

The background of the page features a large, circular, faded watermark of the Zululand District Municipality Coat of Arms. The coat of arms includes a central shield with a sunburst at the top, a leopard's head in the center, and two birds (likely eagles or vultures) on the sides. Below the shield is a banner with the text 'INOUBEKELA PHAMBILI' and another banner below that with 'NGOBUQOQTHO'.

ZULULAND DISTRICT MUNICIPALITY
SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN
FOR THE QUARTER ENDED 30 SEPTEMBER 2019

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 2019/20 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 2018/19 financial year was approved by Council on 29 March 2019. 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 2019/20SDBIP

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 2019/20 financial year. The reason for the inclusion of this component of the SDBIP is to ensure that the municipality monitors revenue collected during the quarter as all expenditure to be incurred in terms of the approved Budget must be financed from realistically anticipated revenues to be collected.

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

The revenue for the quarter ended 30 September 2019 is indicated below as follows:

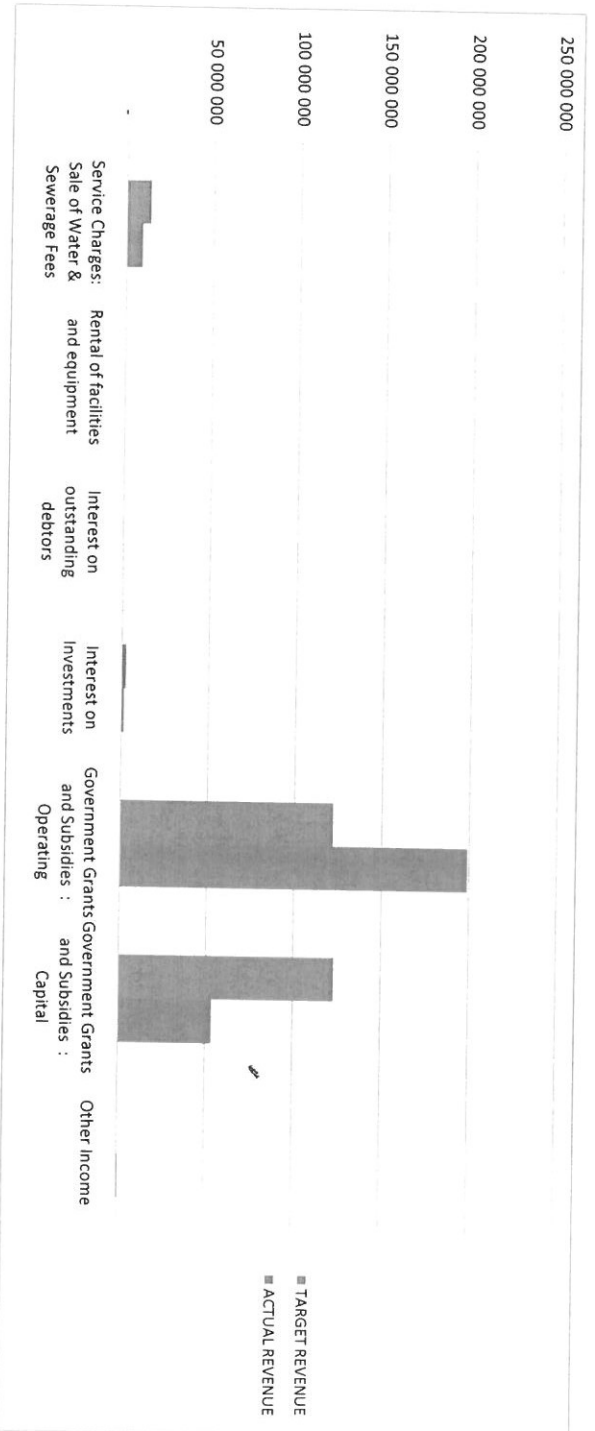
Monthly projections of total Revenue per Source

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

**Monthly projections of Revenue by Source of
Zululand District Municipality for the Quarter
ended 30 September 2019**

Monthly Projections of Revenue by Source									
Revenue by Source		JULY		AUGUST		SEPTEMBER		Totals for Q 1	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Variance
Service Charges: Sale of Water & Sewerage Fees	4 563 583	-2 125 000	4 563 583	8 612 000	4 563 583	2 667 727	13 690 750	9 154 727	4 536 023
Rental of facilities and equipment	15 000	27 376	15 000	2 000	15 000	1 886	45 000	31 261	13 739
Interest on outstanding debtors	-	1 162	-	2 000	-	-	-	3 162	-3 162
Government Grants and Subsidies : Operating	833 333	-	833 333	521 000	833 333	1 009 000	2 500 000	1 530 000	970 000
Government Grants and Subsidies : Capital	40 650 333	193 567 000	40 650 333	4 670 000	40 650 333	956 000	121 951 000	199 193 000	-77 242 000
Other Income	40 987 667	-	40 987 667	-	40 987 667	53 686 953	122 963 000	53 686 953	69 276 047
	120 083	212 630	120 083	291 000	120 083	149 000	360 250	652 630	-292 380
TOTALS	87 170 000	191 683 168	87 170 000	14 098 000	87 170 000	58 470 566	261 510 000	264 251 734	-2 741 734

Q1 Chart - Monthly Projections of Revenue by Source



3. MONTHLY PROJECTIONS OF EXPENDITURE PER SOURCE

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

**Monthly Projections of Expenditure by Source of
Zululand District Municipality for the Quarter ended 30 September 2019**

Monthly Projections of Expenditure by Source									
Expenditure by Source	JULY		AUGUST		SEPTEMBER		Totals for Q. 1		
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Variance
Operating Expenditure									
Employee related costs wages and salaries	16 684 873	15 276 546	16 684 873	16 211 000	16 684 873	16 134 879	50 054 620	47 622 425	2 432 195
Employee related costs social contribution	-	-	-	-	-	-	-	-	-
Remuneration of Councilors	661 633	671 743	661 633	672 000	661 633	672 000	1 984 898	2 015 743	-30 845
Bad debts	500 000	-	500 000	-	500 000	-	1 500 000	-	1 500 000
Collection costs	-	-	-	-	-	-	-	-	-
Depreciation	5 027 601	-	5 027 601	-	5 027 601	-	15 082 804	-	15 082 804
Repairs and maintenance	-	-	-	-	-	-	-	-	-
Inter-Departmental Charges	-	-	-	-	-	-	-	-	-
Interest on external borrowings	-	-	-	-	-	-	-	-	-
Other Materials	2 144 635	14 050	2 144 635	1 465 000	2 144 635	199 110	6 433 906	1 678 160	4 755 746
Bulk purchases	2 416 667	-	2 416 667	815 000	2 416 667	2 034 835	7 250 000	2 849 835	4 400 165
Grants & Subsidies paid	12 500	-	12 500	3 000	12 500	49 216	37 500	52 216	-14 716
Contracted services	14 472 524	13 929 230	14 472 524	21 163 000	14 472 524	18 020 579	43 417 573	53 112 808	-9 695 235
General expenses - other (including abnormal expenses)	8 723 312	5 041 937	8 723 312	9 321 000	8 723 312	8 949 208	26 169 937	23 312 146	2 857 791
Loss on disposal of property, plant and equipment	-	-	-	-	-	-	-	-	-
Total Operating Expenditure	50 643 746	34 933 507	50 643 746	49 650 000	50 643 746	46 059 826	151 931 238	130 643 332	21 287 905
Capital Expenditure									
Total asset from own funds	258 750	-	258 750	-	258 750	-	776 250	-	776 250
Total asset from grants & subsidies	36 267 520	61 472 632	36 267 520	45 029 853	36 267 520	53 686 953	108 802 560	160 189 438	-51 386 878
Total Operating Expenditure	36 526 270	61 472 632	36 526 270	45 029 853	36 526 270	53 686 953	109 578 810	160 189 438	-50 610 628
TOTAL EXPENDITURE	87 170 016	96 406 138	87 170 016	94 679 853	87 170 016	99 746 779	261 510 048	290 832 770	-29 322 723

Q1 Chart - Monthly Projections of Expenditure by Source



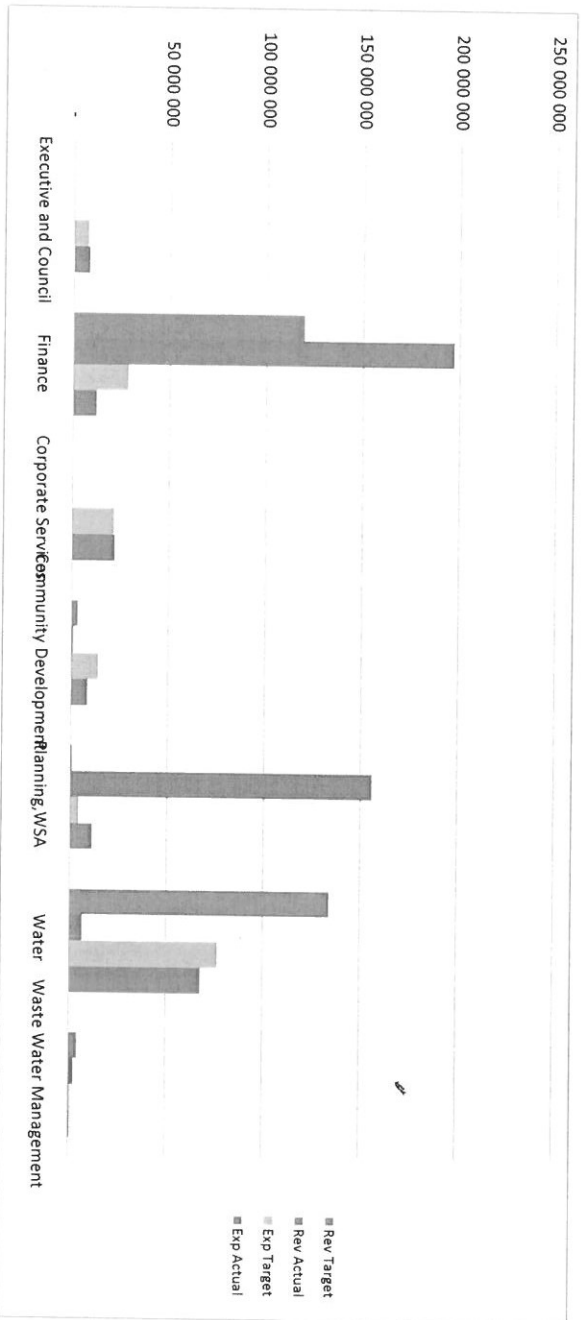
4. PROJECTIONS OF REVENUE & EXPENDITURE PER VOTE

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 30 September 2019. It is clear that Zululand District Municipality will spend a lot in the provision of water to the community that it serves.

Q1 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 - 2019/2020 SDBIP TOP LAYER

1 - Basic Service Delivery and Infrastructure

Basic Service Delivery and Infrastructure													
Program Driver	Objective	Indicator	Unit of Measure	KPI No	Baseline	Q1 Target	Q1 Actual	status	Target date	Responsible unit	POE	Variance	Corrective action
HOD (F)	Continuously managing all developed infrastructure capital assets to minimize the total cost of owning and operating these assets while delivering the desired service levels & protecting the natural environment	Current Ratio	ratio	2	new KPI	01/05	01/01	Not Achieved	30-Sep-19	Budget	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, in-year reports, IDP and AR	no budget allocated to assist in achieving the target	to budget in the future
HOD (P)	Build adequate capacity, eliminate operational inefficiencies, streamline and refine processes and systems and establish partnerships with government and private sector to accelerate provision of universal, equitable & consistent access to the municipality	Percentage of MIG Expenditure spent compared to accumulative budget for the period Actual/MIG/Planned MIG for the relevant period *100	percentage	3	new KPI	Measured in the 4th Quarter	Measured in the 4th Quarter	not due this quarter	30-Sep-19	PMU	AFS	N/A	N/A
HOD (P)	Build adequate capacity, eliminate operational inefficiencies, streamline and refine processes and systems and establish partnerships with government and private sector to accelerate provision of universal, equitable & consistent access to the municipality	Percentage of clinics throughout the district with access to water by specified date	percentage	4	new KPI	Measured in the 4th Quarter	Measured in the 4th Quarter	not due this quarter	30-Jun-20	WSA	Engineers Certificate, Survey	N/A	N/A
HOD (P)	Build adequate capacity, eliminate operational inefficiencies, streamline and refine processes and systems and establish partnerships with government and private sector to accelerate provision of universal, equitable & consistent access to the municipality	Percentage of schools through the district with access to water by specified date	percentage	5	new KPI	Measured in the 4th Quarter	Measured in the 4th Quarter	not due this quarter	30-Jun-20	WSA	Engineers Certificate, Survey	N/A	N/A
HOD (P)	Build adequate capacity, eliminate operational inefficiencies, streamline and refine processes and systems and establish partnerships with government and private sector to accelerate provision of universal, equitable & consistent access to the municipality	Sec 43 (Reg 10 (a)) : Percentage of households with access to basic level of water (830)	percentage	6	0.48% new H-H	76.79	381%	not due this quarter	30-Sep-19	PMU	Engineers Certificate, Survey	N/A	N/A
HOD (P)	Build adequate capacity, eliminate operational inefficiencies, streamline and refine processes and systems and establish partnerships with government and private sector to accelerate provision of universal, equitable & consistent access to the municipality	Sec 43(Reg 10 (a)) : Percentage of households with access to basic level of sanitation (890)	percentage	7	0.13% new H-H	83.90	50%	Not Achieved	30-Sep-19	PMU	Engineers Certificate, Survey	budget constraints	to increase budget in the future
HOD (P)	Build adequate capacity, eliminate operational inefficiencies, streamline and refine processes and systems and establish partnerships with government and private sector to accelerate provision of universal, equitable & consistent access to the municipality	Sec 43(Reg 10 (b)) : Percentage of households earning less than R1600 pm with access to free sanitation (890)	percentage	8	0.13% new H-H	63.60	50%	Not Achieved	30-Sep-19	PMU	Engineers Certificate, Survey	budget constraints	to increase budget in the future
HOD (P)	Build adequate capacity, eliminate operational inefficiencies, streamline and refine processes and systems and establish partnerships with government and private sector to accelerate provision of universal, equitable & consistent access to the municipality	Sec 43(Reg 10 (b)) : Percentage of households earning less than R1600 pm with access to free water (Note: Rudimentary LOS included) (710)	percentage	9	1.97% new H-H	49.10	0%	Not Achieved	30-Sep-19	PMU	Engineers Certificate, Survey	not budgeted for this financial year	to be included in 2020/2021 financial year
HOD (TS)	All categories of Municipal Infrastructure and resources are stable and maintained (Wastewater management, district reports)	% of unaccounted for water quarterly	percentage	11	new KPI	70.00	66.2	achieved	30-Sep-19	BULK	UAW Reports	N/A	N/A
HOD (TS)	All categories of Municipal Infrastructure and resources are stable and maintained (Wastewater management, district reports)	Actual Repairs and Maintenance as a % of budgeted Repairs and Maintenance expenditure Formula (actual R&M/Budgeted R&M)*100	percentage	12	new KPI	25.00	25	achieved	30-Sep-19	O&M	Expenditure reports	N/A	N/A
HOD (TS)	All categories of Municipal Infrastructure and resources are stable and maintained (Wastewater management, district reports)	Average time of notification to community prior to planned interruptions	hours	13	new KPI	24.00	31	achieved	30-Sep-19	O&M	Water notices	N/A	N/A
HOD (TS)	All categories of Municipal Infrastructure and resources are stable and maintained (Wastewater management, district reports)	Infrastructure conditional assessment report submitted to the Municipal Manager by specified date	date	14	01/07/2019	Measured in the 4th Quarter	Measured in the 4th Quarter	not due this quarter	30-Jun-20	O&M	list of contractors, appointment letters	N/A	N/A

HOD (TS)	All categories of Municipal infrastructure and resources are stable and maintained (Watersanitation, disasterfire management, district airports, district roads)	Number of contractors who benefited from the municipal capital programme by specified date	15	new KPI	5.00	2	Not Achieved	30-Sep-19	PMU	appointment letters	the contractors were appointed late	to ensure that contractors are appointed in the 2nd quarter
HOD (TS)	All categories of Municipal infrastructure and resources are stable and maintained (Watersanitation, disasterfire management, district airports, district roads)	Percentage of samples that pass laboratory tests	16	new KPI	82.00	93.8	Not Achieved	30-Sep-19	BULK	Monthly O&M Reports	N/A	N/A
HOD (TS)	All categories of Municipal infrastructure and resources are stable and maintained (Watersanitation, disasterfire management, district airports, district roads)	Sec. 43 (Reg 10 (d)) Number of jobs created through LED & Capital programme	17	2015	50.00	0	Not Achieved	30-Sep-19	EPWP	list of appointed individuals	He is still finalising the recruitment process	to fast-track the process for appointing these individuals
HOD (CS)	Progressively enhance the capabilities of the municipality to prevent and respond to disasters effectively and efficiently by complying with laws, building disaster management capacity, strengthening relations with stakeholders and improve community	Number of lightning conductors installed in identified rural households by specified date	1	new KPI	Measured in 4th quarter	Measured in the 4th Quarter	Not Achieved	30-Jun-20	LED	Beneficiary list	N/A	N/A
HOD (TS)	All categories of Municipal infrastructure and resources are stable and maintained (Watersanitation, disasterfire management, district airports, district roads)	Water supply interruption time per plant less than specified target	18	new KPI	5.00	3.8	Not Achieved	30-Sep-19	O&M	Water notices	N/A	N/A
HOD (P)	Continuously managing all developed infrastructure capital assets to minimize the total cost of owning and operating these assets while delivering the desired service levels & protecting the natural environment	Number of water service provider performance reports (WSP) considered by WSA per quarter	10	new KPI	2.00	1	Not Achieved	30-Sep-19	WSA	WSP Reports	members could not attend the meetings	to ensure that we invite members on time

2 - Good Governance and Public Participation													
Good Governance and Public Participation													
Program Driver	Objective	Indicator	unit of Measure	KPI No	Baseline	Target	Q1 Actual	status	Target date	Responsible	POE	reason for variance	corrective action
HOD (CS)	A sound customer/client relationship improved accountability and responsiveness to the community is achieved and sustained	Number of disaster/municipal health awareness campaigns held by specified date	Number	21	20	1.00	1	Not Achieved	30-Jun-20	Disaster management	Internal memo and attendance register	N/A	N/A
HOD (TS)	Effectively handling of community enquiries and responding through an effective customer care service	Percentage of logged complaints resolved by specified date	percentage	27	new KPI	Measured in the 4th Quarter	Measured in the 4th Quarter	Not Achieved	30-Jun-20	O&M	Sza (Customer Care) report	Complaints dealt with but not closed out on the system due to shortage of staff in the technical department to capture all the complaints dealt with on files	N/A
HOD (P)	Systematic development and or review and monitoring implementation of all municipal policies, bylaws, strategies, plans and frameworks in line with applicable legislation	Sec 43 (Reg 10 (c)) Percentage of capital budget actually spent on projects identified in IDP	percentage	25	100	measured in 4th quarter	measured in 4th quarter	Not Achieved	30-Jun-20	PMU	AFS	Due to national lockdown all contractors were suspended on sites	N/A

3 - Spatial Planning and Environmental Management													
Spatial Planning and Environmental Management													
Program Driver	Objective	Indicator	unit of Measure	KPI No	Baseline	Target	Q1 Actual	status	Target date	Responsible	POE	reason for variance	corrective action
HOD (P)	Promoting and conserving the natural environment through land use management policies, plans and frameworks	Percentage of identified activities from the SEIP implemented by a specified date	Percentage	32	new KPI	measured in 4th quarter	measured in 4th quarter	Not Achieved	30-Jun-20	GIS	Progress report tabled to the Planning & GIS Portfolio Committee	N/A	N/A
HOD (P)	Promoting and conserving the natural environment through land use management policies, plans and frameworks	Reviewed Spatial Development Framework submitted to Council by specified date	33	new KPI	Project Scope tabled and adopted by the SDF project steering committee 30/09/2019	N/A	Not Achieved	Not Achieved	30-Jun-20	IDP	Minutes of the SDF Project Steering Committee, minutes of the Planning & GIS Portfolio Committee	the service provider was not appointed	to fast-track the process for appointing the service provider

HOD (P)	Promoting integrated human settlements in spatial development strategies, frameworks and policies	Number Planning and Development Technical Forums held per quarter	Number	34	new KPI	1.00	1				30-Jun-20	Minutess, Attendance Register	N/A	N/A	
4. Municipal Transformation and Organizational Development															
Municipal Transformation and Organizational Development															
Program Driver	Objective	Indicator		KPI No	Baseline	Quarter 1					Target date	Responsible unit	POE	reason for variance	corrective action
HOD (Co)	Optimise workforce productivity by enforcing a sound organizational culture	Percentage of budgeted vacant posts filled according to the adopted organogram by specified date	percentage	35	new KPI	Measured in 4th Quarter	Measured in 4th Quarter				30-Jun-20	HR	Adverts of posts, HR Report, Signed Contracts	N/A	N/A
HOD (Co)	Optimise workforce productivity by enforcing a sound organizational culture	Number of employees trained on Balho Pale principles and service delivery charter by specified date	Number	37	new KPI	50.00	54				30-Jun-20	HR	Memos, Attendance Registers	N/A	N/A
HOD (Co)	Optimise workforce productivity by enforcing a sound organizational culture	Sec 43(1)(g) 10(Y) Percentage of Municipal budget actually spent on skills Development Plan	percentage	40	56.42%	Measured in 4th quarter	Measured in 4th quarter				30-Jun-20	HR	Training Report & Emails communications	N/A	N/A
HOD (CS)	Systematic review and monitoring implementation of all municipal policies, bylaws, strategies plans and frameworks in line with any applicable legislation	LED Plan reviewed and adopted by specified date	date	41	new KPI	Identified areas for review of LED Plan submitted to Municipal Manager 30/09/2018	Not submitted				30-Jun-20	LED	Emerging farmers support plan	the service provider was not appointed	to ensure the service provider is appointed in 2nd quarter
HOD (CS)	Systematic review and monitoring implementation of all municipal policies, bylaws, strategies plans and frameworks in line with any applicable legislation	Municipal health bylaws submitted for gazetiting to COGTA by specified date	date	42	new KPI	Measured in 3rd quarter	Measured in 3rd quarter				30-Jun-20		There is a signed Reviewal of the municipal health plan and Full Final laboratory report	N/A	N/A
HOD (Co)	Working with recognised worker unions active in the municipality to promote and encourage orderly collective bargaining	Number Local labour forum meetings held per quarter	Number	41	new KPI	1.00	1				30-Jun-20	HR	Attendance registers & Minutes	N/A	N/A
5 - Local Economic and Social Development															
Local Economic and Social Development															
Program Driver	Objective	Indicator	unit of Measure	KPI No	Baseline	Quarter 1					Target date	Responsible unit	POE	reason for variance	corrective action
HOD (CS)	Assess environmental health risks, provide information to the public and implement a range of programmes and projects to create partnerships amongst communities, health services, housing department and private sector	Reviewed Municipal Health Plan tabled to the Council by specified date	date	48	01/07/2019	Measured in 4th quarter	Measured in 4th quarter				30-Jun-20	Health	proof of submmission municipal health operational plan	N/A	N/A
HOD (CS)	Build the capacity of emerging farmers to market produce through transformation value chains	Emerging farmer and SNAME support jobs prepared and submitted to the Municipal Manager by specified date	date	50	new KPI	Measured in the 2nd quarter	Measured in the 2nd quarter				30-May-20	LED	ZDM Sathembele agricultural support programme	N/A	N/A
HOD (CS)	Enhance nests of economic activity through a town and village development programme	Small Development programme submitted to the Municipal Manager by specified date	date	51	new KPI	Measured in 4th quarter	Measured in 4th quarter				30-Jun-20	Special Programms	proof of submmission	N/A	N/A
HOD (CS)	Enhance nests of economic activity through a town and village development programme	Team and Village Development Programme developed and submitted to the Municipal Manager by specified date	date	52	new KPI	Measured in the 2nd quarter	Measured in the 2nd quarter				30-Jun-20	LED	Budget confirmation of Majomela and agreement	N/A	N/A

HOD (CS)	Promote skills development aligned with economic sectors to enable communities to participate in the local economy	Number of LED awareness events held to mutual municipal programmes by specified date	53	new KPI	1.00	1	30-Jun-20	LED	Attendance register	N/A	N/A
HOD (CS)	Promote the establishment of strategic tourism linkages and attractions of the District, while actively facilitating the development of authentic, focused and sophisticated tourism assets	Draft TourismMarketing Strategy submitted to MM by specified date	54	new KPI	Procurement of marketing materials and of products 30/09/2019	30/09/2019	30-Jun-20	Tourism	There is a letter to Department of Economic Development Tourism and environmental affairs and Agreement	N/A	N/A
HOD (CS)	Promote the establishment of strategic tourism linkages and attractions of the District, while actively facilitating the development of authentic, focused and sophisticated tourism assets	Economic Investment Strategy reviewed and submitted to the Municipal Manager by specified date	55	new KPI	Measured in 4th quarter	Measured in 4th quarter	30-Jun-20	Tourism	acknowledgement of receipt by the MM	N/A	N/A

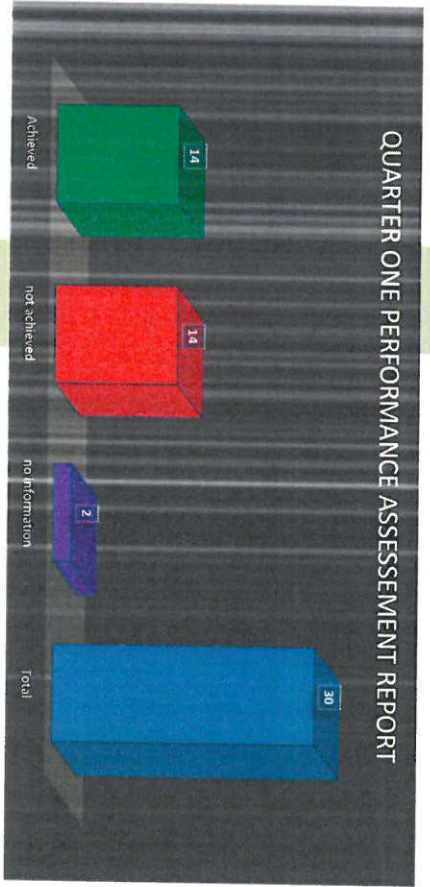
6 - Financial Viability and Management

Financial Viability and Management

Program Driver	Objective	Indicator	Unit of Measure	KPI No	Baseline	Quarter 1 Target	Actual Q1	status	Responsible Unit	POE	reason for variance	corrective action
HOD (F)	Apply sound financial management practices to keep a positive cash balance, coverage and liquidity ratios	Budget implementation - Capital Expenditure Budget Implementation Indicator - Formula - Actual Capital Expenditure / Budget Capital Expenditure x 100	percentage	56	new KPI	Measured in Q4	Measured in Q5	not as per target	Budget	Statement of financial Position, Statement of Financial Performance, Note to the AFS, Budget, In-Year	N/A	N/A
HOD (F)	Apply sound financial management practices to keep a positive cash balance, coverage and liquidity ratios	Capital Expenditure to Total Expenditure per quarter	percentage	57	new KPI	15.00	53	not as per target	Budget	Statement of financial Position, Statement of Financial Performance, Note to the AFS, Budget, In-Year	N/A	N/A
HOD (F)	Apply sound financial management practices to keep a positive cash balance, coverage and liquidity ratios	Collection Rate	percentage	58	new KPI	85	75-10%	not as per target	Income	Statement of financial Position, Statement of Financial Performance, Note to the AFS, Budget, In-Year reports	collection rate is very slow	to develop collection strategy in the future
HOD (F)	Apply sound financial management practices to keep a positive cash balance, coverage and liquidity ratios	Creditors Payment Period (Trade Creditors)	days	59	30 days	30.00	30 days	not as per target	Payments	Statement of financial Position, Notes to AFS, Budget, In-year reports and AFS, Age Analysis of Creditors	N/A	N/A
HOD (F)	Apply sound financial management practices to keep a positive cash balance, coverage and liquidity ratios	Irregular Fines and Wasteful and Unauthorised Expenditure / Total Operating Expenditure	percentage	60	new KPI	0	no information	not as per target	SCM	Statement of financial Position, Statement of Financial Performance, Notes to Annual Financial Statements and AFS	N/A	N/A
HOD (F)	Apply sound financial management practices to keep a positive cash balance, coverage and liquidity ratios	Level of Cash Backed Reserves (Net Assets - Accumulated Surplus)	percentage	61	new KPI	95.00	Measured in Q4	not as per target	Budget	Statement of financial Position, Budget and AR	N/A	N/A
HOD (F)	Apply sound financial management practices to keep a positive cash balance, coverage and liquidity ratios	Net Debtors Days	days	62	new KPI	180	1200 days	not as per target	Income	Statement of financial Position, Statement of Financial Performance, Note to the AFS, Budget, In-Year	it takes too long for the municipality to collect from its debtors	to develop collection strategy in the future
HOD (F)	Apply sound financial management practices to keep a positive cash balance, coverage and liquidity ratios	Net Operating Surplus Margin	percentage	63	new KPI	2.00	-30.83	not as per target	Budget	Statement of financial Position, Budget, In-Year reports, AFS, Statement of comparison of budget and actual amounts and statement	no investments	invest some cash in the future
HOD (F)	Apply sound financial management practices to keep a positive cash balance, coverage and liquidity ratios	Number of budget portfolio meetings held by specified date	Number	64	new KPI	1.00	no information	not as per target	Budget	Statement of financial Position, BUDGET, In-year reports & AR	N/A	N/A
HOD (F)	Apply sound financial management practices to keep a positive cash balance, coverage and liquidity ratios	Own Source Revenue to Total Operating Revenue (including Agency Revenue)	percentage	65	new KPI	5%	5.40%	not as per target	Income	Statement of financial Position, Statement of Financial Performance, Note to the AFS, Budget, In-Year reports, IDP and AR	N/A	N/A
HOD (F)	Apply sound financial management practices to keep a positive cash balance, coverage and liquidity ratios	See 43 (Para 10 (iii)) Cost Coverage/ Own Unspent Conditional Grants	percentage	67	new KPI	1.00	0.57	not as per target	Budget	Statement of financial Position, Statement of Financial Performance, Note to the AFS, Budget, In-Year reports, IDP and AR	no investments	invest some cash in the future

HOD (7)	Refine procurement systems and processes to respond to the demand for services	Reviewed SCM policy submitted to the Council by 30 June 2020	date	68	23/10/2019	measured in the 4th quarter	measured in the 4th quarter	30-Jun-20	SCM	council resolution	N/A	N/A
---------	--	--	------	----	------------	-----------------------------	-----------------------------	-----------	-----	--------------------	-----	-----

Quarter one performance assessment report	14
Achieved	14
not achieved	14
no information	2
Total	30



6. DETAILED CAPITAL WORKS PLAN

DC26 Zululand DM MIG Implementation Plan.xlsx

DC26
MIG IMPLEMENTATION OF MIG PROJECTS 3-year Cash Flow
Financial year: 2018/2019
Compiled by: Sthembiso Mthembu

ALLOCATION & COMMITMENT SUMMARY			
Financial year	2018/2019	2019/2020	2020/2021
Total MIG Allocation	222 574 000.00	238 887 000.00	238 887 000.00
Total Committed	196 285 315.17	238 887 000.00	172 270 871.53
Total Available	26 288 684.83	0.00	66 616 128.47

Grand Total	
Grand Total Available	222 574 000.00
Grand Total Committed	11 272 380.00
Grand Total Available	196 285 315.17

Table 1: MIG Registered Projects									
Agent	Project Reference Number	Project Title (per MIG / Item)	Project Status	Approved MIG Funding (RMB + AFA)	Actual Project Cost (excl. vat)	Potential Savings	Total Potential MIG Expenditure	Jul	Aug
DC26	2018MIGDC2611520	Phu 2018/20	Project	52 535 100.70	0.00	0.00	41 282 400.70	1 406 721.81	
DC26	2018MIGDC2611521	Umluhi RVSS Phase 3	Continuation	69 830 400.00	68 030 400.00	0.00	50 599 831.99	5 728 479.31	
DC26	2018MIGDC2611522	Umluhi RVSS Phase 2	Continuation	32 483 514.00	32 483 514.00	0.00	17 862 826.02	0.00	
DC26	2018MIGDC2611523	Khumbi RVSS Phase 1	Continuation	74 765 487.00	74 765 487.00	0.00	40 542 514.62		
DC26	2018MIGDC2611524	Khumbi RVSS Phase 2	Continuation	147 579 880.00	147 579 880.00	0.00	146 328 820.45		
DC26	2018MIGDC2611525	Simandweni East RVSS Phase 1	Continuation	25 483 733.70	25 483 733.70	0.00	22 128 362.51		
DC26	2018MIGDC2611526	Simandweni West RVSS Phase 2 (AFA MIG 34275)	Continuation	232 832 400.00	232 832 400.00	0.00	185 642 448.42		
DC26	2018MIGDC2611527	Quthi Emergency Water Supply	Continuation	28 444 382.00	28 444 382.00	0.00	23 482 843.30		
DC26	2018MIGDC2611528	Umluhi Regional Water Supply Scheme Phase 05	Continuation	695 847 200.00	695 847 200.00	0.00	326 481 907.31	2 462 399.35	
DC26	2018MIGDC2611529	Nogweni Regional Water Supply Scheme Phase 04	Continuation	310 103 365.51	310 103 365.51	0.00	151 089 279.52		
DC26	2018MIGDC2611530	Simandweni East Water Supply - Phase 2	Continuation	97 149 185.00	97 149 185.00	0.00	88 283 479.87	37 673.34	
DC26	2018MIGDC2611531	Simandweni Central Water Supply Project Phase 3	Continuation	148 006 000.00	148 006 000.00	0.00	88 442 804.64		
DC26	2018MIGDC2611532	Coronation Regional Water Supply Scheme Planning Phase	Continuation	2 884 800.00	2 884 800.00	0.00	1 377 144.07		
DC26	2018MIGDC2611533	Zululand Regional Water Supply Scheme - Phase 4	Continuation	132 128 228.52	132 128 228.52	0.00	116 610 195.72	768 371.03	
DC26	2018MIGDC2611534	Maribini Regional Water Supply - Phase 5	Continuation	447 768 510.25	447 768 510.25	0.00	36 872 850.77		
DC26	2018MIGDC2611535	Zululand Rural Sanitation - Phase 20 (AFA MIG 30868)	Continuation	211 794 816.00	211 794 816.00	0.00	113 642 486.02		
DC26	2018MIGDC2611536	Zululand Small Water Supply Scheme	Continuation	12 818 800.00	12 818 800.00	0.00	0.00		
DC26	2018MIGDC2611537	Umluhi RVSS Phase 1	Continuation	96 239 000.00	96 239 000.00	0.00	85 804 879.48		
DC26			Continuation	0.00	0.00	0.00	0.00		
Sub Total Projects				2 813 325 898.94	2 790 069 692.34	0.00	1 665 861 442.49	5 003 207.85	0.00

PROVINCIAL ACCUMULATIVE EXPENDITURE TARGET (%)

7% 15% 24% 32% 41% 50% 58% 65% 73% 82% 91% 100%

ALLOCATION & COMMITMENT SUMMARY			
Financial year	2016/20	2020/21	2021/22
Total MIG Allocation	226 574 000.00	226 867 000.00	226 040 000.00
Total Committed	199 283 318.17	238 867 000.00	172 270 871.53
Total Variance	20 290 681.83	0.00	53 769 128.47

Check here for Help !		
--------------------------	--	--

[illegible]

Table 1: M/G Registered Projects

PROVINCIAL ACCUMULATIVE EXPENDITURE TARGET (%)

DC26
IMPLEMENTATION OF MIG PROJECTS 3-year Cash flow
2019/20
Reporting Month:
Compiled by:
 Sibusiso Khawane

ALLOCATION & COMMITMENT SUMMARY			
Financial Year	2019/20	2020/21	2021/22
Total MIG Allocation	225 574 000.00	238 867 000.00	268 048 000.00
Total MIG Commitment	196 262 318.17	238 867 000.00	172 275 871.53
Total MIG Expenditure	22 223 000.00	0.00	69 708 125.47

Table 1: MIG Registered Projects

Agree	Project Reference Number	Project Title (as per MIG form)	Project Status	Approved MIG (RMB & A&A)	Actual Project Cost (RMB & A&A)	Potential Savings	Total Provision MIG Expenditure	Provisional Commitment (RMB)
DC26	2009MIGDC261820	Phu 201820	Phu	42 538 108.70	42 538 108.70	0.00	41 320 426.70	
DC26	2009MIGDC263235	Umlu RVSS Phase 3	Continuation	86 000 640.00	86 000 640.00	0.00	60 608 851.56	
DC26	2009MIGDC263236	Umlu RVSS Phase 2	Continuation	32 483 514.00	32 483 514.00	0.00	17 885 828.07	
DC26	2009MIGDC263333	Khumbi RVSS Water Supply A&A	Continuation	74 786 687.00	74 786 687.00	0.00	40 048 516.58	
DC26	2009MIGDC263334	Mahindrala Mordid Regional Water Supply	Continuation	167 579 980.00	167 579 980.00	0.00	146 328 830.46	
DC26	2009MIGDC263335	Sindabeni East RVSS Phase 1	Continuation	23 683 733.70	23 683 733.70	0.00	22 128 308.51	
DC26	2009MIGDC263336	Sindabeni East RVSS Phase 2	Continuation	228 832 480.00	228 832 480.00	0.00	185 654 448.42	
DC26	2009MIGDC263337	Guthi Emergency Water Supply	Continuation	28 444 395.00	28 444 395.00	0.00	23 608 888.30	
DC26	2009MIGDC263338	Umlu Regional Water Supply Scheme Phase 05	Continuation	865 847 908.94	865 847 908.94	0.00	328 861 907.31	
DC26	2009MIGDC263339	Nasim Regional Water Supply Scheme Phase 04	Continuation	310 103 565.51	310 103 565.51	0.00	191 866 278.52	
DC26	2012MIGDC263340	Sindabeni East Water Supply - Phase 2	Continuation	97 182 188.96	97 182 188.96	0.00	86 283 473.67	
DC26	2013MIGDC263341	Sindabeni Central Water Supply Project Phase 3	Continuation	148 008 808.34	148 008 808.34	0.00	88 442 624.64	
DC26	2013MIGDC263342	Coronation Regional Water Supply Scheme Phase 04	Continuation	2 884 800.00	2 884 800.00	0.00	1 377 144.07	
DC26	2013MIGDC263343	Zululand Regional Water Supply Scheme Phase 4	Continuation	122 228 228.52	122 228 228.52	0.00	104 010 185.72	
DC26	2014MIGDC263344	Mantabaz Regional Water Supply - Phase 5	Continuation	447 708 410.32	447 708 410.32	0.00	96 072 860.27	
DC26	2015MIGDC263345	Zululand Rural Sanitation - Phase 20 (A&A) MS 200806	Continuation	211 794 818.00	211 794 818.00	0.00	173 245 685.72	
DC26	2017MIGDC263346	Zululand Small Water Supply Scheme	Continuation	12 818 000.00	12 818 000.00	0.00	0.00	
DC26	2009MIGDC263347	Umlu RVSS Phase 1	Continuation	86 269 253.00	86 269 253.00	0.00	45 538 679.48	
DC26						0.00	0.00	
Sub Total - Projects				2 813 233 008.94	2 790 002 892.24	0.00	1 885 981 842.49	

PROVINCIAL ACCUMULATIVE EXPENDITURE TARGET (R)

Technical Management

1

1

County Funding (if any)	(No)

[illegible]

ALLOCATION & COMMITMENT SUMMARY			
FINANCIAL YEAR	2019/20	2020/21	2021/22
Total Mfg Allocation	225 574 000.00	238 687 000.00	256 040 000.00
Total Committed	159 283 319.17	238 687 000.00	172 270 871.53
Total Variance	25 290 680.83	0.00	85 769 128.47

ES on MSB (To-Data)

Agent	Protocol Reference Number	Project Title (per AGO 7 form)	Project Status	Approval MO	Actual Project Cost (per AGO 7 form)	Paternal Savings	Total Provisions	Actual Provisions	Agency Comments	Expenditure: No AGO 7 form	AGO 7 form	Young Man	Young Woman	PGO Male	PGO Female	AGO Male	AGO Female	Young Man	Young Woman	PGO Male	PGO Female				
DC26	DC26/POL	PMU 201820	PMU	52,535,100.70	0.00	0.00	41,782,420.70	41,782,420.70																	
DC26	2026M/GFDC265328	Ushini RVSS Phase 3	Continuation	89,093,440.00	0.00	0.00	60,039,851.58		NA																
DC26	2026M/GFDC265328	Ushini RVSS Phase 2	Continuation	32,485,514.00	32,485,514.00	0.00	17,468,665.07		None		83	54	123	51	0	0	220	7888	5196	13364	4403	0	0	33389	
DC26	2026M/GFDC265333	Krambi RVSS Vwre Suchoy AFA	Continuation	74,735,687.00	74,735,687.00	0.00	40,048,518.99		None		36	90	48	10	0	0	146	8016	6036	792	0	0	24634		
DC26	2026M/GFDC265334	Hamandak Morido Region Wwer Suchoy	Continuation	167,279,480.00	167,279,480.00	0.00	146,328,820.45		None		54	73	21	6	0	0	164	12408	8936	2772	0	0	26068		
DC26	2026M/GFDC265334	Hamandak Morido Region Wwer Suchoy	Continuation	167,279,480.00	167,279,480.00	0.00	146,328,820.45		None		147	123	44	4	0	0	268	19404	13695	8089	828	0	0	30336	
DC26	2026M/GFDC265336	Simdharweta East RVSS Phase 1	Completed	23,683,775.70	23,683,775.70	0.00	22,708,392.51		None		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DC26	2026M/GFDC265339	Simdharweta West RVSS Phase 2 1 (AFA) MIS 342705	Continuation	202,832,480.00	202,832,480.00	0.00	188,654,448.42		None		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DC26	2026M/GFDC26116601	Gumb Empresson Wwer Suchoy	Continuation	26,454,320.00	26,454,320.00	0.00	23,865,665.36		None		122	80	132	70	0	0	314	12063	8624	12308	7884	0	0	34803	
DC26	2026M/GFDC26171056	Ushini Regional Wwer Suchoy Scheme Phase 05	Continuation	665,847,700.96	665,847,700.96	0.00	332,861,007.31		None		204	222	227	294	0	0	807	26864	22667	26862	36704	0	0	172022	
DC26	2026M/GFDC26171057	Nurpuri Regional Wwer Suchoy Scheme Phase 04	Continuation	310,103,665.51	310,103,665.51	0.00	181,246,276.52		None		348	148	190	30	0	0	723	42688	18360	22611	2601	0	0	91090	
DC26	2012M/GFDC26277602	Simdharweta East Wwer Suchoy - Phase 2	Continuation	97,102,185.96	97,102,185.96	0.00	89,203,478.67		None		87	82	70	24	0	0	243	8714	6712	3613	1416	0	0	26716	
DC26	2013M/GFDC262713568	Simdharweta Centre Wwer Suchoy Project Phase 3	Continuation	148,008,808.34	148,008,808.34	0.00	88,445,604.64		None		87	30	82	28	0	0	167	3608	2681	3618	2614	0	0	12688	
DC26	2013M/GFDC26271750	Correlation Regional Wwer Suchoy Scheme Planning Phase	Design & Tender	2,864,800.00	2,864,800.00	0.00	1,377,144.07		None		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DC26	2013M/GFDC2626862	Zululand Rukumetwa Wwer Suchoy Programme - Phase 4	Continuation	172,128,220.52	172,128,220.52	0.00	134,010,198.72		None		182	82	74	10	0	0	322	19362	9441	8822	1228	0	0	57402	
DC26	2014M/GFDC26215447	Madibazak Regional Wwer Suchoy - Phase 5	Continuation	447,768,410.25	447,768,410.25	0.00	36,927,580.27		None		213	122	93	11	0	0	430	20367	10309	11468	1196	0	0	15360	
DC26	2015M/GFDC26313942	Zululand Rural Beneficiary Phase 20 (AFA) MIS 203808	Continuation	2,111,744,816.00	2,111,744,816.00	0.00	173,428,898.72		None		867	466	1124	231	0	0	2188	132834	86120	148384	36057	0	0	224121	
DC26	2017M/GFDC26241079	Zululand Small Wwer Suchoy Scheme	Rebuilt	12,818,000.00	12,818,000.00	0.00	0.00		None		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DC26	2026M/GFDC265338	Ushini RVSS Phase 1	Completed	62,716,031.00	62,716,031.00	0.00	65,028,179.48		None		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DC26						0.00	0.00									0								0	
Sub Total Projects				2,813,233,038.94	2,710,050,882.24	0.00	1,605,981,942.46			0	2,345	1,408	2,280	709	4	0	6,330	313,133	723,207	605,181	84,006	0	0	2,720,612	

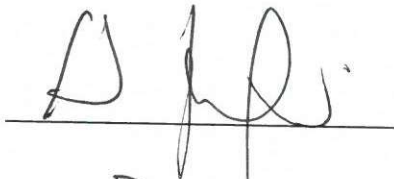
6. APPROVAL OF THE ZULULAND DISTRICT MUNICIPALITY'S SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN FOR THE QUARTER ENDED 30 SEPTEMBER 2019.

The Zululand District Municipality's SDBIP for the quarter ending 30 September 2019 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:

24/10/2019

The Honourable Mayor:



Signature:

T.D Buthelezi