

ZULULAND DISTRICT MUNICIPALITY



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

2017/2018

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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 Adjustment Budget for the 2017/18 financial year was tabled to Council on 02 March 2018 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.

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.

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

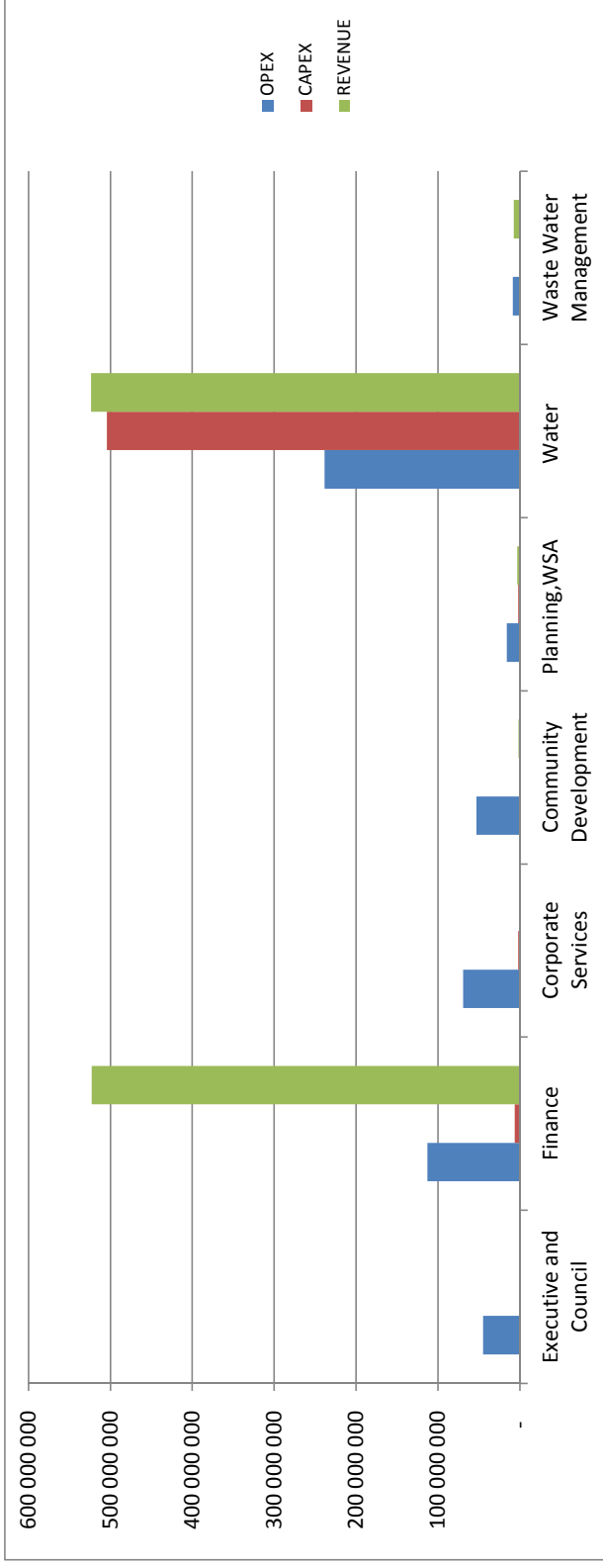
The municipality will ensure that it has instituted measures to achieve monthly revenue targets for each revenue source. In order to ensure realistic revenue projections and ultimately balanced budgets, the Zululand District Municipality has to have comprehensive, coherent revenue policies that take 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	1 723 556	1 723 556	1 723 556	1 723 556	1 723 556	1 723 556	1 723 556	1 723 556	1 723 556	1 723 556	1 723 556	1 723 556	20 682 678
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	350 482
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	85 000
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	74 276 833	74 276 833	74 276 833	74 276 833	74 276 833	74 276 833	74 276 833	74 276 833	74 276 833	74 276 833	74 276 833	74 276 833	891 322 000
Other income	108 333	108 333	108 333	108 333	108 333	108 333	108 333	108 333	108 333	108 333	108 333	108 333	1 300 000
TOTALS	77 334 209	77 334 209	77 334 209	77 334 209	77 334 209	77 334 209	77 334 209	77 334 209	77 334 209	77 334 209	77 334 209	77 334 209	928 010 504

Chart- projection of Revenue and Expenditure by vote



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

Expenditure by Source	July	August	September	October	November	December	January	February	March	April	May	June	Total
Operating Expenditure													
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	145 242 050
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	26 395 695
Remuneration of Councillors	701 338	701 338	701 338	701 338	701 338	701 338	701 338	701 338	701 338	701 338	701 338	701 338	8 416 051
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	3 637 349
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	1 152 657
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	75 444 626
Repairs and maintenance	3 190 335	3 190 335	3 190 335	3 190 335	3 190 335	3 190 335	3 190 335	3 190 335	3 190 335	3 190 335	3 190 335	3 190 335	38 284 017
Inter-Departmental Charges	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest on external borrowings	-	-	-	-	-	-	-	-	-	-	-	-	-
Redemption	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases	7 846 708	7 846 708	7 846 708	7 846 708	7 846 708	7 846 708	7 846 708	7 846 708	7 846 708	7 846 708	7 846 708	7 846 708	94 160 499
Grants & Subsidies paid	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500	150 000
Contracted services	-	-	-	-	-	-	-	-	-	-	-	-	-
General expenses - other (including abnormal expenses)	12 595 191	12 595 191	12 595 191	12 595 191	12 595 191	12 595 191	12 595 191	12 595 191	12 595 191	12 595 191	12 595 191	12 595 191	151 142 289
Loss on disposal of property, plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Expenditure	45 335 428	45 335 428	45 335 428	45 335 428	45 335 428	45 335 428	45 335 428	45 335 428	45 335 428	45 335 428	45 335 428	45 335 428	544 025 133
Capital Expenditure													
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	16 022 000
Total asset from grants & subsidies	41 652 500	41 652 500	41 652 500	41 652 500	41 652 500	41 652 500	41 652 500	41 652 500	41 652 500	41 652 500	41 652 500	41 652 500	499 830 000
Total Operating Expenditure	42 987 667	42 987 667	42 987 667	42 987 667	42 987 667	42 987 667	42 987 667	42 987 667	42 987 667	42 987 667	42 987 667	42 987 667	515 852 000
TOTAL EXPENDITURE	88 323 094	88 323 094	88 323 094	88 323 094	88 323 094	88 323 094	88 323 094	88 323 094	88 323 094	88 323 094	88 323 094	88 323 094	1 059 877 133

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.

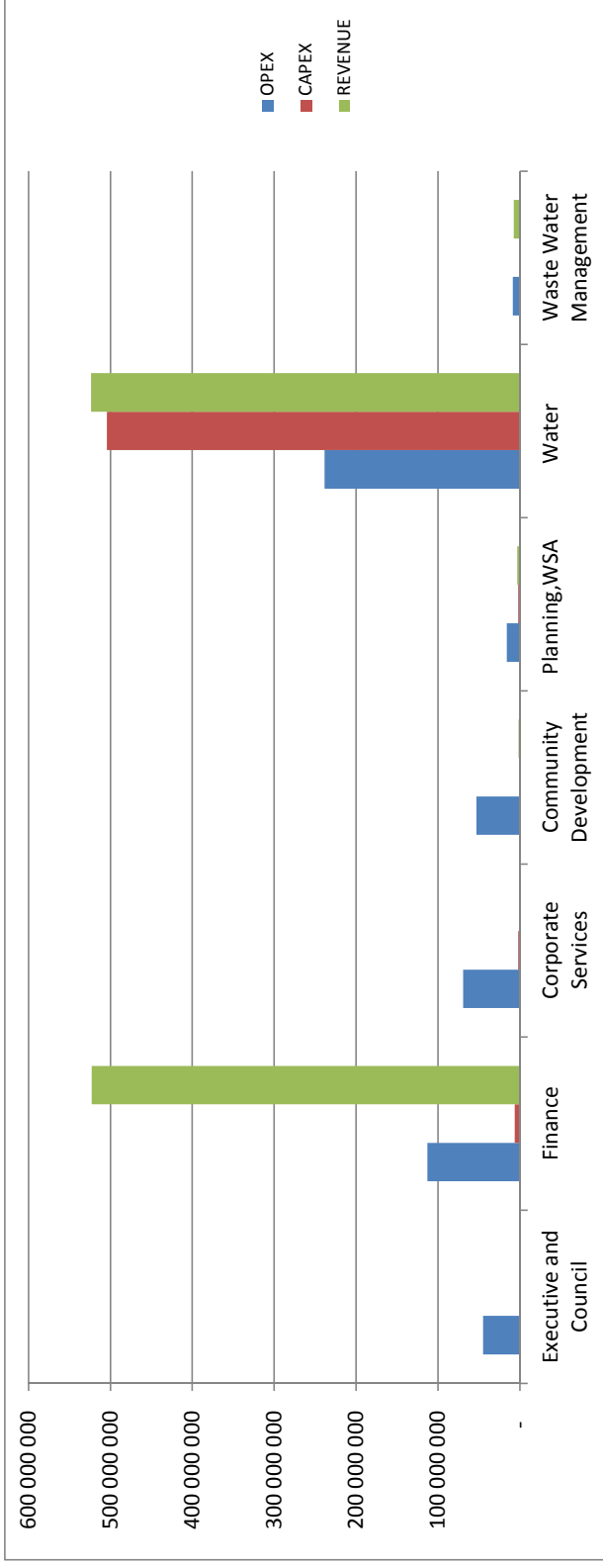
Annual Projections of Expenditure and Revenue per Vote

Compares the planned revenue and expenditure for the year ended 30 June 2018. 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**

Department	Projections for expenditure and revenue by vote	
	Operating Exp	CAPITAL EXP REVENUE
Executive and Council	44 997 441	100 000
Finance	113 046 238	6 460 000
Corporate Services	69 425 626	2 260 000
Community Development	53 085 288	432 000
Planning & WSA	16 121 117	2 409 000
Water	238 681 340	504 371 000
Waste Water Management	8 668 083	7 858 085
Total	544 025 133	516 032 000
		1 060 357 133

Chart- projection 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.

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)	
National KPA: Basic Service Delivery													
Balance Scorecard Perspective													
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 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)		0.17%	0.16%	0.24%	0.17%	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%	79.97%	80.04%	80.10%	80.16%		
				280	257	386	284	1107	1207	1307	1407		
				125420	125677	126063	126347	126247	126347	126447	126547		

Planning	Effectively monitor WSP's	Number of WSP Meetings scheduled per quarter	2 WSP meetings scheduled by 30 Sept	WSP 2 meetings scheduled by 30 Dec	WSP 2 meetings scheduled by 30 Mar	WSP 2 meetings scheduled by 30 Jun	WSP 4 meetings scheduled by 30 Jun	WSP 6 meetings scheduled by 30 Jun	WSP 8 meetings scheduled by 30 Jun	WSP 10 meetings scheduled by 30 Jun	WSP 12 meetings scheduled by 30 Jun	Certified WSP report, agenda and minutes
Technical	Implement effective Customer Care	Notification of community on planned water supply interruptions	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 municipality's budget actually spent on identified projects for a particular financial year in terms of the municipality's IDP	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	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	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 MIM by specified date	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 June 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 MIM's office
Corporate	Review and facilitate the Municipal airport management plan	Airport plan submitted to MIM by specified date	To be measured in the third quarter	To be measured in the third quarter	Draft airport plan submitted to MIM by 30 March 2017	Final airport plan submitted to MIM by 30 June 2017	Final airport plan submitted to MIM by 30 June 2017	Final airport plan submitted to MIM by 15 Jul 2017	Final airport plan submitted to MIM by 30 June 2017	Final airport plan submitted to MIM by 15 June 2017	Final airport plan submitted to MIM by 30 May 2017	Acknowledgment of receipt by MIM's office
National KPA: Municipal Financial viability and management												
Balance Scorecard Perspective												
Finance	Improve revenue collection	Outstanding service debtors recovery rate to revenue per quarter	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 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	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	Measured in the first quarter	Measured in the first quarter	Measured in the first quarter	Measured in the first quarter	Measured in the first quarter	Measured in the first quarter	Measured in the first quarter	01-Aug-16	15-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	Measured in the second quarter	Measured in the second quarter	Disclaimer	Qualified	Unqualified with matters	Unqualified with 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	Draft 2017/2018 Budget tabled Council by 30 Mar 2016	Final 2017/2018 Budget tabled Council by 30 June 2016	Final 2017/2018 Budget tabled Council by 30 Jul 2016	Final 2017/2018 Budget tabled Council by 15 Jul 2016	Final 2017/2018 Budget tabled Council by 30 June 2016	Final 2017/2018 Budget tabled Council by 15 June 2016	Final 2017/2018 Budget tabled 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	Audit 1 committee meetings scheduled by 30 Mar	Audit 1 committee meetings scheduled by 30 Jun	Audit 2 committee meetings scheduled by 30 Jun	Audit 3 committee meetings scheduled by 30 Jun	Audit 4 committee meetings scheduled by 30 Jun	Audit 5 committee meetings scheduled by 30 Jun	Audit 6 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	15, April 15, August 30, 2017	15, August 2017	15, July 30, 2017	15, July 15, 2017	15, 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	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	3	3	1	Expenditure report and bank statements
Finance	Increase the dept coverage ration	Debt Coverage Ratio achieved per quarter	24	3	3	3	3	3	2	1	GS560 report & MoA

Finance	Report timely and accurately	Annual report 2015/2016 submitted to Council by specified date	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 Feb 2017	Annual Report submitted to Council by 30 Mar 2017	Annual Report submitted to Council by 30 Jan 2017	Maximum score is 3	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	3%	3%	3%	3%	3%	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	15 days	15 days	15 days	15 days	20 days	25 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	100%	100%	100%	100%	90%	80%	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	To be measured in the third quarter	To be measured in the third quarter	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 June 2017	Final LED Strategy submitted to Council by 15 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 by Council Minutes		
Community	Co-Ordinated and Integrated Regional Economic Development	Number of tourism awareness and training workshops scheduled per year	2 awareness and training workshops	2 awareness and training workshops	2 awareness and training workshops	2 awareness and training workshops	2 awareness and training workshops	2 awareness and training workshops	4 awareness and training workshops	4 awareness and training workshops	6 awareness and training workshops	8 awareness and training workshops	10 awareness and training workshops	12 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	50 created 30 Sept	50 created 30 Dec	50 created 30 Mar	50 created 30 Jun	100 created 30 Jun	100 created 30 Jun	150 created 30 Jun	150 created 30 Jun	200 created 30 Jun	200 created 30 Jun	250 created 30 Jun	300 created 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 projects implemented	To be measured in the fourth quarter	To be measured in the fourth quarter	To be measured in the fourth quarter	200 ward projects implemented by 30 Jun	100 ward projects implemented by 30 Jun	100 ward projects implemented by 30 Jun	150 ward projects implemented by 30 Jun	150 ward projects implemented by 30 Jun	200 ward projects implemented by 30 Jun	200 ward projects implemented by 30 Jun	250 ward projects implemented by 30 Jun	300 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 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 Dec	4 HIV/AIDS awareness campaigns scheduled by 30 Sept	4 HIV/AIDS awareness campaigns scheduled by 30 Mar	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/Crecs compliance	Number of Schools/Crecs inspection reports conducted per quarter	35	15 Schools/Crecs inspection reports conducted by 30 Dec	15 Schools/Crecs inspection reports conducted by 30 Sept	15 Schools/Crecs inspection reports conducted by 30 Mar	30 Schools/Crecs inspection reports conducted by 30 June	45 Schools/Crecs inspection reports conducted by 30 June	60 Schools/Crecs inspection reports conducted by 30 Jun	65 Schools/Crecs inspection reports conducted by 30 Jun	70 Schools/Crecs 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 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 1 youth council meeting scheduled by 30 Sept 1 district 1 youth council meeting scheduled by 30 Dec 1 district 1 youth council meeting scheduled by 30 Mar 1 district 1 youth council meeting scheduled by 30 Jun 1 district 2 youth council meeting scheduled by 30 Jun 1 district 4 youth council meeting scheduled by 30 Jun 1 district 6 youth council meeting scheduled by 30 Jun 1 district 8 youth council meeting scheduled by 30 Jun	Minutes of meetings / Attendance Register/age and
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 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	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 MIM 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 MIM by 30 Mar 2017	Final fraud prevention strategy reviewed and submitted to MIM by 30 Jul 2017	Final fraud prevention strategy reviewed and submitted to MIM by 15 Jul 2017	Final fraud prevention strategy reviewed and submitted to MIM by 30 June 2017	Final fraud prevention strategy reviewed and submitted to MIM by 15 June 2017	Final fraud prevention strategy reviewed and submitted to MIM by 30 May 2017	Minutes of Audit Committee

Municipal Manager	Manage performance effectively	6 performance agreements signed by Section 56 Managers by specified date	44	6 performance agreements signed by Section 56 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 Section 56 Managers by 30 Jul 2016	5 performance agreements signed by Section 56 Managers by 15 Jul 2016	6 performance agreements signed by Section 56 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 45 organogram by end of the financial year		≤2 vacancies in critical posts by 30 Sept	≤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	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	Draft management plan submitted to MM by 30 Mar 2017	Final management plan submitted to MM by 30 June 2017	Final management plan submitted to MM by 30 Jul 2017	Final management plan submitted to MM by 15 Jul 2017	Final management plan submitted to MM by 30 June 2017	Final management plan submitted to MM by 15 June 2017	Final management plan submitted to MM by 30 May 2017	Final risk management plan submitted to MM by 30 May 2017	Minutes of Audit Committee
National KPA: Municipal transformation and institutional development													
Balance Scorecard Perspective													

Planning	Encourage participation in IDP process, ensure alignment with Local Municipalities	Number of stakeholder 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 IDP of 2017/2018	48	Measured in the first quarter	Measured in the first quarter	Measured in the first quarter	Measured in the first quarter	Measured in the first quarter	Measured in the first quarter	Measured in the first quarter	Measured in the first quarter	Measured in the first quarter	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

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

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	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 15 Jul 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 budget spent by 30 Sept	40% of workplace skills budget spent by 30 Dec	70% of workplace skills budget spent by 30 Mar	80% of workplace skills budget spent by 30 Jun	100% of workplace skills budget spent by 30 Jun	90% of workplace skills budget spent by 30 Jun	100% of workplace skills budget spent by 30 Jun	Maximum score is 3	Maximum score is 3	Maximum score is 3	Ledger certified by CFO or Financial Statements	

6. DETAILED CAPITAL WORKS PLAN AND WARD INFORMATION

ALLOCATION & COMMITMENT SUMMARY			
Financial year	2017/18	2018/19	2019/20
Total MIG Allocation	229 725 000.00	243 655 000.00	258 356 000.00
Total Committed	206 035 376.95	243 655 000.00	258 356 000.00
Total Variance	23 689 623.05	0.00	0.00

DC26 Zululand District Municipality
IMPLEMENTATION OF MIG PROJECTS 3-year Cash flow
 Financial year: 2017/18
 Reporting Month: December 2017
 Compiled by: Gugu Nene

Agent	Provincial Reference Number	Project Title (as per MIG 1 form)	Project Status	Approved MIG Funding [NOR + AFAs]	Actual Project Cost (1 under sum + fees)	Potential Savings	Total Previous MIG Expenditure	2018/19												Balance			
								Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun		2018/19 Total Projected		
DC26	2006MIGDC265325	PMU	Construction	89 093 640.00	0.00	0.00	9 642 036.00	966 000.00	1 058 000.00	920 000.00	1 058 000.00	874 000.00	920 000.00	920 000.00	874 000.00	1 058 000.00	1 058 000.00	1 671 550.00	12 481 850.00	-23 496 330.00			
DC26	2006MIGDC265325	Usuthu RWSS Phase 3	Construction	89 093 640.00	43 000 532.36	46 093 107.64	40 607 339.91	966 000.00	1 058 000.00	920 000.00	1 058 000.00	874 000.00	920 000.00	920 000.00	874 000.00	1 058 000.00	1 058 000.00	1 671 550.00	12 481 850.00	46 093 107.64			
DC26	2006MIGDC265328	Usuthu RWSS Phase 2	Construction	32 483 514.00	11 582 481.39	20 901 032.61	7 775 976.84														12 760 121.54		
DC26	2006MIGDC265333	Kriambi RWSS Water Supply AFA	Construction	74 785 687.00	39 897 751.58	34 887 935.42	39 897 751.58	377 442.07	413 388.94	359 468.64	413 388.94	287 574.91	359 468.64	359 468.64	341 495.21	359 468.64	377 442.07	377 442.07	4 483 358.00	27 789 090.32			
DC26	2006MIGDC265334	Hlahindlala Mondlo Regional Water Supply	Construction	167 579 680.00	146 328 820.45	21 250 859.55	146 328 820.45	754 884.14	826 777.87	718 937.28	826 777.87	575 149.82	718 937.28	718 937.28	682 990.42	718 937.28	754 884.14	754 884.14	8 986 716.00	9 085 149.09			
DC26	2006MIGDC265336	Simdangatsha East RWSS Phase 1	Completed	25 683 733.70	22 128 362.51	3 555 371.19	22 128 362.51														3 555 371.19		
DC26	2006MIGDC265339	Simdangatsha West RWSS Phase 2.1 (AFA) MIS 210576	Construction	229 829 490.00	126 463 341.43	103 366 148.57	119 168 448.15	1 467 830.28	1 607 623.64	1 397 933.60	1 607 623.64	1 118 346.89	1 397 933.60	1 397 933.60	1 328 036.92	1 397 933.60	1 467 830.28	1 467 830.28	17 474 170.00	73 533 170.61			
DC26	2006MIGDC26165801	Gumbi Emergency Water Supply	Construction	26 464 362.00	23 688 509.68	2 765 852.32	23 688 509.68														2 601 476.70		
DC26	2006MIGDC2611066	Usuthu Regional Water Supply Scheme Phase 05	Construction	665 847 909.96	273 351 602.55	392 496 307.41	230 058 605.17	4 780 932.91	5 236 259.86	4 563 269.44	5 236 259.86	3 642 615.55	4 563 269.44	4 563 269.44	4 325 605.97	4 563 269.44	4 780 932.91	4 780 932.91	56 915 868.00	311 656 386.93			
DC26	2006MIGDC26171057	Nkonjeni Regional Water Supply Scheme Phase 04	Construction	310 103 565.51	165 857 397.67	144 246 167.84	162 476 733.15	1 258 140.24	1 377 963.12	1 198 228.80	1 377 963.12	968 683.04	1 198 228.80	1 198 228.80	1 138 317.36	1 198 228.80	1 258 140.24	1 258 140.24	14 977 860.00	122 555 104.60			
DC26	2012MIGDC26207602	Simdangatsha East Water Supply - Phase 2	Construction	97 162 185.96	74 743 366.56	22 418 799.40	74 056 216.51	1 143 049.46	1 143 049.46	1 143 049.46	1 143 049.46	947 338.75	1 143 049.46	1 059 173.44	1 059 173.44	1 059 173.44	587 132.11	587 132.11	6 581 966.11	12 960 294.27			
DC26	2013MIGDC26213508	Simdangatsha Central Water Supply Project: Phase 3	Construction	148 006 808.34	32 824 705.92	115 182 102.42	32 624 705.92	1 607 623.64	1 607 623.64	1 397 933.60	1 607 623.64	1 487 830.28	1 397 933.60	1 397 933.60	1 328 036.92	1 397 933.60	1 487 830.28	1 487 830.28	17 753 756.72	94 780 301.58			
DC26	2013MIGDC26211793	Coronation Regional water Supply Scheme: Planning Phase	Design & Tender	2 884 800.00	796 048.49	2 088 751.51	796 048.49														2 088 751.51		
DC26	2013MIGDC2622802	Zululand Rudimentary Water Supply Programme - Phase 4	Construction	122 128 226.52	31 750 351.45	90 377 875.07	26 434 021.67	3 444 907.80	3 444 907.80	2 995 572.00	3 444 907.80	2 396 457.60	2 995 572.00	2 995 572.00	2 845 793.40	2 995 572.00	3 145 350.60	3 145 350.60	37 444 650.00	34 365 989.01			
DC26	2014MIGDC26215437	Mandlakazi Regional Water Supply - Phase 5	Construction	447 768 410.25	29 115 733.70	418 652 676.55	26 498 338.92	1 734 965.36	1 708 518.68	1 797 343.20	1 482 429.68	1 437 874.56	1 797 343.20	1 797 343.20	1 256 222.04	1 797 343.20	1 887 210.36	1 887 210.36	20 180 031.00	379 699 256.68			
DC26	2015MIGDC2623042	Zululand Rural Sanitation: Phase 2D	Construction	167 563 022.00	149 346 361.22	18 216 660.78	140 604 133.54	3 193 800.80	3 593 210.40	3 994 095.00	4 593 210.40	3 195 276.80	3 994 095.00	3 994 095.00	3 794 391.20	3 994 095.00	3 345 915.97	3 345 915.97	44 078 315.17	-39 362 544.69			
DC26	2017MIGDC26241079	Zululand Small Water Supply Scheme	Registered	12 818 000.00	12 818 000.00	0.00	0.00	152 245.00	358 426.00	584 515.00	584 515.00	234 455.00	584 515.00	584 515.00	451 254.00	584 515.00	254 641.00	254 641.00	2 286 759.00	6 683 951.00			
DC26	2006MIGDC265329	Usuthu RWSS Phase 1	Completed	96 259 053.00	96 259 053.00	0.00	95 879 201.66														322 473.52		
DC26																					0.00		
Insert new rows here ONLY																							
Sub Total - Projects								19 439 215.05	22 375 749.40	19 332 752.56	23 166 059.36	21 092 906.56	16 901 046.20	21 875 749.40	19 439 215.05	20 391 956.00	18 366 143.43	20 529 956.00	20 744 219.97	243 655 000.00	1 077 574 121.50		

MONTHLY DORA TRANSFER PAYMENT (DRAWDOWN) SCHEDULE:
 PROVINCIAL ACCUMULATIVE EXPENDITURE TARGET (%):
 MUNICIPAL ACCUMULATIVE CERTIFIED EXPENDITURE (%):

DC26 Zululand District Municipality
IMPLEMENTATION OF MIG PROJECTS 3-year Cash flow
 Financial year: 2017/18
 Reporting Month: December 2017
 Compiled by: Gugu Nene

Financial year	2017/18	2018/19	2019/20
Total MIG Allocation	229 725 000.00	243 655 000.00	258 356 000.00
Total Committed	206 035 378.95	243 655 000.00	258 356 000.00
Total Variance	23 689 621.05	0.00	0.00

Table 1: MIG Registered Projects

Agent	Provincial Reference Number	Project Title (as per MIG 1 form)	Project Status	Approved MIG Funding [NOR + APAs]	Actual Project Cost (Linear sum + fees)	Potential Savings	Total Previous MIG Expenditure	2019/20												Balance		
Agent	Municipal Reference Number (IDP or Council Resolution No.)	Project Title (to be used on MIG 1 form)	Project Status	Project MIG Funding				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total Projected	Balance	
Total Committed								0.00												0.00		
DC26																						0.00
DC26																						0.00
DC26																						0.00
DC26																						0.00
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DC26																						0.00
DC26																						0.00
DC26																						0.00
DC26																						0.00
Sub Total - Projects								0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	

Insert new rows here ONLY

**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:

09/03/2018

Date Approved:

15/03/2018

Signature:

E.M. Buthelezi