a white elephant head, and a green lower section with a white chevron. Above the shield is a sun with red rays and a yellow leopard-print band. To the left and right of the shield are two black birds with large yellow beaks. A spear and a wooden staff are positioned behind the shield. Below the shield is a yellow banner with the text 'INQUBEKELA PHAMBILI' and a smaller banner below it with 'NGOBUQOTHO'.

ZULULAND DISTRICT MUNICIPALITY
SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN
FOR THE QUARTER ENDED 31 MARCH 2018

CONTENTS

1. Introduction
 - 1.1 Background to the SDBIP
 - 1.2. Purpose of the SDBIP
 - 1.3. Importance of SDBIP
 - 1.4. The Role of Council with regards to the SDBIP
 - 1.5. Role of the Accounting Officer with regards to the SDBIP
 - 1.6. Key components of the 2017/18 SDBIP
2. Monthly Projections of Revenue to be collected by Source
3. Monthly Projections of Expenditure by Source
4. Projections of Expenditure and Revenue for each vote
5. Quarterly Projections of Service Delivery Targets and Performance Indicators for each vote
6. Detailed Capital Works Plan (MIG)
7. Approval by the Honourable Mayor

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 2017/18 financial year was approved by Council on 30 May 2017. The SDBIP for the Zululand District Municipality was approved by the Mayor within 28 days after approval of budget as stated in S53 (1) (c) (ii) and it will be monitored and revised quarterly.

1.2. Purpose of the SDBIP

The purpose of the SDBIP can be summarized as follows:

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

1.3. Importance of the SDBIP

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

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

It is the excellent mechanism that produces quarterly targets that are reported to ensure implementation of the IDP. The SDBIP will also empower all councillors 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, Councillors are encouraged to scrutinize the various components of the SDBIP and to pose questions where it is deemed necessary. This form of in-year reporting should uncover major problems and is aimed at ensuring that the Mayor and the Municipal Manager take the corrective steps when any unanticipated problems arise.

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

The Accounting Officer must:

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

1.6. The key components of the 2017/18 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 2017/18 financial year. The reason for the inclusion of this component of the SDBIP is to ensure that the municipality monitors revenue collected during the quarter as all expenditure to be incurred in terms of the approved Budget must be financed from realistically anticipated revenues to be collected.

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

The revenue for the quarter ended 31 March 2018 is indicated below as follows:

Monthly projections of total Revenue per Source

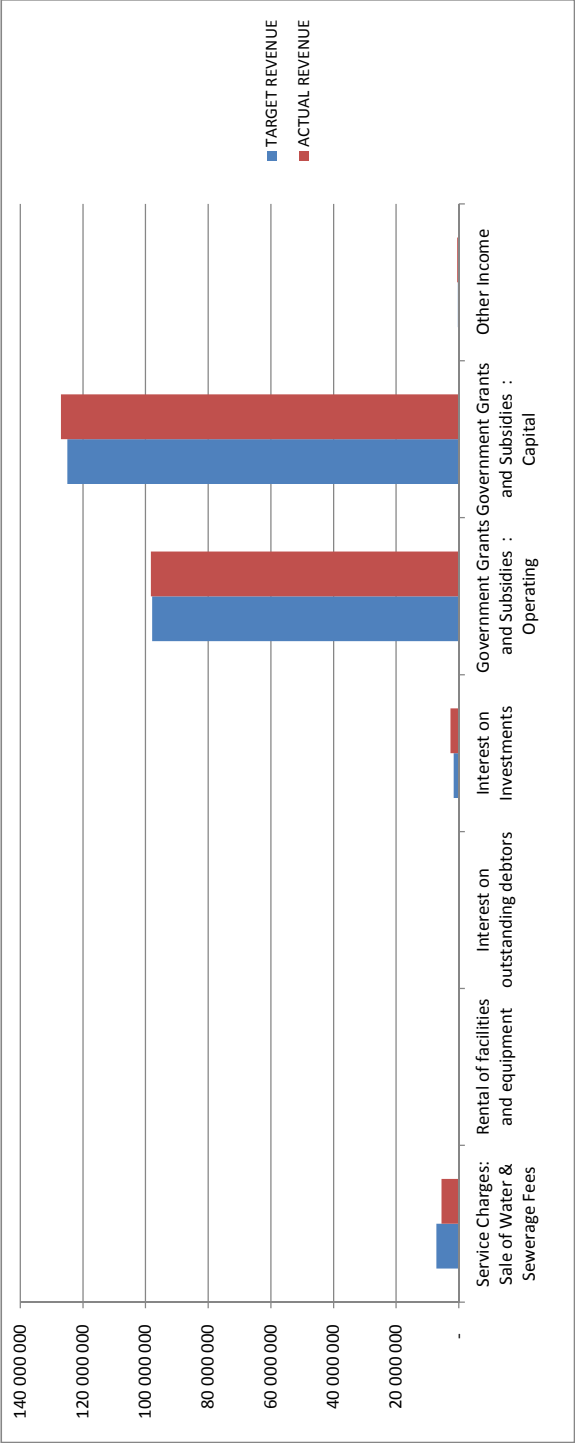
The municipality must ensure that it has instituted measures to achieve monthly revenue targets for each revenue source. In order to ensure realistic revenue projections and ultimately balanced budgets, the Zululand District Municipality has to have comprehensive, coherent revenue policies that take 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 March 2018**

Monthly Projections of Revenue by Source

Revenue by Source	JANUARY		FEBRUARY		MARCH		Totals for Q_3		Variance
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Service Charges: Sale of Water & Sewerage Fees	2 378 397	2 119 761	2 378 397	-15 977	2 378 397	3 405 314	7 135 191	5 509 097	1 626 094
Rental of facilities and equipment	9 395	2 723	9 395	36 419	9 395	24 460	28 185	63 602	-35 417
Interest on outstanding debtors	7 083	8 352	7 083		7 083	16 869	21 250	25 221	-3 971
Interest on Investments	554 167	1 287 143	554 167	563 510	554 167	772 642	1 662 500	2 623 295	-960 795
Government Grants and Subsidies : Operating	32 624 333	-	32 624 333	2 683 500	32 624 333	95 642 000	97 873 000	98 325 500	-452 500
Government Grants and Subsidies : Capital	41 652 500	708 000	41 652 500	-	41 652 500	126 274 000	124 957 500	126 982 000	-2 024 500
Other Income	108 333	268 358	108 333	6 558	108 333	230 958	325 000	505 874	-180 874
TOTALS	77 334 209	4 394 336	77 334 209	3 274 009	77 334 209	226 366 243	232 002 626	234 034 588	-2 031 962

Q3 Chart - Monthly Projections of Revenue by Source



3. MONTHLY PROJECTIONS OF EXPENDITURE PER SOURCE

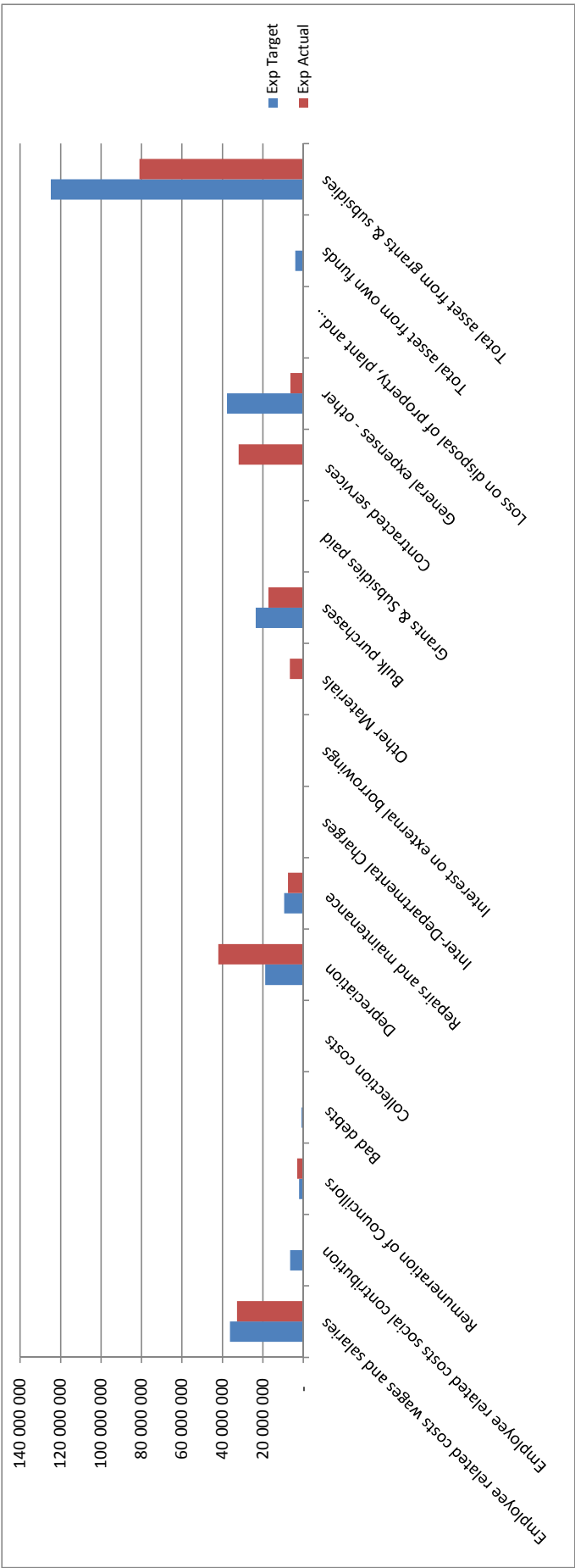
The monthly projections of expenditure per source is not included in terms of circular No. 13 of the MFMA, but we as Zululand District Municipality have decided to add this component in order to see the movement of expenditure per source on monthly basis to be able to respond promptly and to initiate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

**Monthly Projections of Expenditure by Source of
Zululand District Municipality for the Quarter ended 31 March 2018**

Monthly Projections of Expenditure by Source

Expenditure by Source	JANUARY		FEBRUARY		MARCH		Totals for Q_3		Variance
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Operating Expenditure									
Employee related costs wages and salaries	12 103 504	14 123 038	12 103 504	15 637 797	12 103 504	3 118 331	36 310 512	32 879 166	3 431 347
Employee related costs social contribution	2 199 633	-	2 199 633	-	2 199 633	-	6 598 899	-	6 598 899
Remuneration of Councillors	701 338	1 011 633	701 338	870 987	701 338	1 262 651	2 104 013	3 145 271	-1 041 258
Bad debts	303 112	-	303 112	-	303 112	-	909 337	-	909 337
Collection costs	96 055	-	96 055	-	96 055	-	288 164	-	288 164
Depreciation	6 287 052	44 009 365	6 287 052	6 287 052	6 287 052	-8 153 399	18 861 156	42 143 018	-23 281 862
Repairs and maintenance	3 190 335	4 097 397	3 190 335	993 254	3 190 335	2 528 882	9 571 004	7 619 534	1 951 470
Inter-Departmental Charges	-	-	-	-	-	-	-	-	-
Interest on external borrowings	-	-	-	-	-	-	-	-	-
Other Materials	-	2 022 337	-	2 020 627	-	2 634 803	-	6 677 767	-6 677 767
Bulk purchases	7 846 708	7 795 192	7 846 708	3 984 355	7 846 708	5 567 924	23 540 125	17 347 472	6 192 653
Grants & Subsidies paid	12 500	306 798	12 500	136 893	12 500	11 993	37 500	455 683	-418 183
Contracted services	-	9 331 769	-	11 638 556	-	11 126 983	-	32 097 308	-32 097 308
General expenses - other (including abnormal expenses)	12 595 191	2 616 329	12 595 191	2 623 706	12 595 191	1 242 954	37 785 572	6 482 989	31 302 583
Loss on disposal of property, plant and equipment	-	-	-	-	-	-	-	-	-
Total Operating Expenditure	45 335 428	85 313 859	45 335 428	44 193 228	45 335 428	19 341 121	136 006 283	148 848 208	-12 841 925
Capital Expenditure									
Total asset from own funds	1 335 167	4 714	1 335 167	63 583	1 335 167	33 610	4 005 500	101 907	3 903 593
Total asset from grants & subsidies	41 652 500	13 910 180	41 652 500	27 109 113	41 652 500	40 134 231	124 957 500	81 153 523	43 803 977
Total Operating Expenditure	42 987 667	13 914 893	42 987 667	27 172 696	42 987 667	40 167 841	128 963 000	81 255 430	47 707 570
TOTAL EXPENDITURE	88 323 094	99 228 752	88 323 094	71 365 923	88 323 094	59 508 962	264 969 283	230 103 638	34 865 645

Q3 Chart - Monthly Projections of Expenditure by Source



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.

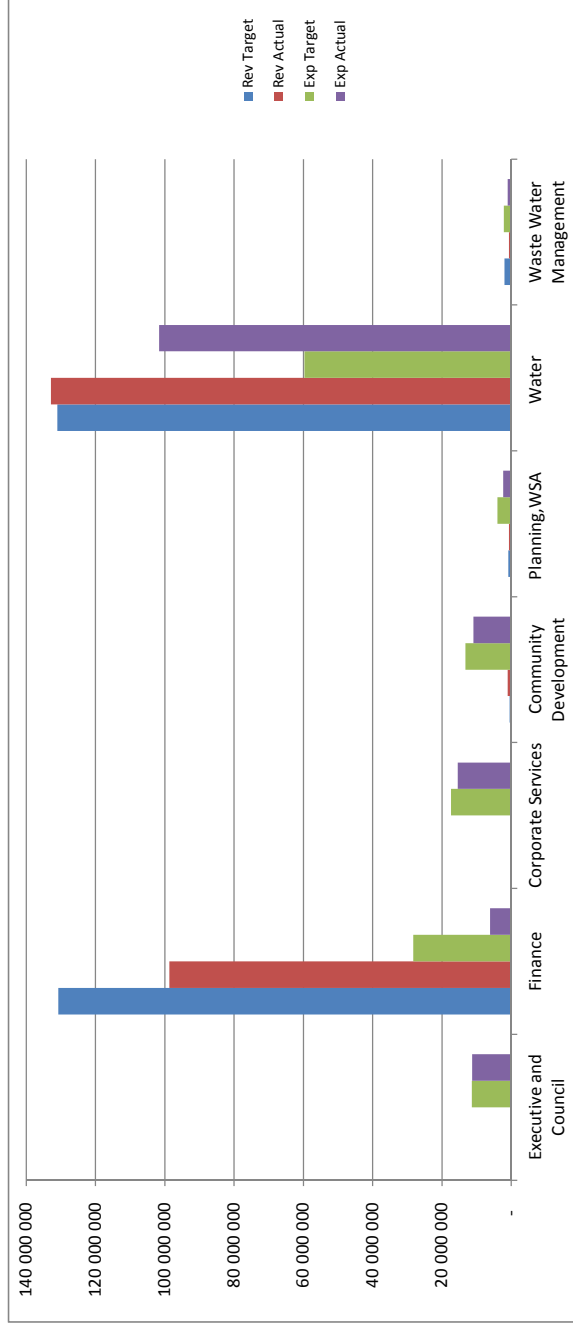
Projections of Expenditure and Revenue per Vote

Compares the planned revenue and expenditure for the quarter ended 31 March 2018. 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 March 2018**

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Q3 Chart - Monthly Projections of Revenue and Expenditure by Vote



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

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

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

ZULULAND DISTRICT MUNICIPALITY ORGANISATIONAL SCORECARD

KEY PERFORMANCE AREA	Strategic Objective	Indicator	Indicator No.	Indicator Type	Quarter 1	Quarter 2	Quarter 3	Quarter 4	2017/2018	unacceptable performance	performance not fully effective	fully effective	performance significantly above expectations	outstanding performance	KPI responsibility	KPI Applicable to Municipal Manager
					Target	Target	Target	Target	Annual Target	Score: 1	Score: 2	Score: 3	Score: 4	Score: 5		
Infrastructure and Services	Review and facilitate the District WSDP	Final 2018/2019 WSDP submitted to Council for approval by specified date	1	Input	To be measured in the 3rd & 4th quarter	To be measured in the 3rd & 4th quarter	Draft 2018/2019 WSDP submitted to Council for approval by 30 March 2018	Final 2018/2019 WSDP submitted to Council for approval by 30 June 2018	Final 2018/2019 WSDP submitted to Council for approval by 30 June 2018	Final 2018/2019 WSDP submitted to Council for approval by 30 Jul 2018	Final 2018/2019 WSDP submitted to Council for approval by 15 Jul 2018	Final 2018/2019 WSDP submitted to Council for approval by 30 June 2018	Final 2018/2019 WSDP submitted to Council for approval by 15 Jun 2018	Final 2018/2019 WSDP submitted to Council for approval by 30 May 2018	Planning	✓
	Ensuring universal access to water & sanitation	% of households with access to basic level of water (Reticulation-new household connections)	2	Output	0.17	0.16	0.24	0.17	0.76	0.63	0.7	0.76	0.82	0.89	Technical	✓
	Ensuring universal access to water & sanitation	% of households earning less than R1600 pm with access to free water (Note: Rudimentary)	3	Output	0.06	0.06	0.08	0.09	0.29	0.18	0.24	0.29	0.37	0.43	Technical	✓
	Ensuring universal access to water & sanitation	% of households with access to basic level of sanitation as per WSDP	4	Output	0.31	0.44	0.76	0.95	2.47	2.34	2.4	2.47	2.53	2.59	Technical	
	Ensuring universal access to water & sanitation	% of households earning less than R1600 pm with access to free basic sanitation	5	Output	0.31	0.44	0.76	0.95	2.47	2.34	2.4	2.47	2.53	2.59	Technical	
	Improve water quality	Number of water quality tests conducted as per the approved strategy	6	Output	459 water quality tests conducted as per the approved strategy	459 water quality tests conducted as per the approved strategy	459 water quality tests conducted as per the approved strategy	459 water quality tests conducted as per the approved strategy	1836 water quality tests conducted as per the approved strategy	1816	1826	1836 water quality tests conducted as per the approved strategy	1846	1856	Technical	
	To develop business plans to secure capital to implement refurbishment and rehabilitation of airport infrastructure	Business plan to secure capital to implement refurbishment and rehabilitation of airport infrastructure submitted to MM by 30 Jun 2018	7	Input	Draft concept plan	Cost concept & table to portfolio committee	Draft Business Plan submitted to MM by 30 Mar 2018	Business Plan submitted to MM by 30 Jun 2018	1 Business Plans submitted to MM by Jun 2018	Business Plans submitted to MM by 30 Jul 2018	Business Plans submitted to MM by 15 Jul 2018	Business Plans submitted to MM by 30 Jun 2018	Business Plans submitted to MM by 15 Jun 2018	Business Plans submitted to MM by 30 May 2018	Corporate	
	To make the airport functional and viable	Advertise for expression of interest towards making the airport functional by 30/03/2018	8	Process	Draft concept plan	Draft concept plan tabled to portfolio committee by 30 Nov	Advertise for Expression of Interest by 30/03/2018	Not measured in this quarter	Advertise for Expression of Interest by 30/03/2018	Advertise for Expression of Interest by 01 May 2018	Advertise for Expression of Interest by 15 Apr 2018	Advertise for Expression of Interest by 30 March 2018	Advertise for Expression of Interest by 15 Feb 2018	Advertise for Expression of Interest by 30 Jan 2018	Corporate	
	Review Disaster Management Plan	Final 2018/2019 Disaster Management Plan submitted to Council for approval by 30 Jun 2018	9	Input	Identify key areas to review & table to portfolio committee	Conduct Situational Analysis and Strategies	Draft 2018/2019 Disaster Management Plan submitted to Council for approval by 30 Mar 2018	Final 2018/2019 Disaster Management Plan submitted to Council for approval by 30 Jun 2018	Final 2018/2019 Disaster Management Plan submitted to Council for approval by 30 Jun 2018	Final 2018/2019 Disaster Management Plan submitted to Council for approval by 30 Jul 2018	Final 2018/2019 Disaster Management Plan submitted to Council for approval by 15 Jul 2018	Final 2018/2019 Disaster Management Plan submitted to Council for approval by 30 Jun 2018	Final 2018/2019 Disaster Management Plan submitted to Council for approval by 15 Jun 2018	Final 2018/2019 Disaster Management Plan submitted to Council for approval by 30 May 2018	Corporate	
	To ensure effective maintenance of Fleet	09 vehicles purchased by 30 March 2018	10	Process	Preparation of specification document and advertisement for submission of bids by 30 Sept	Item submitted to the Chairperson of the bid evaluation committee by 20 Dec	Item submitted to Bid Adjudication Chairperson by 30 Mar	Service Provider appointed to supply and deliver 09 vehicles by 30 Jun	Service Provider appointed to supply and deliver 09 vehicles by 30 Jun	Service Provider appointed to supply and deliver 09 vehicles by 30 July	Service Provider appointed to supply and deliver 09 vehicles by 15 July	Service Provider appointed to supply and deliver 09 vehicles by 15 Jun	Service Provider appointed to supply and deliver 09 vehicles by 15 Jun	Service Provider appointed to supply and deliver 09 vehicles by 15 May	Corporate	

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KEY PERFORMANCE AREA	Strategic Objective	Indicator	Indicator No.	Indicator Type	Quarter 1	Quarter 2	Quarter 3	Quarter 4	2017/2018	100 jobs created through LED initiatives and capital projects by 30 June 2018	150 jobs created through LED initiatives and capital projects by 30 June 2018	200 jobs created through LED initiatives and capital projects by 30 June 2018	200 jobs created through LED initiatives and capital projects by 30 June 2018	200 jobs created through LED initiatives and capital projects by 30 June 2018	Technical	KPI responsibility	KPI Applicable to Municipal Manager
Social Development	Effectively co-ordinate LED in the District	Number of jobs created through LED initiatives and capital projects	22	Process	50 jobs created through LED initiatives and capital projects by 30 Sep 2017	50 jobs created through LED initiatives and capital projects by 30 Dec 2017	50 jobs created through LED initiatives and capital projects by 30 Mar 2018	50 jobs created through LED initiatives and capital projects by 30 June 2018	200 jobs created through LED initiatives and capital projects by 30 June 2018	100 jobs created through LED initiatives and capital projects by 30 June 2018	150 jobs created through LED initiatives and capital projects by 30 June 2018	200 jobs created through LED initiatives and capital projects by 30 June 2018	200 jobs created through LED initiatives and capital projects by 30 June 2018	200 jobs created through LED initiatives and capital projects by 30 June 2018			
	Plan and implement institutional measures that would reduce the impact of HIV/AIDS	HIV/AIDS Strategy 2018/2019 submitted to Council by 30 June 2018	23	Input	Target To be measured in the third quarter	Target To be measured in the third quarter	Target Draft HIV/AIDS Strategy submitted to Council by 30 March 2018	Target Final HIV/AIDS Strategy submitted to Council by 30 June 2018	Annual Target Final HIV/AIDS Strategy submitted to Council by 30 June 2018	Score: 1 Final HIV/AIDS Strategy submitted to Council by 30 Jul 2018	Score: 2 Final HIV/AIDS Strategy submitted to Council by 15 Jul 2018	Score: 3 Final HIV/AIDS Strategy submitted to Council by 30 June 2018	Score: 4 Final HIV/AIDS Strategy submitted to Council by 15 June 2018	Score: 5 Final HIV/AIDS Strategy submitted to Council by 30 May 2018	Community		
	Enhance Schools and Creches and compliance	Number of Schools/Early Childhood development centres(ECDs) inspected per quarter	24	Process	25 Schools/Early Childhood development centres(ECDs) inspected by 30 Sept	25 Schools/Early Childhood development centres(ECDs) inspected by 15 Dec	25 Schools/Early Childhood development centres(ECDs) inspected by 30 Mar	25 Schools/Early Childhood development centres(ECDs) inspected by 30 Jun	100 Schools/Early Childhood development centres(ECDs) inspected by 30 Jun	100 Schools/Early Childhood development centres(ECDs) inspected by 30 Jul	100 Schools/Early Childhood development centres(ECDs) inspected by 15 Jul 2018	100 Schools/Early Childhood development centres(ECDs) inspected by 30 Jun 2018	100 Schools/Early Childhood development centres(ECDs) inspected by 15 Jun 2018	101 Schools/Early Childhood development centres(ECDs) inspected by 30 May 2018	Community		
	Build the Capacity of the people	Number of District Youth Council Meetings held per quarter	25	Output	1 district youth council meeting held by 30 Sept	1 district youth council meeting held by 15 Dec	1 district youth council meeting held by 30 Mar	1 district youth council meeting held by 30 Jun	4 district youth council meetings held by 30 Jun	4 district youth council meetings held by 01 Aug	4 district youth council meetings held by 15 Jul	4 district youth council meetings held by 30 Jun	4 district youth council meetings held by 30 Jun	4 district youth council meetings held by 30 Jun	Community		
	Enable participation and create awareness of Councils Youth and Gender Programmes	Number of quality of life Council Meetings held per quarter	26		1 quality of life council meeting held by 30 Sept	1 quality of life council meeting held by 15 Dec	1 quality of life council meeting held by 30 Mar	1 quality of life council meeting held by 30 Jun	4 quality of life council meeting held by 30 Jun	4 quality of life council meeting held by 01 Aug	4 quality of life council meeting held by 15 Jul	4 quality of life council meeting held by 30 Jun	4 quality of life council meeting held by 30 Jun	4 quality of life council meeting held by 30 Jun	Community		
	Create HIV/AIDS awareness and education	Number of HIV/AIDS awareness campaigns held per quarter	27	Process	2 HIV/AIDS awareness campaigns held by 30 Sept	2 HIV/AIDS awareness campaigns held by 15 Dec	2 HIV/AIDS awareness campaigns held by 30 Mar	2 HIV/AIDS awareness campaigns held by 30 Jun	8 HIV/AIDS awareness campaigns held by 30 Jun	8 HIV/AIDS awareness campaigns held by 01 Aug	8 HIV/AIDS awareness campaigns held by 15 Jul	8 HIV/AIDS awareness campaigns held by 30 Jun	8 HIV/AIDS awareness campaigns held by 30 Jun	8 HIV/AIDS awareness campaigns held by 01 Jun	Community		
	Strategically plan development and empowerment initiatives for youth and gender	Reviewed Social development strategy submitted to MM by 30 June 2018	28	Input	To be measured in the third quarter	To be measured in the third quarter	Draft Social development strategy submitted to MM by 30 March 2018	Final Social development strategy submitted to MM by 30 June 2018	Social development strategy submitted to MM by 30 June 2018	Social development strategy submitted to MM by 01 Aug	Social development strategy submitted to MM by 15 Jul	Social development strategy submitted to MM by 30 June 2018	Social development strategy submitted to MM by 15 June 2018	Social development strategy submitted to MM by 30 May 2018	Community		
KEY PERFORMANCE AREA	Reduce poverty by implementing Community Development Projects	Number of people participating in ZDM Community Building Programmes by 30 Jun	29	Output	35 people participating in ZDM Community Capacity Building Programme by 30 Sept	Measured in the first and third quarter	30 people participating in ZDM Community Capacity Building Programme by 30 Mar	Measured in the first and third quarter	65 people participating in ZDM Community Capacity Building Programme by 30 Jun	65 people participating in ZDMs Community Capacity Building Programme by 30 Aug	65 people participating in ZDMs Community Capacity Building Programme by 15 Jul	65 people participating in ZDMs Community Capacity Building Programme by 30 Jun	65 people participating in ZDMs Community Capacity Building Programme by 30 Jun	65 people participating in ZDMs Community Capacity Building Programme by 30 Jun	Community		
	Strategic Objective	Indicator	Indicator No.	Indicator Type	Quarter 1	Quarter 2	Quarter 3	Quarter 4	2017/2018	unacceptable performance	performance not fully effective	fully effective	performance significantly above expectations	outstanding performance	KPI responsibility	KPI Applicable to Municipal Manager	
Information	To ensure recruitment of skilled personell	8 vacant posts filled by 30 June	30	Process	Target To be measured in 4th Quarter	Target To be measured in 4th Quarter	Target to be measured in 4th Quarter	Target 8 vacant posts filled by 30 Jun	Annual Target 8 vacant posts filled by 30 Jun	Score: 1 8 vacant posts filled by 30 Jul	Score: 2 8 vacant posts filled by 15 Jul	Score: 3 8 vacant posts filled by 30 Jun	Score: 4 8 vacant posts filled by 15 Jun	Score: 5 8 vacant posts filled by 30 May	Corporate	✓	

To train & build capacity of employees	31	Process	to be measured in 4th Quarter	to be measured in 4th Quarter	to be measured in 4th Quarter	120 Municipal Employees trained as per Workplace Skills Plan	120 Municipal Employees trained as per Workplace Skills Plan by 30 Jun	120 Municipal Employees trained as per Workplace Skills Plan by 30 Jun	120 Municipal Employees trained as per Workplace Skills Plan by 30 Jun	120 Municipal Employees trained as per Workplace Skills Plan by 30 Jun	120 Municipal Employees trained as per Workplace Skills Plan by 30 Jun	120 Municipal Employees trained as per Workplace Skills Plan by 30 Jun	Corporate	✓
Maintain an updated employment equity plan	32	Output	Measured in the third quarter	Measured in the third quarter	Final Employment Equity Report submitted to MM by 30 Mar 2018	3 people from employment equity target groups employed by 30 Mar 2018	Final Employment Equity Report submitted to MM by 30 Mar 2018	Final Employment Equity Report submitted to MM by 30 Mar 2018	Final Employment Equity Report submitted to MM by 30 Mar 2018	Final Employment Equity Report submitted to MM by 30 Mar 2018	Final Employment Equity Report submitted to MM by 30 Mar 2018	Final Employment Equity Report submitted to MM by 30 Mar 2018	Corporate	
Implement and Manage Employee Equity	33	Output	3 people from employment equity target groups employed by 30 Mar 2018	3 people from employment equity target groups employed by 30 Mar 2018	3 people from employment equity target groups employed in three highest levels of Management in compliance with a municipality's employment equity plan	3 people from employment equity target groups employed in three highest levels of Management in compliance with a municipality's employment equity plan	2 people from employment equity target groups employed in three highest levels of Management in compliance with a municipality's employment equity plan	3 people from employment equity target groups employed in three highest levels of Management in compliance with a municipality's employment equity plan	3 people from employment equity target groups employed in three highest levels of Management in compliance with a municipality's employment equity plan	3 people from employment equity target groups employed in three highest levels of Management in compliance with a municipality's employment equity plan	3 people from employment equity target groups employed in three highest levels of Management in compliance with a municipality's employment equity plan	3 people from employment equity target groups employed in three highest levels of Management in compliance with a municipality's employment equity plan	Corporate	✓
Encourage participation in IDP process, ensure alignment with Local Municipalities	34	Output	2 stakeholder meetings held by 30 Sept	2 stakeholder meetings held by 15 Dec	2 stakeholder meetings held by 30 Mar	8 stakeholder meetings held by 30 Jun	4 stakeholder meetings held by 30 Jun	6 stakeholder meetings held by 30 Jun	8 stakeholder meetings held by 30 Jun	10 stakeholder meetings held by 30 Jun	12 stakeholder meetings held by 30 Jun	12 stakeholder meetings held by 30 Jun	Planning	
Encourage participation in IDP process, ensure alignment with Local Municipalities	35	Output	30-Sep-17	Measured in the first quarter	Measured in the first quarter	IDP Framework Plan submitted to Council for adoption by 30 Sept 17	IDP Framework Plan submitted to Council for adoption by 30 Nov 17	IDP Framework Plan submitted to Council for adoption by 30 Oct 17	IDP Framework Plan submitted to Council for adoption by 30 Sept 17	IDP Framework Plan submitted to Council for adoption by 30 Aug 17	IDP Framework Plan submitted to Council for adoption by 30 Jul 17	IDP Framework Plan submitted to Council for adoption by 30 Jul 17	Planning	
Encourage participation in IDP process, ensure alignment with Local Municipalities	36	Input	To be measured in the third quarter	To be measured in the third quarter	Draft Integrated Development Plan submitted to Council for approval by 30 Mar 2018	Final Integrated Development Plan submitted to Council for approval by 30 June 2018	Final Integrated Development Plan submitted to Council for approval by 30 Jul 2018	Final Integrated Development Plan submitted to Council for approval by 15 Jul 2018	Final Integrated Development Plan submitted to Council for approval by 30 June 2018	Final Integrated Development Plan submitted to Council for approval by 15 Jun 2018	Final Integrated Development Plan submitted to Council for approval by 30 May 2018	Final Integrated Development Plan submitted to Council for approval by 30 May 2018	Planning	✓
Constantly monitor & introduce methods to increase productivity of employees	37	Output	Table Proposal to Exco	4 Staff induction Workshops held by 15 Dec 2017	2 Staff induction Workshops held by Dec 2017	8 Staff induction Workshops held by 30 Jun 2018	8 Staff induction Workshops held by 30 Aug 2018	8 Staff induction Workshops held by 30 Jul 2018	8 Staff induction Workshops held by 30 Jun 2018	8 Staff induction Workshops held by 30 May 2018	8 Staff induction Workshops held by 30 Apr 2018	8 Staff induction Workshops held by 30 Apr 2018	Corporate	
Consistent analysis and review of the program against the service delivery model	38	Output	Identify key areas to review & table to portfolio committee	Conduct Situational Analysis by 15 Dec	Draft Municipal Organogram submitted to Council by 30 Mar 2018	Final Municipal Organogram submitted to Council by 30 Jun 2018	Final Municipal Organogram submitted to Council by 01 Aug 2018	Final Municipal Organogram submitted to Council by 15 Jul 2018	Final Municipal Organogram submitted to Council by 30 Jun 2018	Final Municipal Organogram submitted to Council by 15 Jun 2018	Final Municipal Organogram submitted to Council by 30 May 2018	Final Municipal Organogram submitted to Council by 30 May 2018	Corporate	✓
Maintain institutional capacity to render municipal services	39	Output	20% of municipality's skills budget allocated actually spent on implementing its workplace skills plan	40% of municipality's skills budget allocated actually spent on implementing its workplace skills plan	70% of municipality's skills budget allocated actually spent on implementing its workplace skills plan	100% of municipality's skills budget allocated actually spent on implementing its workplace skills plan	90% of municipality's skills budget allocated actually spent on implementing its workplace skills plan by 30 Jun 2018	95% of municipality's skills budget allocated actually spent on implementing its workplace skills plan by 30 Jun 2018	100% of municipality's skills budget allocated actually spent on implementing its workplace skills plan by 30 Jun 2018	100% of municipality's skills budget allocated actually spent on implementing its workplace skills plan by 30 Jun 2019	100% of municipality's skills budget allocated actually spent on implementing its workplace skills plan by 30 Jun 2020	100% of municipality's skills budget allocated actually spent on implementing its workplace skills plan by 30 Jun 2020	Corporate	

KEY PERFORMANCE AREA	Strategic Objective	Indicator	Indicator No.	Indicator Type	Quarter 1	Quarter 2	Quarter 3	Quarter 4	2017/2018	unacceptable performance	performance not fully effective	fully effective	performance significantly above expectations	outstanding performance	KPI responsibility	KPI Applicable to Municipal Manager
Financial Viability	Improve revenue collection	Outstanding service debtors recovery rate to revenue per quarter	40	Process	Target 0.25	Target 0.25	Target 0.25	Target 0.25	Annual Target 0.25	Score: 1 0.48	Score: 2 0.32	Score: 3 0.25	Score: 4 0.2	Score: 5 0.15	CFO	
	Improve supply chain application	Number of successful appeals per quarter	41		0	0	0	0	0	2	1	0	Maximum score is 3	Maximum score is 3	CFO	
	Process payments in time	Processing time of invoices per quarter	42		100% of creditors paid within 30 days by end of the quarter	100% of creditors paid within 30 days by end of the quarter	100% of creditors paid within 30 days by end of the quarter	100% of creditors paid within 30 days by end of the quarter	100% of creditors paid within 30 days by end of the quarter	80% of creditors paid within 30 days by end of the quarter	90% of creditors paid within 30 days by end of the quarter	100% of creditors paid within 30 days by end of the quarter	Maximum score is 3	Maximum score is 3	CFO	
	Complete and submit accurate annual financial statements	Reviewed Financial Statements submitted by 31 Aug 17	43		Measured in the first quarter	Measured in the first quarter	Measured in the first quarter	Measured in the first quarter	Reviewed Financial Statements submitted by 31 Aug 17	Reviewed Financial Statements submitted by 30 Sept 17	Reviewed Financial Statements submitted by 15 Sept 17	Reviewed Financial Statements submitted by 31 Aug 17	Reviewed Financial Statements submitted by 15 Aug 18	Reviewed Financial Statements submitted by 30 Jul 18	CFO	✓
	To consistently achieve a clean audit outcome	Maintain unqualified audit opinion from the Auditor General	44		Measured in the second quarter	Achieve a unqualified audit outcome	Measured in the second quarter	Measured in the second quarter	Achieve a unqualified audit outcome	disclaimer	qualified	unqualified	Unqualified with no matters	clean audit outcome	CFO	✓
	To plan for and implement budget process	Final 2018/19 budget submitted to Council for approval by 30 Jun 2018	45		Measured in the third quarter	Measured in the third quarter	Draft 2018/2019 Budget tabled to Council by 30 Mar 2018	Final 2018/2019 Budget tabled to Council by 30 June 2018	Final 2018/2019 Budget tabled to Council by 30 June 2018	Final 2018/2019 Budget tabled to Council by 30 Jul 2018	Final 2018/2019 Budget tabled to Council by 15 Jul 2018	Final 2018/2019 Budget tabled to Council by 30 June 2018	Final 2018/2019 Budget tabled to Council by 15 June 2018	Final 2018/2019 Budget tabled to Council by 30 May 2018	CFO	✓
	Maintain a functional Auditing Structure	Number of Audit committee meetings held per quarter	46		1 Audit committee meetings held by 30 Sept	1 Audit committee meetings held by 15 Dec	1 Audit committee meetings held by 30 Mar	1 Audit committee meetings held by 30 Jun	4 Audit committee meetings held by 30 Jun	2 Audit committee meetings held by 30 Jun	3 Audit committee meetings held by 30 Jun	4 Audit committee meetings held by 30 Jun	4 Audit committee meetings held by 30 Jun	4 Audit committee meetings held by 30 Jun	CFO	
	Report timely and accurately	Quarterly SDBIP reports for 2017/2018 submitted to Mayor by the end of each quarter	47		Quarterly SDBIP report submitted to Mayor by 19-Oct-17	Quarterly SDBIP report submitted to Mayor by 19-Jan-18	Quarterly SDBIP report submitted to Mayor by 19-April 2018	Quarterly SDBIP report submitted to Mayor by 19-July 2018	Quarterly SDBIP report submitted to Mayor by 19-July 2018	Quarterly SDBIP report submitted to Mayor by Aug 30, 2018	Quarterly SDBIP report submitted to Mayor by Aug 15, 2018	Quarterly SDBIP report submitted to Mayor by July 30, 2018	Quarterly SDBIP report submitted to Mayor by July 15, 2018	Quarterly SDBIP report submitted to Mayor by July 30, 2018	CFO	✓
	To maintain an effective Auditing Function	Percentage of audit queries addressed from the AG report by end of the financial year	48		Not measured in this quarter	5% audit queries addressed from the AG by 15 Dec	45% audit queries addressed from the AG by 30 Mar	100% audit queries addressed from the AG by 30 Jun	100% audit queries addressed from the AG by 30 Jun	90% audit queries addressed from the AG by 30 Jun	95% audit queries addressed from the AG by 30 Jun	100% audit queries addressed from the AG by 30 Jun	100% audit queries addressed from the AG by 30 Jun	100% audit queries addressed from the AG by 30 Jun	CFO	
	Maintain positive cost coverage ratio	Cost Coverage ratio achieved per quarter	49		3	3	3	3	3	5	4	3	2	1	CFO	
	Maintain positive debt coverage ratio	Debt Coverage Ratio achieved per quarter	50		3	3	3	3	3	5	4	3	2	1	CFO	
KEY PERFORMANCE AREA	Report timely and accurately	Annual report 2016/2017 submitted to Council by 30 Jan 2018	51		To be measured in the third quarter	To be measured in the third quarter	Annual Report submitted to Council by 30 Jan 2018	Annual Report submitted to Council by 30 Jan 2018	Annual Report submitted to Council by 30 Jan 2018	Annual Report submitted to Council by 30 Jul 2018	Annual Report submitted to Council by 15 Jul 2018	Annual Report submitted to Council by 30 Jan 2018	Maximum score is 3	Maximum score is 3	CFO/Corporate	✓
	Maintain consistency in producing statements	Percentage of accounts adjustments effected per quarter	52		3%	3%	3%	3%	3%	5%	4%	3%	2%	1%	CFO	
	To prepare and submit budget inputs	Budget inputs for adjustment budget submitted to CFO by 15 Dec 2017	53		Measured in the second quarter	Budget inputs for adjustment budget 2017/18 submitted to CFO by 15 Dec	Measured in the second quarter	Measured in the second quarter	Budget inputs for adjustment budget 2017/18 submitted to CFO by 15 Dec 2017	Budget inputs for adjustment budget 2017/18 submitted to CFO by 15 Dec 2019	Budget inputs for adjustment budget 2017/18 submitted to CFO by 15 Dec 2018	Budget inputs for adjustment budget 2017/18 submitted to CFO by 15 Dec 2017	Maximum score is 3	Maximum score is 3	ALL	
KEY PERFORMANCE AREA	Strategic Objective	Indicator	Indicator No.	Indicator Type	Quarter 1	Quarter 2	Quarter 3	Quarter 4	2017/2018	unacceptable performance	performance not fully effective	fully effective	performance significantly above expectations	outstanding performance	KPI responsibility	KPI Applicable to Municipal Manager
					Target	Target	Target	Target	Annual Target	Score: 1	Score: 2	Score: 3	Score: 4	Score: 5		

6. DETAILED CAPITAL WORKS PLAN

DC26	ALLOCATION & COMMITMENT SUMMARY					Click here for Help !	
	Financial year	2017/18	2018/19	2019/20			
	Total MIG Allocation	229 725 000.00	243 665 000.00	258 356 000.00			
	Total Committed	233 638 993.49	243 665 000.00	258 356 000.00			
	Total Variance	-3 913 993.49	0.00	0.00			

2016/17 APPROVED ROLLOVER

2017/18 Allocation (Current + Carried over)

Certified Expenditure Year to Date

AMOUNT LEFT TO SPEND - 2017/18

Total Commitment for 2017/18

2017/18 ADJUSTME

2017/18 DORA MIG

229 725 000.00	170 885 538.14	58 835 461.86	233 638 993.49
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Financial year:

Reporting Month:

Compiled by:

2017/18

March 2018

Gugu Nene

Table 1: MIG Registered Projects																					
Agent	Provincial Reference Number	Project Title (as per MIG 1 form)	Project Status	Approved MIG Funding [NOR + AFAs]	Actual Project Cost (Tender sum + fees)	Potential Savings	Total Previous MIG Expenditure	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	2017/18	Balance against Approved MIG Funding cost
DC26	DC26 PMU			11 486 250.00	13 448 852.00	0.00	0.00		1 025 544.00	928 416.00	(Certified)	(Certified)	(Certified)	(Certified)	(Certified)	(Certified)	(Projected)	(Projected)	(Projected)	12 038 922.00	-552 672.00
DC26	2006MIGFDC265325	Usuthu RWSS Phase 3	Construction	89 093 640.00	43 000 532.36	46 093 107.64	40 607 339.91		2 393 192.45	Construct: 60%	Construct: 60%	Construct: 60%	Construct: 60%	Construct: 60%	Construct: 60%	Construct: 60%	Construct: 60%	Construct: 60%	Construct: 60%	2 471 992.50	46 014 307.59
							Baseline Schedule		Construct: 80%	Construct: 60%											
DC26	2006MIGFDC265328	Usuthu RWSS Phase 2	Construction	32 483 514.00	17 753 316.00	14 730 198.00	7 775 976.84			3 806 504.55	0.00	862 279.51	0.00	471 989.59	0.00	4 189 314.58	1 465 684.76	1 781 586.00	1 596 101.00	13 993 469.99	10 714 067.17
							Baseline Schedule		Construct: 20%	Construct: 20%	Construct: 20%	Construct: 40%	Construct: 60%	Construct: 60%	Construct: 40%	Construct: 40%	Construct: 40%	Construct: 40%	Construct: 60%		
DC26	2006MIGFDC265333	Khambli RWSS Water Supply AFA	Construction	74 785 687.00	40 049 518.69	34 736 168.31	39 887 751.58		151 767.11	151 767.11										151 767.11	34 736 168.31
							Baseline Schedule		Retention Pay	Construct: 60%	Construct: 60%	Construct: 60%	Construct: 60%	Construct: 60%	Construct: 60%	Construct: 60%	Construct: 60%	Construct: 60%	Construct: 60%		
DC26	2006MIGFDC265334	Hlabindilela/ Mondlo Regional Water Supply	Construction	167 579 680.00	146 328 820.45	21 250 859.55	146 328 820.45			Retention Pay	Retention Pay	Retention Pay								0.00	21 250 859.55
							Baseline Schedule		Construct: 80%	Construct: 80%	Construct: 80%	Construct: 80%	Construct: 80%	Construct: 80%	Construct: 80%	Construct: 80%	Construct: 80%	Construct: 80%	Practical Comp.		
DC26	2006MIGFDC265336	Simdangelisha East RWSS Phase 1	Completed	25 683 733.70	22 128 362.51	3 555 371.19	22 128 362.51													0.00	3 555 371.19
							Baseline Schedule														
DC26	2006MIGFDC265339	Simdangelisha West RWSS Phase 2.1 (AFA) MIS 210576	Construction	229 829 490.00	135 660 928.92	94 159 561.48	119 168 446.15		0.00	1 521 144.61	3 703 219.64	2 545 217.03	0.00	5 576 513.57	1 084 856.48	3 598 212.36	2 546 464.60	2 677 822.40	2 288 292.13	27 612 273.86	83 048 769.99
							Baseline Schedule	Construct: 20%	Construct: 40%	Construct: 40%	Construct: 40%	Construct: 40%	Construct: 40%	Construct: 40%	Construct: 40%	Construct: 60%	Construct: 60%	Construct: 60%	Construct: 60%		
DC26	2008MIGFDC26165601	Gumbi Emergency Water Supply	Construction	26 464 362.00	23 688 509.68	2 765 852.32	23 862 885.30													0.00	2 601 476.70
							Baseline Schedule														
DC26	2009MIGFDC26171056	Usuthu Regional Water Supply Scheme Phase 05	Construction	665 847 909.96	286 353 170.47	379 494 739.49	230 058 805.17		2 557 375.72	30 655 859.48	2 253 714.76	3 378 746.60	0.00	8 136 773.56	1 484 047.76	3 699 566.98	3 324 471.96	4 568 785.00	3 953 964.00	71 841 353.24	363 947 951.55
							Baseline Schedule	Construct: 40%	Construct: 40%	Construct: 40%	Construct: 40%	Construct: 40%	Construct: 40%	Construct: 40%	Construct: 60%	Construct: 60%	Construct: 60%	Construct: 80%	Construct: 80%		
DC26	2009MIGFDC26171057	Nkonjeni Regional Water Supply Scheme Phase 04	Construction	310 103 565.51	171 693 088.52	138 410 476.99	162 476 733.15		1 561 022.49	49 339.23	1 770 302.80	2 838 742.64	0.00	2 996 948.21		972 958.28	1 573 218.80	1 875 465.00	1 286 189.00	14 924 186.45	132 702 645.91
							Baseline Schedule	Practical Comp.	Practical Comp.	Final Design	Construct: 40%	Construct: 40%	Construct: 40%	Construct: 40%	Construct: 40%	Construct: 80%	Construct: 80%	Construct: 80%	Construct: 80%		
DC26	2012MIGFDC26207602	Simdangelisha East Water Supply - Phase 2	Construction	97 162 185.96	75 192 524.47	21 969 661.49	74 056 216.51		282 446.16	-636.06	405 359.95	368 893.50	0.00	80 444.41	0.00	0.00	527 195.20	421 756.16	784 523.00	2 869 782.32	20 236 187.13
							Baseline Schedule	Construct: 40%	Construct: 40%	Construct: 40%	Construct: 40%	Construct: 60%	Construct: 60%	Construct: 60%	Construct: 80%	Construct: 80%	Construct: 80%	Construct: 80%	Construct: 80%		
DC26	2013MIGFDC26213508	Simdangelisha Central Water Supply Project: Phase 3	Construction	148 006 808.34	34 451 286.97	113 555 521.37	32 624 705.92		0.00	0.00	0.00	756 861.72	0.00	1 069 619.33	Construct: 80%	Construct: 80%	553 231.00	383 887.40	847 568.00	3 611 267.45	111 770 834.97
							Baseline Schedule	Construct: 80%	Construct: 80%	Construct: 80%	Construct: 80%	Construct: 80%	Construct: 80%	Construct: 80%	Construct: 80%	Construct: 80%	Practical Comp.	Practical Comp.	Construct: 40%		
DC26	2013MIGFDC26211793	Coronation Regional water Supply Scheme: Planning Phase	Design & Tender	2 884 800.00	796 048.49	2 088 751.51	796 048.49													0.00	2 088 751.51
							Baseline Schedule														
DC26	2013MIGFDC2622802	Zululand Rudimentary Water Supply Programme - Phase 4	Construction	122 128 226.52	40 935 611.89	81 192 614.63	26 434 021.67		3 370 272.65	1 946 057.13	0.00	2 131 800.36	0.00	3 950 121.50	3 103 338.58	6 719 573.05	4 824 260.00	4 416 234.89	3 742 024.60	34 203 682.76	61 480 522.09
							Baseline Schedule	Construct: 20%	Construct: 20%	Construct: 20%	Construct: 20%	Construct: 40%	Construct: 60%	Construct: 60%	Construct: 60%	Construct: 60%	Construct: 60%	Construct: 60%	Construct: 80%		
DC26	2014MIGFDC26215437	Mandlakazi Regional Water Supply - Phase 5	Construction	447 768 410.25	39 645 703.60	408 122 706.65	26 498 338.92		1 136 350.33	1 264 731.49	216 312.96	4 015 733.07	0.00	5 577 879.02	836 357.81	2 625 692.88	2 694 556.00	2 588 226.70	3 254 982.35	24 310 822.61	396 959 248.72
							Baseline Schedule	Construct: 20%	Construct: 40%	Construct: 40%	Construct: 40%	Construct: 40%	Construct: 40%	Construct: 40%	Construct: 40%	Construct: 40%	Construct: 60%	Construct: 60%	Construct: 60%		
DC26	2015MIGFDC2623042	Zululand Rural Sanitation : Phase 2D	Construction	167 563 022.00	154 112 401.95	13 450 620.05	140 604 133.54		3 772 335.01	215 336.23	4 755 104.44	300 143.30	0.00	262 464.57	4 202 984.86	5 801 831.59	0.00	3 950 121.50	2 045 054.91	25 305 276.41	1 653 612.05
							Baseline Schedule	Construct: 20%	Construct: 20%	Construct: 20%	Construct: 20%	Construct: 40%	Construct: 40%	Construct: 40%	Construct: 60%	Construct: 60%	Construct: 60%	Construct: 80%	Construct: 80%		
DC26	2017MIGFDC26241079	Zululand Small Water Supply Scheme	Registered	12 818 000.00	12 818 000.00	0.00	0.00												246 818.99	12 571 181.01	
							Baseline Schedule														
DC26	2006MIGFDC265329	Usuthu RWSS Phase 1	Completed	96 259 053.00	96 259 053.00	0.00	95 879 201.66					57 877.80								57 377.80	322 473.52
							Baseline Schedule														
DC26							0.00													0.00	0.00
							Baseline Schedule														
Insert new rows here ONLY																					
Sub Total - Projects				2 727 948 338.24	1 354 332 729.57	1 375 576 210.67	1 185 197 587.79	9 895 578.45	16 098 438.81	40 538 519.77	14 654 870.55	19 159 159.53	0.00	29 328 283.76	11 909 865.55	29 299 821.72	18 521 082.32	23 640 605.05	20 591 767.98	233 638 993.49	1 305 111 756.96

6. APPROVAL OF THE ZULULAND DISTRICT MUNICIPALITY'S SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN FOR THE QUARTER ENDED 31 MARCH 2018.

The Zululand District Municipality's SDBIP for the quarter ending 31 March 2018 has been reviewed and approved by the Honourable Mayor: Cllr. T.D Buthelezi as said in S69 (3) (a) and S54 (3) of the Municipal Finance Management Act.

Date Approved:

13/04/2018

The Honourable Mayor

T.D BUTHELEZI

Signature:

[Handwritten Signature]