

# **ZULULAND DISTRICT MUNICIPALITY**



## **FINAL SERVICE DELIVERY AND BUDGET IMPLIMENTATION PLAN (SDBIP) FOR THE YEAR ENDED 30 JUNE 2018**

**2017/2018**

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## **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. Monthly 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
7. Approval by the Honorable Mayor

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## **Introduction**

### **1.1. Background to the SDBIP**

In terms of Section 69 (3) (a) of the Municipal Finance Management Act, the Municipal Manager must submit the SDBIP to the Mayor within 14 days after the approval of the Budget. The Mayor must subsequently approve the SDBIP within 28 days after the approval of the Budget in terms of Section 53 (1) (c) (ii) of the Municipal Finance Management Act. The Annual Budget for the 2017/18 financial year was tabled to Council on 30 May 2017 for approval. The SDBIP for the Zululand District Municipality was approved by the Mayor within 28 days after approval of budget as stated in S53 (1) (c) (ii) and it will be monitored and revised quarterly.

### **1.2. Purpose of the SDBIP**

The purpose of the SDBIP can be summarized as follows:

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

### **1.3. Importance of the SDBIP**

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

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

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

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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 2017/18SDBIP**

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

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

These components of the SDBIP are discussed below.

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

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

### **Monthly projections of total Revenue per Source**

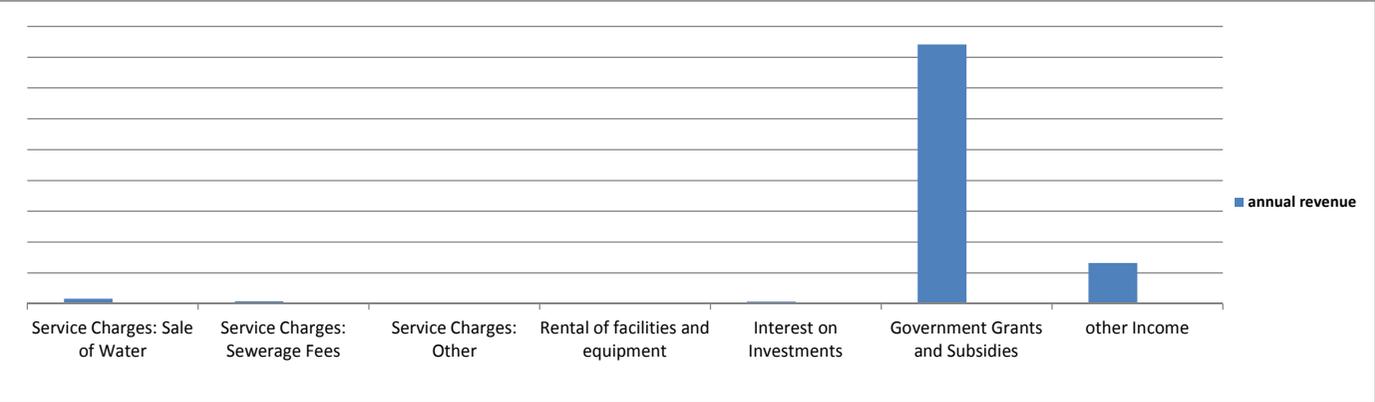
The municipality will ensure that it has instituted measures to achieve monthly revenue targets for each revenue source. In order to ensure realistic revenue projections and ultimately balanced budgets, the Zululand District Municipality has to have comprehensive, coherent revenue policies that take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

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

**Monthly Projections of Revenue by Source**

Revenue by Source	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	TOTAL REVENUE
Service Charges: Sale of Water	1 306 890	1 306 890	1 306 890	1 306 890	1 306 890	1 306 890	1 306 890	1 306 890	1 306 890	1 306 890	1 306 890	1 306 890	15 682 678
Service Charges: Sewerage Fees	625 635	625 635	625 635	625 635	625 635	625 635	625 635	625 635	625 635	625 635	625 635	625 635	7 507 623
Service Charges: Sewerage removal	29 205	29 205	29 205	29 205	29 205	29 205	29 205	29 205	29 205	29 205	29 205	29 205	350 462
Rental of facilities and equipment	9 395	9 395	9 395	9 395	9 395	9 395	9 395	9 395	9 395	9 395	9 395	9 395	112 741
Interest on outstanding debtors	7 083	7 083	7 083	7 083	7 083	7 083	7 083	7 083	7 083	7 083	7 083	7 083	
Interest on Investments	554 167	554 167	554 167	554 167	554 167	554 167	554 167	554 167	554 167	554 167	554 167	554 167	6 650 000
Government Grants and Subsidies : Operating and capital	70 110 167	70 110 167	70 110 167	70 110 167	70 110 167	70 110 167	70 110 167	70 110 167	70 110 167	70 110 167	70 110 167	70 110 167	841 322 000
Other Income	11 003 886	11 003 886	11 003 886	11 003 886	11 003 886	11 003 886	11 003 886	11 003 886	11 003 886	11 003 886	11 003 886	11 003 886	132 046 629
<b>TOTALS</b>	<b>83 646 428</b>	<b>1 003 757 133</b>											

**Chart - 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 year ended 30 June 2018**

**Monthly Projections of Expenditure by Source**

<b>Expenditure by Source</b>	<b>July</b>	<b>August</b>	<b>September</b>	<b>October</b>	<b>November</b>	<b>December</b>	<b>January</b>	<b>February</b>	<b>March</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>Total</b>
<b>Operating Expenditure</b>													
Employee related costs wages and salaries	12 103 504	12 103 504	12 103 504	12 103 504	12 103 504	12 103 504	12 103 504	12 103 504	12 103 504	12 103 504	12 103 504	12 103 504	<b>145 242 050</b>
Employee related costs social contribution	2 199 633	2 199 633	2 199 633	2 199 633	2 199 633	2 199 633	2 199 633	2 199 633	2 199 633	2 199 633	2 199 633	2 199 633	<b>26 395 595</b>
Remuneration of Councillors	618 004	618 004	618 004	618 004	618 004	618 004	618 004	618 004	618 004	618 004	618 004	618 004	<b>7 416 051</b>
Bad debts	303 112	303 112	303 112	303 112	303 112	303 112	303 112	303 112	303 112	303 112	303 112	303 112	<b>3 637 349</b>
Collection costs	96 055	96 055	96 055	96 055	96 055	96 055	96 055	96 055	96 055	96 055	96 055	96 055	<b>1 152 657</b>
Depreciation	6 287 052	6 287 052	6 287 052	6 287 052	6 287 052	6 287 052	6 287 052	6 287 052	6 287 052	6 287 052	6 287 052	6 287 052	<b>75 444 626</b>
Repairs and maintenance	3 370 418	3 370 418	3 370 418	3 370 418	3 370 418	3 370 418	3 370 418	3 370 418	3 370 418	3 370 418	3 370 418	3 370 418	<b>40 445 017</b>
Inter-Departmental Charges	237 989	237 989	237 989	237 989	237 989	237 989	237 989	237 989	237 989	237 989	237 989	237 989	<b>2 855 868</b>
Interest on external borrowings	-	-	-	-	-	-	-	-	-	-	-	-	-
Redemption	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases	7 080 042	7 080 042	7 080 042	7 080 042	7 080 042	7 080 042	7 080 042	7 080 042	7 080 042	7 080 042	7 080 042	7 080 042	<b>84 960 499</b>
Grants & Subsidies paid	162 808	162 808	162 808	162 808	162 808	162 808	162 808	162 808	162 808	162 808	162 808	162 808	<b>1 953 700</b>
Contracted services	1 263 139	1 263 139	1 263 139	1 263 139	1 263 139	1 263 139	1 263 139	1 263 139	1 263 139	1 263 139	1 263 139	1 263 139	<b>15 157 673</b>
General expenses - other (including abnormal expenses)	11 103 671	11 103 671	11 103 671	11 103 671	11 103 671	11 103 671	11 103 671	11 103 671	11 103 671	11 103 671	11 103 671	11 103 671	<b>133 244 048</b>
Loss on disposal of property, plant and equipment													-
<b>Total Operating Expenditure</b>	<b>44 825 428</b>	<b>537 905 133</b>											
<b>Capital Expenditure</b>													
Total asset from own funds	1 335 167	1 335 167	1 335 167	1 335 167	1 335 167	1 335 167	1 335 167	1 335 167	1 335 167	1 335 167	1 335 167	1 335 167	<b>16 022 000</b>
Total asset from grants & subsidies	37 485 833	37 485 833	37 485 833	37 485 833	37 485 833	37 485 833	37 485 833	37 485 833	37 485 833	37 485 833	37 485 833	37 485 833	<b>449 830 000</b>
<b>Total Operating Expenditure</b>	<b>38 821 000</b>	<b>465 852 000</b>											
<b>TOTAL EXPENDITURE</b>	<b>83 646 428</b>	<b>1 003 757 133</b>											

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

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

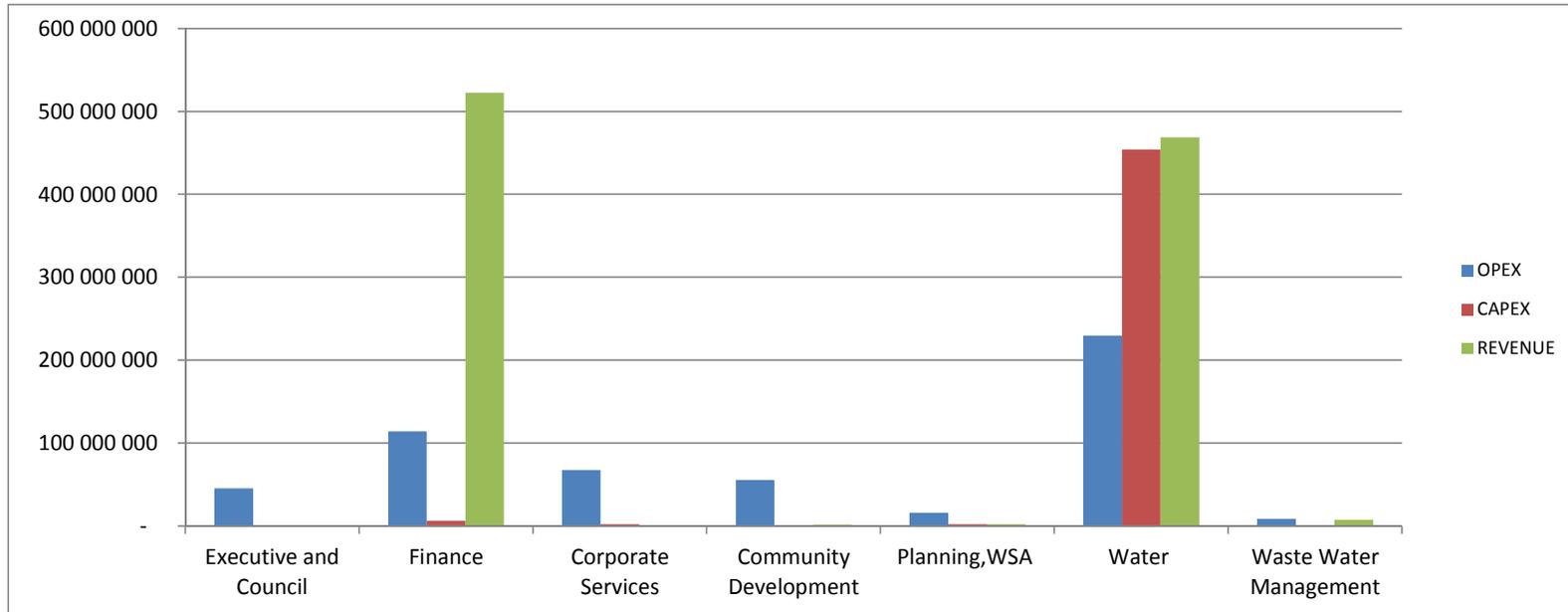
##### **Annual Projections of Expenditure and Revenue per Vote**

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

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

<b>Projections for expenditure and revenue by vote Department</b>	<b>Operating Exp</b>	<b>CAPITAL EXP</b>	<b>REVENUE</b>
Executive and Council	45 597 441	100 000	-
Finance	114 446 238	6 460 000	522 715 370
Corporate Services	67 664 626	2 260 000	-
Community Development	55 426 288	252 000	1 911 000
Planning & WSA	16 121 117	2 409 000	2 359 000
Water	229 981 340	454 371 000	468 913 678
Waste Water Management	8 668 083	-	7 858 085
<b>Total</b>	<b>537 905 133</b>	<b>465 852 000</b>	<b>1 003 757 133</b>

Chart- projection 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.

Program driver	Objective	Indicator	No	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Target Score Ratio					Evidence reference
				Target	Target	Target	Target	1 (Unacceptable Performance)	2 (Not Fully Effective)	3 (Meeting Expectations)	4 (Above Expectations)	5 (Exceeding Expectations)	
<b>National KPA: Basic Service Delivery</b>													
<b>Balance Scorecard Perspective</b>													
Planning	Review and facilitate the District WSDP	Final 2017/2018 WSDP submitted to Council for approval by specified date	1	To be measured in the 3rd & 4th quarter	To be measured in the 3rd & 4th quarter	Draft 2017/2018 WSDP submitted to Council for approval by 30 March 2016	Final 2017/2018 WSDP submitted to Council for approval by 30 June 2016	Final 2017/2018 WSDP submitted to Council for approval by 30 Jul 2016	Final 2017/2018 WSDP submitted to Council for approval by 15 Jul 2016	Final 2017/2018 WSDP submitted to Council for approval by 30 June 2016	Final 2017/2018 WSDP submitted to Council for approval by 15 June 2016	Final 2017/2018 WSDP submitted to Council for approval by 30 May 2016	Certified council resolution
Technical	Provide free basic water	Percentage of households with access to basic level of water (as per WSDP) (Reticulation-new household connections)	2	0.17%	0.16%	0.24%	0.17%	0.63%	0.70%	0.76%	0.82%	0.89%	Design report, interim report and or Engineers certificate of completion
				79.45%	79.61%	79.86%	80.04%	79.91%	79.97%	80.04%	80.10%	80.16%	
				280	257	386	284	1007	1107	1207	1307	1407	
				125420	125677	126063	126347	126147	126247	126347	126447	126547	

Technical	Improve access to free water	Percentage of households earning less than R1600 pm with access to free water (Note: Rudimentary)	3	0.06%	0.06%	0.08%	0.09%	0.18%	0.24%	0.31%	0.37%	0.43%	Design report, interim report and or Engineers certificate of completion
				79.33%	79.40%	79.49%	79.58%	79.45%	79.52%	79.58%	79.64%	79.71%	
				100	100	140	150	290	390	490	590	690	
				125240	125340	125480	125630	125430	125530	125630	125730	125830	
Technical	Improve water quality	Number of water quality tests conducted as per the approved strategy	4	459	459	459	459	1816	1826	1836	1846	1856	Sample test results as certified by the lab
Technical	Provide free basic sanitation services	Percentage of households with access to basic level of sanitation ( as per WSDP)	5	0.31%	0.44%	0.76%	0.95%	2.34%	2.40%	2.47%	2.53%	2.59%	Design report, interim report and or Engineers certificate of completion
				74.24%	74.68%	75.44%	76.39%	76.26%	76.33%	76.39%	76.45%	76.52%	
				500	700	1200	1500	3700	3800	3900	4000	4100	
				117191	117891	119091	120591	120391	120491	120591	120691	120791	
Technical	Improve access to free sanitation	Percentage of households earning less than R1600 pm with access to free basic sanitation	6	0.31%	0.44%	0.76%	0.95%	2.34%	2.40%	2.47%	2.53%	2.59%	Design report, interim report and or Engineers certificate of completion
				74.24%	74.68%	75.44%	76.39%	76.26%	76.33%	76.39%	76.45%	76.52%	
				500	700	1200	1500	3700	3800	3900	4000	4100	
				117191	117891	119091	120591	120391	120491	120591	120691	120791	

Planning	Effectively monitor WSP's	Number of WSP Meetings scheduled per quarter	7	2 WSP meetings scheduled by 30 Sept	2 WSP meetings scheduled by 30 Dec	2 WSP meetings scheduled by 30 Mar	2 WSP meetings scheduled by 30 Jun	4 WSP meetings scheduled by 30 Jun	6 WSP meetings scheduled by 30 Jun	8 WSP meetings scheduled by 30 Jun	10 WSP meetings scheduled by 30 Jun	12 WSP meetings scheduled by 30 Jun	Certified WSP report, agenda and or minutes
Technical	Implement effective Customer Care	Notification of community on planned water supply interruptions	8	Notices circulated to communities 48 hrs ahead of water supply interruption by 30 Sept	Notices circulated to communities 48 hrs ahead of water supply interruption by 30 Dec	Notices circulated to communities 48 hrs ahead of water supply interruption by 30 Mar	Notices circulated to communities 48 hrs ahead of water supply interruption by 30 Jun	Notices circulated to communities 48 hrs ahead of water supply interruption by 30 Jun	Notices circulated to communities 48 hrs ahead of water supply interruption by 30 Jun	Notices circulated to communities 48 hrs ahead of water supply interruption by 30 Jun	Notices circulated to communities 48 hrs ahead of water supply interruption by 30 Jun	Notices circulated to communities 48 hrs ahead of water supply interruption by 30 Jun	Signed interruption and notice register
All	Maximise the implementation of IDP identified projects	Percentage of a municipality's budget actually spent on identified projects for a particular financial year in terms of the municipality's IDP	9	20% of municipality's budget spent by 30 Sept	40% of municipality's budget spent by 30 Dec	70% of municipality's budget spent by 30 Mar	100% of municipality's budget spent by 30 Jun	80% of municipality's budget spent by 30 Jun	90% of municipality's budget spent by 30 Jun	100% of municipality's budget spent by 30 Jun	Maximum Score is 3	Maximum Score is 3	Certified Ledger expenditure
Corporate	Effective coordination of DM plan implementation	Disaster management forum meetings scheduled by 30 Jun 2016	10	1 forum meetings scheduled by 30 Sept	1 forum meetings scheduled by 30 Dec	1 forum meetings scheduled by 30 Mar	1 forum meetings scheduled by 30 Jun	0 forum meetings scheduled by 30 Jun	1 forum meeting scheduled by 30 Jun	2 forum meetings scheduled by 30 Jun	3 forum meetings scheduled by 30 Jun	4 forum meetings scheduled by 30 Jun	attendance register/ Approved Minutes, agenda

Corporate	Create awareness of hazards and disasters	Number of DM awareness campaigns scheduled per quarter	11	3 awareness campaigns scheduled by 30 Sept	3 awareness campaigns scheduled by 30 Dec	3 awareness campaigns scheduled by 30 Mar	1 awareness campaigns scheduled by 30 Jun	4 awareness campaigns scheduled by 30 Jun	6 awareness campaigns scheduled by 30 Jun	10 awareness campaigns scheduled by 30 Jun	12 awareness campaigns scheduled by 30 Jun	14 awareness campaigns scheduled by 30 Jun	Minutes confirming reports tabled and feedback reports
Corporate	Review and facilitate the district Disaster Management plan	Final Disaster Management Plan Submitted to MM by specified date	12	To be measured in the third quarter	To be measured in the third quarter	Draft Disaster Management Plan submitted to Municipal Manager by 30 March 2017	Final Disaster Management Plan submitted to Municipal Manager by 30 June 2017	Final Disaster Management Plan submitted to Municipal Manager by 30 Jul 2017	Final Disaster Management Plan submitted to Municipal Manager by 15 Jul 2017	Final Disaster Management Plan submitted to Municipal Manager by 30 June 2017	Final Disaster Management Plan submitted to Municipal Manager by 15 June 2017	Final Disaster Management Plan submitted to Municipal Manager by 30 May 2017	Acknowledgment of receipt by MM's office
Corporate	Review and facilitate the Municipal airport management plan	Airport plan submitted to MM by specified date	13	To be measured in the third quarter	To be measured in the third quarter	Draft airport plan submitted to MM by 30 March 2017	Final airport plan submitted to MM by 30 June 2017	Final airport plan submitted to MM by 30 Jul 2017	Final airport plan submitted to MM by 15 Jul 2017	Final airport plan submitted to MM by 30 June 2017	Final airport plan submitted to MM by 15 June 2017	Final airport plan submitted to MM by 30 May 2017	Acknowledgment of receipt by MM's office
<b>National KPA: Municipal Financial viability and management</b>													
<b>Balance Scorecard Perspective</b>													
Finance	Improve revenue collection	Outstanding service debtors recovery rate to revenue per quarter	14	0.25	0.25	0.25	0.25	0.48	0.32	0.25	0.2	0.15	BS902 Billing Report

Finance	Improve supply chain application	Number of successful appeals per quarter	15	0	0	0	0	2	1	0	Maximum score is 3	Maximum score is 3	Supply chain management report / Memo from CFO to MM
Finance	Process payments in time	Processing time of invoices per quarter	16	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 60 days by end of the quarter	100% of creditors paid within 45 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	Creditors report
Finance	Complete and submit accurate annual financial statements	Review and submit Financial Statements by specified date	17	31-Aug-16	Measured in the first quarter	Measured in the first quarter	Measured in the first quarter	30-Oct-16	15-Oct-16	31-Aug-16	15-Aug-16	01-Aug-16	AG receipt
Municipal Manager	To consistently achieve clean audit	Maintain unqualified audit opinion from the Auditor General	18	Measured in the second quarter	Unqualified	Measured in the second quarter	Measured in the second quarter	Disclaimer	Qualified	Unqualified with matters	Unqualified with no matters	Clean Audit	AG audit report
Finance	Budget for ZDM annually	Final 2017/18 budget submitted to Council for approval by specified date	19	Measured in the third quarter	Measured in the third quarter	Draft 2017/2018 Budget tabled to Council by 30 Mar 2016	Final 2017/2018 Budget tabled to Council by 30 June 2016	Final 2017/2018 Budget tabled to Council by 30 Jul 2016	Final 2017/2018 Budget tabled to Council by 15 Jul 2016	Final 2017/2018 Budget tabled to Council by 30 June 2016	Final 2017/2018 Budget tabled to Council by 15 June 2016	Final 2017/2018 Budget tabled to Council by 30 May 2016	Council resolution and final budget approval

Finance	Have an effective Auditing Function	Number of Audit committee meetings scheduled per quarter	20	1 Audit committee meetings scheduled by 30 Sept	1 Audit committee meetings scheduled by 30 Dec	1 Audit committee meetings scheduled by 30 Mar	1 Audit committee meetings scheduled by 30 Jun	2 Audit committee meetings scheduled by 30 Jun	3 Audit committee meetings scheduled by 30 Jun	4 Audit committee meetings scheduled by 30 Jun	5 Audit committee meetings scheduled by 30 Jun	6 Audit committee meetings scheduled by 30 Jun	attendance register/ Approved Minutes to meetings
Finance	Report timely and accurately	Quarterly SDBIP reports for 2016/2017 submitted to MM by specified date	21	15-Oct-16	25-Jan-17	April 15, 2017	July 15, 2017	August 30, 2017	August 15, 2017	July 30, 2017	July 15, 2017	July 01, 2017	Acknowledgment of receipt by MM's office
Finance	Have an effective Auditing Function	Percentage of audit queries addressed from the AG report by end of the financial year	22	5% audit queries addressed from the AG by 30 Sept	25% audit queries addressed from the AG by 30 Dec	75% audit queries addressed from the AG by 30 Mar	90% audit queries addressed from the AG by 30 Jun	80% audit queries addressed from the AG by 30 Jun	85% 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	Audit Action Plan Report
Finance	Increase the cost coverage ratio	Cost Coverage ratio achieved per quarter	23	3	3	3	3	5	4	3	2	1	Expenditure report and bank statements
Finance	Increase the debt coverage ration	Debt Coverage Ratio achieved per quarter	24	3	3	3	3	5	4	3	2	1	GS560 report & MoA

Finance	Report timely and accurately submitted to Council by specified date	Annual report 2015/2016 submitted to Council by specified date	25	To be measured in the fourth quarter	To be measured in the fourth quarter	To be measured in the fourth quarter	Annual Report submitted to Council by 30 Jan 2017	Annual Report submitted to Council by 30 Mar 2017	Annual Report submitted to Council by 30 Feb 2017	Annual Report submitted to Council by 30 Jan 2017	Maximum score is 3	Maximum Score is 3	Certified council minutes and annual report
Finance	Produce accurate statements	Percentage of accounts adjustments effected per quarter	26	3%	3%	3%	3%	5%	4%	3%	2%	1%	Financial report
Finance	Keep a minimum cash balance to cover average monthly expenditure	Number of days with excessive funds in current account in relation to strategy	27	15 days	15 days	15 days	15 days	25 days	20 days	15 days	10 days	05 days	Investments report
Finance	Align Capital Programme and IDP	Percentage of capital projects budgeted for in accordance with the IDP	28	100%	100%	100%	100%	80%	90%	100%	Maximum score is 3	Maximum score is 3	Budget report

**National KPA: Local Economic Development**

**Balance Scorecard Perspective**

Community	Co-Ordinated and Integrated Regional Economic Development	Approved 2017/2018 LED Strategy submitted to Council by specified date	29	To be measured in the third quarter	To be measured in the third quarter	Draft LED Strategy submitted to Council by 30 March 2017	Final LED Strategy submitted to Council by 30 June 2017	Final LED Strategy submitted to Council by 30 Jul 2017	Final LED Strategy submitted to Council by 15 Jul 2017	Final LED Strategy submitted to Council by 30 June 2017	Final LED Strategy submitted to Council by 15 June 2017	Final LED Strategy submitted to Council by 30 May 2017	Approved LED strategy, Certified Council Minutes
Community	Co-Ordinated and Integrated Regional Economic Development	Number of tourism awareness and training workshops scheduled per year	30	2 tourism awareness and training workshops	2 tourism awareness and training workshops	2 tourism awareness and training workshops	2 tourism awareness and training workshops	4 tourism awareness and training workshops	6 tourism awareness and training workshops	8 tourism awareness and training workshops	10 tourism awareness and training workshops	12 tourism awareness and training workshops	Tourism portfolio committee approved minutes and awareness and training reports
Municipal Manager	Co-Ordinated and Integrated Regional Economic Development	Number of jobs created through LED initiatives and capital projects	31	50 jobs created by 30 Sept	50 jobs created by 30 Dec	50 jobs created by 30 Mar	50 jobs created by 30 Jun	100 jobs created by 30 Jun	150 jobs created by 30 Jun	200 jobs created by 30 Jun	250 jobs created by 30 Jun	300 jobs created by 30 Jun	Monthly progress reports and minutes to meetings, request from community and endorsement from ZDM
Community	Effectively co-ordinate LED in the District	Number of LED ward projects implemented	32	To be measured in the fourth quarter	To be measured in the fourth quarter	To be measured in the fourth quarter	200 LED ward projects implemented by 30 Jun	100 LED ward projects implemented by 30 Jun	150 LED ward projects implemented by 30 Jun	200 LED ward projects implemented by 30 Jun	250 LED ward projects implemented by 30 Jun	300 LED ward projects implemented by 30 Jun	Annual Awarded list, Annual expenditure report

Community	Plan and implement institutional measures that would reduce the impact of HIV/AIDS	HIV/ADS Strategy 2017/2018 submitted to Council by specified date	33	To be measured in the third quarter	To be measured in the third quarter	Draft HIV/AIDS Strategy submitted to Council by 30 March 2017	Final HIV/AIDS Strategy submitted to Council by 30 June 2017	Final 2017/2018 HIV/AIDS Strategy submitted to Council by 31 July 2017	Final 2017/2018 HIV/AIDS Strategy submitted to Council by 15 July 2017	Final 2017/2018 HIV/AIDS Strategy submitted to Council by 30 June 2017	Final 2017/2018 HIV/AIDS Strategy submitted to Council by 15 June 2017	Final 2017/2018 HIV/AIDS Strategy submitted to Council by 30 May 2017	Approved strategy and minutes to the meeting
Community	Create HIV/AIDS awareness and education	Number of HIV/AIDS awareness campaigns scheduled	34	4 HIV/AIDS awareness campaigns scheduled by 30 Sept	4 HIV/AIDS awareness campaigns scheduled by 30 Dec	4 HIV/AIDS awareness campaigns scheduled by 30 Mar	4 HIV/AIDS awareness campaigns scheduled by 30 Jun	8 HIV/AIDS awareness campaigns scheduled by 30 June	12 HIV/AIDS awareness campaigns scheduled by 30 June	16 HIV/AIDS awareness campaigns scheduled by 30 June	20 HIV/AIDS awareness campaigns scheduled by 30 June	24 HIV/AIDS awareness campaigns scheduled by 30 June	Attendance register, certified minutes and reports
Community	Enhance Schools/Creches compliance	Number of Schools/Creches inspection reports conducted per quarter	35	15 Schools/Creches inspection reports conducted by 30 Sept	15 Schools/Creches inspection reports conducted by 30 Dec	15 Schools/Creches inspection reports conducted by 30 Mar	15 Schools/Creches inspection reports conducted by 30 Jun	30 Schools/Creches inspection reports conducted by 30 Jun	45 Schools/Creches inspection reports conducted by 30 Jun	60 Schools/Creches inspection reports conducted by 30 Jun	65 Schools/Creches inspection reports conducted by 30 Jun	70 Schools/Creches inspection reports conducted by 30 Jun	Minutes of meetings / Attendance Register/Memo to MM
Community	Strategically plan development and empowerment initiatives for youth and gender	Reviewed Social development strategy submitted to MM by specified date	36	To be measured in the third quarter	To be measured in the third quarter	Draft Social development strategy submitted to MM by 30 March 2017	Final Social development strategy submitted to MM by 30 June 2017	Final Social development strategy submitted to MM by 30 July 2017	Final Social development strategy submitted to MM by 15 July 2016	Final Social development strategy submitted to MM by 30 June 2017	Final Social development strategy submitted to MM by 15 June 2017	Final Social development strategy submitted to MM by 30 May 2017	Acknowledgment of receipt by MM; Council Resolution

Community	Enable participation and create awareness of Councils Youth and Gender Programmes	Number of District Youth Council Meetings scheduled per quarter	37	1 district youth council meeting scheduled by 30 Sept	1 district youth council meeting scheduled by 30 Dec	1 district youth council meeting scheduled by 30 Mar	1 district youth council meeting scheduled by 30 Jun	1 district youth council meeting scheduled by 30 Jun	2 district youth council meeting scheduled by 30 Jun	4 district youth council meeting scheduled by 30 Jun	6 district youth council meeting scheduled by 30 Jun	8 district youth council meeting scheduled by 30 Jun	Minutes of meetings / Attendance Register/agenda
Community	Enable participation and create awareness of Councils Youth and Gender Programmes	Number of quality of life Council Meetings scheduled per quarter	38	1 quality of life council meeting scheduled by 30 Sept	1 quality of life council meeting scheduled by 30 Dec	1 quality of life council meeting scheduled by 30 Mar	1 quality of life council meeting scheduled by 30 Jun	1 quality of life council meeting scheduled by 30 Jun	2 quality of life council meetings scheduled by 30 Jun	4 quality of life council meetings scheduled by 30 Jun	6 quality of life council meetings scheduled by 30 Jun	8 quality of life council meetings scheduled by 30 Jun	Minutes of meetings / Attendance Register
Community	Reduce poverty by implementing Community Development Projects	Number of people participating in ZDM Community Capacity Building Programmes by financial year end	39	To be measured in the second & fourth quarter	120 people participating in ZDM Community Capacity Building Programme by 30 Dec	To be measured in the second & fourth quarter	120 people participating in ZDM Community Capacity Building Programme by 30 Jun	70 people participating in ZDM Community Capacity Building Programme by 30 Jun	200 people participating in ZDM Community Capacity Building Programme by 30 Jun	240 people participating in ZDM Community Capacity Building Programme by 30 Jun	260 people participating in ZDM Community Capacity Building Programme by 30 Jun	280 people participating in ZDM Community Capacity Building Programme by 30 Jun	signed attendance registers and reports

Community	Implement food production compliance	Number of food production site inspection reports produced per quarter	40	12 production site inspection reports on file by 30 Sept	12 production site inspection reports on file by 30 Dec	12 production site inspection reports on file by 30 Mar	12 production site inspection reports on file by 30 Jun	24 production site inspection reports on file by 30 Jun	36 production site inspection reports on file by 30 Jun	48 production site inspection reports on file by 30 Jun	60 production site inspection reports on file by 30 Jun	72 production site inspection reports on file by 30 Jun	Approved inspection reports
Community	Enhance mortuary compliance	Number of mortuary inspection reports produced per quarter	41	12 mortuary inspection reports on file by 30 Sept	12 mortuary inspection reports on file by 30 Dec	12 mortuary inspection reports on file by 30 Mar	12 mortuary inspection reports on file by 30 Jun	24 mortuary inspection reports on file by 30 Jun	36 mortuary inspection reports on file by 30 Jun	48 mortuary inspection reports on file by 30 Jun	60 mortuary inspection reports on file by 30 Jun	72 mortuary inspection reports on file by 30 Jun	Approved (signed off by HOD) inspection reports

**National KPA: Good Governance & Public Participation**

**Balance Scorecard Perspective**

Community; Finance; Technical; Planning	Spend grant funding	Percentage of allocated grant funds spent	42	20% allocated grant funds spent by 30 Sept	40% allocated grant funds spent by 30 Dec	70% allocated grant funds spent by 30 Mar	100% allocated grant funds spent by 30 Jun	80% allocated grant funds spent by 30 Jun	90% allocated grant funds spent by 30 Jun	100% allocated grant funds spent by 30 Jun	Maximum score is 3	Maximum score is 3	Financial Statements; Ledger
Finance	Improve governance	Final fraud prevention strategy reviewed and submitted to MM by specified date	43	To be measured in the fourth quarter	To be measured in the fourth quarter	To be measured in the fourth quarter	Draft fraud prevention strategy reviewed and submitted to MM by 30 Mar 2017	Final fraud prevention strategy reviewed and submitted to MM by 30 Jul 2017	Final fraud prevention strategy reviewed and submitted to MM by 15 Jul 2017	Final fraud prevention strategy reviewed and submitted to MM by 30 June 2017	Final fraud prevention strategy reviewed and submitted to MM by 15 June 2017	Final fraud prevention strategy reviewed and submitted to MM by 30 May 2017	Minutes of Audit Committee

Municipal Manager	Manage performance effectively	6 performance agreements signed by 56 Section Managers by specified date	44	6 performance agreements signed by 56 Section Managers by 01 Jul 2014	Measured in the first quarter	Measured in the first quarter	Measured in the first quarter	4 performance agreements signed by 56 Section Managers by 30 Jul 2016	5 performance agreements signed by 56 Section Managers by 15 Jul 2016	6 performance agreements signed by 56 Section Managers by 01 Jul 2016	Maximum score is 3	Maximum score is 3	Signed performance agreements, Council resolution
Municipal Manager	Maintain Institutional Capacity to render Municipal Services	Average number of vacancies in critical posts in relation to organogram by end of the financial year	45	≤2 vacancies in critical posts by 30 Sept	≤2 vacancies in critical posts by 30 Dec	≤2 vacancies in critical posts by 30 Mar	≤2 vacancies in critical posts by 30 Jun	≥4 vacancies in critical posts by 30 Jun	3 vacancies in critical posts by 30 Jun	2 vacancies in critical post vacancies in critical posts by 30 Juns by 30 Jun	1 vacancy in critical posts by 30 Jun	0 vacancies in critical posts by 30 Jun	Human resource reports
Finance	Mitigate risks	Reviewed risk management plan submitted to MM by specified date	46	To be measured in the third quarter	To be measured in the third quarter	Draft risk management plan submitted to MM by 30 Mar 2017	Final risk management plan submitted to MM by 30 June 2017	Final risk management plan submitted to MM by 30 Jul 2017	Final risk management plan submitted to MM by 15 Jul 2017	Final risk management plan submitted to MM by 30 June 2017	Final risk management plan submitted to MM by 15 June 2017	Final risk management plan submitted to MM by 30 May 2017	Minutes of Audit Committee
<b>National KPA: Municipal transformation and institutional development</b>													
<b>Balance Scorecard Perspective</b>													

Planning	Encourage participation in IDP process, ensure alignment with Local Municipalities	Number of stakeholder alignment meetings held by end of the financial year	47	2 stakeholder meetings held by 30 Sept	2 stakeholder meetings held by 30 Dec	2 stakeholder meetings held by 30 Mar	2 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	Minutes of meetings / Attendance register
Planning	Encourage participation in IDP process, ensure alignment with Local Municipalities	Date of submission of 2017/2018 IDP Framework Plan to Council for adoption	48	30-Sep-15	Measured in the first quarter	Measured in the first quarter	Measured in the first quarter	IDP Framework Plan submitted to Council for adoption by 30 Oct 16	IDP Framework Plan submitted to Council for adoption by 15 Oct 16	IDP Framework Plan submitted to Council for adoption by 30 Sept 16	IDP Framework Plan submitted to Council for adoption by 15 Sept 16	IDP Framework Plan submitted to Council for adoption by 01 Sept 16	Council Resolution, Minutes of meeting
Planning	Effective spatial development	Reviewed Spatial Development Framework submitted to Council by specified date	49	To be measured in the third quarter	To be measured in the third quarter	Draft Spatial Development Framework submitted to Council by 30 Mar 2017	Final Spatial Development Framework submitted to Council by 30 Jun 2017	Spatial Development Framework submitted to Council by 30 Jul 2017	Spatial Development Framework submitted to Council by 15 Jul 2017	Spatial Development Framework submitted to Council by 30 June 2017	Spatial Development Framework submitted to Council by 15 June 2017	Spatial Development Framework submitted to Council by 30 May 2017	Council Resolution, Minutes of meeting
Planning	Encourage participation in IDP process, ensure alignment with Local Municipalities	Integrated Development plan submitted to Council for adoption by specified date	50	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 May 2017	Final Integrated Development Plan submitted to Council for approval by 30 June 2017	Final Integrated Development Plan submitted to Council for approval by 30 June 2017	Final Integrated Development Plan submitted to Council for approval by 30 June 2017	Final Integrated Development Plan submitted to Council for approval by 30 June 2017	Final Integrated Development Plan submitted to Council for approval by 15 June 2017	Final Integrated Development Plan submitted to Council for approval by 30 May 2017	Council resolution

Planning	To effectively deal with development and environmental applications in line with legislation	Percentage of environmental applications responded to within 40 days of receipt by end of the financial year	51	100% of received applications dealt within 40 days	100% of received applications dealt within 40 days	100% of received applications dealt within 40 days	100% of received applications dealt within 40 days	40% of received applications dealt within 40 days	70% of received applications dealt within 40 days	10% of received applications dealt within 40 days	Maximum score is 3	Maximum score is 3	collaborator report; letters of response from ZDM faxed to applicant
Municipal Manager	Implement and Manage Employment Equity	Number of people from employment equity target groups employed in the three highest levels of Management in compliance with a municipality's employment equity plan	52	13 people from employment equity target groups employed by 30 Sept	13 people from employment equity target groups employed by 30 Dec	13 people from employment equity target groups employed by 30 Mar	13 people from employment equity target groups employed by 30 Jun	13 people from employment equity target groups employed by 30 Jun	13 people from employment equity target groups employed by 30 Jun	13 people from employment equity target groups employed by 30 Jun	13 people from employment equity target groups employed by 30 Jun	13 people from employment equity target groups employed by 30 Jun	EE report and minutes to meeting

Corporate	Maintain Institutional Capacity to render Municipal Services	Workplace skills plan 2017/2018 submitted to Local Labour Forum by specified date	53	To be measured in the fourth quarter	To be measured in the fourth quarter	To be measured in the fourth quarter	Workplace skills plan 2016/2017 submitted to Local Labour Forum by 15 Aug 2017	Workplace skills plan 2016/2017 submitted to Local Labour Forum by 30 Jul 2017	Workplace skills plan 2016/2017 submitted to Local Labour Forum by 15 Jul 2017	Workplace skills plan 2016/2017 submitted to Local Labour Forum by 30 June 2017	Workplace skills plan 2016/2017 submitted to Local Labour Forum by 15 June 2017	Workplace skills plan 2016/2017 submitted to Local Labour Forum by 30 May 2017	LLF Resolution, Signed Minutes
Corporate	Maintain Institutional Capacity to render Municipal Services	Percentage of the municipality's budget actually spent on implementing its Workplace Skills Plan	54	20% of workplace skills plan budget spent by 30 Sept	40% of workplace skills plan budget spent by 30 Dec	70% of workplace skills plan budget spent by 30 Mar	100% of workplace skills plan budget spent by 30 Jun	80% of workplace skills plan budget spent by 30 Jun	90% of workplace skills plan budget spent by 30 Jun	100% of workplace skills plan budget spent by 30 Jun	Maximum score is 3	Maximum score is 3	Ledger certified by CFO or Financial Statements

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**6. DETAILED CAPITAL WORKS PLAN AND WARD INFORMATION**



Municipality: Zululand District Municipality

MIS Form ID	Nat/ Prov Project Registration Number (as on the registration letter)	Project Title	November-17	December-17	January-18	February-18	March-18	April-18	May-18	June-18	Total planned expenditure on MIG funds for 2017/2018	Total planned expenditure on MIG for 2018/2019	Total planned expenditure on MIG for 2019/2020
DC26 PMU	PMU		1 012 000	836 000		1 012 000	924 000	880 000	836 000		9 328 000	12 481 550	
2006MIGFDC265325	Usuthu RWSS Phase 3		643 931	965 897	869 872	1 304 808	828 450	1 242 674	787 027	1 180 541	11 297 040	49 926 200	
2006MIGFDC265328	Usuthu RWSS Phase 2												
2006MIGFDC265329	Usuthu RWSS Phase 1												
2006MIGFDC265332	Simdlangentsha Central RWSS Phase 2 AFA												
2006MIGFDC265333	Khambi RWSS Water Supply AFA		389 748	271 129		389 748	355 857	338 911	321 966		3 541 622	4 493 358	
2006MIGFDC265334	Hlahlindlela / Mondlo Regional Water Supply		779 496	542 258		779 496	711 714	677 822	643 931		7 083 244	8 986 716	
2006MIGFDC265336	Simdlangentsha East RWSS Phase 1												
2006MIGFDC265339	Simdlangentsha West RWSS Phase 2,1 AFA		1 515 686	1 054 390		1 515 686	1 383 887	1 317 988	1 252 089		13 772 975	17 474 170	
2006MIGFDC265351	Coronation RWSS Enyathi (AFA)												
2008MIGFDC26162234	Mandlakazi RWSS Phase 4												
2008MIGFDC26165601	Gumbi Emergency Water Supply												
2009MIGFDC26171056	Usuthu RWSS Phase 5		4 936 806	3 434 300		4 936 806	4 507 519	4 292 875	4 078 231	1 139 453	83 968 605	56 915 868	
2009MIGFDC26171057	Nkonjeni RWSS Phase 4		1 299 160	903 763		1 299 160	1 186 189	1 129 704	1 073 219		11 805 407	14 977 860	
2011MIGFDC26202876	ZDM Rudimentary Water Supply Phase 3 (AFA)												
2012MIGFDC26207602	Simdlangentsha East Water Supply Phase 2		606 274	421 756		606 274	553 555	527 195	500 835		5 509 190	6 989 668	
2012MIGFDC26201764	ZDM Rural Sanitation Phase 2 - Feasibility												
2013MIGFDC26213508	Simdlangentsha Central Water Supply Phase 3		1 515 686	1 054 390		1 515 686	1 383 887	1 317 988	1 252 089		13 772 975	17 474 170	
2013MIGFDC26211793	Coronation RWSS: Planning Phase												
2013MIGFDC26220802	Zululand Rudimentary Water Supply Phase 4		3 247 899	2 259 408		3 247 899	2 965 473	2 824 260	2 683 047		29 513 517	37 444 650	
2014MIGFDC26215437	Mandlakazi RWSS Phase 5		1 948 739	1 355 645		1 948 739	1 779 284	1 694 556	1 609 828		17 708 110	22 466 790	
2014MIGFDC26233042	Zululand Rural Sanitation Phase 2D		4 330 532	3 012 544		4 330 532					28 054 316		
			22 225 958	16 111 481	869 872	22 886 835	16 579 815	16 243 974	15 038 262	2 319 994	235 355 000	249 631 000	-

SIGNED BY MUNICIPAL MANAGER (Or delegated person, include letter of delegation)

NAME: SB Nkosi  
 SIGNATURE: [Signature]  
 DATE: 31/1/2017  
 CONTACT DETAILS: 0333 745500

3RD DRAWDOWN

21%  
 50 355 000



This must be equal to the allocations published in the DoRA for the MIG.

CHIEF FINANCIAL OFFICER

NAME: SICHEMBILE MTHEMBU  
 SIGNATURE: [Signature]  
 DATE: 31/1/2017  
 CONTACT DETAILS: 0333 745500

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

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

**Date received:** 13/06/2017

**Date Approved:** 15/06/2017

**Signature:** 