Ugu District Municipality

MID YEAR BUDGET and

PERFORMANCE ASSESSMENT 2018-2019

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EXECUTIVE SUMMARY REPORT

1. BACKGROUND

The Annual Budget 2018/2019 was adopted by Council on the 24th May 2018. Subsequent to that, the adopted budget was submitted to Provincial Treasury for assessment. Such budget was assessed by Provincial Treasury and the outcome for an assessment was that, the adopted budget was not properly funded and suggested that the budget should go back to the council for re-adoption. The comments from Provincial Treasury were taken into account of which an amended budget for 2018/2019 financial year to address issues raised by Provincial Treasury was then submitted to Council on 28 June 2018.

The above process was in accordance with Chapter 4 of the Municipal Finance Management Act and its regulations. The following had been taken into consideration on compilation of the annual budget for 2018/2019 financial year:

- The Integrated Development Plan of the municipality as reviewed for the next 5 year period in respect of municipal core mandate.
- The National and Provincial Developmental Priorities and the municipality's contribution to the achievements of national targets.
- The adopted Budget Related policies and by-laws of the municipality.
- The allocations and conditions in the Division of Revenue Act of 2017.

Section 72 of the Municipal Finance Management Act No. 56 of 2003 (MFMA) requires that the accounting officer of a municipality must by 25 January of each year assess the performance of the municipality during the first half of the financial year, taking into account:-

- The monthly budget statements referred to in Section 71 for the first half of the year.
- The municipality's service delivery performance during the first half of the financial year.
- The service delivery targets and performance indicators set in the service delivery and budget implementation plan,
- The past years annual report and progress on resolving problems identified in the annual report,
- The performance of municipal entities under the control of the municipality

1.1 IMPLEMENTATION OF THE 2018/2019 BUDGET

The financial results of all operations for the first 6 month period are summarised on the S71 report which has been incorporated into this report.

1.3. FINANCIAL PERFORMANCE OVERVIEW

A: REVENUE

1. Service Charges: Water and Sanitation

(a) Revenue raised or realised on Water and Sanitation for the first six (6) months

During the 1st quarter of 2018/2019 financial year (i.e. 01 July 2018 to 30 September 2018) the average monthly billings were sitting at R38 million which was also the baseline from 2017/2018 financial year.

With effect from the 2nd quarter of 2018/2019 financial year (i.e. 01 October 2018 to 31 December 2018), the average monthly billings increased to R44 million. This has shown an improvement on number of customers that are billed every month by 15,79% with effect from the 2nd quarter. This is the positive results towards revenue management of the municipality. However, there is still a lot to be done to improve revenue generation even more further to ensure future financial sustainability of the municipality in the form of decisive dealings with municipal billing system in general.

The total annual budget on water and sanitation income for 2018/19 financial year is R429,111,000. This total annual budget on water and sanitation income for 2018/2019 financial year was based on the total kilolitres of water we purchased from uMngeni Water Board, Department of Water & Sanitation etc. According to the initial projections in respect of revenue to be raised or realised for the first six (6) months were estimated at R214,556,000 based on the annual budget of R429,1 million.

The actual revenue raised or realised for the first six (6) months amounts to R164,819,000, which represents 76,82% of the projected revenue raised or realised. This is less than the projected amount by R49,737,000, which represents 23,18% less compare to original projections of R214,556,000. This is being addressed as not more than 5% variation is planned for the future.

(i) Reasons for variances

The reasons for variances includes among others but not limited to the following:

- Some customers are not billed as they are not linked to our billing system due to illegal connections, unidentified properties etc among other things;
- High level of water losses as a result of aging infrastructure;
- Kilolitres of water supplied via standpipes and water tankers to some communities; etc.

(ii) Corrective measures in addressing variances

The following none exhaustive are the corrective measures that are taking place to address variances:

- Identification of all unbilled customers every month by analysing pre-billing and post billing reports in the form of exceptions reports;

- Implementation of the meter audit findings to link all customers not linked in the billing system;
- Bulk water meters and normal water meters' installations;
- Implementation of the developed financial management turnaround strategy by exploring research on pre-metering interventions, obtaining valuation rolls from local municipalities, obtaining information of properties movements from Deeds Office and compare that with information in our billing system, monthly actual meter readings, sending accurate monthly bills to customers etc.

(b) Actual Collections on Revenue raised or realised on Water and Sanitation for the first six (6) months

The following is the status of the actual revenue collection on revenue raised or realised on Water and Sanitation for the first six (6) months of 2018/2019 Financial year:

DESCRIPTION	JUL	AUG	SEPT	OCT	NOV	DEC
Average total monthly billings	R38 million	R38 million	R38 million	R44 million	R44 million	R44 million
Actual Monthly Collections	R29,5 million	R39,3 million	R35,5 million	R40,4 million	R55,2 million	R33 million
Monthly Collection Rate (%)	**77.63%**	**103.42%**	**93.42%**	**91.82%**	**125.45%**	**75%**

The monthly average collection for the 1st quarter amounted to R34.8 million (91.49%). Whereas the monthly average collection for the 2nd quarter amounted to R42.87 million (97.43%). This is showing a significant improvement.

(i) Reasons for variances

The reasons for variances includes among others but not limited to the following:

- Development and implementation of Revenue Collection Strategy;
- Application of disconnections to those customers owing for more than 90 days;
- Recovery of old debts as a results of implementation of Revenue Collection Strategy;
- Some unallocated receipts for the month of December 2018; etc.

(ii) Corrective measures in addressing variances

The following none exhaustive are the corrective measures that are taking place to address variances:

- Continuous development and implementation of revenue enhancement strategies in the form of addressing billing challenges;
- Electronic bills statements to the customers;
- Data cleansing of customers' data for bills statements to reach them every month;

- Billing more customers that are not billed;
- Improvement of actual meter readings on a monthly basis in all areas to eliminate estimations (if possibly any);
- Improvement of customer care services to reduce queries from customers;
- Implementation of the developed financial management turnaround strategy with regards to revenue management.

2. **Investment income**

The annual original budget on this income amounted to R3,4 million. However, for the 1st six months the municipality has only generated R426,000 which is an underperformance.

(i) Reasons for variances

- The significant low cash resources invested to generate any income in the form of interest.

(ii) Corrective measures to address variances

- Building to reserves for investment purposes to generate interest.

3. **Transfers and subsidies**

This refers to the government grants that have been originally budgeted at R451.6 million. For the first six (6) months to date, the total amount of R328.4 million has been actually transferred to the municipality.

It must be mentioned that the Water Services Infrastructure Grant (WSIG) was originally budgeted at R55 million. However, to date no transfer has been received. Since July 2018 the municipality has been waiting for the first transfer of R28 million which has never come. All projects funded by WSIG are negatively affected as a result of this.

No variances are expected from government grants except WSIG that is not forthcoming.

4. **Other own revenue**

This refers to the small amount of money that the municipality generates other than the above revenue streams e.g. tender sales, lease rentals etc. The municipality is not performing at all on the leasing on its two properties such as uGu Sports and Leisure Centre and uGu Fresh Produce Market. Therefore, the municipality needs to do something about these two properties as they are deteriorating its values.

OVERALL RECOMMENDATIONS ON REVENUE

Therefore, during the preparation and the approval of Adjustment Budget due by not later than 28 February 2019, these are the recommendations:

- Downward adjustment of revenue from services i.e. water and sanitation by R49.7 million (11.58%) i.e. from R429.1 million to R379.4 million due to inability of collecting 100% of the revenue generated;
- Downward adjustment of investment income by R2.6 million i.e. from R3,4 million to R852,000;
- Downward adjustment of other own income by all amount expected from uGu Sports and Leisure Centre as well as uGu Fresh Produce Market.

B: EXPENDITURE

Introduction

The municipality opened the new financial year, 2018/2019 with the debt of R177.6 million as payables from exchange transactions per audited 2017/2018 Annual Financial Statements. This means that already the municipality opened with a financial burden from the previous year. This R177.6 million referred to the creditors the municipality was owing from previous year(s) before incurring any day to day expenditure for the current year.

In addition to the financial burden of R177.6 million, the municipality opened with a financial commitments according to the 2017/2018 audited Annual Financial Statements as follows before incurring any financial commitments in the current financial year i.e. 2018/2019:

NO.	DESCRIPTION	AMOUNT
1.	Authorised Capital Expenditure	R510,5 million
2.	Authorised Operational Expenditure	R57,9 million
3.	**TOTAL FINANCIAL COMMITMENT**	**R568,5 million**

In conclusion, even if the revenue collection rate is increasing it cannot cope with the financial pressure already existing in the municipality. The operational activities of the municipality are too expensive to be run due to already existing excessive financial commitments.

The revenue collection is feeling too much pressure no matter how it is improving because of the existing excessive financial commitments beyond the municipality's means.

It must be worth mentioned that according to 2016/2017 financial year per audited AFS, the total financial commitment was R660,3 million. Therefore, during 2017/2018 financial year it tried to be reduced to R568,5 million which is a significant decrease of R91,8 million as a result of costs containment measures implemented. However, this decrease is not good enough to reduce financial strain or pressure to the municipality.

SUMMARISED FINANCIAL PERFORMANCE OF THE OPERATING EXPENDITURE

(i) Employee Related Costs

This is the fixed costs that is putting more financial strain or pressure to the municipality because already when the municipality has appointed its employees, they are there until their resignations, retirements, death etc. This expenditure category keeps on increasing year by year due to salary increments and additional appointments.

For the first six (6) months, the municipality has already actually incurred the total expenditure of R205,8 million, which means on average per month the municipality is incurring a salary bill of R34,3 million on employees only. If this is projected for the full year as at 30 June 2019, looking at the current spending pattern it is estimated to cost the municipality R411,6 million at the end of 2018/2019 financial year.

The total original budget for employee related costs amounts to R347,3 million. According to the initial projections the expenditure for the first six (6) months should have been R173,6 million whereas the actual expenditure to date as at 31 December 2018 has amounted to R205,8 million. Therefore, under this category of expenditure there is a likelihood of over-expenditure of R64,3 million as at 30 June 2019 if no other strict measures are implemented.

Reasons for variances

- Unaffordable overtime costs to the tune of R2 million on average per month whereas according to our original budget we mentioned an affordable overtime cost of R573,000 per month.
- Acting allowances paid on all positions when the incumbent is on leave;
- General unaffordable existing staff establishment of uGu District Municipality especially at middle management level etc.

Corrective measures to address variances

- Fast tracking of re-engineering process of staff establishment within uGu District Municipality in all levels;
- Cutting overtime even further to ensure affordability. It must be mentioned that overtime has reduced from previous years but nothing can be done other than reducing further again.
- Stop letting staff members to act on positions when incumbent is on leave especially when supervisor is still available. Supervisor must act himself or herself to reduce paying acting allowances because of the abnormality situation that the municipality is in financially. Also put a monotorium on acting irrespective of being on leave or not as long as the supervisor is available.
- Filling of critical positions only. Such criticality must be substantiated beyond reasonable doubts.

(ii) Remuneration of councillors

The actual expenditure on remuneration of councillors for the first six (6) months amounts to R4,7 million against the projections of R6,5 million. This means that the expenditure patterns in this expenditure category is reasonable and appropriate.

The original budget for councillors remuneration amounts to R13,1 million. It means that as at 31 December 2018 the available budget on councillors remuneration amounted to R8,4 million.

It must be mentioned that this is before an increase of the upper limits of councillors in which the application has already been made to MEC for COGTA. The response is still pending in this regard. Therefore, the municipality has sufficient funding to cater for an increments of the upper limits of the councillors according to the performance on original budget of R13,1 million.

There are no significant variances in this category other than advising that the travelling of councillors must be properly managed by minimising it. That is only the area that needs to be properly monitored.

(iii)Depreciation and asset impairment

These are the non- cash expenditure items, that have not yet been moved because no expenditure has been incurred to date on them. The municipality normally compute depreciation and write off debts at year end when it is preparing its AFS. The combined original budget allocation on these items amounted to R58,3 million.

However; we are pushing for the monthly computation and accounting of these expenditure items even though they are non- cash items to ensure accurate and fair monthly financial reporting.

Also mention that looking at the value or carrying amounts of our Property, Plant and Equipment per audited AFS for 2017/2018 which amounted to R3,9 billion, the budget allocation for depreciation appear to be too small.

(iv) Finance charges

The original budget for this amounted to R28 million which caters for the external loan that were are servicing as the municipality as well as the normal lease rentals paid on office buildings and office equipment.

There are no significant variances on this because already were are paying for a well known financial commitment of the municipality.

(v) Materials and Bulk Purchases

The original budget of this amounts to R91 million to cater for bulk water purchased from uMgeni Water, paying of electricity from ESKOM, paying for inventory or stores items used for day to day repairs and maintenance of water and sewerage infrastructure.

This category of expenditure is also giving financial strain to the municipality by making the following unavoidable monthly payments:

- An amount of R14 million is paid to uMngeni Water a month for Bulk Water Purchases;
- An amount of R6 million is paid on ESKOM for our water and sewerage plants; etc.

This means also our revenue collection feels to much financial pressure to cater for R20 million a month on just water and electricity only.

Also as a corrective measure going forward, the municipality must explore the following:

- Review or restructure water and sanitation tariffs for 2019/2020 financial year;
- Review our policy of 6kl free to everyone within the district;
- Reduction of water losses in our water networks or systems;
- Dealing with illegal connections; etc.

(vi) Transfers and subsidies

The original budget for this amounted to R20,2 million to cater for allocation to our two (2) entities. Due to the shortage of cash resources our entities are still owed their full trenches of the 2nd allocation which are planned to be made by not later than 31 January 2019 to also reduce financial strain on them.

(vii) Other expenditure

This refers to the general day to day operational costs of the municipality including repairs and maintenance and contracted services. The total original budget in this category amounted to R326,8 million.

As at 31 December 2018 the municipality had already spent an amount of R222,7 million against the projections of R163,4 million. Looking at the actual spending pattern on this, the total expenditure on this will end up to R445,4 million giving the projected over-expenditure of R118,6 million.

Reasons for variances

- Expensive repairs and maintenance of water and sewerage infrastructure;
- High costs for security services;
- High spending on general expenses within the municipality; etc.

Corrective measures in dealing with variances

- Strengthening the implementation of costs containment measures;
- Elimination of none priority spending items but focussing on core business only;
- Reduction of outsourcing for repairs and maintenance of water and sewerage infrastructure by capacitating internal staff members to deal with any form of repairs and maintenance;
- Future market price analysis to ensure that the municipality is fairly charged not over-charged etc.

CAPITAL EXPENDITURE

The total original capital budget of the municipality amounted to R301,1 million funded on capital government grants of R276,3 million and internal capital funding of R24,7 million. As at 31 December 2018 the municipality has already spent R163,3 million (54,2%) which has exceeded 50% by 4,2%. This is significantly good expenditure pattern on capital expenditure. However; the user departments must also detail on their performance reports as on what this expenditure has been incurred on because the financial spending must commensurate with actual service delivery on the ground per capital project.

It must be mentioned that in the previous years, the municipality had already capital financial commitments already presented above which opened new financial year i.e. 2018/2019 financial year with it amounted to R510,5 million per audited AFS for 2017/2018 financial year. This means that the municipality is too capital financially committed on capital projects.

Due to the financial strain to the municipality and the unavailability of funds, the municipality is implementing the following capital projects without funding whereby the negotiations with appointed service providers were made to defer claims or payments so as to implement these projects due to service delivery pressures:

- Pennington Project; and
- Murchison Project.

Irrespective of unavailability of funds for these projects, nothing could have been done to defer them because these projects are needed.

C: CONDITIONAL GRANTS

The financial performance of our conditional grants as at 31 December 2018 is as follows:

NO.	GRANT DESCRIPTION	TOTAL ALLOCATION	TOTAL RECEIPTS	ACTUAL EXPENDITURE	BALANCE
1.	Municipal Infrastructure Grant (MIG)	R235,8 million	R172 million	R126 million (73%)	R45,2 million
2.	Water Services Infrastructure Grant (WSIG)	R55 million	R0,00	R0,00 (0%)	R0,00
3.	Financial Management Grant (FMG0	R1,8 million	R1,8 million	R75,903 (4%)	R1,7 million
4.	Expanded Public Works Grant (EPWP)	R3,2 million	R2,2 million	R1,2 million (54,5%)	R999,180
5.	Rural Transport Services Grant (RTSG)	R2,6 million	R1,8 million	R624,629 (34,7%)	R1,2 million
6.	District Growth and Development Summit	R116,662	R116,662	R0,00 (0%)	R116,662
7.	Development Planning Shared Services	R400,000	R400,000	R199,999 (50%)	R200,000

D: ACTUAL CASH AND CASH EQUIVALENTS AS AT 31 DECEMBER 2018

As at 31 December 2018, the municipality has cash and cash equivalents of R79,7 million in the bank accounts.

E: UNAUTHORISED EXPENDITURE PER 2017/2018 AUDITED AFS

The municipality has already incurred unauthorised expenditure of R243,8 million which needs to be taken into consideration during an adjustment budget.

It must be worth mentioning that in 2016/2017 financial year, the unauthorised expenditure was R275,1 million. Therefore, in 2017/2018 financial year it decreased by R31,3 million.

E: CONCLUSION AND OVERALL RECOMMENDATION

As a results of the above financial performance for the first six (6) the adjustment budget is necessary in the form of the following:

- Downward adjustment of revenue; and
- Downward adjustment of expenditure

The adjustment budget should be adopted by Council by not later than 28 February 2019.

UGU DISTRICT MUNICIPALITY

EXTRACT FROM THE DRAFT MINUTES OF THE MEETING OF THE UGU DISTRICT MUNICIPAL COUNCIL HELD ON 24 JANUARY 2019

11.5 2018/2019 Mid-Year Budget & Performance Assessment Review

The General Manager: Budget and Treasury Office took members through the item.

Following which,

It was

RESOLVED:

(a) That the Mid-Year Budget and Performance Assessment Report for the period ended 31 December 2018 as referred to in S72 of the MFMA be and is hereby **NOTED.**

(b) That the Monthly Budget Statement for the month of December 2018 and the supporting documents as referred to in S71 of the MFMA be and is hereby **NOTED.**

(c) That the Quarterly Budget Implementation Report and supporting documents as referred to in S52(d) of the Act be and is hereby **NOTED**.

(d) That the Consolidated report of withdrawals from municipal bank accounts be and is hereby **NOTED**.

(e) That the Mid-Year Budget & Performance Assessment 2018/2019 be submitted to both Provincial and National Treasury in both electronic and hard copies.

CERTIFIED A TRUE COPY OF THE ORIGINAL

pp 25.01.19

N GROBLER
ACTING GENERAL MANAGER: CORPORATE SERVICES

Ugu District Municipality
Treasury Department

CONSOLIDATED BUDGET IMPLEMENTATION REPORTS IN TERMS OF S11; S52 AND S71 OF THE MFMA FOR THE PERIOD ENDED 31 DECEMBER 2018

PREPARED BY : MKHULULENI DLAMINI
GENERAL MANAGER: BTO

DATE : 15 JANUARY 2019

UGU DISTRICT MUNICIPALITY

TREASURY DEPARTMENT

Month-ended: - **31 DECEMBER 2018**

1. **EXECUTIVE SUMMARY**

This report is based upon financial information available at the time of preparation. The provisional financial results for the month ended 31 December 2018 are summarised below.

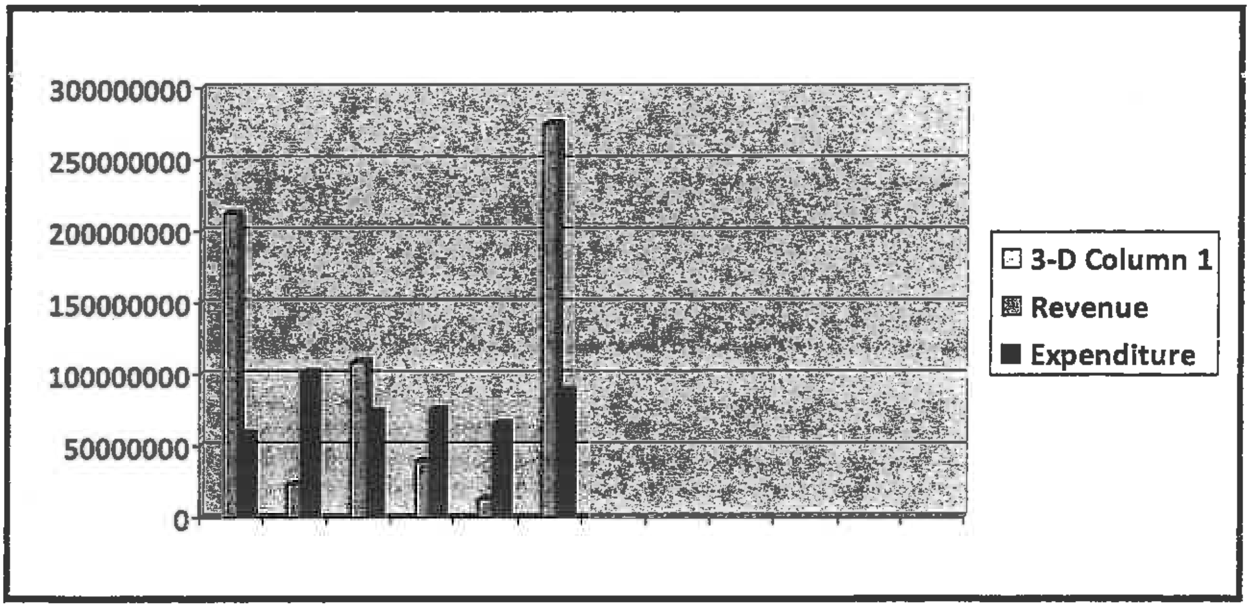
1.1. Statement of Financial Performance (SFP)

The SPF shown in Table C4, is prepared on the similar basis to the prescribed budget format, detailing revenue by source and expenditure by input type.

The summary report indicates the following:-

	Original Budget	Adjusted Budget	Year to Date Budget	Year to Date Actuals	Variance Fav(Unfav)	% Variance
Total Revenue by Source	1 185 401 709		592 700 855	671 057 648	78 356 794	6.61
Total Operating Expenditure	884 864 953		442 432 477	463 584 921	-21 152 445	-2.39

REVENUE AND EXPENDITURE CHART



The major operating revenue variances against budget are:

- Service Charges - water revenue, and
- Interest earned on external investments

The major operating expenditure variances against budget are:

- Debt Impairment, and
- Depreciation

The reasons for the variances per source group are cited in Table SC1 of this report.

1.2 Capital Expenditure

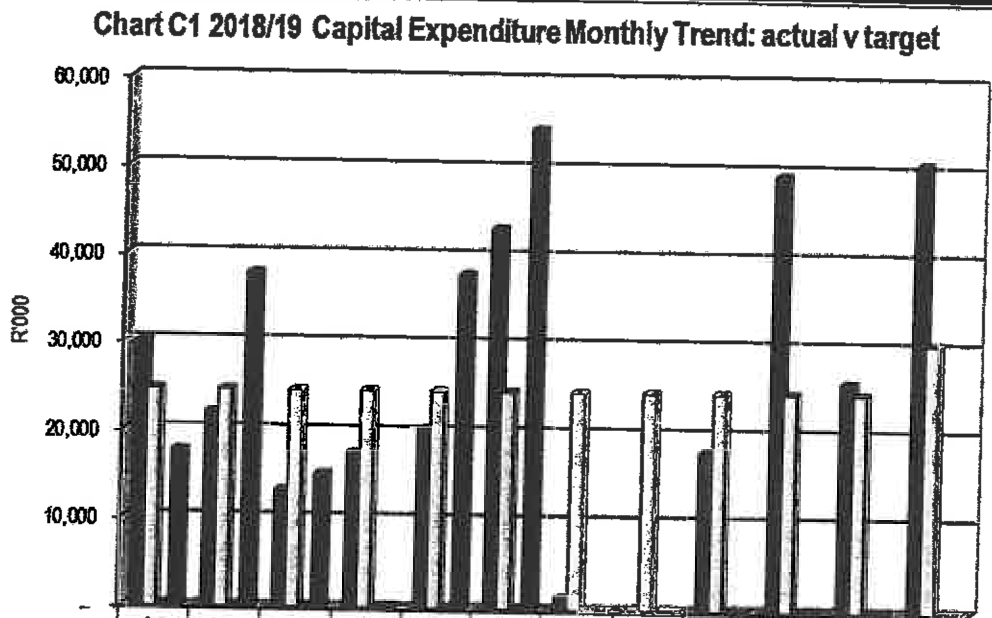
The Capital Expenditure report shown in Table C5 has been prepared on the basis of the format required to be lodged electronically with National Treasury and is categorised by municipal vote. The summary report indicates the following:

Description	Original Budget	Adjusted Budget	Year to Date Budget	Year to Date Actuals	Variance Fav (Unfav)	% Variance
Total Capital Expenditure	301 162 595		150 581 298	163 367 571	-12 786 274	-27.12

As at the end of December 2018, the municipality had spent 54.24% of its capital budget.

Chart C1 reflects monthly projections of budgeted capital expenditure against actual expenditure for the current year (2018/2019), compared to a trend followed in the previous year, 2017/2018.

√Chart C1 2017/18 Capital Expenditure monthly trend: actual vs target



	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
2017/18	29,973	22,061	13,241	17,578	20,371	43,125	1,416	95	17,931	49,358	25,981	50,814
Original Budget	24,614	24,614	24,614	24,614	24,614	24,614	24,614	24,614	24,614	24,614	24,614	30,404
Adjusted Budget	–	–	–	–	–	–	–	–	–	–	–	–
Monthly actual	17,729	37,839	15,126	288	37,839	54,438	–	–	–	–	–	–

Capital Expenditure

The table below reflects a trend since 2013/2014 financial year up to the previous financial year, 2017/2018

Description	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
Budget	342,664,462	393,204,664	410,867,218	348,878,293	346 195 103
Actual	308,818,290	336,473,767	325,530,748	317,918,902	249 088 731
% Spent	90%	86%	79%	91%	72%
% Budget Growth	Refer to 2012/13 budget	15%	4%	-15%	-0.8%

Detail	M 01 July '18	M 02 Aug '18	M 03 Sept '18	M 04 Oct '18	M 05 Nov '18	M 06 Dec'18	M 07 Jan '19	M 08 Feb '19	M 09 March '19	M 10 April '19	M 11 May '19	M 12 June '19
Service charges - water revenue	23,254,194	14,073,994	26,997,708	20,569,902	22,135,854	21,099,306	21,885,422	20,870,046	17,016,954	16,338,990	17,138,990	40,450,713
Service charges - sanitation revenue	6786557	7,173,063	7,173,063	8,275,283	9,101,984	8,002,258	6,657,527	7,279,350	5,252,650	5,284,344	5,284,344	26,150,975
Rental of facilities and equipment		59,402	29,235	30,819		29,378	46,188	15,685		48,625		48,540
Interest earned - external investments	89,098	1,450,275	425,493	638,231	258,849	126,015	853,892	570,217		762,536	1,398,622	1,195,270
Interest earned - outstanding debtors				-17,134	-1,785			0				
Transfer receipts - operational	181,855,252	420,850		0	65,793	145,541,200		402,276	104,590,134	566,114	-11,835	
Other revenue	46,940	73,524	2,184,567	185,853	152,533	115,388		158,671	155,914	77,687	97,907	86,575
Cash Receipts by Source	212,032,041	23,251,108	36,810,066	29,682,954	31,713,228	175,402,892	29,443,029	29,296,246	127,015,653	23,078,296	23,908,028	67,932,073
Transfer receipts - capital	72,000,000		0	0		100,000,000	47,902,249	0	126,252,801			
Short term loans	4,780,714		0	7,126	7,483	6,951	209,922	301,517	265,220	218,227	388,305	
Borrowing long term/refinancing	43,939,518	519,124	0	0				0		0	0	
Increase (decrease) in consumer deposits	460,387	55,763	-54,768	19,000	19,190	27,279	550	6,150	2,550	30,272	58,010	
Decrease(increase) in non-current Investments				12,247,679	34,343,953	51,378,740						
Decrease (increase) other non-current receiva	1429838	30730	-33,851	12403		609		0		0	0	0
Total Cash Receipts by Source	**334,642,498**	**23,856,725**	**36,721,447**	**41,969,162**	**66,083,854**	**326,816,471**	**77,555,750**	**29,603,913**	**253,536,224**	**23,326,795**	**24,354,343**	**67,932,073**
Cash Payments by Type												
Employee related costs	29,184,898	44,311,186	34,252,796	29,508,151	29,956,754	32,674,504	29,521,435	29,076,349	29,308,891	28,613,137	29,125,287	31,055,437
Remuneration of councillors	792,185	806,960	814,898	836,702	798,780	769,330	1,027,214	1,795,908	711,503	728,355	767,302	724,601
Interest paid	26,591	293,759	58,456	67,677	23,420	48,934	237,935	0	0	389,212	23,767	1,351,644
Bulk purchases - Water & Sewer			8,838,946	15,244,553	4,378,113	6,655,789		15,781,533	16,200,630		7,034,794	0
Other materials	179,995	231,965	480,389	1,071,956	801,457	559,516	1,454,980	1,917,520	1,728,368	466,642	328,886	236,482
Contracted services	17,002,788	17,230,084	12,478,383	10,607,174	12,238,652	27,294,799	13,379,740	5,878,861	19,116,626	5,907,342	1,347,859	32,849,460
Grants and subsidies paid - other	-70						61,226	118,749	0		146,900	114,763
General expenses	51261278	41,456,622	26,179,752	7,638,857	24,337,503	149,038,700	60,837,454	36,156,509	34,540,333	26,021,103	31,321,082	19,567,279
Cash Payments by Type	**98,447,665**	**104,330,576**	**83,103,620**	**64,975,070**	**72,534,679**	**217,530,919**	**106,519,984**	**90,725,429**	**101,605,351**	**62,125,791**	**70,095,877**	**85,899,866**
Other Cash Flows/Payments by Type												
Capital assets	17,729,096	40,375,680	9,563,101	1,060,262	959,306	54,886,961			63,718,149		63,718,149	46,290,000
Repayment of borrowing	21,999,383	872,980	0	435,862		4,789,848			16,545,376		16,545,376	-44,369,576
Other Cash Flows/Payments												
Total Cash Payments by Type	**138,176,144**	**145,579,236**	**92,666,721**	**66,471,194**	**73,493,985**	**277,207,728**	**106,519,984**	**90,725,429**	**181,868,876**	**62,125,791**	**150,359,402**	**87,820,090**
Net Increase/(Decrease) in Cash Held	196,466,354	-121,722,511	-55,945,274	-24,502,032	-7,410,131	49,608,743	-28,964,234	-61,121,516	71,667,348	-38,798,996	-126,005,059	-19,888,018
Cash/cash equivalents at the month/year beg	41981982	238,448,336	116,725,825	60,780,551	36,278,519	28,868,388	78,477,131	49,512,897	-11,608,619	60,058,729	21,259,733	-104,745,326
Cash/cash equivalents at the month/year end	**238,448,336**	**116,725,825**	**60,780,551**	**36,278,519**	**28,868,388**	**78,477,131**	**49,512,897**	**-11,608,619**	**60,058,729**	**21,259,733**	**-104,745,326**	**-124,633,343**

1.3 Bank Reconciliations

DECEMBER 2018

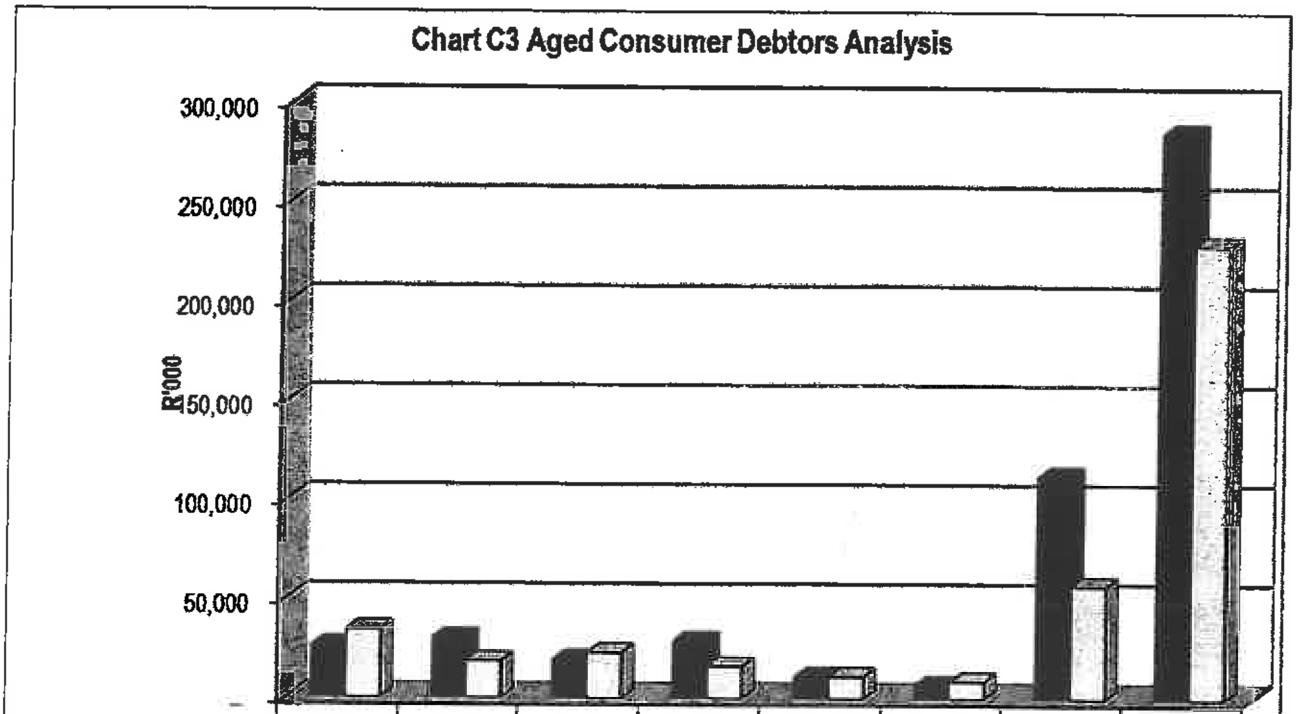
Bank Account name	Bank		Bank statement balance	Reconciling cheques outstanding	Reconciling items **deposits not receipted**	Cash book balance
ACB	Absa	CHQ	797,963.61		-	797,963.61
Salary	Absa	CHQ	4,899,847.51	-52,114.00		4,847,733.51
General	Absa	CHQ	-287,615.94	-1,237,857.06	-	-1,525,473.00
Deposit	Absa	CHQ	7,255,647.65		-	7,255,647.65
Primary	Absa	CHQ	84,712.95		-	84,712.95
Ugu conditional grant acc	Absa	CHQ	5,774,927.83			5,774,927.83
Group life	Absa	CHQ	4,822,876.45			4,822,876.45
Mig Chq	Absa	CHQ	49.99			49.99
TOTAL BANK ACC			**23,348,410.05**			**22,058,438.99**
Ugu Call Account	Absa	INVESTMENT	11,142,299.94			11,142,299.94
Mig Call	Absa	INVESTMENT	45,255,437.95			45,255,437.95
Absa Investment2	Absa-S	INVESTMENT	454.45			454.45
FNB Investment	FNB	INVESTMENT				-
FNB Investment	FNB-S	INVESTMENT	20,500.26			20,500.26
Investec Inv	Investec	INVESTMENT	-			-
Nedbank Investment	Nedbank	INVESTMENT				-
Std Bank -Inv	Std Bank	INVESTMENT				-
TOTAL INVESTMENTS			**56,418,692.60**			**56,418,692.60**
			79,767,102.65			78,477,131.59

1.4 Outstanding Debtors

The Debtors report in Table SC3 has been prepared in the format required to be lodged electronically with National Treasury, which provides for aged analysis by revenue source as well as customer group. The report shows total outstanding debt of R520 776 214 as at December the end of Document 2018 which has increased by 4.59% from November 2018 total of R497 912 922
The consumer debtors amounted to R519 027 820

The chart below contains debtors ageing for the month of December 2018 compared to the ageing as at the end of December 2017.

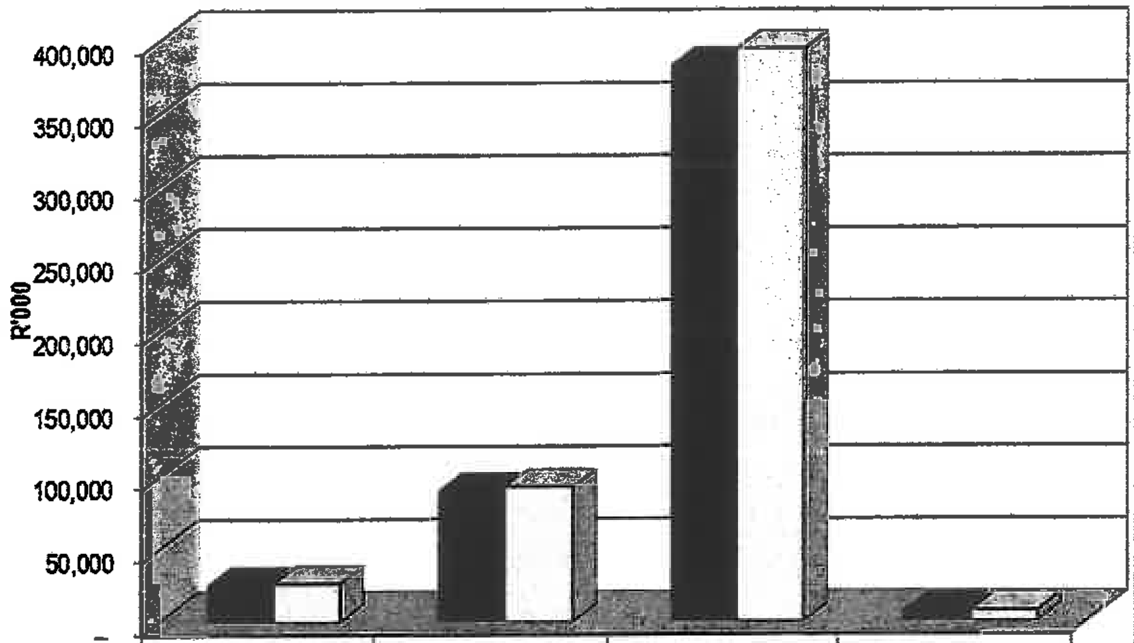
DEBTORS AGE ANALYSIS



	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Dys	151-180 Dys	181 Dys-1 Yr	Over 1Yr
■ Budget Year 2018/19	26,235	30,325	19,524	29,036	11,133	7,092	112,196	285,234
□ 2017/18	34,444	18,553	22,847	16,147	11,099	8,577	56,841	228,672

DEBTORS BY CUSTOMER GROUP

Chart C4 Consumer Debtors (total by Debtor Customer Category)



	Organs of State	Commercial	Households	Other
2017/18	25,631	90,140	382,299	7,082
Budget Year 2018/19	26,424	92,928	394,123	7,301

Consumer Debtors Reconciliation

Gross Opening Balance as at 31 December 2018	519 027 820
Less Allowance for Impairment	321 211 620
Net Balance	**197 816 200**

DEPARTMENTAL	TOTAL_AMOUNT_V	AGE_0_30	AGE_30_60	AGE_61_90	AGE_91_120	AGE_121_150	AGE_151_180	AGE_181_360
The table below show Debtors ageing by top Ten Organs of State								
Department of Sports and Recreat	1,701.29	811.11	97.70	792.48	-	-	-	-
Department of Education	63,379.97	4,423.34	5,249.89	18,944.03	10,378.34	1,771.53	736.59	21,876.25
Department of Education S20	138,719.08	7,046.93	32,863.95	13,088.66	53,599.62	12,808.11	1,931.16	17,380.65
Department of Education S21	4,312,511.17	167,532.80	394,137.96	195,955.89	509,344.35	215,866.89	121,241.27	2,708,432.01
Department of Health	5,862,152.89	511,418.84	834,932.36	284,591.80	233,003.14	259,431.56	79,658.34	3,659,116.85
Department of Housing	484,402.73	1,887.49	1,786.32	616.30	616.30	616.30	499.41	478,380.61
Department of Public Works	2,188,072.78	409,572.75	204,683.29	339,663.89	479,465.29	14,420.60	5,563.62	734,703.34
Department of Social Welfare	124,030.91	42.63	4,358.49	2,269.98	5,487.22	2,255.21	1,200.27	108,417.11
Department of Transport	1,296,146.50	161,146.31	67,844.10	56,216.80	232,527.64	4,066.01	121,867.54	652,478.10
Harry Gwala DM	238,611.97	-	-	-	- 149,125.38	-	-	387,737.35
Ray Nkonyeni Municipality 2	9,461,320.12	204,721.94	742,353.72	513,266.22	453,794.84	340,057.86	-644,476.00	7,851,601.54
Telkom SA	97,266.42	10,934.65	25,252.90	12,431.69	15,271.41	2,467.59	726.80	30,181.38
Transnet	440,334.73	- 10,642.73	87,904.63	910.53	94,724.90	940.24	7,386.18	259,110.98
Umdoni LM	1,495,338.14	30,263.92	- 7,877.16	39,482.78	509,552.88	30,949.03	286,930.49	606,036.20
Umuziwabantu LM	290,028.63	28,409.53	37,163.28	30,077.82	27,864.57	7,116.08	4,796.35	154,601.00
Umzumbe LM	53,022.47	395.00	410.88	19,290.41	77,093.86	425.80	142.41	- 44,735.89
	26,547,039.80	**1,527,964.51**	**2,431,162.31**	**1,527,599.28**	**2,553,598.98**	**893,192.81**	**-11,795.57**	**17,625,317.48**

To reduce government debt we telephone, fax/ e-mail statements to relevant department for payments. Where no positive response has been received we ask intervention of Provincial Treasury if it is Departments where it is in a case of the Municipality we disconnect.

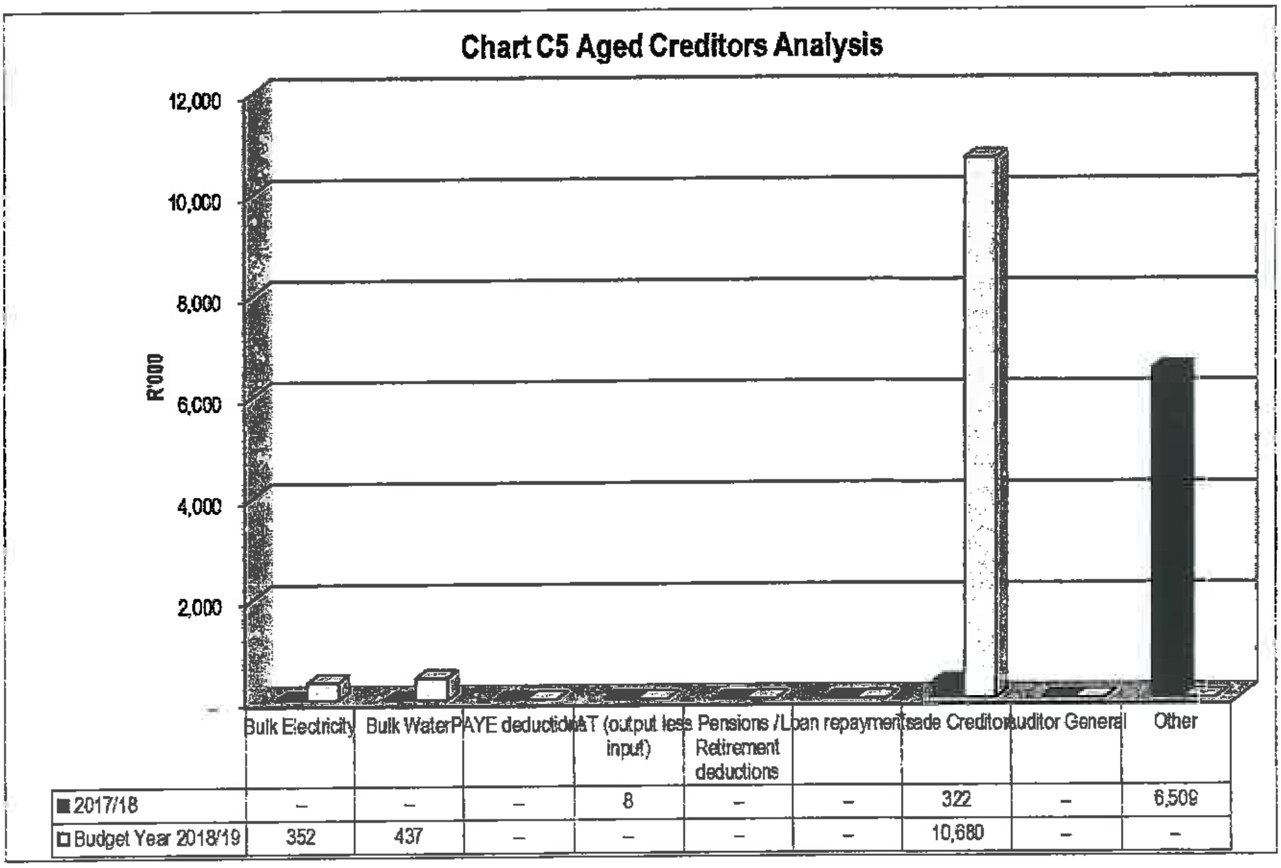
The following actions have been taken to Intensify the implementation of the credit control policy;

- Using telephone and SMS to remind customers about their outstanding accounts
- Government departments in arrears have payment arrangements in place which are constantly monitored on a monthly basis
- Posting and Hand delivering notifications(reminders) to customers that are in arrears about the status of their accounts
- Signing payment arrangements with customers who cannot afford to pay their accounts in full
- Making deductions in Employee Salaries for all outstanding monies due to their accounts
- Disconnecting all business accounts that are in arrears more than 60 days
- Restricting consumer accounts in arrears more than 60 days
- Handing customers over for collection that are not responding to either disconnection or restriction
- Conducting Indigent road shows in all 4 local Municipalities within our the Ugu District to register qualifying indigent customers

1.5. Outstanding Creditors

The report, in Table SC4, has been prepared on the basis of the format required to be lodged electronically with National Treasury. It provides for an aged analysis per creditor type. The report shows total of R11 468 976 as at the end of December 2018 which has decreased by 85.43% from November 2018 total of R78 724 808

Creditors Age Analysis



1.6. Investment Portfolio

Table SC5 contains investments by maturity as at 31 December 2018 The table below shows the movement in total investments of the municipality for the month of December 2018.

Total Investments at the beginning of the month	**14 446 697.86**
Add: Investments made	44 835 038.68
Less: Investments realised	-2 863 043.94
Investments as at the end of the month	**56 418 692.60**

December 2018					
Name of Institution	Period of Investment	Type of Investment	Market value at the beginning of the month	Change in market value during the month	Market value at the end of the month
FNB Investment	30/60/90 day Notice	Daily Call Account	0.00	0.00	0.00
FNB	One Day Notice	Daily Call Account	20 500.26	0.00	20 500.26
NEDBANK	30/60/90 day Notice	Daily Call Account	0.00	0.00	0.00
Investec	30/60/90 day Notice	Daily Call Account	0.00	0.00	0.00
ABSA Call Account MIG	One Day Notice	Daily Call Account	420 399.27	44 835 038.68	45 255 437.95
STD Investment	30/60/90 day Notice	Daily Call Account	0.00	0.00	0.00
ABSA Call	One Day Notice	Daily Call Account	14 005 342.88	-2 863 043.94	11 142 299.94
ABSA	One Day Notice	Daily Call Account	454.45	0.00	454.45
TOTAL			**14 446 696.86**	**41 971 994.74**	**56 418 692.60**

UGU- INVESTMENT ACCOUNT-DECEMBER 2018

	30	60	90	TOTAL
INVESTEC	0.00			0.00
FNB	0.00			0.00
STANDARD	0.00			0.00
NEDBANK	0.00			0.00
FNB CALL ACC	20 500.26			20 500.26
ABSA CALL ACC	11 142 299.94			11 142 299.94
MIG CALL ACC	45 255 437.95			45 255 437.95
ABSA CALL ACC	454.45			454.45
TOTAL	**14 446 696.86**			**56 418 692.60**

2. MONTHLY WITHDRAWALS FROM MUNICIPAL BANK ACCOUNTS

Computer Generated Cheques - Main Account	-		0.00
Manual Cheque Book - Main Account	-		1 416.50
Salary Cheques	-		160 347.85
MIG	-		55 164 961.33
Electronic Funds Transfer	-	Main Account	144 139 213.00
	-	Salary Account	27 390 056.53
			226 855 995.21

3. UGU FRESH PRODUCE MARKET

STATEMENT OF FINANCIAL PERFORMANCE - 31 DECEMBER 2018

			CURRENT YEAR 2018/2019			
DESCRIPTION	**ADJUSTED BUDGET**	**YTD BUDGET**	**MONTHLY ACTUAL**	**YTD ACTUAL**	**YTD VARIANCE (R)**	**YTD %VARIANCE**
Operating Revenue By Source						
Rental - Ugu Market	838,766	419,383	12,584	78,300	341,083	81.33%
	838,766	**419,383**	**12,584**	**78,300**	**341,083**	**81.33%**

4. UGU SPORTS AND LEISURE CENTRE

STATEMENT OF FINANCIAL PERFOMANCE - 31 DECEMBER 2018

DESCRIPTION	Adjusted Budget	YTD BUDGET	MONTHLY ACTUAL	YTD ACTUAL	YTD VARIANCE (R)
Operating Revenue By Source					
Rentals of Facilities	252,720	126,360	21,200	127,200	840
	252,720	**126,360**	**21,200**	**127,200**	**840**

UGU SPORTS AND LEISURE-520206

Opening Balance	935 507.77
Invoice	21 200.00
Receipts	507 048.73
Closing Balance	449 659.04

DATE	INVOICE	TOTAL	PAYMENTS	Balance Still Owing	Description
22-Sep	4601	20 000.00		20 000.00	Rent October 2015
			96 000.00	96 000.00	Payment 08&29/09/15
28-Sep	4611	2 477.30		2 477.30	Interest charged on overdue acc.
14-Oct	4633	20 000.00		20 000.00	Rent November 2015
14-Oct	4633	20 000.00		20 000.00	Rent December 2015
14-Oct	4633	20 000.00		20 000.00	Rent February 2016
14-Oct	4633	20 000.00		20 000.00	Rent February 2016
			88 000.00	88 000.00	Payment 01/02/2016
14-Oct	4633	20 000.00		20 000.00	Rent March 2016
			40 000.00	40 000.00	Payment 11/03/2016
30-Mar	4760	20 000.00		20 000.00	Rent April 2016
16-May	4777	20 000.00		20 000.00	Rent May 2016
17-May	4780	371.63		371.63	Interest Charged
06-Jun	4783	20 000.00		20 000.00	Rent June 2016
27-Jun	4788	20 000.00		20 000.00	Rent July 2016
			60 000.00	60 000.00	Payment 21/07/2016

01-Aug	4790	20 000.00		20 000.00	Rent August 2016
01-Sep	4792	20 000.00		20 000.00	Rent September 2016
11-Oct	4854	20 000.00		20 000.00	Rent October 2016
01-Nov	4865	20 000.00		20 000.00	Rent November 2016
03-Nov		2435.24		2435.14	
01-Dec	4869	20 000.00		20 000.00	
05-Jan			22 000.00	22 000.00	Payment
12-Jan	4872	20 000.00			Rent January 2017
13-Feb	4881	20 000.00			Rent February 2017
22-Mar	4884	20 000.00			Rent March 2017
26-April	4886	20 000.00			Rent April 2017
22-April			165 048.73		Payment
25-May	4893	20 000.00			Rent May 2017
15-June	4897	20 000.00			Rent June 2017
08-July	4907	20 000.00			Rent July 2017
21-Aug	4908	20 000.00			Rent August 2017
04-Sept	4909	20 000.00			Rent September 2017
02-Oct	4909	20 000.00			Rent October 2017
05-Oct	4911	2 259.00			Interest Charged
28-Nov	4932	20 000.00			Rent November 2017
12-Dec	4934	20 000.00			Rent December 2017
17-Jan	4937	20 000.00			Rent January 2018
12-Feb	4946	20 000.00			Rent February 2018
08- Mar	4948	20 000.00			Rent March 2018
17-Apr	4952	20 000.00			Rent April 2018
08-Jun	4956	20 000.00			Rent May 2018
03 July		20 000.00			Rent June 2018
03-Aug	4985	21 200.00			Rent July 2018
04-Sep	4994	21 200.00			Rent August 2018
05-Sept	4995	21 200.00			Rent September 2018
05-Oct	4995	21 200.00			Rent October 2018
01-Nov	5018	21 200.00			Rent November 2018
18-Dec	5029	21 200.00			Rent December 2018
		956 707.77	**507 048.73**	**449 659.04**	

5. <u>WITHDRAWALS FROM THE MUNICIPAL BANK ACCOUNTS IN TERMS OF SECTION 11 OF THE MFMA</u>

5.1 Sub-Section 11 (1) (b) - To defray expenditure authorised in terms of section 26 (4).

MANAGEMENT RESPONSE

udget 2015/16 was approved prior to start of budget year

2 Sub-Section 11 (1) (c) - To defray unforeseeable and unavoidable expenditure authorised in terms of section 9 (1).

INFORMATION Section 29 - Unforeseen and unavoidable expenditure. Sub-Section (1) - The mayor of a municipality may in emergency or other exceptional circumstances authorise unforeseeable and unavoidable expenditure for which no provision was made in an approved budget. **If applicable, the following information must be attached and included in the report:** Copy of authorization by the mayor. Total of Current and/or Capital expenditure for that quarter. Detail and reason for the unforeseen and unavoidable expenditure.

ANAGEMENT RESPONSE

ɔ unforeseen and unavoidable expenditure authorised by the Mayor.

3 Sub-Section 11 (1) (d) - In the case of a bank account opened in terms of section 12, to make ıyments from the account in accordance with sub-section (4) of that section.

INFORMATION Section 12 - Relief, charitable, trust or other funds. Sub-Section (4) - Money in a separate account opened in terms of sub-section (2) may be withdrawn from the account without appropriation of an approved budget, but only- a) by or on the written authority of the accounting officer acting in accordance with decisions of the municipal council; and b) for the purposes for which, and subject to any conditions on which the fund was established or the money in the fund was donated. **If applicable, the following information must be attached and included in the report:** Name of account, type, purpose and amount paid. Detail of payment. Copy of written authority.

\NAGEMENT RESPONSE

Return.

Sub-Section 11 (1) (e) - To pay over to a person or organ of state money received by the municipality behalf of that person or organ of state.

NFORMATION **f applicable, the following information must be included in the report:** 'otal amount of pay over for that quarter and reason.) Money collected by the municipality on behalf of that person or organ of state by agreement.) Any insurance or other payment received by the municipality for that person or organ of state.

VAGEMENT RESPONSE

ʔeturn.

5.5 Sub-Sction 11(1)(f) – To refund money incorrectley paid into a bank account.

IINFORMATION

If applicable, the following information must be included in the report:

Schedule of refunds of amounts received in error. (Example)

Date	Name	Amount	Reason
2007-04-11	P. Naidoo	R1 025.00	Amount received in error
2007-05-02	PT Sabelo	R10 296.23	Amount received in error
2007-06-12	R. Mafu	R70 000.00	Amount received in error

MANAGEMENT RESPONSE

Schedule of refunds of amounts received in error.

Refunds **DECEMBER 2018**

DATE	AMOUNT	NAME	REMARKS
03/10/2018	130 231.16	A.B. HLONGWANE	CUSTOMER ERROR
03/10/2018	15 565.28	SHARLENE GOVENDER & ASSOCIATES	CUSTOMER ERROR
05/10/2018	4 000.00	ZUKILE BOYCE	CUSTOMER ERROR
05/10/2018	8 723.33	I NIEUWOUDT ATTORNEYS	CUSTOMER ERROR
17/10/2018	14 953.29	THE CMG FAMILY TRUST	CUSTOMER ERROR
09/11/2018	2 017.45	B.J. TEDDER	CUSTOMER ERROR
09/11/2018	11 000.00	MBANGO COMMERCIAL CENTRE	CUSTOMER ERROR
09/11/2018	8 309.00	S.S. NAIDOO	CUSTOMER ERROR
09/11/2018	2 179.70	BARRY BOTHA & BREYTENBACH INC.	CUSTOMER ERROR
09/11/2018	2 199.28	S.D. SINGH	CUSTOMER ERROR
20/11/2018	2 560.00	J.M.J VAN DER LINDE	CUSTOMER ERROR
20/11/2018	2 143.86	BARRY BOTHA & BREYTENBACH INC.	CUSTOMER ERROR
20/11/2018	34 088.34	YDK IMPORTRE AND EXPORTERS CC	CUSTOMER ERROR
20/11/2018	34 091.34	YDK IMPORTRE AND EXPORTERS CC	CUSTOMER ERROR
20/11/2018	12 493.66	LAUBSCHER ATTORNEYS INC.	CUSTOMER ERROR
20/11/2018	6 000.00	VIVIEN M. NJONGO	CUSTOMER ERROR
14/12/2018	2 167.21	K.J.R. NUSSE	CUSTOMER ERROR

REPORT PREPARED BY:

for

MKHULULENI DLAMINI
GENERAL MANAGER: BTO

22/01/2019
DATE

DC21 Ugu - Table C1 Monthly Budget Statement Summary - M06 December

Description	2017/18	Budget Year 2018/19							
R thousands	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Financial Performance									
Property rates	–	–	–	–	–	–	–		–
Service charges	325,343	429,111	–	29,678	164,819	214,556	(49,737)	-23%	82,410
Investment revenue	20,022	3,480	–	–	426	1,740	(1,314)	-76%	213
Transfers and subsidies	418,668	451,692	–	145,302	328,495	225,846	102,649	45%	164,248
Other own revenue	5,919	10,229	–	241	7,611	5,115	2,497	49%	3,806
Total Revenue (excluding capital transfers and contributions)	**769,952**	**894,513**	**–**	**175,222**	**501,351**	**447,256**	**54,095**	**12%**	**250,675**
Employee costs	371,002	347,306	–	32,955	205,850	173,653	32,196	19%	102,925
Remuneration of Councillors	9,020	13,125	–	769	4,797	6,562	(1,765)	-27%	2,399
Depreciation & asset impairment	217,191	58,301	–	–	–	29,150	(29,150)	-100%	–
Finance charges	10,383	28,001	–	101	726	14,000	(13,274)	-95%	363
Materials and bulk purchases	94,490	91,029	–	6,762	29,475	45,515	(16,040)	-35%	14,737
Transfers and subsidies	19,361	20,213	–	–	5	10,106	(10,101)	-100%	3
Other expenditure	340,488	326,891	–	48,453	222,733	163,445	59,287	36%	111,366
Total Expenditure	**1,061,933**	**884,865**	**–**	**89,040**	**463,585**	**442,432**	**21,152**	**5%**	**231,792**
Surplus/(Deficit)	**(291,981)**	**9,648**	**–**	**86,182**	**37,766**	**4,824**	**32,942**	**683%**	**18,883**
Transfers and subsidies - capital (monetary allocations)	295,851	290,889	–	100,000	169,707	145,445	24,262	17%	84,853
Contributions & Contributed assets	–	–	–	–	–	–	–		–
Surplus/(Deficit) after capital transfers & contributions	**3,870**	**300,537**	**–**	**186,182**	**207,473**	**150,268**	**57,204**	**38%**	**103,736**
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–		–
Surplus/ (Deficit) for the year	**3,870**	**300,537**	**–**	**186,182**	**207,473**	**150,268**	**57,204**	**38%**	**103,736**
Capital expenditure & funds sources									
Capital expenditure	**291,944**	**301,163**	**–**	**54,438**	**163,368**	**150,581**	**12,786**	**8%**	**81,684**
Capital transfers recognised	244,207	276,389	–	54,438	156,396	138,195	18,201	13%	78,198
Public contributions & donations	–	–	–	–	–	–	–		–
Borrowing	–	–	–	–	–	–	–		–
Internally generated funds	47,736	24,774	–	–	6,972	12,387	(5,415)	-44%	3,486
Total sources of capital funds	**291,944**	**301,163**	**–**	**54,438**	**163,368**	**150,581**	**12,786**	**8%**	**81,684**
Financial position									
Total current assets	260,008	320,305	–		331,615				165,808
Total non current assets	4,034,305	4,184,908	–		4,105,020				2,052,510
Total current liabilities	270,457	254,916	–		453,747				226,874
Total non current liabilities	118,054	71,875	–		78,963				39,482
Community wealth/Equity	3,905,803	4,043,999	–		3,903,925				1,951,962
Cash flows									
Net cash from (used) operating	172,534	274,509	–	57,872	39,970	137,254	97,284	71%	19,985
Net cash from (used) investing	(291,064)	(300,545)	–	(3,508)	(25,164)	(150,272)	(125,108)	83%	(12,582)
Net cash from (used) financing	(20,022)	(20,931)	–	(4,756)	21,690	(10,465)	(32,155)	307%	10,845
Cash/cash equivalents at the month/year end	**41,801**	**5,396**	**–**	**–**	**78,477**	**28,880**	**(49,598)**	**-172%**	**60,230**
Debtors & creditors analysis	**0-30 Days**	**31-60 Days**	**61-90 Days**	**91-120 Days**	**121-150 Dys**	**151-180 Dys**	**181 Dys-1 Yr**	**Over 1Yr**	**Total**
Debtors Age Analysis									
Total By Income Source	26,235	30,325	19,524	29,036	11,133	7,092	112,196	285,234	520,776
Creditors Age Analysis									
Total Creditors	(4,813)	(4,839)	4,930	1,109	14,998	(6,650)	2,590	4,143	11,469

DC21 Ugu - Table C2 Monthly Budget Statement - Financial Performance (functional classification) - M06 December

Description	Ref	2017/18	Budget Year 2018/19							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands	1								%	
Revenue - Functional										
Governance and administration		**436,032**	**14,650**	**–**	**156**	**190,666**	**7,325**	183,341	2503%	**95,333**
Executive and council		2,539	10,250	–	–	849	5,125	(4,276)	-83%	424
Finance and administration		433,493	4,400	–	156	189,817	2,200	187,617	8528%	94,909
Internal audit		–	–	–	–	–	–	–		–
Community and public safety		**312**	**8,293**	**–**	**–**	**(84)**	**4,146**	(4,230)	-102%	**(42)**
Community and social services		–	–	–	–	–	–	–		–
Sport and recreation		312	253	–	–	–	126	(126)	-100%	–
Public safety		–	8,040	–	–	(84)	4,020	(4,104)	-102%	(42)
Housing		–	–	–	–	–	–	–		–
Health		–	–	–	–	–	–	–		–
Economic and environmental services		**178**	**74,780**	**–**	**10**	**41**	**37,390**	(37,349)	-100%	**21**
Planning and development		–	56,773	–	10	41	28,387	(28,346)	-100%	21
Road transport		–	–	–	–	–	–	–		–
Environmental protection		178	18,007	–	–	–	9,003	(9,003)	-100%	–
Trading services		**628,952**	**1,086,840**	**–**	**275,056**	**480,435**	**543,420**	(62,985)	-12%	**240,217**
Energy sources		–	–	–	–	–	–	–		–
Water management		501,429	976,441	–	267,054	437,950	488,220	(50,270)	-10%	218,975
Waste water management		127,524	110,399	–	8,002	42,484	55,200	(12,715)	-23%	21,242
Waste management		–	–	–	–	–	–	–		–
Other	4	**328**	**839**	**–**	**–**	**–**	**419**	**(419)**	**-100%**	**–**
Total Revenue - Functional	2	**1,065,803**	**1,185,402**	**–**	**275,222**	**671,058**	**592,701**	**78,357**	**13%**	**335,529**
Expenditure - Functional										
Governance and administration		**329,939**	**252,301**	**–**	**21,223**	**164,770**	**126,150**	38,620	31%	**82,385**
Executive and council		88,362	80,550	–	5,954	39,584	40,275	(691)	-2%	19,792
Finance and administration		241,577	171,750	–	15,269	125,186	85,875	39,311	46%	62,593
Internal audit		–	–	–	–	–	–	–		–
Community and public safety		**–**	**6,300**	**–**	**243**	**2,344**	**3,150**	(806)	-26%	**1,172**
Community and social services		–	–	–	–	–	–	–		–
Sport and recreation		–	–	–	–	–	–	–		–
Public safety		–	6,300	–	243	2,344	3,150	(806)	-26%	1,172
Housing		–	–	–	–	–	–	–		–
Health		–	–	–	–	–	–	–		–
Economic and environmental services		**65,800**	**99,014**	**–**	**5,930**	**18,795**	**49,507**	(30,711)	-62%	**9,398**
Planning and development		65,800	75,740	–	5,820	18,685	37,870	(19,184)	-51%	9,343
Road transport		–	–	–	–	–	–	–		–
Environmental protection		–	23,274	–	110	110	11,637	(11,527)	-99%	55
Trading services		**666,194**	**527,251**	**–**	**61,644**	**277,675**	**263,625**	14,049	5%	**138,837**
Energy sources		–	–	–	–	–	–	–		–
Water management		648,856	402,101	–	41,321	218,354	201,051	17,304	9%	109,177
Waste water management		17,337	125,150	–	20,323	59,320	62,575	(3,255)	-5%	29,660
Waste management		–	–	–	–	–	–	–		–
Other		**–**	–	–	–	–	–	–		–
Total Expenditure - Functional	3	**1,061,933**	**884,865**	**–**	**89,040**	**463,585**	**442,432**	**21,152**	**5%**	**231,792**
Surplus/ (Deficit) for the year		**3,870**	**300,537**	**–**	**186,182**	**207,473**	**150,268**	**57,204**	**38%**	**103,736**

DC21 Ugu - Table C3 Monthly Budget Statement - Financial Performance (revenue and expenditure by municipal vote) - M06 December

Vote Description	Ref	2017/18	Budget Year 2018/19							
R thousands		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Revenue by Vote	1									
Vote 1 - EXECUTIVE & COUNCIL		2,539	10,250	–	–	849	5,125	(4,276)	-83.4%	424
Vote 2 - FINANCE & ADMINISTRATION		433,493	4,400	–	156	189,817	2,200	187,617	8527.7%	94,909
Vote 3 - INFRASTRUCTURE & ECONOMIC DEVELOPMENT		–	56,773	–	10	41	28,387	(28,346)	-99.9%	–
Vote 4 - WATER		501,429	976,441	–	267,054	437,950	488,220	(50,270)	-10.3%	218,975
Vote 5 - WASTE WATER MANAGEMENT		127,524	110,399	–	8,002	42,484	55,200	(12,715)	-23.0%	21,242
Vote 6 - PUBLIC SAFETY		–	8,040	–	–	(84)	4,020	(4,104)	-102.1%	–
Vote 7 - ENVIRONMENTAL PROTECTION		178	18,007	–	–	–	9,003	(9,003)	-100.0%	–
Vote 8 - OTHER: MARKET		328	839	–	–	–	419	(419)	-100.0%	–
Vote 9 - SPORTS & RECREATION		312	253	–	–	–	126	(126)	-100.0%	–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–		–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–		–
Vote 12 - [Name of sub-vote]		–	–	–	–	–	–	–		–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–		–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–		–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–		–
Total Revenue by Vote	2	**1,065,803**	**1,185,402**	–	**275,222**	**671,058**	**592,701**	**78,357**	**13.2%**	**335,550**
Expenditure by Vote	1									
Vote 1 - EXECUTIVE & COUNCIL		88,362	80,550	–	5,954	39,584	40,275	(691)	-1.7%	19,792
Vote 2 - FINANCE & ADMINISTRATION		241,577	171,750	–	15,269	125,186	85,875	39,311	45.8%	62,593
Vote 3 - INFRASTRUCTURE & ECONOMIC DEVELOPMENT		65,800	75,740	–	5,820	18,685	37,870	(19,184)	-50.7%	9,343
Vote 4 - WATER		648,856	402,101	–	41,321	218,354	201,051	17,304	8.6%	109,177
Vote 5 - WASTE WATER MANAGEMENT		17,337	125,150	–	20,323	59,320	62,575	(3,255)	-5.2%	29,660
Vote 6 - PUBLIC SAFETY		–	6,300	–	243	2,344	3,150	(806)	-25.6%	1,172
Vote 7 - ENVIRONMENTAL PROTECTION		–	23,274	–	110	110	11,637	(11,527)	-99.1%	55
Vote 8 - OTHER: MARKET		–	–	–	–	–	–	–		–
Vote 9 - SPORTS & RECREATION		–	–	–	–	–	–	–		–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–		–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–		–
Vote 12 - [Name of sub-vote]		–	–	–	–	–	–	–		–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–		–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–		–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–		–
Total Expenditure by Vote	2	**1,061,933**	**884,865**	–	**89,040**	**463,585**	**442,432**	**21,152**	**4.8%**	**231,792**
Surplus/ (Deficit) for the year	2	**3,870**	**300,537**	–	**186,182**	**207,473**	**150,268**	**57,204**	**38.1%**	**103,758**

DC21 Ugu - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - M06 December

Description	Ref	2017/18	Budget Year 2018/19							
R thousands		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Revenue By Source										
Property rates								–		
Service charges - electricity revenue								–		
Service charges - water revenue		197,819	306,836		21,676	122,335	153,418	(31,083)	-20%	61,167
Service charges - sanitation revenue		127,524	122,275		8,002	42,484	61,138	(18,653)	-31%	21,242
Service charges - refuse revenue			–				–	–		–
Service charges - other							–	–		–
Rental of facilities and equipment		1,275	1,391			208	696	(488)	-70%	104
Interest earned - external investments		20,022	3,480			426	1,740	(1,314)	-76%	213
Interest earned - outstanding debtors			508		126	2,707	254	2,452	965%	1,353
Dividends received							–	–		–
Fines, penalties and forfeits							–	–		–
Licences and permits							–	–		–
Agency services							–	–		–
Transfers and subsidies		418,668	451,692		145,302	328,495	225,846	102,649	45%	164,248
Other revenue		4,009	8,329		115	4,697	4,165	532	13%	2,349
Gains on disposal of PPE		635						–		–
Total Revenue (excluding capital transfers and contributions)		**769,952**	**894,513**	**–**	**175,222**	**501,351**	**447,256**	**54,095**	**12%**	**250,675**
Expenditure By Type										
Employee related costs		371,002	347,306		32,955	205,850	173,653	32,196	19%	102,925
Remuneration of councillors		9,020	13,125		769	4,797	6,562	(1,765)	-27%	2,399
Debt impairment		(12,051)	3,159			–	1,580	(1,580)	-100%	–
Depreciation & asset impairment		217,191	58,301			–	29,150	(29,150)	-100%	–
Finance charges		10,383	28,001		101	726	14,000	(13,274)	-95%	363
Bulk purchases		94,490	75,000		6,656	28,712	37,500	(8,788)	-23%	14,356
Other materials			16,029		106	763	8,015	(7,251)	-90%	382
Contracted services		170,534	41,018		33,672	157,622	20,509	137,113	669%	78,811
Transfers and subsidies		19,361	20,213		–	5	10,106	(10,101)	-100%	3
Other expenditure		182,004	282,713		14,220	61,728	141,357	(79,629)	-56%	30,864
Loss on disposal of PPE					661	3,383	–	3,383	#DIV/0!	1,691
Total Expenditure		**1,061,933**	**884,865**	**–**	**89,040**	**463,585**	**442,432**	**21,152**	**5%**	**231,792**
Surplus/(Deficit)		**(291,981)**	**9,648**	**–**	**86,182**	**37,766**	**4,824**	**32,942**	**0**	**18,883**
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		295,851	290,889		100,000	169,707	145,445	24,262	0	84,853
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)								–		
Transfers and subsidies - capital (in-kind - all)								–		
Surplus/(Deficit) after capital transfers & contributions		**3,870**	**300,537**	**–**	**186,182**	**207,473**	**150,268**			**103,736**
Taxation								–		
Surplus/(Deficit) after taxation		**3,870**	**300,537**	**–**	**186,182**	**207,473**	**150,268**			**103,736**
Attributable to minorities										
Surplus/(Deficit) attributable to municipality		**3,870**	**300,537**	**–**	**186,182**	**207,473**	**150,268**			**103,736**
Share of surplus/ (deficit) of associate										
Surplus/ (Deficit) for the year		**3,870**	**300,537**	**–**	**186,182**	**207,473**	**150,268**			**103,736**

DC21 Ugu - Table C5 Monthly Budget Statement - Capital Expenditure (municipal vote, functional classification and funding) - M06 December

Vote Description	Ref	2017/18	Budget Year 2018/19							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands	1								%	
Multi-Year expenditure appropriation	2									
Vote 1 - EXECUTIVE & COUNCIL		–	–	–	–	–	–	–		–
Vote 2 - FINANCE & ADMINISTRATION		–	–	–	–	–	–	–		–
Vote 3 - INFRASTRUCTURE & ECONOMIC DEVELOPMENT		–	–	–	–	–	–	–		–
Vote 4 - WATER		–	–	–	–	–	–	–		–
Vote 5 - WASTE WATER MANAGEMENT		–	–	–	–	–	–	–		–
Vote 6 - PUBLIC SAFETY		–	–	–	–	–	–	–		–
Vote 7 - ENVIRONMENTAL PROTECTION		–	–	–	–	–	–	–		–
Vote 8 - OTHER: MARKET		–	–	–	–	–	–	–		–
Vote 9 - SPORTS & RECREATION		–	–	–	–	–	–	–		–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–		–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–		–
Vote 12 - [Name of sub-vote]		–	–	–	–	–	–	–		–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–		–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–		–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–		–
Total Capital Multi-year expenditure	4,7	–	–	–	–	–	–	–		–
Single Year expenditure appropriation	2									
Vote 1 - EXECUTIVE & COUNCIL		333	–	–	–	–	–	–		–
Vote 2 - FINANCE & ADMINISTRATION		45,456	24,500	–	–	6,972	12,250	(5,278)	-43%	3,486
Vote 3 - INFRASTRUCTURE & ECONOMIC DEVELOPMENT		1,948	274	–	–	–	137	(137)	-100%	–
Vote 4 - WATER		201,025	227,089	–	46,077	137,445	113,545	23,901	21%	68,723
Vote 5 - WASTE WATER MANAGEMENT		43,182	49,300	–	8,361	18,951	24,650	(5,699)	-23%	9,475
Vote 6 - PUBLIC SAFETY		–	–	–	–	–	–	–		–
Vote 7 - ENVIRONMENTAL PROTECTION		–	–	–	–	–	–	–		–
Vote 8 - OTHER: MARKET		–	–	–	–	–	–	–		–
Vote 9 - SPORTS & RECREATION		–	–	–	–	–	–	–		–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–		–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–		–
Vote 12 - [Name of sub-vote]		–	–	–	–	–	–	–		–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–		–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–		–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–		–
Total Capital single-year expenditure	4	291,944	301,163	–	54,438	163,368	150,581	12,786	8%	81,684
Total Capital Expenditure		291,944	301,163	–	54,438	163,368	150,581	12,786	8%	81,684
Capital Expenditure - Functional Classification										
Governance and administration		45,456	24,500	–	–	6,972	12,250	(5,278)	-43%	3,486
Executive and council		3,335						–		–
Finance and administration		42,121	24,500			6,972	12,250	(5,278)	-43%	3,486
Internal audit								–		
Community and public safety		–	–	–	–	–	–	–		–
Community and social services								–		
Sport and recreation								–		
Public safety								–		
Housing								–		
Health								–		
Economic and environmental services		1,948	274	–	–	–	137	(137)	-100%	–
Planning and development		1,948	274	–	–	–	137	(137)	-100%	–
Road transport								–		
Environmental protection								–		
Trading services		244,207	276,389	–	54,438	156,396	138,195	18,201	13%	78,198
Energy sources								–		
Water management		201,025	227,089	–	46,077	137,445	113,545	23,901	21%	68,723
Waste water management		43,182	49,300	–	8,361	18,951	24,650	(5,699)	-23%	9,475
Waste management								–		
Other								–		
Total Capital Expenditure - Functional Classification	3	291,611	301,163	–	54,438	163,368	150,581	12,786	8%	81,684
Funded by:										
National Government		244,207	276,389		54,438	156,396	138,195	18,201	13%	78,198
Provincial Government								–		
District Municipality								–		
Other transfers and grants								–		
Transfers recognised - capital		244,207	276,389	–	54,438	156,396	138,195	18,201	13%	78,198
Public contributions & donations	5							–		
Borrowing	6							–		
Internally generated funds		47,736	24,774			6,972	12,387	(5,415)	-44%	3,486
Total Capital Funding		291,944	301,163	–	54,438	163,368	150,581	12,786	8%	81,684

References

1. Municipalities may choose to appropriate for capital expenditure for three years or for one year (if one year appropriation projected expenditure required for yr2 and yr3).

2. Include capital component of PPP unitary payment

3. Capital expenditure by functional classification must reconcile to the total of multi-year and single year appropriations

4. Include expenditure on investment property, intangible and biological assets

5. Must reconcile to Monthly Budget Statement Financial Performance (revenue and expenditure)

6. Include finance leases and PPP capital funding component of unitary payment - total borrowing/repayments to reconcile to changes in Table SA17

DC21 Ugu - Table C6 Monthly Budget Statement - Financial Position - M06 December

Description	Ref	2017/18	Budget Year 2018/19			
		Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	Full Year Forecast
R thousands	1					
ASSETS						
Current assets						
Cash		41,801	14,984		22,058	11,029
Call investment deposits			147,656		56,419	28,209
Consumer debtors		112,519	106,673		361,549	180,774
Other debtors		98,639	42,896		(119,903)	(59,952)
Current portion of long-term receivables		28	62		3,169	1,584
Inventory		7,021	8,034		8,324	4,162
Total current assets		260,008	320,305	–	331,615	165,808
Non current assets						
Long-term receivables		81	32		1,108	554
Investments					0	0
Investment property		31,650	41,428		31,650	15,825
Investments in Associate		0				–
Property, plant and equipment		3,989,800	4,126,265		4,059,488	2,029,744
Agricultural						–
Biological						–
Intangible		12,775	17,183		12,775	6,387
Other non-current assets					0	0
Total non current assets		4,034,305	4,184,908	–	4,105,020	2,052,510
TOTAL ASSETS		4,294,314	4,505,213	–	4,436,636	2,218,318
LIABILITIES						
Current liabilities						
Bank overdraft						–
Borrowing		58	20,511		22,473	11,236
Consumer deposits		21,085	21,935		21,287	10,644
Trade and other payables		218,449	182,162		354,655	177,327
Provisions		30,864	30,307		55,333	27,666
Total current liabilities		270,457	254,916	–	453,747	226,874
Non current liabilities						
Borrowing		84,026	38,749		76,529	38,264
Provisions		34,028	33,126		2,434	1,217
Total non current liabilities		118,054	71,875	–	78,963	39,482
TOTAL LIABILITIES		388,511	326,791	–	532,711	266,355
NET ASSETS	2	3,905,803	4,178,422	–	3,903,925	1,951,962
COMMUNITY WEALTH/EQUITY						
Accumulated Surplus/(Deficit)		3,905,803	4,043,999		3,903,925	1,951,962
Reserves						–
TOTAL COMMUNITY WEALTH/EQUITY	2	3,905,803	4,043,999	–	3,903,925	1,951,962

DC21 Ugu - Table C7 Monthly Budget Statement - Cash Flow - M06 December

Description	Ref	2017/18	Budget Year 2018/19							
R thousands	1	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Property rates			–					–		
Service charges		271,570	343,289		29,102	157,324	171,645	(14,320)	-8%	78,662
Other revenue			8,055		145	2,889	4,027	(1,139)	-28%	1,444
Government - operating		469,040	451,692		145,541	327,883	225,846	102,037	45%	163,942
Government - capital		245,479	290,889		100,000	172,000	145,445	26,556	18%	86,000
Interest		15,777	3,989		126	2,807	1,994	813	41%	1,404
Dividends			–					–		–
Payments										
Suppliers and employees		(818,949)	(775,192)		(216,993)	(622,415)	(387,596)	234,819	-61%	(311,207)
Finance charges		(10,383)	(28,001)		(49)	(519)	(14,000)	(13,481)	96%	(259)
Transfers and Grants			(20,213)			0	(10,106)	(10,106)	100%	0
NET CASH FROM/(USED) OPERATING ACTIVITIES		**172,534**	**274,509**	**–**	**57,872**	**39,970**	**137,254**	**97,284**	**71%**	**19,985**
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE		(676)						–		
Decrease (Increase) in non-current debtors			618		1	1,440	309	1,131	366%	720
Decrease (increase) other non-current receivables								–		
Decrease (increase) in non-current investments					51,379	97,970	–	97,970	#DIV/0!	48,985
Payments										
Capital assets		(290,388)	(301,163)		(54,887)	(124,574)	(150,581)	(26,007)	17%	(62,287)
NET CASH FROM/(USED) INVESTING ACTIVITIES		**(291,064)**	**(300,545)**	**–**	**(3,508)**	**(25,164)**	**(150,272)**	**(125,108)**	**83%**	**(12,582)**
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans					7	5,321	–	5,321	#DIV/0!	2,661
Borrowing long term/refinancing						43,940	–	43,940	#DIV/0!	21,970
Increase (decrease) in consumer deposits			881		27	527	441	86	20%	263
Payments										
Repayment of borrowing		(20,022)	(21,812)		(4,790)	(28,098)	(10,906)	17,192	-158%	(14,049)
NET CASH FROM/(USED) FINANCING ACTIVITIES		**(20,022)**	**(20,931)**	**–**	**(4,756)**	**21,690**	**(10,465)**	**(32,155)**	**307%**	**10,845**
NET INCREASE/ (DECREASE) IN CASH HELD		**(138,552)**	**(46,967)**	**–**	**49,609**	**36,495**	**(23,483)**			**18,248**
Cash/cash equivalents at beginning:		180,353	52,363			41,982	52,363			41,982
Cash/cash equivalents at month/year end:		41,801	5,396	–		78,477	28,880			60,230

DC21 Ugu - Supporting Table SC1 Material variance explanations - M06 December

Ref	Description R thousands	Variance	Reasons for material deviations	Remedial or corrective steps/remarks
1	**Revenue By Source**			
	Service charges - water revenue	(31,083)	The challenges relating to the change (upgrade) in the MSCOA chart delayed the billing process of the municipality.	The service provider is already on site, working to resolve the problem
	Service charges - sanitation revenue	(18,653)	The challenges relating to the change (upgrade) in the MSCOA chart delayed the billing process of the municipality.	The service provider is already on site, working to resolve the problem
	Rental of facilities and equipment	(486)	Not material	None
	Transfers recognised - operational	102,649	The first trench of the equitable share was received in July and recognised as revenue when received.	None
2	**Expenditure By Type**			
	Employee related costs	32,196	Not material	None
	Finance charges	(13,274)	At the time of reporting, the 2017/2018 creditors accruals had not been finalised	One the year end creditors accruals has finalised, this variance will be rediced to
	Bulk purchases	(8,786)	At the time of reporting, the 2017/2018 creditors accruals had not been finalised	One the year end creditors accruals has finalised, this variance will be rediced to
	Contracted services	137,113	This variance is caused by the misalignment in the SMCOA budget and the previous sysment of budgeting (A-Schedules)	The municipality will re-produce the A-Schedules on case-ware and align to MSCOA
	Transfers and grants	(10,101)	At the time of reporting, the 2017/2018 creditors accruals had not finalised	Once the year end creditors accruals has been finalised, this variance will be rediced to
	Other expenditure	(79,629)	This variance is caused by the misalignment in the SMCOA budget and the previous sysment of budgeting (A-Schedules)	The municipality will re-produce the A-Schedules on case-ware and align to MSCOA
3	**Capital Expenditure**			
	Water	23,901	The spending on capital project is slow at the begining of the financial year and it will pick up as the year progresses	The expenditure on capital projects is being closely monitored by the MANCO
	Waste water management	(5,699)	The spending on capital project is slow at the begining of the financial year and it will pick up as the year progresses	The expenditure on capital projects is being closely monitored by the MANCO
	Environmental protection	–	The is no budget for capital projects in this department for the current financial year	None
	Planning and development	(137)	Not material	None
	Budget and treasury office	–	There is no budget for capital projects in this department for the current financial year	None
	Corporate services	(5,276)	The spending on capital project is slow at the begining of the financial year and it will pick up as the year progresses	The expenditure on capital projects is being closely monitored by the MANCO
4	**Financial Position**			
	Cash	22,058	This represents the physical cash in the municipality's bank accounts, including short term deposits	None
	Consumer debtors	361,549	This represents the money that is owed by the consumers for the municipal services that were consumed during the period	None
	Other debtors	(119,903)	This represents the money that is owed by the consumers for other services, including rental of municpal properties, tender deposits, etc.	None
	Property, plant and equipment	4,059,488	This represents the total book value assets that are owned or controlled by the municpality, net off accummulated deopreciation and or amortisation	None
	Consumer deposits	21,287	This represents the money that is held by the municipality as security on all the active consumer accounts.	None
	Trade and other payables	354,655	This represents the moneys that is owed by the municipality to the supliers of goods and services.	None
	Borrowing	76,529	This represents the total book value of the borrowing that were made by the municipality in the curent and prior financial periods	None
	Accumulated Surplus/(Deficit)	3,903,925	This represents the surplus (deficit) that has been accummulated by the municipality as at the end of the current period	None
5	**Cash Flow**			
	Ratepayers and other	–	More cash has been received than it was inticipated in the Cash Flow estimations	To consider revising the Cash Flow estimates during the adjustment budget.
	Government - operating	(1,139)	The first trench of Equitable Share is received in July	None
	Government - capital	102,037	The bigger share of our grants funding is recived in the first quarter if the financial year	None
	Interest	235,489	At the time of reporting, the cash book reconcilliations had not been finalised	To finalise and update the cash book reconcilliations
	Capital assets	–	At the time of reporting, the cash book reconcilliations had not been finalised	To finalise and update the cash book reconcilliations
	Increase (decrease) in consumer deposits	43,940	Not material	None
	Repayment of borrowing	–	At the time of reporting, the cash book reconcilliations had not been finalised	To finalise and update the cash book reconcilliations
6	**Measureable performance**			
7	**Municipal Entities**			

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DC21 Ugu - Supporting Table SC2 Monthly Budget Statement - performance indicators - M06 December

Description of financial indicator	Basis of calculation	Ref	2017/18 Audited Outcome	Budget Year 2018/19 Original Budget	Adjusted Budget	YearTD actual	Full Year Forecast
Borrowing Management							
Capital Charges to Operating Expenditure	Interest & principal paid/Operating Expenditure		-0.9%	9.8%	0.0%	0.2%	1.2%
Borrowed funding of 'own' capital expenditure	Borrowings/Capital expenditure excl. transfers and grants		0.0%	0.0%	0.0%	0.0%	0.0%
Safety of Capital							
Debt to Equity	Loans, Accounts Payable, Overdraft & Tax Provision/ Funds & Reserves		7.7%	6.0%	0.0%	11.6%	11.6%
Gearing	Long Term Borrowing/ Funds & Reserves		0.0%	0.0%	0.0%	0.0%	0.0%
Liquidity							
Current Ratio	Current assets/current liabilities	1	96.1%	125.7%	0.0%	73.1%	73.1%
Liquidity Ratio	Monetary Assets/Current Liabilities		15.5%	63.8%	0.0%	17.3%	17.3%
Revenue Management							
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/ Last 12 Mths Billing						
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue		27.4%	16.7%	0.0%	49.1%	49.1%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old		0.0%	0.0%	0.0%	0.0%	0.0%
Creditors Management							
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA s 65(e))						
Funding of Provisions							
Percentage Of Provisions Not Funded	Unfunded Provisions/Total Provisions						
Other Indicators							
Electricity Distribution Losses	% Volume (units purchased and generated less units sold)/units purchased and generated	2					
Water Distribution Losses	% Volume (units purchased and own source less units sold)/Total units purchased and own source	2					
Employee costs	Employee costs/Total Revenue - capital revenue		48.2%	38.8%	0.0%	41.1%	41.1%
Repairs & Maintenance	R&M/Total Revenue - capital revenue		0.0%	0.0%	0.0%	0.0%	0.0%
Interest & Depreciation	I&D/Total Revenue - capital revenue		29.6%	9.6%	0.0%	0.1%	1.1%
IDP regulation financial viability indicators							
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)						
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services						
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure						

DC21 Ugu - Supporting Table SC3 Monthly Budget Statement - aged debtors - M06 December

Description	NT Code	Budget Year 2018/19											
R thousands		0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Dys	151-180 Dys	181 Dys-1 Yr	Over 1Yr	Total	Total over 90 days	Actual Bad Debts Written Off against Debtors	Impairment - Bad Debts i.t.o Council Policy
Debtors Age Analysis By Income Source													
Trade and Other Receivables from Exchange Transactions - Water	1200	22,295	23,143	14,965	24,113	8,593	4,804	94,489	253,837	446,240	385,836		
Trade and Other Receivables from Exchange Transactions - Electricity	1300	–	–	–	–	–	–	–	–	–	–		
Receivables from Non-exchange Transactions - Property Rates	1400	–	–	–	–	–	–	–	–	–	–		
Receivables from Exchange Transactions - Waste Water Management	1500	9,052	8,713	4,910	5,205	2,797	2,437	15,667	21,741	70,522	47,847		
Receivables from Exchange Transactions - Waste Management	1600	–	–	–	–	–	–	–	–	–	–		
Receivables from Exchange Transactions - Property Rental Debtors	1700	–	–	–	–	–	–	–	–	–	–		
Interest on Arrear Debtor Accounts	1810	–	–	–	–	–	–	2,266	–	2,266	2,266		
Recoverable unauthorised, irregular, fruitless and wasteful expenditure	1820	–	–	–	–	–	–	–	–	–	–		
Other	1900	(5,112)	(1,531)	(351)	(281)	(257)	(149)	(226)	9,656	1,748	8,743		
Total By Income Source	**2000**	**26,235**	**30,325**	**19,524**	**29,036**	**11,133**	**7,092**	**112,196**	**285,234**	**520,776**	**444,692**	–	–
2017/18 - totals only		34,444	18,553	22,847	16,147	11,099	8,577	56,841	228,672	397,180	321,336		
Debtors Age Analysis By Customer Group													
Organs of State	2200	1,806	2,239	1,212	2,073	934	666	7,149	10,344	26,424	21,167		
Commercial	2300	10,438	9,974	5,440	7,427	2,506	1,444	15,928	39,772	92,928	67,076		
Households	2400	13,952	18,050	12,873	19,537	7,693	4,982	88,032	229,004	394,123	349,248		
Other	2500	38	62	–	–	–	–	1,087	6,114	7,301	7,201		
Total By Customer Group	**2600**	**26,235**	**30,325**	**19,524**	**29,036**	**11,133**	**7,092**	**112,196**	**285,234**	**520,776**	**444,692**	–	–

DC21 Ugu - Supporting Table SC4 Monthly Budget Statement - aged creditors - M06 December

Description R thousands	NT Code	Budget Year 2018/19								
		0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days - 1 Year	Over 1 Year	Total
Creditors Age Analysis By Customer Type										
Bulk Electricity	0100	(8,244)	(5,056)	4,881	3,245	8,848	(6,839)	(192)	3,710	352
Bulk Water	0200	437	–	–	–	–	–	–	–	437
PAYE deductions	0300	–	–	–	–	–	–	–	–	–
VAT (output less input)	0400	–	–	–	–	–	–	–	–	–
Pensions / Retirement deductions	0500	–	–	–	–	–	–	–	–	–
Loan repayments	0600	–	–	–	–	–	–	–	–	–
Trade Creditors	0700	2,994	217	49	(2,135)	6,150	189	2,783	433	10,680
Auditor General	0800	–	–	–	–	–	–	–	–	–
Other	0900	–	–	–	–	–	–	–	–	–
Total By Customer Type	**1000**	**(4,813)**	**(4,839)**	**4,930**	**1,109**	**14,998**	**(6,650)**	**2,590**	**4,143**	**11,469**

DC21 Ugu - Supporting Table SC5 Monthly Budget Statement - investment portfolio - M06 December

Investments by maturity Name of institution & investment ID R thousands	Ref	Period of Investment Yrs/Months	Type of Investment	Expiry date of Investment	Accrued interest for the month	Yield for the month 1 (%)	Market value at beginning of the month	Change in market value	Market value at end of the month
Municipality									
FNB Investment							–	–	–
First National Bank							21	–	21
NEDBank							–	–	–
Investec							–	–	–
ABSA Bank CALL MIG							420	44,835	45,255
STD Investment								–	
ABSA Bank CALL							–	–	–
Jazz							14,005	(2,863)	11,142
ABSA							0		0
Municipality sub-total					–		14,447	41,972	56,419
Entities									
South Coast Tourism									
South Coast Development Agency									
Entities sub-total					–		–	–	–
TOTAL INVESTMENTS AND INTEREST	2				–		14,447	41,972	56,419

DC21 Ugu - Supporting Table SC6 Monthly Budget Statement - transfers and grant receipts - M06 December

Description	Ref	2017/18	Budget Year 2018/19							
R thousands		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
RECEIPTS:	1,2									
Operating Transfers and Grants										
National Government:		418,085	443,655	–	145,292	333,151	221,828	146,811	66.2%	166,576
Local Government Equitable Share		342,776	360,673		145,292	327,147	180,337	146,811	81.4%	163,574
RSC Levy Replacement		68,900	75,204			–	37,602			–
Finance Management		1,795	1,865			1,865	933			933
EPWP Incentive		1,956	3,250			2,275	1,625			1,138
Rural Roads Asset Management Systems Grant		2,658	2,663			1,864	1,332			932
	3							–		
								–		
								–		
								–		
								–		
Other transfers and grants [insert description]								–		
Provincial Government:		700	2,400	–	–	400	1,200	(1,000)	-83.3%	200
Spatial Development Framework Support		400						–		–
Development Planning Shared Surpport		300	400		–	400	200			200
Umzumbe Trails			2,000			–	1,000	(1,000)	-100.0%	–
	4							–		
								–		
Other transfers and grants [insert description]								–		
District Municipality:		–	–	–	–	–	–	–		–
[insert description]								–		
								–		
Other grant providers:		–	5,637	–	–	–	2,818	(2,818)	-100.0%	–
Grants from LM's to Entities			5,637			–	2,818	(2,818)	-100.0%	–
								–		
Total Operating Transfers and Grants	5	418,785	451,692	–	145,292	333,551	225,846	142,992	63.3%	166,776
Capital Transfers and Grants										
National Government:		295,851	290,889	–	100,000	172,000	145,445	54,056	37.2%	86,000
Municipal Infrastructure Grant (MIG)		245,479	235,889		100,000	172,000	117,945	54,056	45.8%	86,000
Water Services Infrastructure Grant		50,372	55,000			–	27,500			–
								–		
								–		
								–		
								–		
								–		
Other capital transfers *[insert description]*								–		
Provincial Government:		–	–	–	–	–	–	–		–
[insert description]								–		
								–		
District Municipality:		–	–	–	–	–	–	–		–
[insert description]								–		
								–		
Other grant providers:		–	–	–	–	–	–	–		–
[insert description]								–		
								–		
Total Capital Transfers and Grants	5	295,851	290,889	–	100,000	172,000	145,445	54,056	37.2%	86,000
TOTAL RECEIPTS OF TRANSFERS & GRANTS	5	714,636	742,581	–	245,292	505,551	371,290	197,048	53.1%	252,776

DC21 Ugu - Supporting Table SC7(1) Monthly Budget Statement - transfers and grant expenditure - M06 December

Description	Ref	2017/18	Budget Year 2018/19							
R thousands		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
EXPENDITURE										
Operating expenditure of Transfers and Grants										
National Government:		418,085	458,155	–	36,586	220,056	229,078	(9,022)	-3.9%	110,028
Local Government Equitable Share		342,776	360,673		30,056	180,336	180,337	(0)	0.0%	90,168
RSC Levy Replacement		68,900	75,204		6,267	37,602	37,602	–		18,801
Finance Management		1,795	1,865		9	89	933	(843)	-90.4%	45
EPWP Incentive		1,956	3,250		254	1,404	1,625	(221)	-13.6%	702
Rural Roads Asset Management Systems Grant		2,658	2,663			625	1,332	(707)	-53.1%	312
Municipal Infrastructure Grant			14,500			–	7,250	(7,250)	-100.0%	–
Other transfers and grants [insert description]							–	–		
Provincial Government:		583	2,400	–	33	200	1,200	(1,000)	-83.3%	100
Spatial Development Framework Support		400						–		
Development Shared Services Support		183	400		33	200	200	(0)	0.0%	100
							–	–		–
Umzumbe Trails			2,000			–	1,000	(1,000)	-100.0%	–
Other transfers and grants [insert description]								–		
District Municipality:		–	–	–	–	–	–	–		–
								–		
[insert description]								–		
Other grant providers:		–	5,637	–	–	–	2,818	(2,818)	-100.0%	–
Grants from LM's to Entities			5,637			–	2,818	(2,818)	-100.0%	–
Grants from LM's to Entities								–		
Total operating expenditure of Transfers and Grants:		418,668	466,192	–	36,620	220,256	233,096	(12,840)	-5.5%	110,128
Capital expenditure of Transfers and Grants										
National Government:		295,851	276,389	–	55,164	124,908	138,195	(13,287)	-9.6%	62,454
Municipal Infrastructure Grant (MIG)		245,479	221,389		55,164	124,908	110,695	14,213	12.8%	62,454
Water Services Infrastructure Grant		50,372	55,000			–	27,500	(27,500)	-100.0%	–
								–		
								–		
								–		
Other capital transfers [insert description]								–		
Provincial Government:		–	–	–	–	–	–	–		–
								–		
								–		
District Municipality:		–	–	–	–	–	–	–		–
								–		
								–		
Other grant providers:		–	–	–	–	–	–	–		–
								–		
								–		
Total capital expenditure of Transfers and Grants		295,851	276,389	–	55,164	124,908	138,195	(13,287)	-9.6%	62,454
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		714,519	742,581	–	91,784	345,164	371,290	(26,127)	-7.0%	172,582

DC21 Ugu - Supporting Table SC8 Monthly Budget Statement - councillor and staff benefits - M06 December

Summary of Employee and Councillor remuneration R thousands	Ref	2017/18 Audited Outcome	Budget Year 2018/19 Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
	1	A	B	C						D
Councillors (Political Office Bearers plus Other)										
Basic Salaries and Wages		6,115	5,057		531	3,357	2,528	828	33%	1,678
Pension and UIF Contributions		–	259		–	0	130	(129)	-100%	0
Medical Aid Contributions		–	221		–	–	110	(110)	-100%	–
Motor Vehicle Allowance		1,837	3,294		179	993	1,647	(654)	-40%	496
Cellphone Allowance		1,068	391		59	447	195	252	129%	224
Housing Allowances		–	2,233		–	–	1,117	(1,117)	-100%	–
Other benefits and allowances		–	54		–	–	27	(27)	-100%	–
Sub Total - Councillors		9,020	11,509	–	769	4,797	5,754	(957)	-17%	2,399
% increase	4		27.6%							-73.4%
Senior Managers of the Municipality	3									
Basic Salaries and Wages			4,966			–	2,483	(2,483)	-100%	–
Pension and UIF Contributions			696			–	348	(348)	-100%	–
Medical Aid Contributions			195			–	98	(98)	-100%	–
Overtime						–	–	–		–
Performance Bonus			315			–	158	(158)	-100%	–
Motor Vehicle Allowance			1,492			–	746	(746)	-100%	–
Cellphone Allowance			68			–	34	(34)	-100%	–
Housing Allowances			157			–	78	(78)	-100%	–
Other benefits and allowances			37			–	19	(19)	-100%	–
Payments in lieu of leave			83			–	42	(42)	-100%	–
Long service awards							–	–		–
Post-retirement benefit obligations	2						–	–		–
Sub Total - Senior Managers of Municipality		–	8,010	–	–	–	4,005	(4,005)	-100%	–
% increase	4		#DIV/0!							
Other Municipal Staff										
Basic Salaries and Wages		276,102	230,263		26,380	168,675	115,131	53,544	47%	84,338
Pension and UIF Contributions		1,597	37,671		137	839	18,835	(17,997)	-96%	419
Medical Aid Contributions		14,613	23,852		1,352	8,083	11,926	(3,843)	-32%	4,041
Overtime		40,961	6,898		3,016	18,381	3,449	14,932	433%	9,191
Performance Bonus		17,316			743	1,508	–	1,508	#DIV/0!	754
Motor Vehicle Allowance		8,395	10,287		752	4,556	5,144	(588)	-11%	2,278
Cellphone Allowance		–	1,394		–	–	697	(697)	-100%	–
Housing Allowances		2,967	703		252	1,562	352	1,211	344%	781
Other benefits and allowances		–	11,132		–	–	5,566	(5,566)	-100%	–
Payments in lieu of leave		3,454	2,843		74	943	1,422	(479)	-34%	471
Long service awards		3,936	1,595		250	1,303	798	505	63%	651
Post-retirement benefit obligations	2	1,639			–		–	–		–
Sub Total - Other Municipal Staff		371,001	326,639	–	32,955	205,850	163,319	42,530	26%	102,925
% increase	4		-12.0%							-72.3%
Total Parent Municipality		380,021	346,158	–	33,724	210,647	173,079	37,568	22%	105,323
Unpaid salary, allowances & benefits in arrears:										
Board Members of Entities										
Basic Salaries and Wages								–		
Pension and UIF Contributions								–		
Medical Aid Contributions								–		
Overtime								–		
Performance Bonus								–		
Motor Vehicle Allowance								–		
Cellphone Allowance								–		
Housing Allowances								–		
Other benefits and allowances			7			–	3	(3)	-100%	
Board Fees			1,610			–	805	(805)	-100%	
Payments in lieu of leave			–					–		
Long service awards			–					–		
Post-retirement benefit obligations			–					–		
Sub Total - Board Members of Entities	2	–	1,616	–	–	–	808	(808)	-100%	–
% increase	4		#DIV/0!							
Senior Managers of Entities										
Basic Salaries and Wages			6,600			–	3,300	(3,300)	-100%	
Pension and UIF Contributions			212			–	106	(106)	-100%	
Medical Aid Contributions			–				–	–		
Overtime			–				–	–		
Performance Bonus			306			–	153	(153)	-100%	
Motor Vehicle Allowance			–				–	–		
Cellphone Allowance			71			–	36	(36)	-100%	
Housing Allowances			–				–	–		
Other benefits and allowances			266			–	133	(133)	-100%	
Payments in lieu of leave			92			–	46	(46)	-100%	
Long service awards			–				–	–		
Post-retirement benefit obligations	2		–				–	–		
Sub Total - Senior Managers of Entities		–	7,547	–	–	–	3,773	(3,773)	-100%	–
% increase	4		#DIV/0!							
Other Staff of Entities										
Basic Salaries and Wages			3,714			–	1,857	(1,857)	-100%	
Pension and UIF Contributions			347			–	174	(174)	-100%	
Medical Aid Contributions			348			–	174	(174)	-100%	
Overtime			307			–	154	(154)	-100%	
Performance Bonus			305			–	153	(153)	-100%	
Motor Vehicle Allowance			–			–	–	–		
Cellphone Allowance			13			–	6	(6)	-100%	
Housing Allowances			33			–	17	(17)	-100%	
Other benefits and allowances			43			–	22	(22)	-100%	
Payments in lieu of leave			–				–	–		
Long service awards			–				–	–		
Post-retirement benefit obligations			–				–	–		
Sub Total - Other Staff of Entities		–	5,111	–	–	–	2,555	(2,555)	-100%	–
% increase	4		#DIV/0!							
Total Municipal Entities		–	14,274	–	–	–	7,137	(7,137)	-100%	–
TOTAL SALARY, ALLOWANCES & BENEFITS		380,021	360,431		33,724	210,647	180,216	[illegible]	17%	105,323
% increase	4		-5.2%							-72.3%
TOTAL MANAGERS AND STAFF		371,001	347,306	–	32,955	205,850	173,653	32,196	19%	102,925

DC21 Ugu - Supporting Table SC9 Monthly Budget Statement - actuals and revised targets for cash receipts - M06 December

Description	Ref	Budget Year 2018/19												2018/19 Medium Term Revenue & Expenditure Framework		
R thousands	1	July Outcome	August Outcome	Sept Outcome	October Outcome	Nov Outcome	Dec Outcome	January Budget	Feb Budget	March Budget	April Budget	May Budget	June Budget	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Cash Receipts By Source																
Property rates													–			
Service charges - electricity revenue													–			
Service charges - water revenue		23,254	14,074	26,998	20,570	22,136	21,099	21,885	20,870	17,017	16,339	17,139	40,451	245,469	258,479	272,178
Service charges - sanitation revenue		6,787	7,173	7,173	8,275	9,102	8,002	6,658	7,279	5,253	5,284	5,284	26,151	97,820	103,005	108,464
Service charges - refuse													–			
Service charges - other													–			
Rental of facilities and equipment			59	29	31		29	96	96	99	97	97	380	1,391	1,150	1,214
Interest earned - external investments		89	1,450	425	638	259	126	354	270	179	334	134	1,092	3,480	2,672	2,819
Interest earned - outstanding debtors					(17)	(2)							–	508	536	565
Dividends received													–			
Fines, penalties and forfeits													–			
Licences and permits													–			
Agency services													–			
Transfer receipts - operating		181,855	421	–	–	66	145,541	–	–	104,992	111,452	–	5,637	451,692	469,124	510,724
Other revenue		47	74	2,185	186	153	115						6,663	6,663	2,212	2,333
Cash Receipts by Source		212,032	23,251	36,810	29,683	31,713	174,914	28,993	28,515	127,540	133,507	22,654	80,374	807,025	837,178	898,298
Other Cash Flows by Source													–			
Transfer receipts - capital		72,000	–	–			100,000	–	–	45,000	–	–	55,001	290,889	336,038	355,509
Contributions & Contributed assets													–			
Proceeds on disposal of PPE													–			
Short term loans		4,781	519		7	7	7						–			
Borrowing long term/refinancing		43,940											–			
Increase in consumer deposits		460	56	(55)	19	19	27	518			544		(1,145)	881	928	977
Receipt of non-current debtors		1,430	31	(34)	12		1	391	391	391	391	391	(3,682)	618	651	685
Receipt of non-current receivables													–			
Change in non-current investments					12,248	34,344	51,379						–			
Total Cash Receipts by Source		334,642	23,857	36,721	41,969	66,084	326,327	29,902	28,906	172,931	134,441	23,045	130,548	1,099,413	1,174,794	1,255,469
Cash Payments by Type													–			
Employee related costs		29,185	44,311	34,253	29,508	29,957	32,675	26,716	26,716	26,716	26,716	26,716	26,716	347,306	366,061	386,194
Remuneration of councillors		792	807	815	837	799	769	1,094	1,094	1,094	1,094	1,094	1,094	13,125	13,834	14,595
Interest paid		27	294	58	68	23	49	1,931	1,873	1,779	1,690	1,606	1,324	28,001	29,513	31,136
Bulk purchases - Electricity													–	–	–	–
Bulk purchases - Water & Sewer				8,839	15,245	4,378	6,656	4,904	4,904	4,904	4,904	4,904	16,154	75,000	79,050	83,398
Other materials		180	232	480	1,072	801	560	1,182	1,087	997	911	1,796	3,611	16,029	19,343	20,387
Contracted services		17,003	17,230	12,478	10,607	12,239	27,295	2,932	3,121	3,320	3,403	3,616	10,447	41,018	43,233	45,611
Grants and subsidies paid - other municipalities		(0)						–	–	5,053	–	–	5,054	20,213	21,284	22,412
Grants and subsidies paid - other		–	–										–			
General expenses		51,261	41,457	26,180	7,639	24,338	149,039	25,710	26,275	25,728	23,921	22,973	3,769	282,713	260,950	275,302
Cash Payments by Type		98,448	104,331	83,104	64,975	72,535	217,042	64,467	65,070	69,591	62,640	62,704	68,169	823,405	833,267	879,034
Other Cash Flows/Payments by Type																
Capital assets		17,729	40,376	9,563	1,060	959	54,887			63,718		63,718	46,290	301,163	317,124	333,932
Repayment of borrowing		21,999	873	–	436		4,790			16,545		16,545	(44,370)	21,812	21,812	21,812
Other Cash Flows/Payments				–									–			
Total Cash Payments by Type		138,176	145,579	92,667	66,471	73,494	276,718	64,467	65,070	149,855	62,640	142,968	70,089	1,146,380	1,172,203	1,234,778
NET INCREASE/(DECREASE) IN CASH HELD		196,466	(121,723)	(55,945)	(24,502)	(7,410)	49,609	(34,565)	(36,164)	23,076	71,802	(119,922)	60,459	(46,967)	2,591	20,691
Cash/cash equivalents at the month/year beginning:		41,982	238,448	116,726	60,781	36,279	28,868	78,477	43,912	7,748	30,824	102,626	(17,297)	41,982	(4,965)	(2,394)
Cash/cash equivalents at the month/year end:		238,448	116,726	60,781	36,279	28,868	78,477	43,912	7,748	30,824	102,626	(17,297)	43,162	(4,965)	(2,394)	18,297

DC21 Ugu - NOT REQUIRED - municipality does not have entities or this is the parent municipality's budget - M06 December

Description	Ref	2017/18	Budget Year 2018/19							
R thousands	1	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Revenue By Source										
Property rates								–		
Service charges - electricity revenue								–		
Service charges - water revenue		197,819	306,836		21,676	122,335	153,418	(31,083)	-20%	61,167
Service charges - sanitation revenue		127,524	122,275		8,002	42,484	61,138	(18,653)	-31%	21,242
Service charges - refuse revenue							–	–		–
Service charges - other							–	–		–
Rental of facilities and equipment		1,275	1,391			208	696	(488)	-70%	104
Interest earned - external investments		20,022	3,480			426	1,740	(1,314)	-76%	213
Interest earned - outstanding debtors			508		126	2,707	254	2,452	965%	1,353
Dividends received							–	–		–
Fines, penalties and forfeits							–	–		–
Licences and permits							–	–		–
Agency services							–	–		–
Transfers and subsidies		418,668	451,692		145,302	328,495	225,846	102,649	45%	164,248
Other revenue		4,009	8,329		115	4,697	4,165	532	13%	2,349
Gains on disposal of PPE		635						–		–
Total Revenue (excluding capital transfers and contributions)		**769,952**	**894,513**	**–**	**175,222**	**501,351**	**447,256**	**54,095**	**12%**	**250,675**
Expenditure By Type										
Employee related costs		371,002	347,306		32,955	205,850	173,653	32,196	19%	102,925
Remuneration of councillors		9,020	13,125		769	4,797	6,562	(1,765)	-27%	2,399
Debt impairment		(12,051)	3,159			–	1,580	(1,580)	-100%	–
Depreciation & asset impairment		217,191	58,301			–	29,150	(29,150)	-100%	–
Finance charges		10,383	28,001		101	726	14,000	(13,274)	-95%	363
Bulk purchases		94,490	75,000		6,656	28,712	37,500	(8,788)	-23%	14,356
Other materials			16,029		106	763	8,015	(7,251)	-90%	382
Contracted services		170,534	41,018		33,572	157,622	20,509	137,113	669%	78,811
Transfers and subsidies		19,361	20,213		–	5	10,106	(10,101)	-100%	3
Other expenditure		182,004	282,713		14,220	61,728	141,357	(79,629)	-56%	30,864
Loss on disposal of PPE					661	3,383	–	3,383	#DIV/0!	1,691
Total Expenditure		**1,061,933**	**884,865**	**–**	**89,040**	**463,585**	**442,432**	**21,152**	**5%**	**231,792**
Surplus/(Deficit)		(291,981)	9,648	–	86,182	37,766	4,824	32,942	683%	18,883
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		295,851	290,889		100,000	169,707	145,445	24,262	17%	84,853
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)								–		
Transfers and subsidies - capital (in-kind - all)								–		
Surplus/(Deficit) after capital transfers & contributions		3,870	300,537	–	186,182	207,473	150,268	57,204	38%	103,736
Taxation								–		
Surplus/(Deficit) after taxation		**3,870**	**300,537**	**–**	**186,182**	**207,473**	**150,268**	**57,204**	**38%**	**103,736**

DC21 Ugu - Supporting Table SC12 Monthly Budget Statement - capital expenditure trend - M06 December

Month	2017/18	Budget Year 2018/19							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	% spend of Original Budget
R thousands								%	
Monthly expenditure performance trend									
July	29,973	24,614		17,729	17,729	24,614	6,885	28.0%	6%
August	22,061	24,614		37,839	55,568	49,229	(6,339)	-12.9%	18%
September	13,241	24,614		15,126	70,694	73,843	3,149	4.3%	23%
October	17,578	24,614		288	70,982	98,458	27,475	27.9%	24%
November	20,371	24,614		37,839	108,822	123,072	14,250	11.6%	36%
December	43,125	24,614		54,438	163,260	147,686	(15,573)	-10.5%	54%
January	1,416	24,614		–		172,301	–		
February	95	24,614				196,915	–		
March	17,931	24,614				221,530	–		
April	49,358	24,614				246,144	–		
May	25,981	24,614				270,759	–		
June	50,814	30,404				301,163	–		
Total Capital expenditure	**291,944**	**301,163**	**–**	**163,260**					

DC21 Ugu - Supporting Table SC13a Monthly Budget Statement - capital expenditure on new assets by asset class - M06 December

Description	Ref	2017/18	Budget Year 2018/19							
R thousands	1	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Capital expenditure on new assets by Asset Class/Sub-class										
Infrastructure		244,207	172,356	–	54,438	207,261	86,178	(121,083)	-140.5%	103,630
Roads Infrastructure		–	–	–	–	–	–	–		–
Roads								–		
Road Structures								–		
Road Furniture								–		
Capital Spares								–		
Storm water Infrastructure		–	–	–	–	–	–	–		–
Drainage Collection								–		
Storm water Conveyance								–		
Attenuation								–		
Electrical Infrastructure		–	–	–	–	–	–	–		–
Power Plants								–		
HV Substations								–		
HV Switching Station								–		
HV Transmission Conductors								–		
MV Substations								–		
MV Switching Stations								–		
MV Networks								–		
LV Networks								–		
Capital Spares								–		
Water Supply Infrastructure		201,025	131,986	–	46,077	188,310	65,983	(122,327)	-185.4%	94,155
Dams and Weirs								–		
Boreholes								–		
Reservoirs								–		
Pump Stations								–		
Water Treatment Works		201,025	131,966		46,077	188,310	65,983	(122,327)	-185.4%	94,155
Bulk Mains								–		
Distribution								–		
Distribution Points								–		
PRV Stations								–		
Capital Spares								–		
Sanitation Infrastructure		43,182	40,390	–	8,361	18,951	20,195	1,244	6.2%	9,475
Pump Station								–		
Reticulation								–		
Waste Water Treatment Works		43,182	40,390		8,361	18,951	20,195	1,244	6.2%	9,475
Outfall Sewers								–		
Toilet Facilities								–		
Capital Spares								–		
Solid Waste Infrastructure		–	–	–	–	–	–	–		–
Landfill Sites								–		
Waste Transfer Stations								–		
Waste Processing Facilities								–		
Waste Drop-off Points								–		
Waste Separation Facilities								–		
Electricity Generation Facilities								–		
Capital Spares								–		
Rail Infrastructure		–	–	–	–	–	–	–		–
Rail Lines								–		
Rail Structures								–		
Rail Furniture								–		
Drainage Collection								–		
Storm water Conveyance								–		
Attenuation								–		
MV Substations								–		
LV Networks								–		
Capital Spares								–		
Coastal Infrastructure		–	–	–	–	–	–	–		–
Sand Pumps								–		
Piers								–		
Revetments								–		
Promenades								–		
Capital Spares								–		
Information and Communication Infrastructure		–	–	–	–	–	–	–		–
Data Centres								–		
Core Layers								–		
Distribution Layers								–		
Capital Spares								–		
Community Assets		–	–	–	–	–	–	–		–
Community Facilities		–	–	–	–	–	–	–		–
Halls								–		
Centres								–		
Crèches								–		
Clinics/Care Centres								–		
Fire/Ambulance Stations								–		
Testing Stations								–		
Museums								–		
Galleries								–		
Theatres								–		
Libraries								–		
Cemeteries/Crematoria								–		
Police								–		
Purls								–		
Public Open Space								–		
Nature Reserves								–		
Public Ablution Facilities								–		

Fire/Ambulance Stations								–		
Testing Stations								–		
Museums								–		
Galleries								–		
Theatres								–		
Libraries								–		
Cemeteries/Crematoria								–		
Police								–		
Purls								–		
Public Open Space								–		
Nature Reserves								–		
Public Ablution Facilities								–		
Markets								–		
Stalls								–		
Abattoirs								–		
Airports								–		
Taxi Ranks/Bus Terminals								–		
Capital Spares								–		
Sport and Recreation Facilities		–	–	–	–	–	–	–		–
Indoor Facilities								–		
Outdoor Facilities								–		
Capital Spares								–		
Heritage assets		–	–	–	–	–	–	–		–
Monuments								–		
Historic Buildings								–		
Works of Art								–		
Conservation Areas								–		
Other Heritage								–		
Investment properties		–	–	–	–	–	–	–		–
Revenue Generating		–	–	–	–	–	–	–		–
Improved Property								–		
Unimproved Property								–		
Non-revenue Generating		–	–	–	–	–	–	–		–
Improved Property								–		
Unimproved Property								–		
Other assets		–	208	–	–	–	104	104	100.0%	–
Operational Buildings		–	208	–	–	–	104	104	100.0%	–
Municipal Offices			198			–	99	99	100.0%	
Pay/Enquiry Points								–		
Building Plan Offices								–		
Workshops								–		
Yards								–		
Stores			10			–	5	5	100.0%	
Laboratories								–		
Training Centres								–		
Manufacturing Plant								–		
Depots								–		
Capital Spares								–		
Housing		–	–	–	–	–	–	–		–
Staff Housing								–		
Social Housing								–		
Capital Spares								–		
Biological or Cultivated Assets		–	–	–	–	–	–	–		–
Biological or Cultivated Assets								–		
Intangible Assets		–	304	–	–	–	152	152	100.0%	–
Servitudes								–		
Licences and Rights		–	304	–	–	–	152	152	100.0%	–
Water Rights								–		
Effluent Licenses								–		
Solid Waste Licenses								–		
Computer Software and Applications			304			–	152	152	100.0%	
Load Settlement Software Applications								–		
Unspecified								–		
Computer Equipment		–	289	–	–	–	145	145	100.0%	–
Computer Equipment			289			–	145	145	100.0%	
Furniture and Office Equipment		–	480	–	–	–	–	–		–
Furniture and Office Equipment			480			–		–		
Machinery and Equipment		–	229	–	–	–	115	115	100.0%	–
Machinery and Equipment			229			–	115	115	100.0%	
Transport Assets		–	365	–	–	–	183	183	100.0%	–
Transport Assets			365			–	183	183	100.0%	
Land		–	–	–	–	–	–	–		–
Land								–		
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–		–
Zoo's, Marine and Non-biological Animals								–		
Total Depreciation	1	–	58,301	–	–	–	28,911	28,911	100.0%	–

DC21 Ugu - Supporting Table SC13b Monthly Budget Statement - capital expenditure on renewal of existing assets by asset class - M06 December

Description	Ref	2017/18	Budget Year 2018/19							
R thousands	1	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Capital expenditure on renewal of existing assets by Asset Class/Sub-class										
Infrastructure		–	104,033	–	–	–	52,017	52,017	100.0%	–
Roads Infrastructure		–	–	–	–	–	–	–		–
Roads								–		
Road Structures								–		
Road Furniture								–		
Capital Spares								–		
Storm water Infrastructure		–	–	–	–	–	–	–		–
Drainage Collection								–		
Storm water Conveyance								–		
Attenuation								–		
Electrical Infrastructure		–	–	–	–	–	–	–		–
Power Plants								–		
HV Substations								–		
HV Switching Station								–		
HV Transmission Conductors								–		
MV Substations								–		
MV Switching Stations								–		
MV Networks								–		
LV Networks								–		
Capital Spares								–		
Water Supply Infrastructure		–	95,123	–	–	–	47,562	47,562	100.0%	–
Dams and Weirs								–		
Boreholes								–		
Reservoirs								–		
Pump Stations								–		
Water Treatment Works			95,123			–	47,562	47,562	100.0%	
Bulk Mains								–		
Distribution								–		
Distribution Points								–		
PRV Stations								–		
Capital Spares								–		
Sanitation Infrastructure		–	8,910	–	–	–	4,455	4,455	100.0%	–
Pump Station								–		
Reticulation								–		
Waste Water Treatment Works			8,910			–	4,455	4,455	100.0%	
Outfall Sewers								–		
Toilet Facilities								–		
Capital Spares								–		
Solid Waste Infrastructure		–	–	–	–	–	–	–		–
Landfill Sites								–		
Waste Transfer Stations								–		
Waste Processing Facilities								–		
Waste Drop-off Points								–		
Waste Separation Facilities								–		
Electricity Generation Facilities								–		
Capital Spares								–		
Rail Infrastructure		–	–	–	–	–	–	–		–
Rail Lines								–		
Rail Structures								–		
Rail Furniture								–		
Drainage Collection								–		
Storm water Conveyance								–		
Attenuation								–		
MV Substations								–		
LV Networks								–		
Capital Spares								–		
Coastal Infrastructure		–	–	–	–	–	–	–		–
Sand Pumps								–		
Piers								–		
Revetments								–		
Promenades								–		
Capital Spares								–		
Information and Communication Infrastructure		–	–	–	–	–	–	–		–
Data Centres								–		
Core Layers								–		
Distribution Layers								–		
Capital Spares								–		
Community Assets		–	–	–	–	–	–	–		–
Community Facilities		–	–	–	–	–	–	–		–
Halls								–		
Centres								–		
Crèches								–		
Clinics/Care Centres								–		
Fire/Ambulance Stations								–		
Testing Stations								–		
Museums								–		
Galleries								–		
Theatres								–		
Libraries								–		
Cemeteries/Crematoria								–		
Police								–		
Parks								–		
Public Open Space								–		
Nature Reserves								–		

Markets								–		
Stalls								–		
Abattoirs								–		
Airports								–		
Taxi Ranks/Bus Terminals								–		
Capital Spares								–		
Sport and Recreation Facilities		–	–	–	–	–	–	–		–
Indoor Facilities								–		
Outdoor Facilities								–		
Capital Spares								–		
Heritage assets		–	–	–	–	–	–	–		–
Monuments								–		
Historic Buildings								–		
Works of Art								–		
Conservation Areas								–		
Other Heritage								–		
Investment properties		1,408	–	–	–	–	–	–		–
Revenue Generating		1,408	–	–	–	–	–	–		–
Improved Property		1,408						–		
Unimproved Property								–		
Non-revenue Generating		–	–	–	–	–	–	–		–
Improved Property								–		
Unimproved Property								–		
Other assets		23,486	14,000	–	–	–	7,000	7,000	100.0%	–
Operational Buildings		23,486	14,000	–	–	–	7,000	7,000	100.0%	–
Municipal Offices		23,486	14,000			–	7,000	7,000	100.0%	
Pay/Enquiry Points								–		
Building Plan Offices								–		
Workshops								–		
Yards								–		
Stores								–		
Laboratories								–		
Training Centres								–		
Manufacturing Plant								–		
Depots								–		
Capital Spares								–		
Housing		–	–	–	–	–	–	–		–
Staff Housing								–		
Social Housing								–		
Capital Spares								–		
Biological or Cultivated Assets		–	–	–	–	–	–	–		–
Biological or Cultivated Assets								–		
Intangible Assets		–	23	–	–	–	12	12	100.0%	–
Servitudes								–		
Licences and Rights		–	23	–	–	–	12	12	100.0%	–
Water Rights								–		
Effluent Licenses								–		
Solid Waste Licenses								–		
Computer Software and Applications		–	23		–	–	12	12	100.0%	–
Load Settlement Software Applications								–		
Unspecified								–		
Computer Equipment		–	584	–	–	–	292	292	100.0%	–
Computer Equipment			584			–	292	292	100.0%	
Furniture and Office Equipment		6,675	166	–	–	–	83	83	100.0%	–
Furniture and Office Equipment		6,675	166			–	83	83	100.0%	
Machinery and Equipment		–	–	–	–	–	–	–		–
Machinery and Equipment								–		
Transport Assets		16,167	10,000	–	–	6,972	5,000	(1,972)	-39.4%	3,486
Transport Assets		16,167	10,000			6,972	5,000	(1,972)	-39.4%	3,486
Land		–	–	–	–	–	–	–		–
Land								–		
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–		–
Zoo's, Marine and Non-biological Animals								–		
Total Capital Expenditure on new assets	1	291,944	197,129	–	54,438	214,232	98,565	(115,668)	-117.4%	197,116

DC21 Ugu - Supporting Table SC13c Monthly Budget Statement - expenditure on repairs and maintenance by asset class - M06 December

Description	Ref	2017/18	Budget Year 2018/19							
R thousands	1	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Repairs and maintenance expenditure by Asset Class/Sub-class										
Infrastructure		–	39,213	–	–	–	19,607	19,607	100.0%	–
Roads Infrastructure		–	6,030	–	–	–	3,015	3,015	100.0%	–
Roads			6,030			–	3,015	3,015	100.0%	
Road Structures								–		
Road Furniture								–		
Capital Spares								–		
Storm water Infrastructure		–	–	–	–	–	–	–		–
Drainage Collection								–		
Storm water Conveyance								–		
Attenuation								–		
Electrical Infrastructure		–	–	–	–	–	–	–		–
Power Plants								–		
HV Substations								–		
HV Switching Station								–		
HV Transmission Conductors								–		
MV Substations								–		
MV Switching Stations								–		
MV Networks								–		
LV Networks								–		
Capital Spares								–		
Water Supply Infrastructure		–	28,070	–	–	–	14,035	14,035	100.0%	–
Dams and Weirs								–		
Boreholes								–		
Reservoirs			4,391			–	2,195	2,195	100.0%	
Pump Stations								–		
Water Treatment Works			5,888			–	2,944	2,944	100.0%	
Bulk Mains								–		
Distribution			13,765			–	6,883	6,883	100.0%	
Distribution Points								–		
PRV Stations								–		
Capital Spares			4,026			–	2,013	2,013	100.0%	
Sanitation Infrastructure		–	5,113	–	–	–	2,557	2,557	100.0%	–
Pump Station								–		
Reticulation			2,417			–	1,208	1,208	100.0%	
Waste Water Treatment Works			2,696			–	1,348	1,348	100.0%	
Outfall Sewers								–		
Toilet Facilities								–		
Capital Spares								–		
Solid Waste Infrastructure		–	–	–	–	–	–	–		–
Landfill Sites								–		
Waste Transfer Stations								–		
Waste Processing Facilities								–		
Waste Drop-off Points								–		
Waste Separation Facilities								–		
Electricity Generation Facilities								–		
Capital Spares								–		
Rail Infrastructure		–	–	–	–	–	–	–		–
Rail Lines								–		
Rail Structures								–		
Rail Furniture								–		
Drainage Collection								–		
Storm water Conveyance								–		
Attenuation								–		
MV Substations								–		
LV Networks								–		
Capital Spares								–		
Coastal Infrastructure		–	–	–	–	–	–	–		–
Sand Pumps								–		
Piers								–		
Revetments								–		
Promenades								–		
Capital Spares								–		
Information and Communication Infrastructure		–	–	–	–	–	–	–		–
Data Centres								–		
Core Layers								–		
Distribution Layers								–		
Capital Spares								–		
Community Assets		–	–	–	–	–	–	–		–
Community Facilities		–	–	–	–	–	–	–		–
Halls								–		
Centres								–		
Crèches								–		
Clinics/Care Centres								–		

Fire/Ambulance Stations								–		
Testing Stations								–		
Museums								–		
Galleries								–		
Theatres								–		
Libraries								–		
Cemeteries/Crematoria								–		
Police								–		
Purls								–		
Public Open Space								–		
Nature Reserves								–		
Public Ablution Facilities								–		
Markets								–		
Stalls								–		
Abattoirs								–		
Airports								–		
Taxi Ranks/Bus Terminals								–		
Capital Spares								–		
Sport and Recreation Facilities		–	–	–	–	–	–	–		–
Indoor Facilities								–		
Outdoor Facilities								–		
Capital Spares								–		
Heritage assets		–	–	–	–	–	–	–		–
Monuments								–		
Historic Buildings								–		
Works of Art								–		
Conservation Areas								–		
Other Heritage								–		
Investment properties		–	–	–	–	–	–	–		–
Revenue Generating		–	–	–	–	–	–	–		–
Improved Property								–		
Unimproved Property								–		
Non-revenue Generating		–	–	–	–	–	–	–		–
Improved Property								–		
Unimproved Property								–		
Other assets		–	8,385	–	–	–	4,192	4,192	100.0%	–
Operational Buildings		–	8,385	–	–	–	4,192	4,192	100.0%	–
Municipal Offices			6,470			–	3,235	3,235	100.0%	
Pay/Enquiry Points								–		
Building Plan Offices								–		
Workshops			1,915			–	957	957	100.0%	
Yards								–		
Stores								–		
Laboratories								–		
Training Centres								–		
Manufacturing Plant								–		
Depots								–		
Capital Spares								–		
Housing		–	–	–	–	–	–	–		–
Staff Housing								–		
Social Housing								–		
Capital Spares								–		
Biological or Cultivated Assets		–	–	–	–	–	–	–		–
Biological or Cultivated Assets								–		
Intangible Assets		–	1,206	–	–	–	603	603	100.0%	–
Servitudes								–		
Licences and Rights		–	1,206	–	–	–	603	603	100.0%	–
Water Rights								–		
Effluent Licenses								–		
Solid Waste Licenses								–		
Computer Software and Applications			1,206			–	603	603	100.0%	
Load Settlement Software Applications								–		
Unspecified								–		
Computer Equipment		–	224	–	–	–	112	112	100.0%	–
Computer Equipment			224			–	112	112	100.0%	
Furniture and Office Equipment		–	398	–	–	–	199	199	100.0%	–
Furniture and Office Equipment			398			–	199	199	100.0%	
Machinery and Equipment		–	12,723	–	–	–	6,361	6,361	100.0%	–
Machinery and Equipment			12,723			–	6,361	6,361	100.0%	
Transport Assets		–	16,639	–	–	–	8,319	8,319	100.0%	–
Transport Assets			16,639			–	8,319	8,319	100.0%	
Land		–	–	–	–	–	–	–		–
Land								–		
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–		–
Zoo's, Marine and Non-biological Animals								–		
Total Repairs and Maintenance Expenditure	1	–	78,788	–	–	–	39,394	39,394	100.0%	–

Ugu District Municipality

Quality Certificate

I, Dhanpalan Devaraj Naidoo, the municipal manager of Ugu District Municipality

(name of municipality),hereby certify that-

(mark as appropriate)

- ☐ the monthly budget statement
- ☐ quarterly report on the implementation of the budget and financial state of affairs of the municipality
- ☑ mid-year budget and performance assessment

for the month of **December** 2018 has been prepared in accordance with the Municipal Finance Management Act and regulations made under that Act.

Print name Dhanpalan Devaraj Naidoo

Municipal manager of: DC21 (UGU DISTRICT MUNICIPALITY)

Signature ____________________

Date ____________________

Ugu South Coast Development Agency

MID-TERM REVIEW
BUDGET AND PERFORMANCE ASSESSMENT
FOR THE PERIOD 1 JULY 2018 TO 31 DECEMBER 2018
DRAFT BUDGET FOR 2019/2020

Submission: January 2018

Prepared by:
Mandla Mabece – Chief Executive Officer

Prepared in terms of:
The Local Government: Municipal Finance Management Act (56/2003); and the
Municipal Budget and Reporting Regulations, Government Gazette 32141, 17 April 2009.

Contents

SECTION 1 – Introduction

Purpose

The Ugu South Coast Development Agency, had approved an Annual Performance Plan for the ***2018/19*** financial period. The agency has continuously monitored the performance against the plan. This report, the Mid-year review seeks to take stock of what has been achieved or not achieved in the first six months of the financial year, the challenges experienced and the remedial actions where there has been non-achievement.

Linked to this is the financial performance against the approved budget, and whether given the challenges in the APP, is there a need for an adjustment of the budget.

It is therefore the intention of the agency, to inform the Board and Parent Municipality of progress made in the implementation of the Annual Budget and Performance Plan in respect of the first six months of the 2018/19 financial year; and to recommend to the board whether an Adjustment Budget is necessary.

Background

Section 88 of Local Government: Municipal Finance Management Act, 2003 (ACT 56 of 2003 dictates that:

Mid-year budget and performance assessment

1. The accounting officer of a municipal entity must by 20 January of each year -
   a) assess the performance of the entity during the first half of the financial year, taking into account -
      I. the monthly statements referred to in section 87 for the first half of the financial year and the targets set in the service delivery, business plan or other agreement with the entity's parent municipality; and
      II. the entity's annual report for the past year, and progress on resolving problems identified in the annual report; and

   b) submit a report on such assessment to -
      I. the board of directors of the entity; and
      II. the parent municipality of the entity.

2. A report referred to in subsection (i) must be made public.

SECTION 2 – Report of the Accounting Officer (CEO)

THE CHIEF EXECUTIVE OFFICER'S REPORT ON THE AFFAIRS OF THE UGU SOUTH COAST DEVELOPMENT AGENCY – JULY 01, 2018 TO DECEMBER 31, 2018.

2.1 Introduction

The Ugu South Coast Development Agency has been established by the parent, Ugu District, as a special purpose vehicle aimed at harnessing competitive edge and marketing the area to international and domestic investors for inward investment. It is therefore not an extension of the economic development arm of the municipality but rather a value-add in providing catalytic interventions that will bolster economic development and job creation and thereby giving true meaning to the concept of shared economic growth. It is particularly important to note that the period under review, July 01 to December 30, 2018, signals the end of the 3-year period after establishment following the disbandment of the erstwhile Hibiscus Development Agency. Establishment processes have since been concluded and teething processes surpassed and the snapshot of performance gives an indication of targets achieved and those that have not been achieved.

2.2 Institutional Matters and Governance

During the period in question the Agency managed to commence with the full staff complement following the resignation of the then Finance Manager, Mr Ntando Duma, and the subsequent appointment of the new incumbent, Mr Buhle Fikeni. It is worth mentioning that this heralded a relative era of stability and institutional maturity as it signalled a qualitative improvement of financial reports, financial statements were done and all issues raised by the Auditor General were adequately addressed on time. Positive comments have been received from the external Audit Committee and the expectation is that high standards of performance will be maintained for the years to come.

Committees managed to sit on time with no issues of quorum with the result that oversight function was performed qualitatively and Management put to account on regular basis by the Board. This in-turn assisted in the improvement of the overall performance of the Agency with the result that indeed Ugu Development Agency has gradually moved into the maturity stage in terms of playing the catalytic role and not merely serving as an extension of the LED unit of the Ugu District Municipality.

2.3 Finances

The Board has mandated the CEO to look beyond the traditional sources of funding, focussing on the private sector and other government agencies, mainly serving as an implementing agent in return for a nominal project management fee. In line with this the CEO assisted buy the Finance Manager managed to raise R3m from KwaZulu Natal Department of Cooperative Governance and Traditional Affairs for the roll-out of the National School's Nutrition Project. A breakthrough was also made in partnering with the private sector, a local mining company, in rolling out an agricultural project for the traditional area of KwaMadlala, cultivation of moringa trees. Resource mobilization initiatives are on-going and the CEO submits reports to the Board on quarterly basis on work done in this regard. The harsh reality that needs to be confronted is the negative impact of municipalities delaying in honouring their financial commitments to the Agency. To date, funds that have been received from the Ugu are only for the 1st quarter of the financial year and the subsequent invoice is more than 90 days outstanding. Without funds being received the Agency is on the precipice of collapse and the CEO is engaging the Municipal Managers on this.

2.4 Performance

Highlights entail:

- Compiling financial statements and submission to the Auditor General on time
- Responding to Auditor General queries within the 3-days stipulated time perios and addressing 100% of queries received
- Accessing R3M from KZN Cogta for the implementation of the NSNP programme
- Securing commitment from the Ray Nkonyeni and Umzumbe municipality that R1.5M and R2,5M respectively will be set aside for the implementation of Phase 1 of Umzumbe River Trail
- Concluding the appointment of a service provider for the construction of the walkway for the innovative and ground breaking KwaXolo Caves Project
- Receiving commitment from all local municipalities on the new service level agreements that will confirm projects to be implemented, and thereby removing the blurred lines on mandates
- Completing the review of the Growth and Development Plan making sure it is aligned to the KZN Growth and Development Plan as well as the National Development Plan
- Approaching all strategic South African embassies abroad reinforcing Ugu as an ideal investment destination and further requesting partnership with the ambassadors in attracting significant inflows of investment into Ugu – a first class choice destination to live, work and play in
- Engaging effectively, through public participation, with stakeholders, partners, and the broader civil society to bolster understanding and buy-in.

In conclusion it will be unrealistic to allude on success stories without touching base on challenges and the greatest being the lack of understanding on the practical meaning of catalytic interventions as the tendency has been to focus on short term interventions. That notwithstanding, the Ugu South Coast Development Agency has begun the unchartered terrain of being a developmental ambassador and support from the Board, the municipalities and the private sector is highly appreciated. Going forward, it is hoped that financial pledges / commitments made by the municipalities at the beginning of the financial year will be honoured on time as any delay negatively affects the operations as well as the financial sustainability of the Agency. The current situation is untenable and engagements with the respective Municipal Managers are ongoing and a positive outcome is anticipated.

It is indeed true that economic development is everybody's business and fostering mutually beneficial strategic partnerships is the way to go.

MANDLA MABECE
CHIEF EXECUTIVE OFFICER

08 JANUARY 2019

SECTION 3 - Administration

3.1 Performance Plan

As indicated in the earlier paragraphs, it is important that the agency assesses its performance against set targets. Where there have been challenges or targets have not been achieved, revised timeframes must be set, or targets that are not achievable for one or other reason, must then be removed. The following is a summary of the targets that have been revised.

SO1 - Institutional Compliance: To ensure that USCDA operations are compliant with all regulatory framework

SO 1.2 Risk Policy review will be moved to quarter 3 as the processes didn't allow for it to be completed in Q2. This relates mainly to the scheduling of meetings as the policy must first go through Corporate and Finance Committee.

SO 1.18, and SO 1.19 The project to be implemented will be amended to allow management to submit the business plans, and share with the board, not necessarily for approval by the board.
The target will be moved to Quarter 3

SO2 - Capacity Building: To capacitate USCDA to deliver and implement its core functions efficiently and effectively

SO 2.2 Staff Development – Training will occur in the 3rd and 4th Quarter. The plan was only approved in the second Quarter of the financial year.

SO3 - Investment Promotion: To promote growth and development of Ugu District Vision 2030

SO 3.2.1 Date GDS review completed. The target will be moved to the 3rd Quarter as it was only tabled at MANCO in the 2nd Quarter.

SO 3.1.3 and SO 3.1.4 **Reports on Jobs created and amount spent 30% expenditure on local businesses –** Despite several reminders to District Directors of all government departments operating within Ugu no information has been forthcoming. This has since been escalated to the Mayors Forum for onward transmission to the Premier's Coordinating Forum where-in Mayors, MECs and the respective Heads of Departments meet to discuss challenges experienced.

SO 3.2.4 The target for the hosting of **Ugu Investment Conference** will be moved to Q4 due to the fact that the Presidential Investment Summit was held late in comparison to the initially planned date. The KZN Investment Conference is yet to be convened and an optimistic approach has been taken to convene Ugu's by the 4th quarter. Both events are a pre-cursor to the District Investment Conference.

SO4 - Agriculture: To promote small scale farming in Ugu District
Support the growth of local emerging farmer and encourage market for their product

SO 4.1.2 The number of hectares of follow fields cultivated in the Amakhosi areas will be reduced to 45 hectares due to budgetary limitations.

SO 4.1.8 Business plans have been developed, although they have not been submitted to the board. The POE needs to be amended such that the board is upraised about business plans already submitted, acknowledgment by recipients of the plans or results achieved as a result of the submission of the business plans.

SO6 - Property Development:

SO 6.1.3, SO 6.1.4 and SO 6.1.5 targets will all be moved to the 4th Quarter. This is due to the fact that the Ray Nkonyeni Municipality is finalising its project list for the USCDA.

SO 6.2.2 Conclusion of development agreement with the developer will be moved to the 4th Quarter considering that there were issues of ownership and another process had to be initiated with the Department of Public Works

SO7 - Marine: To promote economic development within coastal and riverine zones

SO 7.1.2 Multi-trails Network: Funding secured for URT – Resource mobilization for the implementation of the concept into a project is ongoing and a plea was made to both the Ray Nkonyeni and Mzumbe municipalities, to respectively allocate R1.5M and R2.5M during budget adjustment process, which in turn will enable with implementation of the Phase 1 of the project. Regular feedbacks are provided to stakeholders, particularly the beneficiary communities as this is not well managed can easily be misconstrued as a pie-in-the-sky project. The private sector and other government department have been approached and follow ups will be made in the 3rd term.

SO 7.1.5 Scottburgh Beach Front will need to be re-advertised as there were no responses received in the initial invitation.

SO 8 Catalytic Projects: facilitate catalytic within the Ugu District

SO 8.1Finalize the application for the Release of Agricultural Land for industrial Development (Ifafa). Application has been declined by the National Department of Agriculture and the agency has lodged an appeal on the matter and awaiting results of that. Follow ups are being made on an ongoing manner and the CEO has set up an appointment for end January to meet with the Director General for Agriculture and Fisheries to plead the case.

3.2 Adjustment Budget

The 2018/19 Budget was approved with the assumption that all realistically anticipated revenues were going to be received on time, and to the values promised. The most important revenues would be received from the Parent Municipality and Local Municipalities within the district. Additional revenues were expected from government departments and other institutions. Although only a low percentage of these revenues has been received, it is not necessary to revise these down as we expect the continued engagements to yield positive results.

The agency also expected to generate its own revenues in its quest to be financially and operationally sustainable. This is so as most of the anticipated revenue streams did not perform as expected and efforts at self-sustenance will be intensified.

The Adjustment Budget prepared in this Mid-Term Review with the assumption that all local municipalities will honour their obligations.

3.2.1 Revenue

Total revenue earned as at 31 December 2018 amounts to R4 146 691 and includes:

- Interest received R 56 491.53
- Grant Income: UGU, USCT & LMs R 3 692 405.00
- Other Income R 397 794.55

Account	Approved Budget	Budget YTD	Actual YTD	Full Year Forecast	Adjustment	Adjusted Budget
1020 - Intercompany/Parent-subsidiary Transactions						
D0001/IR01380/F0041/X049/R0393/001/F (Parent Allocation - Ugu District Municipality)	6 282 310.00	2 617 629.17	3 141 155.00	7 538 772.00	-204 778.75	6 077 531.25
D0001/IR01059/F0001/X049/R0393/001/F (Interest Received - Bank Accounts)	300 000.00	125 000.00	56 491.53	135 579.67	-150 000.00	150 000.00
D0001/IR01411/F0045/X049/R0523/001/F (Municipal Allocations - Umdoni Local Municipality)	551 250.00	229 687.50	0.00	0.00	0.00	551 250.00
D0001/IR01113/F0001/X049/R0393/001/F (Sale of Tender Documents)	50 000.04	20 833.35	1 347.79	3 234.70		50 000.04
D0001/IR01443/F0001/X049/R0394/001/F (Entrance Fees KwaXolo)	1 551 679.00	646 532.92	0.00	0.00	-1 551 679.00	0.00
D0001/IR01451/F0001/X104/R0393/001/F (Management Fees - Ifafa Farm Elysium)	300 000.00	125 000.00	62 870.76	150 889.82	-140 000.00	160 000.00
D0001/IR00070-1/F0045/X049/R0523/001/F (Grant Received - Umzumbe Local Municipality)	551 250.00	229 687.50	551 250.00	1 323 000.00		551 250.00
D0001/IR02397-1/F0045/X049/R0524/001/F (Grant Received - Ray Nkonyeni Municipality)	1 785 000.00	743 750.00	0.00	0.00		1 785 000.00
D0001/IR02397-2/F0045/X049/R0525/001/F (Grant Received - Umuziwabantu Local Municipality)	551 250.00	229 687.50	0.00	0.00		551 250.00
D0001/IR02397-3/F0001/X049/R0393/001/F (Grant Received - National School Nutrition Programme)	3 000 000.00	1 250 000.00	233 576.00	560 582.40		3 000 000.00
D0001/IR02397-4/F0001/X049/R0393/001/F (Grant Received - Fish Farming)	3 000 000.00	1 250 000.00	0.00	0.00	-3 000 000.00	0.00
D0001/IR02397-5/F0001/X049/R0393/001/F (Grant Received - Acquaculture)	300 000.00	125 000.00	0.00	0.00		300 000.00
D0001/IR02397-6/F0001/X049/R0393/001/F (Grant Received - KZNDETEA Ifafa Farm)	500 000.00	208 333.33	0.00	0.00		500 000.00
Grant Received - idwala Industrial Holdings	0.00	0.00	100 000.00	240 000.00	200 000.00	200 000.00
Gross Profit	18 722 739.04	7 801 141.27	4 146 691.08	9 952 058.59	-4 846 457.75	13 876 281.29

From what can be viewed in the table above, there is a need for revenue to be revised downwards as the revenue streams did not perform as expected. Overall, revenue needs to be revised downwards by R4 846 457.75 and the main reason relates to the R1,5 million expected to be received from KwaXolo Caves and construction has not commenced, and R3milion expected for Fish Farming which it doesn't seem will be realised.

3.2.2 Operating Expenditure

The operating expenditure for 2018/19 financial year was budgeted at R12 623 808 and up to the time of the compilation of the adjustments budget, R1 241 923.23 had been spent. This equals to just under 10% expenditure on what was budgeted for. However, this must be seen in the context that given that some revenues had not been realised, example, fish farming, no expenditure could be incurred. Seeing that this expenditure on fish farming has been revised downwards in terms of revenue, it follows that the corresponding budgeted expenditure must be revised downwards.

3.2.3 Directors Fees

The agency budgeted R898 462 under this category. As at November 2018 R 374 339 had been spent. There is no need for this budget to be revised either way.

3.2.4 Salaries and Wages

R5 100 471 was budgeted for the employee costs for 2018/19. Considering the 7% increment approved as per the bargaining council agreement, and looking at the current expenditure trends on the salaries and wages have been adjusted upwards by 7%.

3.2.5 Capital Expenditure (Fixed Assets)

No capital expenditure has been incurred in the period since the beginning of the financial year and the amount budgeted has been adjusted down by 50% to R50 000.

3.2.6 Cashflow

The opening bank balance in July 2018 was R2 751 478. It is important to note that the agency had in June 2018 received R3 million as a grant for RASET, and this remained as unspent at year end.

USCDA received, R1 570 577 from Ugu District Municipality, only. Although the agency has invoiced the parent for the second quarter as well, payment has not been received as yet.

The other municipalities have not made payments in the current financial year and part of this is due to the fact that all the service level agreements had expired at the end of 2017/18 and as such the new ones have not been finalised as yet, making it difficult for the transfers to be made to the agency.

The above factors place the agency at a very difficult position as implementation of all projects, as well as operational activities required a healthy cashflow status.

3.2.7 Debtors' Age Analysis

The age analysis shows that the agency is being currently owed just over R3,2 million. Of this amount R1,8 million is owed by Ugu District Municipality for Q2 and just over R600 000 from Umzumbe Local Municipality.

3.2.8 Recruitment

Key issues worth noting on recruitment are highlighted hereunder:

- The employment contracts of Development Manager: Agriculture and Development Manager: Special Projects are coming to an end on 31 January 2019 and 31 March 2018 respectively. The process of recruitment for both positions has commenced and the deadline for submission of applications was 14 December 2018. It is important that these critical positions are filled expeditiously as the agency cannot afford to operate with vacancies in these positions.
- The contract for the 2 internship students came to an end in August 2018 and due to austerity and cost containment measures the programme has been put on hold.

3.3 Draft 2019/20 Budget

The MFMA Section 87, requires that the board of directors of a municipal entity must for each financial year submit a proposed budget for the entity to its parent municipality not later that 150 days from the start of the entity's financial year or earlier if requested by the parent municipality.

A draft annual budget is prepared mainly looking at the provision of the MFMA Treasury Circular No. 93 in terms of the projected inflation rate. We also take into consideration the service level agreements that are currently in place in relation to the Parent Municipality and other local municipalities within the district.

SECTION 4 - Issues Raised in the Audit Report

A schedule listing the findings of the Auditor General and the Corrective Actions required of the entity is appended at Annexure B of this report. The proposed action plan, with timeframes is also indicated.

SECTION 5 - Recommendations

- That the Board receives and notes the mid-term review report;
- That the Board note that the mid-year budget and performance assessment indicates that an adjustment budget for 2018/19 is required;
- That the Board approves the Adjustment Budget for submission to the parent.
- That the Board approves the Draft Budget 2019 for submission to the parent.

SECTION 6 – Addendums

The following documents form an integral part of this report:

- Annexure A – Adjustment Budget & Draft Budget 2019
- Annexure B – Audit findings June 2016 and Corrective Actions

Account	Approved Budget 2018/19	Actual YTD	Adjustment	Adjusted Budget 2018/19	Draft Budget 2019/20	Draft Budget 2020/21	Draft Budget 2021/22
	-2.35	784 309.01	200 002.35	0.00	0.00	0.00	0.00
1020 - Intercompany/Parent-subsidiary Transactions							
D0001/IR01380/F0041/X049/R0393/001/F (Parent Allocation - Ugu District Municipality)	6 282 310.00	3 141 155.00	-204 778.75	6 077 531.25	6 381 407.81	6 700 478.20	7 035 502.11
D0001/IR01059/F0001/X049/R0393/001/F (Interest Received - Bank Accounts)	300 000.00	56 491.53	-150 000.00	150 000.00	530 800.00	612 163.20	645 219.96
D0001/IR01411/F0045/X049/R0523/001/F (Municipal Allocations - Umdoni Local Municipality)	551 250.00	0.00	0.00	551 250.00	578 812.50	607 753.13	638 140.78
D0001/IR01113/F0001/X049/R0393/001/F (Sale of Tender Documents)	50 000.04	1 347.79		50 000.04	52 800.04	55 651.24	58 656.41
D0001/IR01443/F0001/X049/R0394/001/F (Entrance Fees KwaXolo)	1 551 679.00	0.00	-1 299 338.76	252 340.24	711 258.47	267 531.80	415 408.27
D0001/IR01451/F0001/X104/R0393/001/F (Management Fees - Ifafa Farm Elysium)	300 000.00	62 870.76		300 000.00	316 800.00	333 907.20	351 938.19
D0001/IR00070-1/F0045/X049/R0523/001/F (Grant Received - Umzumbe Local Municipality)	551 250.00	551 250.00		551 250.00	578 812.50	607 753.13	638 140.78
D0001/IR02397-1/F0045/X049/R0524/001/F (Grant Received - Ray Nkonyeni Municipality)	1 785 000.00	0.00		1 785 000.00	1 874 250.00	1 967 962.50	2 066 360.63
D0001/IR02397-2/F0045/X049/R0525/001/F (Grant Received - Umuziwabantu Local Municipality)	551 250.00	0.00		551 250.00	578 812.50	607 753.13	638 140.78
D0001/IR02397-3/F0001/X049/R0393/001/F (Grant Received - National School Nutrition Programme)	3 000 000.00	233 576.00		3 000 000.00			
D0001/IR02397-4/F0001/X049/R0393/001/F (Grant Received - Fish Farming)	3 000 000.00	0.00	-3 000 000.00	0.00			
D0001/IR02397-5/F0001/X049/R0393/001/F (Grant Received - Acquaculture)	300 000.00	0.00		300 000.00			
D0001/IR02397-6/F0001/X049/R0393/001/F (Grant Received - KZNDETEA Ifafa Farm)	500 000.00	0.00		500 000.00			
Grant Received - Idwala Industrial Holdings	0.00	100 000.00	200 000.00	200 000.00			
Gross Profit	**18 722 739.04**	**4 146 691.08**	**-4 454 117.51**	**14 268 621.53**	**11 603 753.82**	**11 760 953.52**	**12 487 507.92**
4200 - Contracted Services [Expenditure]							
O1291-1/IE00677/F4349/X045/R0393/001/C (Catering Services_Chief Executive Officer)	10 000.00	2 785.60		10 000.00	10 560.00	11 130.24	11 731.27
O1217-2/IE00008/F4349/X098/R0394/001/D (Legal Fees_Ugu Fresh Produce Market)	20 000.00	0.00	-20 000.00	0.00	0.00	0.00	0.00

O1217-2/IE00649/F4349/X098/R0394/001/D (Ugu Fresh Produce Market_Maintenance of Buildings)	15 000.00	0.00	-15 000.00	0.00	0.00	0.00	0.00
O1217-2/IE00663/F4349/X098/R0394/001/D (Safeguard and Security_Ugu Fresh Produce Market)	15 000.00	0.00	-15 000.00	0.00	0.00	0.00	0.00
O1238-1/IE00649/F0041/X097/R0394/001/D (Repairs and Maintenance of Buildings)	10 000.00	1 040.00		10 000.00	10 560.00	11 130.24	11 731.27
O1238-1/IE00663/F4349/X097/R0394/001/D (Safeguard and Security)	24 150.00	2 274.88		24 150.00	25 502.40	26 879.53	28 331.02
O1278-1/IE00694/F0041/X101/R0394/001/D (Turtonn Beach Front Concept Document - Tender Documents)	200 000.00	0.00	-200 000.00	0.00	0.00	0.00	0.00
O1303-10/IE00694/F4349/X097/R0394/001/D (Complete EIA_Ifafa Industrial Park)	500 000.00	0.00	-400 000.00	100 000.00	105 600.00	111 302.40	117 312.73
O1303-11/IE00008/F4349/X097/R0394/001/D (Legal Fees_Hibberdene Mixed Use)	120 000.00	0.00		120 000.00	126 720.00	133 562.88	140 775.28
O1303-12/IE00677/F4349/X097/R0394/001/D (Umzumber River Trails_Catering Services)	10 000.00	0.00		10 000.00	10 560.00	11 130.24	11 731.27
O1303-13/IE00703/F4349/X097/R0394/001/D (Umzumber River Trails_Transport Services)	80 000.00	1 192.80		80 000.00	84 480.00	89 041.92	93 850.18
O1303-3/IE00631/F0045/X097/R0394/001/D (KwaXolo Caves Building)	950 000.00	0.00	-400 000.00	550 000.00	400 000.00	0.00	0.00
O1303-5/IE00008/F4349/X097/R0394/001/D (Legal Fees_John Mason Park)	120 000.00	80 065.53		120 000.00	126 720.00	0.00	0.00
O1303-9/IE00008/F4349/X097/R0394/001/D (Legal Costs_Fish Farming)	3 000 000.00	0.00	-3 000 000.00	0.00	0.00	0.00	0.00
O1305-1/IE00677/F4349/X098/R0394/001/D (Business Support_Catering Services)	15 000.00	1 600.00		15 000.00	15 840.00	16 695.36	17 596.91
O0001/IE00833/F4349/X049/R0394/001/F (Audit Committee Fees_Business and Advisory)	121 275.00	38 086.83		121 275.00	128 066.40	134 981.99	142 271.01
O0029-2/IE00694/F4349/X049/R0394/001/F (Website Development)	60 000.00	18 616.08		60 000.00	63 360.00	66 781.44	70 387.64
O1283-1/IE00830/F4349/X049/R0394/001/F (Accounting and Audit Fees_Professional Services)	126 000.00	41 439.57	-26 000.00	100 000.00	105 600.00	111 302.40	117 312.73
O1487-1/IE00677/F4349/X049/R0394/001/F (Strategic Planning_Catering Services)	15 000.00	0.00		15 000.00	15 840.00	16 695.36	17 596.91
O1487-1/IE00694/F4349/X049/R0394/001/F (Strategic Planning_Professional Fees)	70 000.00	190.00		70 000.00	73 920.00	77 911.68	82 118.91
O1304-3/IE00677/F4349/X098/R0394/001/M (Investment Conference_Catering Services)	30 000.00	0.00		30 000.00	31 680.00	33 390.72	35 193.82
O1304-3/IE00702/F4349/X098/R0394/001/M (Investment Conference_Translators, Scribes and Editors)	5 000.00	0.00		5 000.00	5 280.00	5 565.12	5 865.64
O0001/IE00677/F4349/X098/R0393/001/SP (Catering Services_Special Projects)	2 000.00	0.00		2 000.00	2 112.00	2 226.05	2 346.25
O1217-1/IE00694/F4349/X097/R0394/001/SP (Assistance and Support_Aquaculture Business Plan-DAFF)	271 155.35	0.00	-100 000.00	171 155.35	180 740.05	190 500.01	200 787.01
Grant Received - Idwala Industrial Holdings	0.00	0.00	200 000.00	200 000.00		0.00	0.00

Total	**5 789 580.35**	**187 291.29**	**-4 176 000.00**	**1 813 580.35**	**1 523 140.85**	**1 050 227.58**	**1 106 939.86**
4400 - Depreciation and Amortisation [Expenditure]							
O0001/IE00709/F4349/X049/R0393/001/F (Depreciation: Computer Equipment)	32 500.00	12 670.44		32 500.00	34 320.00	36 173.28	38 126.64
O0001/IE00711/F4349/X049/R0393/001/F (Depreciation: Furniture and Office Equipment)	32 500.00	10 060.33		32 500.00	34 320.00	36 173.28	38 126.64
Total	**65 000.00**	**22 730.77**	**0.00**	**65 000.00**	**68 640.00**	**72 346.56**	**76 253.27**
4600 - Inventory Consumed [Expenditure]							
O0001/IE00738/F0045/X049/R0393/001/F (Inventory Consumed: Other Materias)	14 884.00	0.00		14 884.00	15 717.50	16 566.25	17 460.83
O1217-3/IE00738/F4349/X098/R0394/001/SP (Assistance and Support_Agriculture Support)	300 000.00	0.00	-150 000.00	150 000.00	158 400.00	166 953.60	175 969.09
O1250-1/IE00738/F4349/X098/R0394/001/SP (DC21_SO1_Feeding/Nutriti/Standard Rated/Finance and School Nutrition)	3 000 000.00	276 960.00		3 000 000.00	0.00	0.00	0.00
Total	**3 314 884.00**	**276 960.00**	**-150 000.00**	**3 164 884.00**	**174 117.50**	**183 519.85**	**193 429.92**
4700 - Operating Leases [Expenditure]							
O0001/IE00546/F0045/X049/R0393/001/F (Operating Lease: Other Assets)	600 000.00	241 960.38		600 000.00	633 600.00	667 814.40	703 876.38
Total	**600 000.00**	**241 960.38**	**0.00**	**600 000.00**	**633 600.00**	**667 814.40**	**703 876.38**
4710 - Operational Cost [Expenditure]							
O0001/IE00059/F4349/X045/R0393/001/C (Registration Fees:Seminars, Conferences, Workshops and Events:National) - TRAINING	50 000.00	0.00		50 000.00	52 800.00	55 651.20	58 656.36
O0001/IE00595/F4349/X045/R0393/001/C (Skills Development Levy: Chief Executive Officer)	17 318.00	6 404.06	1 212.26	18 530.26	19 567.95	20 624.62	21 738.35
O1291-1/IE00571/F4349/X045/R0394/001/C (Hire Charges: Events_Chief Executive Officer)	20 000.00	0.00		20 000.00	21 120.00	22 260.48	23 462.55
O0001/IE00144/F4349/X013/R0394/001/D (Own Transport: Development)	150 000.00	0.00		150 000.00	158 400.00	166 953.60	175 969.09
O0001/IE00590/F4349/X013/R0394/001/D (Samples and Specimens)	200 000.00	0.00	-200 000.00	0.00	0.00	0.00	0.00
O0017-1/IE00758/F0041/X097/R0394/001/D (Tender Documents: Scotborough)	200 000.00	0.00	-200 000.00	0.00	0.00	0.00	0.00
O1217-2/IE00579/F4349/X098/R0394/001/D (Municipal Services: Ugu Freshproduce Market)	50 000.00	0.00	-50 000.00	0.00	0.00	0.00	0.00
O1232-3/IE00060/F4349/X098/R0394/001/D (SNT : Accomodation_Development)	85 762.00	63 711.51		85 762.00	90 564.67	95 455.16	100 609.74
O1232-3/IE00143/F4349/X098/R0394/001/D (SNT : Car Rental_Development)	18 000.00	31 634.44	57 000.00	75 000.00	79 200.00	83 476.80	87 984.55
O1232-3/IE01581/F4349/X098/R0394/001/D (SNT: Air Transport_Development)	23 000.00	18 769.16	22 000.00	45 000.00	47 520.00	50 086.08	52 790.73

O1238-1/IE00584/F4349/X097/R0394/001/D (Professional Bodies, Membership and Subscription)	2 500.00	0.00		2 500.00	2 640.00	2 782.56	2 932.82
O1238-1/IE00753/F4349/X097/R0394/001/D (Customer/Client Information)	100 000.00	25 814.24		100 000.00	105 600.00	111 302.40	117 312.73
O1238-1/IE00756/F4349/X097/R0394/001/D (Signs)	20 000.00	0.00		20 000.00	21 120.00	22 260.48	23 462.55
O1238-1/IE00772/F4349/X097/R0394/001/D (Radio and TV Transmissions)	2 205.00	0.00		2 205.00	2 328.48	2 454.22	2 586.75
O1238-1/IE00778/F4349/X097/R0394/001/D (Telephone, Fax, Telegraph and Telex)	157 500.00	28 949.53		157 500.00	166 320.00	175 301.28	184 767.55
O1238-1/IE00792/F4349/X097/R0394/001/D (Software Licences)	52 500.00	3 986.95		52 500.00	55 440.00	58 433.76	61 589.18
O1303-13/IE00754/F4349/X097/R0394/001/D (Gifts and Promotional Items_Development)	130 000.00	470.87		130 000.00	137 280.00	144 693.12	152 506.55
O1303-6/IE00751/F4349/X097/R0394/001/D (Legal Fees: Corporate and Municipal Activities)	255 000.00	0.00	-255 000.00	0.00	0.00	0.00	0.00
O1305-1/IE00571/F4349/X098/R0394/001/D (Business Support_Hire Charges: Development)	15 000.00	0.00		15 000.00	15 840.00	16 695.36	17 596.91
O0001/IE00567/F4349/X049/R0394/001/F (External Audit Fees)	500 000.04	36 826.56		500 000.04	528 000.04	556 512.04	586 563.69
O0001/IE00579/F0041/X049/R0393/001/F (Municipal Services)	86 400.00	25 300.07		86 400.00	91 238.40	96 165.27	101 358.20
O0001/IE00583/F4349/X049/R0394/001/F (Printing and Publications)	141 000.00	82 415.47		141 000.00	148 896.00	156 936.38	165 410.95
O0001/IE00595/F4349/X049/R0393/001/F (Skills Development Levy: Finance)	14 011.00	6404.06	980.77	14 991.77	15 831.31	16 686.20	17 587.25
O0001/IE00753/F4349/X049/R0393/001/F (Customer/Client Information)	190 000.00	64 722.04		190 000.00	200 640.00	211 474.56	222 894.19
O0001/IE00759/F4349/X049/R0393/001/F (Bank Charges)	40 000.00	8 714.86	-15 000.00	25 000.00	26 400.00	27 825.60	29 328.18
O0001/IE00805/F4349/X049/R0394/001/F (Premiums)	31 500.00	14 726.56		31 500.00	33 264.00	35 060.26	36 953.51
O1225-1/IE00579/F4349/X049/R0393/001/F (Capacity Building_Unemployed)	37 800.00	1 831.20		37 800.00	39 916.80	42 072.31	44 344.21
O1487-1/IE00571/F4349/X049/R0394/001/F (DC21_2017/2018 _Plan Development_Strategic Planning_Hire Charge)	15 000.00	0.00		15 000.00	15 840.00	16 695.36	17 596.91
O0001/IE00559/F4349/X065/R0394/001/M (Courier and Delivery Service)	2 646.00	2 626.08		2 646.00	2 794.18	2 945.06	3 104.09
O0001/IE00595/F4349/X065/R0393/001/M (Skills Development Levy: Marketing)	5 320.00	6404.06	372.40	5 692.40	6 011.17	6 335.78	6 677.91
O1304-3/IE00571/F4349/X098/R0394/001/M (Investment Conference: Hire Charges)	15 000.00	0.00		15 000.00	15 840.00	16 695.36	17 596.91
O1304-3/IE00753/F4349/X098/R0394/001/M (Investment Conference: Client/Customer Information)	50 000.00	0.00		50 000.00	52 800.00	55 651.20	58 656.36
O1304-3/IE00754/F4349/X098/R0394/001/M (Investment Conference: Gifts and Promotional Items)	50 000.00	165.00		50 000.00	52 800.00	55 651.20	58 656.36

O0001/IE00595/F4349/X098/R0393/001/SP (Skills Development Levy: Special Projects)	46 882.00	6404.06	3 281.74	50 163.74	52 972.91	55 833.45	58 848.45
O0001/IE00772/F4349/X099/R0393/001/SP (Radio and TV Transmissions)	80 000.00	76 700.00		80 000.00	84 480.00	89 041.92	93 850.18
Total	**2 854 344.04**	**512 980.78**	**-635 152.83**	**2 219 191.21**	**2 343 465.92**	**2 470 013.08**	**2 603 393.78**
4900 - Employee Related Cost [Expenditure]							
O0001/IE00036/F4349/X045/R0393/001/C (Basic Salaries and Wages_Chief Executive Officer)	455 456.00	107 918.31	31 881.92	487 337.92	521 938.91	556 647.85	593 664.93
O0001/IE00038/F4349/X045/R0393/001/C (Bonuses: Chief Executive Officer)	37 955.00	0.00	2 656.85	40 611.85	43 495.29	46 387.73	49 472.51
O0001/IE00044/F4349/X045/R0393/001/C (Pension: Chief Executive Officer)	34 159.00	5 223.28	2 391.13	36 550.13	39 145.19	41 748.34	44 524.61
O0001/IE00045/F4349/X045/R0393/001/C (Unemployment Insurance Fund_Chief Executive Officer)	4 975.00	1 107.01	348.25	5 323.25	5 701.20	6 080.33	6 484.67
O0001/IE00128/F4349/X045/R0393/001/C (Basic Salaries and Wages_Chelf Executive Officer)	1 168 078.00	475 159.20	81 765.46	1 249 843.46	1 338 582.35	1 427 598.07	1 522 533.34
O0001/IE00140/F4349/X045/R0393/001/C (Unemployment Insurance Fund_Chief Executive Officer)	2 880.00	0.00	201.60	3 081.60	3 300.39	3 519.87	3 753.94
O0001/IE07251/F4349/X045/R0393/001/C (Basic Salaries and Wages_Chief Executive Officer) - BOARD FEES	898 462.00	0.00	0.00	898 462.00	962 252.80	1 026 242.61	1 094 487.75
O0001/IE00036/F4349/X049/R0393/001/F (Basic Salaries and Wages_Finance)	506 076.00	544 851.32	35 425.32	541 501.32	579 947.91	618 514.45	659 645.66
O0001/IE00038/F4349/X049/R0393/001/F (Bonuses - Finance)	42 146.00	0.00	2 950.22	45 096.22	48 298.05	51 509.87	54 935.28
O0001/IE00044/F4349/X049/R0393/001/F (Pension: Finance)	37 232.00	26 600.08	2 606.24	39 838.24	42 666.76	45 504.09	48 530.12
O0001/IE00045/F4349/X049/R0393/001/F (Unemployment Insurance Fund_Finance)	4 701.00	2 352.39	329.07	5 030.07	5 387.20	5 745.45	6 127.53
O0001/IE06059/F4349/X049/R0393/001/F (Basic Salaries and Wages_Finance)	810 020.00	367 784.18	56 701.40	866 721.40	928 258.62	989 987.82	1 055 822.01
O0001/IE06069/F4349/X049/R0393/001/F (Pension: Finance)	67 129.00	0.00	4 699.03	71 828.03	76 927.82	82 043.52	87 499.41
O0001/IE06071/F4349/X049/R0393/001/F (Unemployment Insurance Fund_Finance)	8 951.00	0.00	626.57	9 577.57	10 257.58	10 939.71	11 667.20
O0001/IE06079/F4349/X065/R0393/001/M (Basic Salaries and Wages_Marketing)	531 952.00	226 437.57	37 236.64	569 188.64	609 601.03	650 139.50	693 373.78
O0001/IE06223/F4349/X065/R0393/001/M (Pension: Marketing)	39 896.00	16 266.70	2 792.72	42 688.72	45 719.62	48 759.97	52 002.51
O0001/IE06253/F4349/X065/R0393/001/M (Unemployment Insurance Fund_Marketing)	2 880.00	743.60	201.60	3 081.60	3 300.39	3 519.87	3 753.94
O0001/IE00036/F4349/X098/R0393/001/SP (Basic Salaries and Wages_Special Projects)	171 596.00	102 798.08	12 011.72	183 607.72	196 643.87	209 720.69	223 667.11

O0001/IE00038/F4349/X098/R0393/001/SP (Bonuses_Special Projects)	14 300.00	0.00	1 001.00	15 301.00	16 387.37	17 477.13	18 639.36
O0001/IE00044/F4349/X098/R0393/001/SP (Pension: Special Projects)	12 870.00	5 051.28	900.90	13 770.90	14 748.63	15 729.42	16 775.42
O0001/IE00045/F4349/X098/R0393/001/SP (Unemployment Insurance Fund_Special Projects)	1 716.00	743.60	120.12	1 836.12	1 966.48	2 097.26	2 236.72
O0001/IE06073/F4349/X098/R0393/001/SP (Basic Salaries and Wages_Special Projects)	1 062 092.00	223 462.81	74 346.44	1 136 438.44	1 217 125.57	1 298 064.42	1 384 385.70
O0001/IE06230/F4349/X098/R0393/001/SP (Pension: Special Projects)	77 651.00	13 959.44	5 435.57	83 086.57	88 985.72	94 903.27	101 214.33
O0001/IE06255/F4349/X098/R0393/001/SP (Unemployment Insurance Fund_Special Projects)	5 760.00	0.00	403.20	6 163.20	6 600.79	7 039.74	7 507.88
Total	**5 998 933.00**	**2 120 458.85**	**357 032.97**	**6 355 965.97**	**6 807 239.55**	**7 259 920.98**	**7 742 705.73**
Capital Expenditure							
Furniture and equipment	100 000.00	0.00	-50 000.00	50 000.00	53 550.00	57 111.08	60 908.96
Total	**100 000.00**	**0.00**	**-50 000.00**	**50 000.00**	**53 550.00**	**57 111.08**	**60 908.96**
Total Expenditure	**18 722 741.39**	**3 362 382.07**	**-4 654 119.86**	**14 268 621.53**	**11 603 753.83**	**11 760 953.52**	**12 487 507.91**
Profit Before Tax	**-2.35**	**784 309.01**	**200 002.35**	**0.00**	**0.00**	**0.00**	**0.00**

Annexure B

DRAFT AUDIT CORRECTIVE ACTION FOR THE 2017/18 FINANCIAL PERIOD										
		Corrective Action					STATUS			
			Responsible Person							
No.	Finding	Required Management Action	Accountable Manager	Accountable Official	Start date	Targeted Completion Date	Resolved (Yes/No/In Progress)	Comments by Responsible Manager	Evidence required	Evidence avialable Y/N
ANNEXURE A: MATTERS AFFECTING THE AUDIT REPORT										

1	Grant income was received and recognised in excess of the amount per the signed SLA	Ensure that revenue is recognised as per the signed agreement	Finance Manager	Financial Administrator	01-Jul-18	Monthly	Yes and In Progress	Review the invoices raised to ensure compliance with the signed agreements	SLA's and Invoices raised	Y
2	Not all receivable balances could be supported with verifiable supporting evidence and documentation.	Review all transactions/balances in the general ledger to ensure that they are supported by evidence	Finance Manager	Financial Administrator	01-Jul-18	Monthly	Yes and In Progress	Ensure accurate filing of all documents that support balances disclosed	Supporting Documents	Y
3	Reason for deviation from the SCM Process not justifiable	Ensure that SCM processes are applied as provided for in the legislation, policies and regulations	Finance Manager	SCM Officer	01-Jul-18	Monthly	No	The identified instance of irregular expenditure must be investigated and the decision must be taken by the Board	Board Resolution and current year's scm transactions	N

4	Failure to prevent fruitless and wasteful expenditure	Ensure that the recurrence of fruitless and wasteful expenditure is prevented	Finance Manager	SCM Officer	01-Jul-18	Monthly	Yes and In Progress	It is important that the instances of fruitless and wasteful expenditure are prevented from recurring as the board has dealt with the instances for prior periods	Report to the Board -Minutes of the Board meeting - Resolutions of the meeting	Y
ANNEXURE B: OTHER IMPORTANT MATTERS										
5	No information provided to confirm that the final budget was approved by the board of directors	Management must ensure compliance with the legislations and that the compliance is accurately documented	CEO	Finance Manager	01-Jul-18	Quarterly	Yes	Management must ensure accurate documentation of resolutions taken by the board	Board Resolution approving the 2018/19 Budget	Y
6	Monthly management accounts not submitted to	Management must ensure that monthly management accounts are	CEO	Finance Manager	01-Jul-18	Monthly	Yes and In Progress	Ensure that the reports are submitted and	Proof of monthly submissions to the parent	Y

	the parent municipality	submited to the parent municipality						evidence to that effect is maintained		
7	Adjustment budget not made public on the municipal entity's website	Ensure that all legislated documents are uploaded to the website	CEO	Manager: IPM	01-Jul-18	On-going	Yes	All information required for the website must be uploaded	Updated website	Y
8	Section 36 deviations schedule is misstated in the financials	Ensure that supporting information is accurate and supports the balances disclosed in the AFS	Finance Manager	SCM Officer	01-Oct-18	Quarterly	Yes	Review processes must be such that errors are identified and corrected on time	Schedule and AFS	Y
9	Reliability of information reported in annual performance report	Management must ensure that the disclosed information is reliable and accurate in the Annual Performance report	Finance Manager	All Managers	01-Oct-18	Quarterly	Yes	This must be monitored on a quarterly basis	APP reports	Y

EXTRACT OF DRAFT MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS

OF THE UGU SOUTH COAST DEVELOPMENT AGENCY

HELD AT

USCDA BOARDROOM
4 BEREA ROAD, PORT SHEPSTONE

ON TUESDAY 15 JANUARY 2019

AT 09h00

PRESENT	:	Dr S. Nzimande	Chairperson
	:	Mr. L. Shezi	Board Member
	:	Ms. J. Crutchfield	Board Member
	:	Mr. S. Dlomo	Board Member
	:	Dr. E. Zungu	Board Member
	:	Mrs. Z. Mthuli	Board Member
	:	Mr. V. Naidoo	Board Member
IN ATTENDANCE	:	Mr. M. Mabece	CEO
	:	Mr. B. Fikeni	Finance Manager
	:	Ms. A. Naidoo	USCDA Secretariat
APOLOGIES	:	Cllr. M. Chiliza	Ugu Observer - Ugu Mayor
ABSENT	:	Inkosi Machi	Board Member

10.3 <u>Mid-Year Review and Budget Adjustment 2018/2019</u>

Resolution 10.3

THAT the Board received, noted and approved the Mid-Year Review and Budget Adjustment for 2018/2019 as tabled by Management, which is to be submitted to the Parent.

10.4. <u>Draft Budget 2019/2020</u>

Resolution 10.4

THAT the Board received, noted and approved the Draft Budget for 2019/2020 as tabled by Management, which is to be submitted to the Parent.

----- CERTIFIED AS TRUE EXTRACT OF MINUTES -----

Ugu South Coast Tourism (Pty) Ltd
Physical: 16 Bisset Street, Port Shepstone, 4240
Postal: PO Box 570, Port Shepstone, 4240
Call: +27 39 682 7944 Fax: +27 39 682 1034
Email: info@tourismsouthcoast.co.za

SUBMISSION TO : BOARD OF DIRECTORS

DATE : 17 January 2019

1. ITEM/SUBJECT Mid Term Budget Review December 2018

2. PURPOSE For Discussion and Approval

3. BACKGROUND AND RATIONALE

Management have completed the Mid-Term budget review, as at 31 December 2018.

Column 1 = Original Budget 2018/2019
Column 2 = Actual income & expenditure to 31 December 2018
Column 3 = Outstanding orders at 31 December 2018
Column 3 = Estimated income & expenditure for January – June 2019
Column 4 = Proposed increase (decrease) in the annual budget
Column 5 = 2018 / 2019 ADJUSTED BUDGET for Approval

4. CURRENT SITUATION

The key Income adjustments are as follows:

Mid Term Adjustments Budget : Income	Approved : 2018	Proposed Increase / (Decrease)	Adjusted 2018/19
Annual grant funding	18 147 893	-	18 147 893
SCBF – 2019: Conditional	2 816 251	-	2 816 251
Interest	644 854	(162 542)	482 312
Other income	496 751	(76 629)	420 122
Reserves to be utilised	-	605 999	605 999
Total	22 105 749	386 641	22 472 576

Notes:
Income

4.1. Annual Grant Funding

While understanding that Ugu DM is in a financial crisis, we have had no communication to date, advising that the annual grant from Ugu DM (R14 135 196) is to be reduced. Management have therefore not reduced the expected grant income from any of the Municipalities.

Ugu to date have only released the first quarter payment of the annual grant to USCT.

4.2. South Coast Bike Fest (SCBF 2019 – Conditional)

There has been no adjustment to this annual figure.
The committed R 500 000 from Ray Nkonyeni towards the 2019 event has been received.
While USCT along with RNM are in negotiations with KZN – Edtea and TKZN, USCT have yet to receive any form of written confirmation of grant towards the event,
The balance of the conditional income is based on an estimate of sponsorships, stalls, gate and var income. There is a direct link to the available expenditure for this event based on the conditional income.

i) Ray Nkonyeni Municipality R500 000
ii) Other sponsorship to be raised (per the original base budget) R2 316 251

4.3. Interest

There has been a reduction of the amount of Interest earned, due to having to utilize our own cash reserves as Ugu DM has been late in paying their annual grant commitments.
Umdoni Municipality invoice was submitted in December, however have yet to pay the amount.

4.4. Reserves to be utilized

In the original 2018/2019 budget we planned a zero based budget.

In the Adjusted budget, USCT will require R625 813, from the prior year (2017/2018) surplus reflected in the AFS.

The key Expenditure adjustments are as follows:

Mid Term Adjustments Budget : Expenditure	Approved : 2018	Proposed Increase / (Decrease)	Adjusted 2018/19
Board fees	711 202	(9 439)	701 764
Salaries	7 473 191	(108 023)	7 365 168
Depreciation	235 935	-	235 935
General Operations	2 662 990	(205 091)	2 457 899
Interest	500	-	500
Maintenance & Repairs	287 819	(144 471)	143 348
Marketing	3 172 133	891 617	4 063 750
Development	3 672 132	(532 642)	3 139 491
Conditional Grants / Income	2 816 251	-	2 816 251
Ugu Jazz Festival	400 000	-	400 000
SC Bike Festival	500 000	-	500 000
Total	21 932 154	(108 048)	21 843 919

Expenditure:

4.5. Operations – General includes :

General cost cutting and strict monitoring of all operational costs.

4.6. Maintenance & Repairs

Primary reduction due to the removal of the signage provision.

4.7. Board Members Salaries

Figure adjusted to the estimated meetings to be held, as well as the increase factored in in terms of the prescribed fees legislated and received in December 2018.

4.8. Salaries

Within salaries there have been some increased and decreased line items, as per the full budget breakdown. An overall reduction in the full salary budget has been achieved.

4.9. Marketing

The overall marketing budget has increased, by approximately R891 617. The full breakdown items removed and increased has been listed in the annexure budget. This facilitates the increased demand based on the new APP Targets which were approved in the December Board meeting.

4.10. Development

The overall development budget has decreased by R532 642. The full breakdown of items removed or increased is listed in the annexure budget. This facilitates the demand based on the new and adjusted APP targets which were approved by the Board in December.

4.11. Capital

The primary increase is the new stand and show infrastructure requirements, which are needing replacement.

No additional funding will be requested from the municipalities.

5. LEGAL/STATUTORY IMPLICATIONS

MFMA requirement

6. FINANCIAL IMPLICATIONS

Due to the pressures on both the company and the parent municipality, management have reduced budget where ever possible however, will continue to achieve targets set in the Annual Plan.

This budget remains dependent on the grants being **received** from both the Local and Parent Municipalities.

The unspent surplus as at the 30 June 2018 Annual Financial Statements will be utilized to cover the shortfall in the budget required to 30 June 2019.

7. RECOMMENDATIONS

That the board **APPROVE** the amended 2018 /2019 Adjusted budget.

....

PHELISA MANGCU
Chief Executive Officer
Date: 15 January 2019

ANNEXURE A

UGU SOUTH COAST TOURISM
2018 / 2019 Adjustment Budget for adoption 17 January 2019

	2018 / 2019 BOD Approved: 24 May 2018	Actual to December 2018	Outstanding Purchase Orders	Estimated : Jan - June 2019	Proposed Increase / Decrease	2018 / 2019 Adjusted Budget: for Approval 17 Jan 2019
INCOME						
Membership subscriptions	269 790	209 261		6 250	-54 279	215 511
Commissions - Bus	156 859	71 519		85 340	0	156 859
Office Projects / Sales / Tourism Awards	52 102	23 752		24 300	-4 350	47 752
Info Kiosks	18 000	0			-18 000	0
Interest Received	644 854	241 312		241 000	-162 542	482 312
Operational Grants :	0				0	0
- Ugu DM	14 135 196	7 067 598		7 067 598	0	14 135 196
- RNM	2 007 570	2 007 570			-0	2 007 570
- Umdoni	1 151 729	1 159 729		-8 000	-0	1 151 729
- Umzumbe	476 798	476 798			-0	476 798
- Umuziwabantu	376 599	376 599			-0	376 599
- EZN EDTEA (SCBF)	0				0	0
- RNM (SCBF) Conditional Grant	500 000	500 000			0	500 000
- Corporates / Stall income(SCBF) - Conditional income	2 316 251			2 316 251	0	2 316 251
SEA Sales & Corporates					0	0
Own Funds	0				0	0
TOTAL INCOME	22 105 749	12 134 138	0	9 732 439	-239 172	21 866 577
				925 825		
BOARD MEMBERS SALARIES AND ALLOWANCES						
Basic	666 016	220 031		436 640	-9 345	656 671
Travel reimbursement - Motor Vehicle	38 526			38 526	0	38 526
Contribution - Skills Development Levy	6 660	1 708		4 858	-93	6 567
TOTAL BOARD MEMBERS SALARIES	711 202	221 740	0	480 024	-9 439	701 764
SALARIES AND ALLOWANCES						
Basic	5 609 508	2 869 542		2 903 887	163 921	5 773 428
Bonus	516 307	195 393		452 005	131 090	647 397
Allowance - Standby	0			0	0	0
Overtime	307 040	71 361		127 890	-107 790	199 251
Housing/Rental Subsidy	33 025	4 695		10 169	-18 161	14 864
Allowance - Telephone	83 890	43 524		41 084	718	84 608
Allowance - Acting	160 000			0	-160 000	0
Contribution - Pension Contribution	227 486	68 324		77 700	-81 462	146 024
Leave Encashed	91 981	96 973		0	4 992	96 973
Contribution - Medical Aid	347 876	116 006		179 498	-52 372	295 504
Contribution - UIF	30 997	15 033		18 057	2 092	33 089
Contribution - Skills Development Levy	65 081	32 494		41 536	8 949	74 030
Casual staff					0	
TOTAL SALARIES AND ALLOWANCES	7 473 191	3 513 344	0	3 851 825	-108 023	7 365 168
						0
GENERAL EXPENSES						
Advertising : Tenders	40 000			40 000	0	40 000
Advertising : Vacancies	60 000	54 711		0	-5 289	54 711
Audit Fee (AG)	378 836	272 558		106 277	-0	378 835
Audit Committee & Shared Services	88 713	39 702		40 000	-9 011	79 702
Bank Charges	90 889	40 130		50 760	0	90 890
Cleaning - offices	26 076	15 015	2 075	12 925	3 939	30 015
Cancelled membership	13 470	5 000		20 000	11 530	25 000
Conferences: Travel / Accomm / Entrance fees	100 219	20 580		40 000	-39 639	60 580
Electricity	116 810	61 511		65 000	9 701	126 511
Delivery Fees	5 513			2 500	-3 013	2 500
Legal Fees	39 797	1 250		25 000	-13 547	26 250
Loss on scrapping of FA	40 000			40 000	0	40 000
Membership Expenses	77 989	9 370		15 000	-53 620	24 370
Insurances	58 391	37 396		15 000	-5 995	52 396
Postage - General	635	2 268		2 268	3 901	4 536
Professional Fees	66 730	66 780			50	66 780
Printing & Stationery	97 678	38 115		40 000	-19 562	78 115
Refreshments & In house meetings	60 744	18 624		30 000	-12 120	48 624
Rent : Offices	636 702	362 334		274 368	-0	636 702
Rent : Equipment	19 950	13 965		11 970	5 985	25 935
Staff Training	84 402	2 327		30 000	-52 075	32 327
Subscriptions	14 249	5 933	5 613	5 000	2 297	16 546
Telephones	289 250	91 068	174	150 000	-48 008	241 242
Staff Travel reimbursement	114 157	58 750		58 000	2 592	116 750
Staff Reallocation Costs	0		32 590		32 590	32 590
Uniform/Protective Clothing	40 000	5 582		15 000	-19 418	20 582
Workman's Compensation	52 500			52 500	0	52 500
TOTAL GENERAL EXPENSES	2 613 700	1 222 967	40 452	1 141 568	-208 713	2 404 988
CONTRACTED SERVICES						
Security Services	49 290	24 912		28 000	3 622	52 912
Security - Alarm Monitoring System						
TOTAL CONTRACTED SERVICES	49 290	24 912	0	28 000	3 622	52 912
INTEREST EXPENSE						
Interest	500	0		500	0	500
TOTAL INTEREST EXPENSE	500	0		500	0	500
DEPRECIATION						
Current assets depreciation	235 935	112 037		123 898	-0	235 935
New Assets Depreciation						
TOTAL DEPRECIATION	235 935	112 037	0	123 898	-0	235 935

ANNEXURE A

UGU SOUTH COAST TOURISM
2018 / 2019 Adjustment Budget for adoption 17 January 2019

	2018 / 2019 BOD Approved: 24 May 2018	Actual to December 2018	Outstanding Purchase Orders	Estimated : Jan - June 2019	Proposed Increase / Decrease	2018 / 2019 Adjusted Budget: for Approval 17 Jan 2019
REPAIRS AND MAINTENANCE						
Buildings & Structures	33 970	5 362		15 000	-13 608	20 362
Airconditioners	2 205			2 205	0	2 205
Electrical	4 079			2 000	-2 079	2 000
Plumbing	1 050			1 000	-50	1 000
Computer Equipment : Software	40 347	9 888	170	15 000	-15 290	25 058
Furniture & Fittings - Repairs	14 535	8 950		5 000	-585	13 950
Signage	138 750	4 050		25 000	-109 700	29 050
Garden	3 551			3 551	-0	3 551
Vehicle	0				0	0
: Fuel	44 734	16 063		16 800	-11 871	32 863
: Tyres etc				10 000	10 000	10 000
: Licensing	1 575			1 590	15	1 590
: Wash	3 024	720		1 000	-1 304	1 720
TOTAL REPAIR & MAINTENANCE	287 819	45 033	170	98 146	-144 471	143 348
Total Administrative Expenditure	11 371 687 91	5 140 032.13	40 621.52	5 723 950.89	-467 023.37	10 904 514.54
Balance available for Marketing & Development	10 560 516 5 280 258	6 914 496	-40 622	3 439 617	-247 024	10 313 492 5 156 746
MARKETING EXPENDITURE						
Branding & Promo Items	150 143	100 373		25 000	-24 770	125 373
Destination Brand Manual				70 000	70 000	70 000
CI Manual				30 000	30 000	30 000
Brochures (SEA)	311 990			37 500	-274 490	37 500
Image library	25 000	0			-25 000	0
Video Library	50 000	31 590			-18 410	31 590
Adv: Advert Design					0	0
Adv: Website Maintenace & TV & Media Monitoring & Social					0	0
Website relaunch	400 000	86 648	49 225	552 000	287 872	687 872
Adv: Dezzi Agreement					0	0
Adv: Office branding materials - Revamp					0	0
Mobile APP				500 000	500 000	500 000
Online media / monitoring and other software subs	150 000				-150 000	0
Adv: Publications (International inserts)	175 000	245 186	90 000	2 500	162 686	337 686
Adv: Print & Online inserts domestic	500 000	341 959	93 000	2 500	-62 541	437 459
Adv: Billboards	25 000				-25 000	0
Annual Campaigns					0	0
: Easter				100 000	100 000	100 000
:Sardine				350 000	350 000	350 000
Paid Radio / TV	60 000	15 768			-44 232	15 768
Ad & PR Agency				30 000	30 000	30 000
Brand Tracking				50 000	50 000	50 000
MICE Consultant appointment				40 000	40 000	40 000
SEA Production house appointment				30 000	30 000	30 000
Trade & Consumer Shows & Mall Activations + DEV	350 000	129 770		150 000	-70 230	279 770
Media Educationals	40 000	44 524			4 524	44 524
Newsletters &desgn	30 000	14 000		50 000	34 000	64 000
Seasonal Beach Entertainment Program & Appointment	500 000	255 438	42 573	165 000	-36 989	463 011
International event : SA Womens Open	30 000	21 739			-8 261	21 739
International: SCBF Sponsored Conditional	1 408 126			0	-1 408 126	0
International: SCBF - USCT funds	500 000	-17 050			-517 050	-17 050
ME : Sardine Festival	100 000	31 522			-68 478	31 522
International : Pool	80 000	0			-80 000	0
ME : King of the Sea		10 435			10 435	10 435
Sa Events - MTB Series + Dev R50000	50 000	37 500		100 000	87 500	137 500
SA - MTB Trail Run		5 000			5 000	5 000
SCBF -				267 050	267 050	267 050
SCBF - Conditional				1 408 126	1 408 126	1 408 126
SA - Bowls	15 000	15 000			0	15 000
SA - Pool (tbc)				50 000	50 000	50 000
SA - Ugu Jazz	200 000			200 000	0	200 000
SA - KZN Senior Tennis		4 500			4 500	4 500
SA - Rugby	15 000	10 000			-5 000	10 000
SA - Hib Coast Challenge (support)					0	0
SA - Matat 2 Pont	15 000	7 500			-7 500	7 500
SA - WFO Enduro		5 000			5 000	5 000
SA - Lake Eland Enduro	20 000				-20 000	0
Scottburgh Mardi Gras	10 000	10 000			0	10 000
Scottburgh Christmas in July	10 000	10 000			0	10 000
SC Groms Compo	10 000	10 000			0	10 000
Ramsgate Book & Art Festival	10 000	10 000			0	10 000
Margate AirShow	10 000				-10 000	0
Oribi Farmers Market					0	0
Umtamvuna Festival	10 000				-10 000	0
Scottburgh Beach Festival					0	0
Shoreline Challenge	10 000				-10 000	0
Mayors Golf	5 000				-5 000	0
Southbroom Golf		1 000			1 000	1 000
Colour Adventure	5 000				-5 000	0
Marketing to spilt					0	0
				0	0	0
					0	0
TOTAL MARKETING EXPENDITURE	5 280 258	1 437 402	274 798	4 249 676	641 617	5 921 875
						-765 129
DEVELOPMENT EXPENDITURE						
Promotional Items	133 431	1 617		131 814	0	133 431
Local community raido : RSS / Ugu Youth & TV	69 456		26 046	15 000	-28 410	41 046
- 1 KZN TV / Vumam FM	25 000			0	-25 000	0
Website relaunch + Mkt	200 000			200 000	0	200 000

ANNEXURE A

UGU SOUTH COAST TOURISM

2018 / 2019 Adjustment Budget for adoption 17 January 2019

	2018 / 2019 BOD Approved: 24 May 2018	Actual to December 2018	Outstanding Purchase Orders	Estimated : Jan - June 2019	Proposed Increase / Decrease	2018 / 2019 Adjusted Budget: for Approval 17 Jan 2019
Shows - Development + MKT	350 000	129 770		290 000	69 770	419 770
Research reports	10 000				-10 000	0
Beach events support				125 000	125 000	125 000
International SCBF	1 408 126			0	-1 408 126	0
SCBF - Own Funds				0	0	0
SA : Matat to Pont	10 000	7 500			-2 500	7 500
SA - Ugu Jazz	200 000			200 000	0	200 000
SA - MTB Series		37 500		0	37 500	37 500
SA - SCBF - Conditional Grants				1 408 126	1 408 126	1 408 126
SCBF - Own funds				250 000	250 000	250 000
DE : Participator sport Events - District Events (tbc)	50 000			60 000	10 000	60 000
DE : MTB Series (+ Mkt R50000) moved up to 6.3	50 000	0		0	-50 000	0
DE : Lions Show	50 000	20 000		0	-30 000	20 000
DE : Umuziwabantu Show	100 000	86 957			-13 043	86 957
DE : Maidens Ceremony	60 000	57 590			-2 410	57 590
DE : Umzumbe Msivane Ushaka / Time Travel	20 000				-20 000	0
DE : Umdoni Cultural : Tourism month)	20 000			145 000	125 000	145 000
DE : Summer Music Festival - Turton Beach/ Fire Dance event	100 000				-100 000	0
DE : Amakhono arts	30 000			0	-30 000	0
DE : Ugu Film Festival	40 000			40 000	0	40 000
Sub-Committee funding					0	0
: Ezinqoleni	30 000	1 320		28 680	0	30 000
: Hibberdene	30 000			30 000	0	30 000
: KwaNzimakwe (new)	30 000			30 000	0	30 000
: Margate	30 000	4 520		25 480	0	30 000
: Munster	30 000	23 600		6 400	0	30 000
: Nyandazulu (new)	30 000			30 000	0	30 000
: Ramsgate	30 000	20 000		10 000	0	30 000
: Pennington	30 000	2 240		27 760	0	30 000
: Port Shepstone	30 000	7 197		22 803	-0	30 000
: Shelly Beach	30 000	3 350		26 650	-0	30 000
: Southbroom	30 000			30 000	0	30 000
: Umdoni	30 000			30 000	0	30 000
: Umuziwabantu	30 000			30 000	0	30 000
: Umzumbe	30 000	3 811		26 189	0	30 000
SMME Updated presentations	100 000	48 925		99 007	47 932	147 932
Training : Schools Project	200 000	52 068		100 000	-47 932	152 068
Training : Capacity builing training & SMME	350 000	200		209 800	-140 000	210 000
Training : Cadet program	342 400	173 198		175 000	5 798	348 198
Development Adverts : Brochure Southern Explorer	311 845			37 500	-274 345	37 500
Scholarship	30 000			0	-30 000	0
D Project : Umzumbe River Trails	350 000	58 764		191 236	-100 000	250 000
D project : KwaXolo Cave Route Development	40 000	0		40 000	0	40 000
D Project : Ntelezi Msani Memorial Project	40 000	0		0	-40 000	0
D Project : Kwa Nzimakwe	40 000	0	10 000	100 000	70 000	110 000
D Project : Nyandazulu	40 000	0		40 000	0	40 000
D Project : Oribi/Paddock	40 000	0			-40 000	0
D Project : Gamalakhe	40 000	0			-40 000	0
Mentorships (Catering)	10 000	5 000		5 000	0	10 000
To split development				*0*	0	0
TOTAL DEVELOPMENT EXPENDITURE	5 280 258	745 126	36 046	4 216 445	-352 542	4 927 616
						159 130
TOTAL OPERATIONAL BUDGET	**21 932 154**	**7 322 560**	**351 465**	**14 150 081**	**-108 048**	**21 824 106**
Surplus to 31 December 2018		4 811 578		0		
CAPITAL EXPENSES						
Office Furniture, Fittings and Equipment	66 150	51 289		14 861	-0	66 150
Indaba & Stand				500 000	500 000	500 000
Computer	84 428	25 095		40 000	-19 333	65 095
Intangibles	23 017	3 226		14 000	-5 791	17 226
Total Capital Expenditure	173 595	79 610	0	568 861	474 876	648 471
Total Income						
Balancing amount prior years Surplus utilised	(R0)	(R4 731 969)	R351 465	R4 986 503	R605 999	R605 999
TOTAL ANNUAL BUDGET	22 105 749	7 402 169	351 465	14 718 942	366 827	22 472 576
						366 827

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SUBMISSION TO : BOARD OF DIRECTORS

DATE : 17 January 2019

1. **ITEM/SUBJECT Annual Performance Plan 2018/2019 review**

2. PURPOSE For Discussion and Approval

3. BACKGROUND AND RATIONALE

Management have reviewed the 2018/2019 Annual Plan which was originally approved in May 2018.

In December 2018, the CEO tabled the proposed adjustments based on the newly adopted Tourism Destination Framework.
These adjustments have been effected as per the attached Annual Plan 2019.

4. STRATEGIC IMPLICATIONS

The Tourism Strategy 2017 -2021 is our equivalent to the municipal 5 year IDP document.
This document will be reviewed in the next quarter, for the next 5 years following on the new Vision and implementation plan proposed by the CEO.

5. LEGAL/STATUTORY IMPLICATIONS

Required per the MFMA

6. STAFF/PERSONNEL IMPLICATIONS

None

7. FINANCIAL IMPLICATIONS

The 2018/2019 budget has been reviewed and to accommodate requirements of the Annual Plan and Strategy.

8. RECOMMENDATIONS

That the board **APPROVE** adjustments reflected in the 2018 / 2019 Annual Performance Plan.

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PHELISA MANGCU
Chief Executive Officer
Date 15 January 2019

Ugu South Coast Tourism (Pty) Ltd
Annual Performance Plan 2018/2019
Mid Term review 2018/2019

ANNEXURE B

YEAR UNDER REVIEW 2018 / 2019

S/O #	KPA #	Ugu DM IDP Ref	PROGRAMME	PROJECT	KPI	2018: 2018 ANNUAL TARGET	2018: 2018 ACTUAL ACHIEVEMENT	ANNUAL TARGET 30 June 2019	MID YEAR TARGET ADJUSTMENT: Jan 2019	ADJUSTED ANNUAL TARGET: 30 June 2019	ACTUAL ACHIEVEMENT (To date)	Mid Term Review: Mid Year Target	Mid Term Review: ACTUAL	Progress, Challenges & Remedial: Achieved / Not Achieved	Progress, Challenges & Remedial: Blockages / Challenges	Progress, Challenges & Remedial: Measures to Improve Performance	Progress, Challenges & Remedial: Revised Timeframes to achieve	Q3 TARGET	Q4 TARGET	ANNUAL BUDGET	OWNER	PORTFOLIO OF EVIDENCE
Strategic Objective 01: To ensure that the company's operations are compliant with all regulatory frameworks																						
S/O 1.1	KPA 2: Municipal Transformation & Institutional Development		Enterprise Risk Management & Compliance	Comprehensive Risk register	Completed Risk Register by deadline	31-Oct-17	24-Aug-17	31-Oct-18	31-Dec-18	31-Dec-18	07-Dec-18	31-Dec-18	07-Dec-18	ACHIEVED	-		-	NA	NA	Op. Task	[illegible] CEO	[illegible] by date
S/O 1.2			Risk Management Policy	Risk Policy review	Reviewed Risk Management Policy by deadline	30-Oct-17	05-Oct-17	31-Oct-18	31-Dec-18	31-Dec-18	07-Dec-18	31-Dec-18	07-Dec-18	ACHIEVED	-	-		NA	NA	Op. Task	GM: Fin & HR // CEO	Risk Policy reviewed by Board by date
S/O 1.3			Internal Audit & Auditor General queries	AG & Internal Audit queries resolution	Percentage of AG / Internal Audit queries resolved per quarter	100%	100%	100%		100%	100%	100%	100%	ACHIEVED		-		100%	100%	R 81 715	CEO // GM: Fin & HR/ GM: M&E / GM: Dev	Corrective actions summation submissions to Audit Committee
S/O 1.4	KPA 5: Good Governance & Public Participation		In-year Annual Performance Plan Revision - 2018 - 2022 Tourism Strategy	Annual Performance Plan / Organisational Scorecard revision	Revised scorecard by deadline	31-Dec-17	24-May-18	31-May-19		31-May-19	NA	NA	NA					NA	31 May 19	Op. Task	CEO // GM: Fin & HR/ GM: M&E / GM: Dev	Performance Plan approved by Board by date
S/O 1.5			Performance Management System (PMS)	Q1 & 3 verbal; Half-year and Annual performance appraisals	Percentage individual Performance Management Systems implemented for S57 Managers	100%	100%	100%		100%	100%	100%	100%	ACHIEVED		-	-	100%	100%	Op. Task	CEO // GM: Fin & HR/ GM: M&E / GM: Dev	Record of evaluations completed and proof of dates
S/O 1.6			Stakeholder and Area Committees Participation via CEOs Forum	Needs dissemination for 2017/2018 adjusted budget, 2018/2019 budget and Annual PMS tools	Number of presentations to CEO Forums	2	2	2		2	1	1	1	ACHIEVED	-			NA	1	Op. Task	CEO // GM: Fin & HR/ GM: M&E / GM: Dev	CEO Forum minutes and dates
S/O 1.7			Annual PMS Tools-Public Accessibility	Annual PMS tools migration to entity's website	Website appearance of in-year review of annual performance plan by deadline	31-Jul-17	17-Jul-17	31-Jul-18		31-Jul-18	31-Jul-18	31-Jul-18	31-Jul-18	ACHIEVED				NA	NA	Op. Task	GM: Fin & HR // CEO	Annual PMS tools submitted for uploading and proof of date
S/O 1.8			IT and Communication Policy	Policy review	Policy Review by deadline	31-Dec-17	05-Oct-17	31-Dec-18		31-Dec-18	07-Dec-18	31-Dec-18	07-Dec-18	ACHIEVED				NA	NA	Op. Task	GM: Fin & HR // CEO	IT Policy reviewed by Board by date
S/O 1.9			Municipal Entity Website	Legislated SCM notices publication	Percentage potential notifications actually uploaded to website	100%	100%	100%		100%	100%	100%	100%	ACHIEVED	-	-	-	100%	100%	Op. Task	GM: Fin & HR // CEO	Instruction record to service provider & evidence of upload
S/O 1.10	Municipal Financial Viability & Management		S87 Financial Reporting	Monthly financial report production	Number of Monthly reports by deadline	12	12	12		12	6	6	6	ACHIEVED	-	-	-	3	3	Op. Task	GM: Fin & HR // CEO	Reports and proof of submission dates to Parent and Treasury
S/O 1.11			PMS Reporting	Quarterly performance report production	Quarterly reports by deadline	4	4	4		4	2	2	2	ACHIEVED	-	-	-	1	1	Op. Task	CEO // GM: Fin & HR/ GM: M&E / GM: Dev	Report submission to Parent and date
S/O 1.12			Financial Planning	Mid-year adjusted budget review	S88 report produced by deadline	20-Jan-18	19-Jan-18	20-Jan-19		10-Jan-19	-	NA	NA	-	-	-	-	10-Jan-19	NA	Op. Task	CEO // GM: Fin & HR/ GM: M&E / GM: Dev	Board approval of Mid-year budget review report and proof of submission date to Parent
S/O 1.13			Budget Policy	Budget Policy review	Reviewed policy by deadline	31-May-18	01-Feb-18	31-May-19		31-May-19	00-Jan-00	NA	NA	-	-	-	-	NA	31-May-19	Op. Task	GM: Fin & HR // CEO	Budget policy approved by Board by date
S/O 1.14		LED 12	Annual Financial Statements	Annual Financial Statements production	AFS adoption by deadline	31-Dec-17	08-Dec-17	31-Dec-18		31-Dec-18	07-Dec-18	31-Dec-18	07-Dec-18	ACHIEVED		-	-	NA	NA	R 378 836	GM: Fin & HR // CEO	AFS adopted by Board by date
S/O 1.15			Annual Financial Statements	Draft Annual Financial Statements and Annual Performance Report availability to the Auditor General	AFS and Annual PMS report by deadline	31-Aug-17	31-Aug-17	31-Aug-18		31-Aug-18	30-Aug-18	31-Aug-18	30-Aug-18	ACHIEVED			-	NA	NA	Op. Task	CEO // GM: Fin & HR/ GM: M&E / GM: Dev	Submission and confirmation from the AG (SA)
S/O 1.16			Audit Compliance	A-G Report	Unqualified Audit Opinion	Unqualified Audit Opinion	Clean Audit	Unqualified Audit Opinion		Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	ACHIEVED	-	-	-	NA	NA	Op. Task	GM: Fin & HR // CEO	Audit report from the AG (SA)
S/O 1.17			MFMA Compliance	Fruitless and wasteful expenditure	Controlled Fruitless & Wasteful expenditure as a % of Total Expenditure reported to Board	< 1%	R 0	< 1%		< 1%	0.0%	< 1%	0	ACHIEVED	-	-	-	< 1%	< 1%	Op. Task	CEO // GM: Fin & HR/ GM: M&E / GM: Dev	Board reports, with Register if fruitless & wasteful expenditure - with calculations
S/O 1.18			Budget Planning in terms of the MFMA	Annual Draft Budget	Draft Budget by deadline	25-Mar-18	01-Feb-18	25-Mar-19		26-Mar-19	00-Jan-00	NA	NA		-	-	-	25 Mar 19	NA	Op. Task	CEO // GM: Fin & HR/ GM: M&E / GM: Dev	Entity Draft Budget approved by Board and submission to Parent by date
S/O 1.19			Credit Control and Debt Collection Policy	Adopted reviewed Credit Control and Debt Collection policy by 31 May each year	Date of reviewed and approved policy	31-Mar-18	01-Feb-18	31-Mar-19		31-Mar-19	-	NA	NA				-	31 Mar 19	NA	Op. Task	GM: Fin & HR // CEO	Board approved policy by date
S/O 1.20			Supply Chain Management Policy	SCM Policy review	Reviewed SCM Policy by deadline	30-Jun-18	01-Feb-18	30-Jun-19		30-Jun-19	NA	NA	NA					NA	30-Jun-19	Op. Task	GM: Fin & HR // CEO	Board approved policy by date

Ugu South Coast Tourism (Pty) Ltd
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Mid Term review 2018/2019

ANNEXURE D

						2018						Mid Term Review		Progress, Challenges & Remedial				Q3	Q4			
S/O #	KPA #	Ugu DM IDP Ref	PROGRAMME	PROJECT	KPI	2018 ANNUAL TARGET	2018 ACTUAL ACHIEVEMENT	ANNUAL TARGET 30 June 2019	MID YEAR TARGET ADJUSTMENT Jan 2019	ADJUSTED ANNUAL TARGET: 30 June 2019	ACTUAL ACHIEVEMENT (To date)	Mid Year Target	ACTUAL	Achieved / Not Achieved	Blockages / Challenges	Measures to improve Performance	Revised timeframes to achieve	TARGET	TARGET	ANNUAL BUDGET	OWNER	PORTFOLIO OF EVIDENCE
S/O 1.21	KPA 4:		Treasury Compliance	MSCOA Implementation	MSCOA ready for implementation by deadline	01-Jul-17	01-Jul-17	NA		NA	NA	NA for 2018/2019										
S/O 1.22			Expenditure Management	Expenditure Management: Op. Task	Percentage of annual Op. Task expenditure spent	98%	85%	90%		90%	0%	40%	43%	ACHIEVED		-		40%	90%	R 2 655 294	GM: Fin & HR // CEO	Quarterly calculation report
S/O 1.23			Expenditure Management	Expenditure Management: Capital	Percentage of annual capital expenditure spent	90%	67%	90%		90%	0%	40%	43%	ACHIEVED				40%	90%	R 273 595	GM: Fin & HR // CEO	Quarterly calculation report
S/O 1.24			Revenue Management	Revenue Management: Grant Income	Percentage of Grant Revenue received	100%	100%	100%		100%	0%	90%	88%	ACHIEVED	-		-	97%	100%	R 20 964 144	GM: Fin & HR // CEO	Quarterly calculation report
S/O 1.25			Revenue Management	Revenue Management: Other revenue	Percentage of Other revenue received	95%	45%	95%		95%	0%	50%	[illegible]	ACHIEVED		-		95%	95%	R 1 341 605	GM: Fin & HR // CEO	Quarterly calculation report
S/O 1.26			Expenditure Management	Expenditure Management: Board fees paid	Board fees paid on 25th of each month	12 monthly payments	12 monthly payments	12 monthly payments		12 monthly payments	8 Monthly payments	6 Monthly Payments	6 Monthly Payment	ACHIEVED	-	-		9 monthly payments	3 monthly payments	R 711 202	GM: Fin & HR // CEO	Salary reports
S/O 1.27			Expenditure Management	Expenditure Management: S57 Salaries paid	S57 Salaries paid on 25th of each month	12 monthly payments	11 monthly payments	12 monthly payments		12 monthly payments	9 Monthly payments	6 Monthly Payment	6 Monthly Payment	ACHIEVED	-		-	3 monthly payments	3 monthly payments	R 3 897 130	GM: Fin & HR // CEO	Salary reports
S/O 1.28			Expenditure Management	Expenditure Management: Staff Salaries paid	Staff Salaries paid by 25th of each month	12 monthly payments	13 monthly payments	12 monthly payments		12 monthly payments	9 Monthly payments	6 Monthly Payment	6 Monthly Payment	ACHIEVED			-	3 monthly payments	3 monthly payments	R 3 776 071	GM: Fin & HR // CEO	Salary reports
Strategic Objective 2? : To [illegible] the Company in terms of [illegible] in accordance with the organisational organogram																						
S/O 2.0	KPA 2: Municipal Transfor	LED 12	Recruitment	Appointments of personnel	Number of appointments made	1	1	1	1	2	2	1	[illegible]	ACHIEVED				1	NA	Op. Task	GM: Fin & HR // CEO	Signed Contracts
Strategic Objective [illegible] Visitor Information Centres (VICs) [illegible]																						
S/O 3.1			Visitor Information Centres	VICs Operations	Visitor Information Centres maintained (#)	6	6	8	-3	5	1	[illegible]	[illegible]	ACHIEVED				1	2	Op. Task	CEO	Monthly VIC Office reports summarised and tabled to Board
S/O 3.2			Satellite VIC's	Satellite VIC's operations	Number of Satellite VIC's maintained as Op. Task	5	2	Target removed 2018/2019														
S/O 3.3	KPA 2: Municipal Transformation & Institutional Development	LED 12	New developmental Community Tourism Office's at strategic geographic sites	Community Tourism Offices operational	Number of new satellite CTO's (Umzumbe / Vulamehlo-Umdoni)	1	1	2	-2	1	0	1	0	NOT ACHIEVED	Municipal Strikes & Umdoni pre-empted the office relocation	USCT will initiate the process in Q3	31 Mar 19	NA	NA		GM: Dev // CEO	On-site inspections and report by Manager
S/O 3.4			Human resources	Revised organisational structure	Revised organisational structure by date				30-Jun-19	30-Jun-19	-	NA	NA	-	-	-		NA	30-Jun-19	Op. Task	GM: Fin&Hr // CEO	Approved Organisational structure by Board by Date
S/O 3.5 Old 5.5)			Human resources	Mentorship and placement of Interns and Graduates	Number of Interns and Graduates placed			12		12	0	NA	NA	Currently 1				NA	12			Record of Graduates placed
S/O 4.1	KPA 2: Municipal Transformation	LED 12	Staff development	Short course attendance	Number of training courses	5	6	7	-3	4	4	4	4	ACHIEVED				-	NA	R 84 402	GM: Fin & HR // CEO	Training registration documents
S/O5.1 EDITED			Application of marketing actions Destination Marketing	Marketing Action Programme (MAP)	Review of MAP by date	NA	NA	31-Mar-19	13-Jun-19	15-Jun-19	-	NA	NA					NA	15-Jun-19	Op. Task	GM: Mkt // CEO	Board minutes noting MAP and proof of submission
S/O5.2 EDITED			South Coast brand & slogans consistency Destination Brand Development & Positioning	Brand manual for USCT including the SC Brand Destination brand manual	Develop Destination Brand Manual by date	NA	NA	21-Jun-19		21-Jun-19	-	NA	NA		-			NA	21-Jun-19	Op. Task	GM: Mkt // CEO	Resolution by Board approving Destination Brand Manual
S/O5.2.1 (NEW)			Destination Brand Development & Positioning	Corporate Identity Manual	Develop Corporate Identity Manual by date				21-Jun-19	21-Jun-19	-	NA	NA					NA	21-Jun-19			Resolution by Board approving Corporate Brand Manual

Ugu South Coast Tourism (Pty) Ltd
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ANNEXURE B

						2018						Mid Term Review						Q3	Q4			
														Progress, Challenges & Remedial								
S/O #	KPA #	Ugu DM IDP Ref	PROGRAMME	PROJECT	KPI	2018 ANNUAL TARGET	2018 ACTUAL ACHIEVEMENT	ANNUAL TARGET 30 June 2019	MID YEAR TARGET ADJUSTMENT: Jan 2019	ADJUSTED ANNUAL TARGET: 30 June 2019	ACTUAL ACHIEVEMENT (To date)	Mid Year Target	ACTUAL	Achieved / Not Achieved	Blockages / Challenges	Measures to Improve Performance	Revised timeframes to achieve	TARGET	TARGET	ANNUAL BUDGET	OWNER	PORTFOLIO OF EVIDENCE
S/O 5.3 EDITED	Local Economic Development	LED 12	Brand application	Marketing Branded Collateral	% Annual Budget spent	80%	100%	100%		100%	0%	50%	34%	NOT ACHIEVED	Promotional items were not supplied and therefore did not spend the anticipated budget	None	30 Jun 19	75%	100%	R 283 574	GM: Mkt & GM:Dev // CEO	Quarterly calculation report
S/O 5.3.1 NEW			Brand application	Development Branded Collateral	% Annual Budget spent				100%	100%	0%	50	NA					75%	100%		GM:Dev	Quarterly calculation report
S/O 5.4			Official tourism guide	Southern Explorer Route Guide	Annual application by deadline	30-Apr-18	29-Mar-18	30-Apr-18	NA	NA	NA	Annual Target removed									GM: Mkt // CEO	Southern Explorer Route Guide by deadline
S/O 5.5			Visual library	Image library development	Number of images	140	278	100	-32	68	68	50	88	ACHIEVED	-	-		68	NA	R 25 000	GM: Mkt // CEO	Annual image portfolio
S/O 5.6			Visual library	Video library development	Number of videos	15	9	20	-10	10	11	10	11	ACHIEVED	-	-	-	NA	NA	R 50 000	GM: Mkt // CEO	Annual video portfolio
S/O 5.7			Tourism Databases	Database library	Updated database library by deadline	30-Jun-18	18-Jun-18	30-Jun-19	NA			Annual Target removed								Op. Task	GM: Mkt // CEO	Database portfolio with dates
S/O 5.8			Publication distribution	Southern Explorer Distribution agreement	SSA Distribution Agreement by deadline	30-Jun-18	17-May-18	30-Jun-19	NA			Annual Target removed								Op. Task	GM: Mkt // CEO	Final agreement and proof of date
S/O 5.9			Free media editorial	Free media editorial	Free media exposure through channels	310	284	40	80	120	136	78	136	ACHIEVED				240	NA	Op. Task	GM: Mkt // CEO	Evidence of exposure received
S/O5.10			Free media editorial	Free media produced	Press releases produced internally for various channels	40	41	40	-20	20	20	20	18	ACHIEVED				NA	NA	Op. Task	GM: Mkt // CEO	Copy of release with date / Emailed out to relevant database(s)
S/O 5.11			Free and paid TV / Video and or Live streaming exposure – generic and niche	TV and or Video livestreaming	Number of broadcasts	20	92	8	4	12	12	4	12	ACHIEVED			-	8	NA	R 60 000	GM: Mkt // CEO	Confirmation / Notification schedule
S/O 5.12			Free and Paid Radio exposure – generic and niche	Radio coverage	Record of Broadcast	16	16	12	-6	6	6	3	6	ACHIEVED		-	-	1/3	NA		GM: Mkt // CEO	Confirmation-Email communication / Notification schedule
S/O 5.13 EDITED			Local Community radio – multi lingual	Community radio coverage	Local Community radio broadcasts per year	30	31	24	-12	12	6	12	6	NOT ACHIEVED	Suppliers non-compliance with SARS has caused the delay in the broadcasts	Continuous engagement to encourage suppliers to be compliant with legislation	20-Jun-19	NA	NA	R 84 456	GM: Dev // CEO	Confirmation / Notification schedule
S/O5.14			Domestic market : Application of a Strategic Advertising Campaign	Print and online media	Number of inserts or activations	60	89	24	6	30	34	12	34	ACHIEVED	-	-	-	17	NA	R 500 000	GM: Mkt // CEO	Publication/ Electronic insert or activation
S/O 5.15			Overseas market & international media exposure	Print and online media	Number of inserts or activations	11	38	8	7	15	15	4	15	ACHIEVED	-	-	-	3	NA	R 175 000	GM: Mkt // CEO	Publication/ Electronic insert
S/O 5.16			Billboard type or specific marketing tools	Use of bill boards and similar tools	Number of billboards utilised	7	6	6	-2	4	4	2	4	ACHIEVED	-	-	-	2	NA	R 25 000	GM: Mkt // CEO	Photograph and supplier confirmation of installation
S/O 5.17			Marketing Campaigns	Annual Strategic Seasonal Campaigns	Number of annual seasonal campaigns	2	2	2	2	4	2	1	2	ACHIEVED	-			1	1	Op. Task	GM: Mkt // CEO	Campaign report
S/O5.18			Marketing Campaigns	Niche Marketing Campaigns	Number of niche marketing campaigns	4	8	8	-4	4	4	4	4	ACHIEVED				NA	NA	Op. Task	GM: Mkt // CEO	Campaign report

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ANNEXURE B

S/O #	KPA #	Ugu DM IDP Ref	PROGRAMME	PROJECT	KPI	2018: 2018 ANNUAL TARGET	2018: 2018 ACTUAL ACHIEVEMENT	ANNUAL TARGET 30 June 2019	MID YEAR TARGET ADJUSTMENT: Jan 2019	ADJUSTED ANNUAL TARGET: 30 June 2019	ACTUAL ACHIEVEMENT (To date)	Mid Term Review: Mid Year Target	Mid Term Review: ACTUAL	Progress, Challenges & Remedial: Achieved / Not Achieved	Progress, Challenges & Remedial: Blockages / Challenges	Progress, Challenges & Remedial: Measures to improve Performance	Progress, Challenges & Remedial: Revised timeframes to achieve	Q3 TARGET	Q4 TARGET	ANNUAL BUDGET	OWNER	PORTFOLIO OF EVIDENCE
S/O5.19 EDITED	KPA		~~Tourism Consumer Trade, Niche Mass Participation Events Marketing Exhibitions~~	Participation in events Trade, Consumer and Niche Market Platforms	Number of events exhibitions attended	18	25	17	1	18	14	8	14	ACHIEVED				2	2	R 700 000	GM: Mkt // CEO	Participation report
S/O5.20			Media Familiarisation Trips	Trips facilitation for Local & International Media	Number of trips	6	12	10	-4	6	6	4	6	ACHIEVED	-		-	2	NA		GM: Mkt // CEO	Participation report / Email correspondence
S/O5.21			Tour Operators / Wholesalers Familiarisation Trips	Trip facilitation	Number of trips	4	4	4	-2	2	2	2	2	ACHIEVED	-		-	NA	NA	R 40 000	GM: Mkt // CEO	Participation report / Email correspondence
S/O5.22			Staff Familiarisation Trips	Destination awareness for tourism staff	Number of trips	7	11	2	2	4	4	1	4	ACHIEVED		-	-	2	NA		GM: Mkt // CEO	Trip itinerary and participation register
S/O5.23			Newsletters	Members newsletters	Newsletters released with dates	4	4	4		4	2	2	2	ACHIEVED		-		1	1		GM: Mkt // CEO	Copy of Newsletter and Email instruction
S/O5.24			Newsletters	Members & Industry News Flashes	Number of news flashes	20	26	20	-10	10	10	10	10	ACHIEVED	-			NA	NA		GM: Mkt // CEO	Copy of News flash and Email instruction
S/O5.25			Newsletters	CEO Report to members	Number of CEO reports released with dates	6	6	6	-4	2	1	2	1	NOT ACHIEVED	Change to the way the CEO report is communicated	New Programme will be Reviewed in Q3	31 Mar 19	NA	NA	R 50 000	GM: Mkt // CEO	Copy of CEO Report & Email instruction
S/O 5.26			Newsletters	Tourism trade newsletters distributed	Number of Trade Newsletters released with dates	4	4	4	-2	2	2	1	2	ACHIEVED		-		NA	NA		GM: Mkt // CEO	Copy of Trade letter and Email instruction
S/O 5.27			Distribution of Newsletters	Consumer Newsletters	Number of Consumer Newsletters	4	4	4	-2	2	2	1	2	ACHIEVED				NA	NA		GM: Mkt // CEO	Copy of Newsletter and Email instruction
S/O5.28			Sponsorships	Sponsorship Agreements & Other Marketing Sponsorships	Number of sponsorship agreements	2	2	2	-1	1	1	1	1	ACHIEVED				NA	NA	Op. Task	GM: Mkt // CEO	Physical document
S/O5.29			Summer Season Performance	Research Report	Report by deadline	31-Mar-18	30-Mar-18	31-Mar-19	NA	NA	NA	NA	NA			-		NA	NA	Op. Task	GM: Dev // CEO	Report tabled at Board and submission date
S/O5.30			Visitor Perception Study (Consumer Survey)	Research Report	Report by deadline	End Dec 2017 and End June 2018	8-Dec-17 & 1-Feb-18	End Dec 2018 and End June 2019	End March 2019	31-Mar-19	-	NA	NA	-		-		31 Mar 19	NA	R 10 000	GM: Mkt & GM: Dev // CEO	Report tabled at Board and submission date
S/O5.31			Seasonal Status Quo Snapshots	Snapshot Reports	Reports by deadlines	4	4	4	-2	2	1	2	1	NOT ACHIEVED	Need to revise the method of the survey	Revised method to survey the influx of visitors	17 Jun 19	NA	NA	Op. Task	GM: Dev // CEO	Snapshot reports
S/O5.32			Tourism product audit	Tourism Product Audit	Concluded product audit by deadline	NA	NA	30-Jun-19	NA	NA	NA	NA	NA					NA	NA	Op. Task	GM: Dev // CEO	Product audit report and date
S/O 5.33			Holistic South Coast LED Tourism Study	Completed study	1 Completed LED Study by deadline	30-Jun-18	-	30-Jun-19	NA	NA	NA	NA	NA					NA	NA	Op. Task	GM: Mkt & GM: Dev // CEO	Report tabled at Board and submission date
S/O 5.34 EDITED			Website Destination Marketing	~~Relaunch of Website E-marketing platform~~	~~Launch of new website by deadline~~ New website go live by date	30-Jun-18	-	NA	30-Apr-19	30-Apr-19	0	NA	NA					NA	30-Apr-19		GM: Mkt // CEO	New website go live date and email confirmation
S/O 5.34.1 NEW			Destination Marketing	E-marketing platform	New mobile app go live by date				30-Apr-19	30-Apr-19	-	NA	NA	-	-	-		NA	30-Apr-19		GM: Mkt	New mobile app go live date & email confirmation
S/O 5.35			Website	Website Content	New optimised content	300	134	266	-154	112	112	117	112	ACHIEVED	-		-	NA	NA	R 750 000	GM: Mkt // CEO	Articles with dates
S/O 5.36			Website	Maintained website content	Updated content by date	NA	NA	NA 2018/2019														NA 2018/2019
S/O 5.37			Social Media marketing	Social media content	Quarterly social media content calendar	4	4	4	-2	2	2	1	1	ACHIEVED				NA	NA		GM: Mkt // CEO	Quarterly social media content calendars / reports with dates
S/O 5.38			Search Engine Optimisation	Search Engine Optimisation onsite & offsite	Number of primary keywords to optimise for (SEO)	100	117	300	-85	215	215	150	115	ACHIEVED	-			[illegible]	NA		GM: Mkt // CEO	Primary keyword list for optimisation
S/O 5.39			Information Kiosks	Kiosk Application	Number of kiosks installed	NA	NA	NA														

Ugu South Coast Tourism (Pty) Ltd
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ANNEXURE C

S/O #	KPA #	Ugu DM IDP Ref	PROGRAMME	PROJECT	KPI	2018 ANNUAL TARGET	2018 ACTUAL ACHIEVEMENT	ANNUAL TARGET 30 June 2019	MID YEAR TARGET ADJUSTMENT Jan 2019	ADJUSTED ANNUAL TARGET: 30 June 2019	ACTUAL ACHIEVEMENT (To date)	Mid Term Review: Mid Year Target	Mid Term Review: ACTUAL	Progress, Challenges & Remedial: Achieved / Not Achieved	Progress, Challenges & Remedial: Blockages / Challenges	Progress, Challenges & Remedial: Measures to Improve Performance	Progress, Challenges & Remedial: Revised timeframes to achieve	Q3 TARGET	Q4 TARGET	ANNUAL BUDGET	OWNER	PORTFOLIO OF EVIDENCE
S/O 5.40			Destination Brand Development & Positioning	Public Relations	Appoint PR & Ad Agency by date	NA	NA		29-Mar-19	29-Mar-19		NA	NA	-			-	29-Mar-19	NA		GM: Mkt // CEO	Signed appointment letter by date
S/O 5.41			Destination Brand Development & Positioning	Brand Tracking	Number of quarterly Brand Tracking report submitted	NA	NA		1	1	-	NA	NA	-		-		NA	1		GM: Mkt // CEO	Brand Tracking report submission to Board
S/O 5.42			Positioning for Business Tourism (MICE)	Business Tourism Positioning	Meeting Incentives Conference Events (MICE) Infrastructure (Venues & Accommodation) Audit report by date	NA	NA		31-May-19	31-May-19	-	NA	NA	-	-			NA	31 May 19		GM: Mkt // CEO	MICE Infrastructure audit report tabled to Board by date
S/O 5.43			Positioning of Business Tourism	Appointment of a MICE Consultant	Appointment by date				15-Jun-19	15-Jun-19	-	NA	NA		-		-	NA	15-Jun-19		GM: Mkt // CEO	Appointment letter and date signed
S/O 5.44			Destination Marketing	Production & distribution of destination publication and route guide	Appoint of destination route guide production house	NA	NA		30-Apr-19	30-Apr-19	-	NA	NA	-				NA	30 Apr 19		GM: Mkt // CEO	Appointment letter and date signed
Strategic Objective #6: Utilise Events as a Conduit for Profiling the South Coast and Contribution to Visitor Growth Volume [illegible]																						
S/O6.1 EDITED	KPA 1: Local Economic Development		~~In-Season Events~~ Event Marketing	~~Seasonal Beach Event support~~ Beach Activations	Number of holiday beach activations	4	4	4		4	2	2	2	ACHIEVED				2	2	R 500 000	GM: Mkt // CEO	Co-ordinator Closeout report
S/O 6.1.1 NEW			Event Marketing	Beach Activations	Appointment of Beach Activation service provider by date				28-Feb-19	28-Feb-19	-	NA	NA					28-Feb-19	NA		GM:Mkt	Signed appointment letter by date
S/O6.2			Internationally oriented events	Individual events support	Number of events	4	4	4	-2	2	3	2	3	ACHIEVED				1	NA	R 3 526 251	GM: Mkt // CEO	Closeout report
S/O6.3			South African oriented events	Individual events support	Number of events	11	11	9	1	10	7	6	7	ACHIEVED				1	3	R 825 000	GM: Mkt & GMdev // CEO	Closeout report / Implimtation Report
S/O6.4		LED12	Ugu District Tourism oriented events	Individual events support	Number of events	8	8	6	-2	6	6	2	6	ACHIEVED		-		4	NA	R 290 000	GM: Mkt & GMDev // CEO	Closeout report / Implimentation Report
S/O6.5 EDITED			Developmental events support	Ad-hoc Developmental events support	Number of events supported	7	7	11		12	8	6	3	NOT ACHIEVED	Events took place late in the quarter and closeout reports have not yet been received	Now, reports will be submitted in Q3 cumulative targets	31-Mar-19	8	3	R 570 000	GM: Dev // CEO	Closeout report / Implimentation Report
S/O6.7			Event concept planning	Concept Descriptions Feasibility and Recommendation	Number of concepts by deadline	2 Concepts by 30 June 2017	24 October 2017 (1) and 29 May 2018 (2)	2 Concepts by 30 June 2019	NA	NA	NA	NA	NA	-	-	-		NA	NA	Op. Task	CEO	Concept and proof of date
Strategic Objective 7: [illegible] Stakeholder Communications [illegible]																						
S/O 7.1		LED 12	Hosting of Board Meetings between DM and LM officials and the private sector	Board Meetings	Number of meetings	6	6	6		6	2	1	2	ACHIEVED				2	2	Op. Task	CEO	Minutes
S/O 7.2			AGM With UDM as sole shareholder	Board Annual General Meeting	AGM by deadline	30-Jun-18	27-Jun-18	30-Jun-19		30-Jun-19	-	NA	NA					NA	30-Jun-19	Op. Task	CEO	Agenda and prior year minutes
S/O 7.3			CEO / Area Committee Chairs Forum	Forum meetings	Number of meetings	6	6	6		6	8	3	3	ACHIEVED	-	-	-	1	2	Op. Task	CEO	Minutes
S/O 7.4			Area Committee compliance	Collation of AGM records	Area Committee record packs by deadline	31-Mar-18	20-Feb-18	31-Mar-19		31-Mar-19	-	NA	NA		-		-	31-Mar-19	NA	R 420 000	CEO	Physical documents
S/O 7.5			Area Committee Cluster Functions	Member engagements	Number of functions	6	7	6		6	6	4	6	ACHIEVED		-	-	2	NA	Op. Task	CEO	Function record
S/O 7.6			Op. Task management meetings	In-year monitoring of operations through operational meetings with staff	Number of meetings	6	6	6	-3	3	5	3	3	ACHIEVED				NA	NA	Op. Task	CEO	Operation notes and presentations / minutes

						2018						Mid Term Review		Progress, Challenges & Remedial				Q3	Q4			
S/O #	KPA #	Ugu DM IDP Ref	PROGRAMME	PROJECT	KPI	2018 ANNUAL TARGET	2018 ACTUAL ACHIEVEMENT	ANNUAL TARGET 30 June 2019	MID YEAR TARGET ADJUSTMENT: Jan 2019	ADJUSTED ANNUAL TARGET: 30 June 2019	ACTUAL ACHIEVEMENT (To date)	Mid Year Target	ACTUAL	Achieved / Not Achieved	Blockages / Challenges	Measures to Improve Performance	Revised Timeframes to achieve	TARGET	TARGET	ANNUAL BUDGET	OWNER	PORTFOLIO OF EVIDENCE
S/O 7.7	KPA 3 : Local Economic Development		CEO Tourism Presentations To DM and LM Councils	Cohesion with political principals	Number of meetings	5	6	6		5	3	5	3	NOT ACHIEVED	CEO to present updated Tourism Strategy and APP once approval by Board in Q3	None	31-Mar-19	NA	NA	Op. Task	CEO	DM & LM Agendas and presentations
S/O 7.8			DM / LM / USCDA officials engagement	Inter institutional cohesion	Number of engagements	28	43	38		38	20	18	20	ACHIEVED			-	10	10	Op. Task	GM: Mkt. & GM:Dev // CEO	Contact record
S/O 7.9 EDITED			~~Provincial / DM / LM LED & IDP forum meetings~~ Stakeholder Relations	~~Inter-sectoral cohesion~~ Provincial, Municipal and Private Sector Engagements	Number of meetings	35	36	25		25	15	17	19	ACHIEVED				6	7	Op. Task	GM: Mkt. & GM:Dev // CEO	Attendance register / Contact record
S/O 7.10			VIC Visitation	Head office / VIC ops cohesion	Number of visits	175	203	175	-76	99	99	48	48	ACHIEVED			-	31	NA	Op. Task	GM: Dev // CEO	Contact record
S/O 7.11			New member prospects (To be renamed to NR KPI: Membership drive activities)	Membership recruitment	Number of calls on prospective members	150	156	150	-74	76	70	76	70	NOT ACHIEVED	Businesses feel e.g. Tourism is a luxury and are not financially stable to become members	Focused advanced campaigns to be set up	20-Jun-19	NA	NA	Op. Task	GM: Dev // CEO	Call log
S/O 7.12			Direct Calls to existing members	Member satisfaction and relations	Number of calls	175	176	175	-91	84	84	88	84	NOT ACHIEVED	Poor planning and monitoring of targets	PMS for support staff to be implemented	28 Jun 19	NA	NA	Op. Task	GM: Dev // CEO	Call log
S/O 7.13			Recruitment of new members	Confirmation of New Paid Up Members	Number of new members	100	59	100	-60	40	12	40	13	NOT ACHIEVED	Difficult economic times for businesses seeing membership as a luxury rather than a necessity	Additional benefits and partnerships with TGCSA to encourage businesses to become members	20-Jun-19	NA	NA	Op. Task	GM: Dev // CEO	New members list
S/O 7.14			Stakeholder Relations	Host member activities to improve and enhance stakeholder relations	Number of activities				2	2	0	NA	NA	-	-	-	-	1	1	Op. Task	GM: Dev // CEO	New members list
S/O 8.1	KPA 8 : Local Economic Development	LED 12	District-wide-programmes-Tourism Awareness	REVIEW District Tourism Awareness Programme (TAP)	TAP completed by deadline date	NA	NA	NA	31-Mar-19	31-Mar-19	-	NA	NA	-	-	-	-	NA	20-Jun-19	Op. Task	GM: Dev // CEO	TAP document and proof of submission date
S/O 8.2			District-wide-programmes-Tourism Awareness	Schools Information Sessions	Number of school sessions in LMs	28	29	28		28	14	14	14	ACHIEVED	-	-	-	7	7	R 200 000	GM: Dev // CEO	Record of Presentations / Principal sign-off
S/O 8.3			District-wide-programmes-Tourism Awareness	School and/or tertiary tours within the South Coast	Number of tours	12	12	12		12	6	6	6	ACHIEVED	-	-		3	3			Record of tours / Attendance registers
S/O 8.4			District-wide-programmes-Tourism Awareness	Updated Presentations to prospective tourism practitioners	Number of presentations	10	17	20		10	3	5	3	NOT ACHIEVED	Needed to identify relevant practitioners requiring information	Early activation of presentations	31-Mar-19	3	3	R 100 000	GM: Dev // CEO	Record of Presentations / Attendance registers
S/O 9.1	...elopment		Emergent Tourism SMME	Mentorship and skills development	Number of training events	16	15	16	-4	12	1	6	1	NOT ACHIEVED	While training was identified, but insufficient planning for timeous training	Early activation for training program.	42536 00	2	2	R 350 000	GM: Dev // CEO	Record of Engagement
S/O 9.2			Emergent businesses Tourism SMME	~~Emerging enterprise participation at events – facilitation~~ SMME participation at events	Number of events	39	39	24		24	18	12	18	ACHIEVED				6	6		GM: Dev // CEO	Record of promotion

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ANNEXURE E

S/O #	KPA #	Ugu DM IDP Ref	PROGRAMME	PROJECT	KPI	2018 ANNUAL TARGET	2018 ACTUAL ACHIEVEMENT	ANNUAL TARGET 30 June 2019	MID YEAR TARGET ADJUSTMENT: Jan 2019	ADJUSTED ANNUAL TARGET: 30 June 2019	ACTUAL ACHIEVEMENT (To date)	Mid Term Review: Mid Year Target	ACTUAL	Progress, Challenges & Remedial: Achieved / Not Achieved	Blockages / Challenges	Measures to improve Performance	Revised timeframes to achieve	Q3 TARGET	Q4 TARGET	ANNUAL BUDGET	OWNER	PORTFOLIO OF EVIDENCE
~~S/O 9.3~~ See S/O 9.5	KPA 3 : Local Economic Dev	LED 12	~~Graduates for the tourism sector~~ Tourism Youth Development	Mentorship / placement of graduates	Number of graduates placed	12	12	12	-12	0	0	Annual Target removed								R 342 480	GM: Dev // CEO	Record of Graduates placed
S/O 9.4			Emergent businesses within Southern Explorer	Free advertising for emerging tourism practitioners	Number of adverts	20	31	20	-20	NA	NA	Annual Target removed								R 311 845	GM: Dev // CEO	Record of Placement (TBC - Removed from 2018/2019)
S/O 9.5			South Coast Tourism Empowerment Protocol	Adoption of Protocol	NA 2015/2016	NA	NA	30-Jun-19	NA	NA	NA	Annual Target removed								Op. Task	GM: Dev // CEO	Adopted protocol and date
S/O 9.6			Tourism Scholarship	Annual Tourism Scholarship awarded to TVET student	Annual Tourism Scholarship awarded to top TVET student	1	1	1	-1	NA	NA	Annual Target removed								R 90 000	GM: Dev // CEO	Record of annual scholarship awarded
S/O 9.7			Tourism Youth Development	Develop and support Tourism Youth Initiatives	Number of initiatives supported	1	1		1	1	0	NA	NA	-			-	NA	1	Op. Task	GM: Dev // CEO	Record of Engagement
Strategic Objective 10: Ensure participation in tourism management and ownership of tourism products by local communities.																						
S/O 10.1	KPA 5: Good Governance & Public Participation	LED 32	~~Emerging practitioners~~ Black Entrepreneurs representation on Tourism Area Committees	~~Emerging Practitioners participation on Area Committees~~ Participation of Black Entrepreneurs on the Area Committees	~~3 Black Entrepreneurs representation on each Area Committee~~ 6 Area Committees compliant with the Black Entrepreneurs participation	22	18	22	100%	100%	100%	NA	NA	-	-		-	NA	100%	Op. Task	GM: Dev // CEO	Record of Emerging Practitioner representation on Area Committees per attendance register
S/O 10.2			Emergent products and services (mainly hinterland) within each LM	Feasibility/ viability template utilisation	Number of templates completed	18	26	26	-8	8	8	8	6	NOT ACHIEVED	Businesses don't have the relevant documents to submit.	This Project will be removed from the APP from Q4	31-Mar-19	NA	NA	Op. Task	GM: Dev // CEO	Hard copies of template completed
S/O 10.3			Emergent products and services within Tourism	Annual Products and Services Audit	Annual Audit by deadline	30-Jun-18	-	30-Jun-19	NA	NA	NA	Annual Target removed								Op. Task	GM: Dev // CEO	Annual Emergent Product & Services report and data.
S/O 10.4			Emerging product support	Membership of Emerging Tourism Businesses by membership	Number of Emerging Tourism Businesses in Mentorship	4	5	5	-1	4	4	2	4	ACHIEVED	-		-	2	NA	R 20 000	GM: Dev // CEO	Mentorship progress report to Board
Strategic Objective 11: Develop unique and sustainable tourism products and events [illegible]																						
S/O 11.1			Product development	Umtamvuna River Trails	Number of project progress reports to Board	4	5	4		4	2	.	2	ACHIEVED		-		3	1	R 850 000	GM: Dev // CEO	Project progress report to board
S/O 11.1.1			Product development	Identification of Investors for URT	Number of investors identified and met for URT	NA	NA		2	2	0	NA	NA	-		-		-	1		GM: Dev // CEO	Contact correspondence of meeting
S/O 11.1.2			Product development	Gaps addressed and supported in product development in Umtamvuna	Number of gaps addressed and supported in Umtamvuna				2	2	0	NA	NA	-		-	-	1	1		GM: Dev // CEO	Closeout report signed by beneficiaries
S/O 11.2			Product development	KwaXolo Caves	Number of project progress reports to Board	4	5	4		4	1	2	1	NOT ACHIEVED	Reports not forthcoming from USEDA	Timeous engagements with USEDA on project progress reports	31-Mar-19	3	3	R 40 000	GM: Dev // CEO	Project progress report to Board
S/O 11.3			Product development	Nkolati Mgani Heritage Project	Number of progress reports to Board	4	3	4	-3	1	1	1	1	ACHIEVED		-	-	NA	NA	R 40 000	GM: Dev // CEO	Project progress report to Board
S/O 11.4			Product development	Area Tourism Development Plan: Kwa Nzimakwe	Completed plan by deadline	31-Oct-17	29-Oct-17	NA			NA	NA for 2018/2019										NA 2018/2019
S/O 11.4.1			Product development	Implementation Plan: Kwa Nzimakwe Development Plan	Number of progress reports to Board	2	1	4	-1	3	1	2	1	NOT ACHIEVED	Due to lack of understanding of ..., timing becomes a challenge for the implementation of the plan	Proposed in Q3, that this would be on target by 31 March 2019 which remains target date	31-Mar-19	1	NA	R 40 000	GM: Dev // CEO	Project progress report to Board

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ANNEXURE B

						2018						Mid Term Review:						Q3	Q4			
														Progress, Challenges & Remedial								
S/O #	KPA #	Ugu DM IDP Ref	PROGRAMME	PROJECT	KPI	2018 ANNUAL TARGET	2018 ACTUAL ACHIEVEMENT	ANNUAL TARGET 30 June 2019	MID YEAR TARGET ADJUSTMENT: Jan 2019	ADJUSTED ANNUAL TARGET: 30 June 2019	ACTUAL ACHIEVEMENT (To date)	Mid Year Target	ACTUAL	Achieved / Not Achieved	Blockages / Challenges	Measures to Improve Performance	Revised timeframes to achieve	TARGET	TARGET	ANNUAL BUDGET	OWNER	PORTFOLIO OF EVIDENCE
S/O 11.5	KPA 3 : Local Economic Development	LED 12	Product Development	Area Tourism Development Plan: Nyandezulu	Completed plan by deadline	31-Oct-17	30-Nov-17	NA			NA	NA for 2018/2019										NA 2018/2019
S/O 11.5.1 EDITED			Product development	Implementation Plan: Nyandezulu Development Plan / Mdlazane Traditional Authority	Number of progress reports to Board	2	2	4	-1	3	1	2	1	NOT ACHIEVED	Due to lack of understanding in Q1, timing became a challenge for the implementation of the plan	Proposed in Q1, that this would be on target by 31 March 2019, which remains target date	31-Mar-19	1		R 40 000	GM: Dev // CEO	Project progress report to Board
S/O 11.6			Product Development	Area Tourism Development Plan: Oribi/Paddock/Ezinqoleni corridor	Completed plan by deadline	31-Mar-18	27-Mar-18	NA			NA	NA for 2018/2019										NA 2018/2019
S/O 11.6.1			Product development	Implementation Plan: Oribi/Paddock/Ezinq corridor Development Plan	Number of progress reports to Board	1	1	4	-2	2	0	3	0	NOT ACHIEVED	Budget challenges	None, the Board have resolved to remove this from the APP 2019	NA	NA	NA	R 40 000	GM: Dev // CEO	Project progress report to Board
S/O 11.7			Product Development	Area Tourism Development Plan: Gamalakhe	Completed plan by deadline	31-Mar-18	27-Mar-18	NA	NA	NA	NA											NA 2018/2019
S/O 11.7.1			Product development	Implementation Plan: Gamalakhe	Number of progress reports to Board	1	1	4	-2	2	0	2	4	NOT ACHIEVED	Budget challenges	None, the Board have resolved to remove this from the APP 2019	NA	NA	NA	R 40 000	GM: Dev // CEO	Project progress report to Board
S/O 11.8			Product Audit	Product Audit Umuziwabantu	Product Audit by date	31-Dec-17	27-Mar-18	NA			NA	NA for 2018/2019										NA 2018/2019
S/O 11.9			Product Audit	Product Audit Umzumbe	Product Audit by date	31-Dec-17	27-Mar-18	30-Sep-18		30-Sep-18	00-Jan-00	30-Sep-18	0	NOT ACHIEVED	Due to lack of understanding in Q1, timing became a challenge for the implementation of the plan	Proposed in Q1, that this would be on target by 31 March 2019, which remains target date	31-Mar-19	NA	NA	Op. Task	GM: Dev // CEO	Product audit report and date
Strategic Objective #12: Ensure that DM/LM coastal management / development projects are activated																						
S/O 12.1	KPA 3 : Local Economic Development	LED 12	Beach product development and upgrades	Oversight contribution to beach upgrades	CEO's collation of Annual status quo reports for 5 LMs with beaches by deadline	30-Jun-18	30-Jun-18	30-Jun-19	20-Jun-19	20-Jun-19	-	NA	NA	-	-	-	-	NA	20-Jun-19	Op. Task	CEO	Record of Status Quo Reports from DM/LMs and Communication with DM/LMs and other facilitating agencies
Strategic Objective #13 Create an enabling environment for tourism investment																						
S/O 13.1	KPA 5: Good Governance & Public Participation	LED 12	Institutional partnerships	Maintain & publicise portfolio of investment	Portfolio of prospective investment opportunities referred to relevant stakeholder	4	4	4		4	2	2	2	ACHIEVED				2	1	Op. Task	CEO	Record of portfolio of investment maintained and publicised
Strategic Objective #14 [illegible]																						
S/O 14.1	KPA 3 : Local Economic Development	LED 12	~~Partnership with stakeholders~~ Reputational management in partnership with stakeholders	~~Tourism support infrastructure~~ Engage with relevant stakeholders to address matters that impact the image of the destination	~~Percentage of ad-hoc requests for tourism support infrastructure that are taken to conclusion~~ Percentage of matters reported to relevant stakeholders	80%	100%	80%		80%	100%	80%	100%	ACHIEVED				80%	80%	Op. Task	CEO	Record of requests and facilitation assistance

Text to date
Targets
Achieved
Not Achieved
Early Achievements

IT'S PARADISE
South Coast
PARADISE OF THE ZULU KINGDOM

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SUBMISSION TO	**:**	**BOARD OF DIRECTORS**
DATE	**:**	**18TH JANUARY 2019**
1. ITEM/SUBJECT	**(1)**	**Mid-Year Performance Assessment Report: 31 December 2018**
	(2)	**2018/2019 Adjustment Budget**
	(3)	**2018/2019 Annual Plan Adjustment**

2. PURPOSE FOR NOTING

3. BACKGROUND AND RATIONALE

In terms of the Section 88 of the MFMA, the Accounting Officer must by the 20 January each year – (a) assess the performance of the entity during the first half of the financial year; (b) submit a report on such assessment to – (i) the Board of Directors; (ii) the Parent Municipality.

4. RECOMMENDATIONS

The Board APPROVED the submission of the items via a Round Robin resolution [03/2019] on the 17th January 2019:

(i) **2018/2019 Adjustment Budget**
(ii) **2018/2019 Adjusted Annual Plan**
(iii) **The Mid-Term Budget and Performance Assessment report concluded and submitted to the Parent Municipality and Audit Committee.**

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JOY CRUTCHFIELD
BOARD CHAIRPERSON
DATE: 18TH JANUARY 2019

Ugu District Municipality

2018/2019 SDBIP QUARTER 2 PERFORMANCE REVIEW

DATE: 22 JANUARY 2019

TREASURY SDBIP 2018 / 2019
RESPONSIBLE PERSON: MR SM DLAMINI

SDBIP Ref.	Strategic Objective	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual Actual Achieved to Date	Quarterly Target and Actual Achieved							Progress, Challenges & Remedial			Financial Implication		Internal Audit Comments
						Q1	Actual	POE	Achieved / Not Achieved	Q2	Actual	POE	Achieved / Not Achieved	Blockages & Challenges	Corrective measures & Revised Time Frame	Annual Budget	Budget Spent to Date	
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT																		
BTO 1	To optimise expenditure	Zero unauthorised, irregular expenditure	Percentage unauthorised expenditure	0.00%	0.00%	0.00%	0.00%	Unauthorised Expenditure Register	Achieved	0%	0%	Unauthorised Expenditure Register	Achieved			R0.00	0	✔
BTO 2			Percentage irregular expenditure	0.0%	1.00%	0%	0%	Irregular Expenditure Register	Achieved	0%	1.00%	Irregular Expenditure Register	Not Achieved	There were a lot of emergency work that needed to be appointed through S36.	To appoint panels of service providers place through the SCM processes - revised timeframe = 30 June 2019	R0.00		Not Achieved
BTO 3			Average turnaround in time and days taken to finalise a tender.	90 Days	217 days	90 Days	0	Minutes of BAC Meeting	Not Achieved	90 Days	217 days	Minutes of BAC Meeting	Not Achieved	Bid committees (BAC) did not sit in quarter two which led tenders to be awarded late.	Bid committees are going to sit weekly as from 01st February 2019.	R0.00		Not Achieved
BTO 4			Average turnaround in time in days taken to finalise purchase orders.	7 Days	13.78 DAYS	7 Days	13.78 DAYS	System Generated Purchase Orders Workflow Report	Not Achieved	7 Days	Not available	System Generated Purchase Orders Workflow Report	Not Achieved	The system did not produce the report because the consultant was not available to extract the report	The system workflow will be reviewed to avoid delays. We have not yet finalised the customised Workflow Reports on the system that will clearly show the number of days.- revised timeframe = 31 March 2019	R0.00		Not Achieved
BTO 5			Average turnaround in time and days taken to finalise mini-tenders.	14 Days	14 Days	14 Days	13.78days	System Generated Purchase Orders Workflow Report	Achieved	14 Days	Not available	System Generated Purchase Orders Workflow Report	Not Achieved	The system did not produce the report because the consultant was not available to extract the report	The system workflow will be reviewed to avoid delays. We have not yet finalised the customised Workflow Reports on the system that will clearly show the number of days.- revised timeframe = 31 March 2019	R0.00	0	Not Achieved
BTO 6		Creditors paid within 30 days	Improve Cash and Cash Equivalent ratio.	3 Months	0.30 mth	3 Months	0.59 mth	Balance Sheet, Income Statement and Calculations	Not Achieved	3 Months	0.30 mth	Balance Sheet, Income Statement and Calculations	Not Achieved	Low collection from consumers and High Spending on Projects	Improve collection and Implement Cost containment measures - revised date = 31 March 2019	R0.00		Not Achieved
BTO 7			Percentage of creditors paid within 30 days	100%	93%	100%	64.73%	Creditors Age Analysis	Not Achieved	100%	93%	Creditors Age Analysis	Not Achieved	Municipality is experiencing Cashflow challenges and creditors are paid late.	Monitor Cash collection strategy implementation and Cost containment measures until the municipality regain its financial strength - target will be achieved by 31 March 2019	R250,000.00		Not Achieved

TREASURY SDBIP 2018 / 2019
RESPONSIBLE PERSON: MR SM DLAMINI

SDBIP Ref.	Strategic Objective	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual Actual Achieved to Date	Quarterly Target and Actual Achieved								Progress, Challenges & Remedial			Financial Implication		Internal Audit Comments
						Q1	Actual	POE	Achieved / Not Achieved	Q2	Actual	POE	Achieved / Not Achieved	Blockages & Challenges	Corrective measures & Revised Time Frame		Annual Budget	Budget Spent to Date	
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT																			
BTO 8	To strengthen budgeting and reporting	Zero fruitless and wasteful expenditure	Percentage of Fruitless and wasteful expenditure as a total of operating expenditure	0.0%	0.1%	0%	0.01%	Fruitless and Wasteful Expenditure Register	Not Achieved	0.0%	0.1%	Fruitless and Wasteful Expenditure Register	Not Achieved	Municipality incurred penalties and interests from late payment of creditors due to Cashflow challenges	Monitor Cash collection strategy implementation and Cost containment measures until the municipality regain its financial strength - target will be achieved by 31 March 2019		R0.00		Not Achieved
BTO 9			Percentage budget allocation to free basic services.	100.00%	41.89%	25.00%	10.97%	Budget Report	Not Achieved	50%	41.89%	Budget Report	Not Achieved	Cost cost containment measures, especially on the water tankering, due to the cash the flow challenges	To revise the budget downward - 28 February 2019		R139,900,029	24,040,474.15	Not Achieved
BTO 10			Date Annual Financial Statements submitted to Auditor General	31-Aug	31-Aug	31-Aug	31-Aug	Acknowledgement of Receipt from AG	Achieved	N/A	N/A	N/A	N/A	N/A	N/A		R4,795,000		N/A
BTO 11			Date Consolidated Annual Financial Statements submitted to the Auditor General	30-Sep	30-Sep	30-Sep	30-Sep	Acknowledgement of Receipt from AG	Achieved	N/A	N/A	N/A	N/A	N/A	N/A		R0.00		N/A
BTO 12			Date Budget Process Plan approved	31-Aug	31-Aug	31-Aug	31-Aug	Council Resolution	Achieved	N/A	N/A	N/A	N/A	N/A	N/A		R0.00		N/A
BTO 15			Number of S71 reports submitted to Council and Treasuries in terms of the MFMA calendar of reporting.	12 per annum	6	3	3	Council Resolution and the Letter of Submission to Treasuries	Not Achieved	6	6	Council Resolution and the Letter of Submission to Treasuries	Achieved	N/A	N/A		R113,633.00		✓
BTO 16			Number of S72 reports submitted to Council and Treasuries in terms of the MFMA calendar of reporting.	1 per annum	0			Council Resolution and the Letter of Submission to Treasuries	N/A	1	0	Council Resolution and the Letter of Submission to Treasuries	Not Achieved	The S72 report will only be presented to council on the 24th January	The target will be moved to Q3 during the SDBIP review - revised timeframe = 28 February 2019		R0.00		There is no council resolution Submission letters to NT & PT are dated 24/01/19 and state that the s72 report was approved by Council on 24/01/19 which is yet to come. The letters are not

TREASURY SDBIP 2018 / 2019
RESPONSIBLE PERSON: MR SM DLAMINI

SDBIP Ref.	Strategic Objective	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual Actual Achieved to Date	Quarterly Target and Actual Achieved: Q1	Actual	POE	Achieved / Not Achieved	Q2	Actual	POE	Progress, Challenges & Remedial: Achieved / Not Achieved	Blockages & Challenges	Corrective measures & Revised Time Frame	Financial Implication: Annual Budget	Budget Spent to Date	Internal Audit Comments
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT																		
BTO 17			Number of S52 reports submitted to Council and Treasuries in terms of the MFMA calendar of reporting.	4 per annum	2	1	1	Council Resolution and the Letter of Submission to Treasuries	Not Achieved	2	2	Council Resolution and the Letter of Submission to Treasuries	**Achieved**			R0.00		✔
BTO 18			Percentage of support calls for financial management system resolved within a month	70%	100%	70.0%	100%	ICT Helpdesk Report	Achieved	70.0%	100%	ICT Helpdesk Report	**Achieved**			R1,400,000.00		✔
BTO 19			Improve the Liquidity ratio of the Municipality	2:1	0.71 :1	1.5:1	0.93 :1	Balance Sheet and Calculations	Not Achieved	1.5:1	0.71 : 1	Balance Sheet and Calculations	**Not Achieved**	Low collection from consumers and High Spending on Projects	Improve collection and Implement Cost containment measures - revised timeframe = 31 March 2019	R0.00		Not Achieved Per the POE submitted, the ratio calculated is 0.71:1
BTO 20	To optimise debt management	Reduction of overdue debt	Percentage reduction of old debtors in excess of 90 days	10%	4%	N/A	N/A	Debtors' Age Analysis	N/A	5%	4%	Debtors' Age Analysis	**Not Achieved**	Inaccurate customer statements/bills	Reconciliation of customer information in progress - revised timeframe = 31 March 2019	R1,300,000.00		Not Achieved
BTO 21			Percentage of Meters Read - Urban	90%	76%	60%	78.30%	Meter Reading Report	Achieved	75%	76%	Meter Reading Report	**Achieved**	none		R3,420,000.00		✔
BTO 22			Percentage of Meters Read - Rural	10%	17%	5%	14.43%	Meter Reading Report	Achieved	7%	17%	Meter Reading Report	**Achieved**	none				✔
BTO 23			Percentage of monthly billing collected	76%	81%	75.0%	80%	Summary Report Billing and Consumer Receipts	Achieved	75%	81%	Summary Report Billing and Consumer Receipts	**Achieved**	none		R0.00		✔
BTO 24			Improve Debt coverage ratio.	45%	28%	N/A	N/A	Balance Sheet, Income Statement and Calculations	N/A	N/A	N/A	Balance Sheet, Income Statement and Calculations	**N/A**	N/A	N/A	R0.00		N/A

TREASURY SDBIP 2018 / 2019

RESPONSIBLE PERSON: MR SM DLAMINI

SDBIP Ref.	Strategic Objective	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual Actual Achieved to Date	Quarterly Target and Actual Achieved							Progress, Challenges & Remedial			Financial Implication		Internal Audit Comments
						Q1	Actual	POE	Achieved / Not Achieved	Q2	Actual	POE	Achieved / Not Achieved	Blockages & Challenges	Corrective measures & Revised Time Frame	Annual Budget	Budget Spent to Date	
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT																		
BTO 25	To optimise Asset Management	GRAP compliant asset register	Number of Movable / Immovable Asset Verifications conducted	1 per annum	0	-1	1	Updated Asset register and appendices & Asset Verification Plan	Not Achieved	N/A	N/A	N/A	N/A	N/A	N/A	R1,500,000.00		N/A
BTO 26			Number of Updated Asset Registers	12 per annum	6	3	3	Updated Asset Register	Not Achieved	6	6	Updated Asset Register	Achieved			R0.00		✔ Updates to asset register provided had not been reviewed and approved by Reviewer
BTO 28			Percentage insurance cover for municipal insurable assets	100%	100.0%	100.0%	100.0%	Insurance Policy Document	Achieved	100%	POE not available	Insurance Policy Document	Achieved			R3,285,000.00	3,500,179.73	✔
BTO 29	To ensure access to free basic water		Number of customers benefiting from indigent support.	6000	5146	5000	5100	Indigent Register	Achieved	5250	5146	Indigent Register	Not Achieved	Credibility of the customer database	Revival of the Indigent Roadshows. Debtpack system in place in order for renewal to be done	R0.00	None	Not Achieved
BTO 31	To strengthen Governance and Leadership	Unqualified audit with no matters of emphasis	Percentage of Audit findings resolved.	100.0%	20.0%	60.0%	20.0%	Audit Action Plan Report	Not Achieved	75%	20.0%	Audit Action Plan Report	Not Achieved	Late implementation of the billing and the asset modules	To finalise the implementation f the outstanding functions on the financial system by 30 June 2019	R0.00		Not Achieved
BTO 32			Percentage of risks mitigation recommendations Implemented.	70.0%	0%	70.0%	0.0%	Risk Action Plan Report	Not Achieved	70%	71.4%	Risk Action Plan Report	Achieved	none	none	R0.00		✔
BTO 33			Number of SLA Performance Review Meetings Held	4	1	1	1	Minutes of Vendor Performance Meetings	Achieved	2	1	Minutes of Vendor Performance Meetings	Not Achieved	The service provider was not available for the meeting as they were assisting with AFS and AG Audit.	The meeting has been rescheduled to January 2019 and thus two meetings will be held in Quarter 3	R0.00		Not Achieved

TREASURY SDBIP 2018 / 2019
RESPONSIBLE PERSON: MR SM DLAMINI

SDBIP Ref	Strategic Objective	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual Actual Achieved to Date	Quarterly Target and Actual Achieved							Progress, Challenges & Remedial			Financial Implication		Internal Audit Comments
						Q1	Actual	POE	Achieved / Not Achieved	Q2	Actual	POE	Achieved / Not Achieved	Blockages & Challenges	Corrective measures & Revised Time Frame	Annual Budget	Budget Spent to Date	
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT																		
BTO 34	To ensure full compliance with MFMA	100% compliance with all laws and regulations	Percentage of System Support Issues Resolved Within a Day	100%	82.4%	70.0%	82.4%	ICT Helpdesk Report	Achieved	80.0%	84.0%	ICT Helpdesk Report	Achieved	none	none	R0.00		✔

END OF TREASURY SDBIP

WATER SERVICES SDBIP 2018 / 2019

PERSON RESPONSIBLE: ACTING GENERAL MANAGER WATER SERVICES - MR SN MBEWU

SDBIP Ref	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual Actual Achieved to date	Quarterly Target and Actual Achieved: Q1	Actual	POE	Achieved / Not Achieved	Q2	Actual	POE	Progress, Challenges & Remedial: Achieved / Not Achieved	Blockages & Challenges	Corrective measures & Revised time Frame	Financial implication: Annual budget information	Budget Spent to Date	Internal Audit Comments
BASIC SERVICE DELIVERY																	
WS 4	Alternative water supply	Percentage compliance to water tankering programme	50%	56%	50%	53%	Water tankering schedule / log book	Achieved	50%	56%	Water tankering schedule / log book	Achieved	N/A	N/A	N/A	N/A	✔
WS 9	Turnaround time taken to repair water leaks	Average turnaround time in hours taken to repair water leaks	6 hours	5H33M	6 hours	4H46M	System report	Achieved	6 hours	5H33M	System report	Achieved	N/A	N/A	R 0.00	R 0.00	✔
WS 11	Basic Service Delivery	Percentage attendance to reported illegal connections from the Internal Audit.	70.0%	100.0%	0%	N/A	N/A	N/A	30%	100%	Manco resolution	Not Achieved	The POE provided does not have the percentage of attendance to reported illegal connections	The POE will be crafted correctly in future. 30 March 2019	R 0.00	R 0.00	Not achieved
WS 14	Compliance with standards	Percentage compliance to monitoring of registered private WWTW and Municipality WWTW as per the license condition.	100%	100%	25%	0%	Manco resolution	Not achieved	50%	100%	Manco resolution	Not Achieved	The evidance provided does not mention the percentage achieved.	The POE will be crafted correctly in future. 30 March 2019	R 0.00	R 0.00	Not achieved
WS 15	Blue drop status achieved.	Percentage water quality compliance to SANS 241:2015	93%	97%	93%	93%	Independent water quality report	Achieved	93%	97%	Independent water quality report	Achieved	N/A	N/A	R 5,500,000.00	R1,237,663.65	✔
WS 13	Turnaround taken to repair sewerage spillages.	Turnaround time in hours to respond to sanitation infrastructure breakdown	24hrs	5H02M	24hrs	4H46M	System report	Achieved	24hrs	5H02M	System report	Achieved	N/A	N/A	R 0.00	R 0.00	✔
WS 13	Green drop status achieved.	Percentage effluent quality compliance to General Authorisation Standards	75%	72%	75%	73%	Independent waste water quality report	Not achieved	75%	71.86%	Independent waste water quality report	Not Achieved	The equipment failures are the biggest contributor to the non-compliance with the Green Drop standards. Some plants do not have full time staff operating them, they are operated by roving Process Controllers	Capital investment to repair equipment is urgently needed. Full time human resource is need at all plants. 30 June 2020	R 5,500,000.00	R 1,017,219.93	Not achieved

WATER SERVICES SDBIP 2018 / 2019

PERSON RESPONSIBLE: ACTING GENERAL MANAGER WATER SERVICES - MR SN MBEWU

SDBIP Ref	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual Actual Achieved to date	Quarterly Target and Actual Achieved							Progress, Challenges & Remedial			Financial Implication		Internal Audit Comments
					Q1	Actual	POE	Achieved / Not Achieved	Q2	Actual	POE	Achieved / Not Achieved	Findings & Challenges	Corrective measures & Revised Time Frame	Annual budget information	Budget Spent to Date	
WS 21	Municipal infrastructure grants actually expenditure	Percentage expenditure on MIG capital budget per transferred amount	100%	55%	40%	95%	Certificate of expenditure from UGU Treasury Department	Achieved	60%	55%	Certificate of expenditure from UGU Treasury Department	Not Achieved	The money was received in December and since it was a short month all payments could not be finalised	The remaining balance of the grant will be paid to service providers in January 2019. 31 January 2019	R 235,888,000.00	R59,574,088.95	Not achieved
WS 22		Percentage expenditure on WSIG capital budget per transferred amount	100%	0%	0%	N/A	N/A	N/A	60%	0%	Certificate of expenditure from UGU Treasury Department	Not Achieved	WSIG has not yet been transferred	The municipality has written to the DWS requesting for the transfer to be fast tracked. 30 March 2019	R 65,000,000.00	R0.00	Not achieved
WS 23	Revenue actually collected from debtors against total billed.	Number of meters replaced	500	176	0	N/A	N/A	N/A	100	176	Meter register	Achieved	N/A	N/A	R 1,000,000.00	N/A	✔

CORPORATE SERVICES SDBIP 2018/2019

PERSON RESPONSIBLE: GENERAL MANAGER: CORPORATE SERVICES VELA MAZIBUKO

SDBIP Ref	Strategic Objective	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual Actual Achieved to Date	Quarterly Target and Actual Achieved							Progress, Challenges & Remedial			Financial Implication		Location (Ward / LM)	INTERNAL AUDIT: COMMENTS
						Q1	Actual	POE	Achieved / Not Achieved	Q2	Actual	POE	Achieved / Not Achieved	Blockages & Challenges	Corrective measures & Revised Time Frame	Annual Budget	Budget Spent to Date		
Municipal Transformation and Organisation																			
CS-1	Optimise the workforce potential	Section 54/56 posts filled	Number of Section 54/56 posts filled	3		N/A	N/A	N/A	N/A	2	NIL	Recruitment processes documentation /Contracts	Not Achieved	This target was removed form the SDBIP by the OPMS Office and Corporate Services Department	A report detailing the request to remove the target from SDBIP was tabled at te Manco meeting of the 03rd December 2018 Moreover it will be removed during the SDBIP Adjustment	R 0.00		All wards	Not Achieved
CS-2		Compliance to the employment equity targets at a Management level	% overall compliance to the employment equity targets at a Management level 0-6	43%	47 17%	41%	44%	Progress Report to Ext-MANCO / MANCO Extract	ACHIEVED	41%	47 17%	Progress Report to Ext-MANCO / MANCO Extract	ACHIEVED	None	None	R 0.00		All wards	✔
CS-3	To improve skills and capacity of workforce	Training budget spent on implementing the workplace skills plan.	% of Training budget spent on implementing the workplace skills plan.	100%	48%	N/A	N/A	N/A	N/A	40%	48%	Training Report to Ext MANCO / MANCO & Number of Training Programs Implement Minutes Attendance Registers of training	ACHIEVED	None	None	R 3,000,000.00	R 1,427,183 99	All wards	✔
CS-4			Number of Employees with disabilities benefitting on Training	8	4	2	2	Training Report to Ext MANCO / MANCO Extract Attendance Registers of training	ACHIEVED	2	2	Training Report to Ext MANCO / MANCO Extract Attendance Registers of training	ACHIEVED	None	None			All wards	✔

CORPORATE SERVICES SDBIP 2018/2019

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SDBIP Ref	Strategic Objective	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual Actual Achieved to Date	Quarterly Target and Actual Achieved: Q1	Actual	POE	Achieved / Not Achieved	Q2	Actual	POE	Progress, Challenges & Remedial: Achieved / Not Achieved	Blockages & Challenges	Corrective measures & Beyond Time Frame	Financial Implication: Annual Budget	Budget Spent to Date	Location (Ward / LM)	INTERNAL AUDIT COMMENTS
CS-5			Frequency of Bursary Allocations	2	1	1	1	Report to Ext MANCO / MANCO Extract	ACHIEVED	N/A	N/A	N/A	N/A	N/A	N/A			All wards	N/A
CS-7			Number of Level 1-6 with workplans developed	1	33	34	33	Signed Workplans	ACHIEVED	N/A	N/A	Signed Workplans	N/A	N/A	N/A	R 0.00		All wards	n/a
CS-8	To increase performance, monitoring and evaluation		Number of performance reviews conducted	4		1	1	Attendace Register for performance Reviews & PM reports on reviews conducted	ACHIEVED	1	1	Attendace Register for performance Reviews & PM reports on reviews conducted	ACHIEVED	None	None	R 0.00		All wards	✔
CS-9		Departments with employees participating in the Individual performance management system of the Municipality.	Number of Departments co-ordinated to cascade IPMS for levels 1 - 6	5	5	5	5	Quarterly Report to Ext MANCO / MANCO Committee Extract	ACHIEVED	5	5	Quarterly Report to Ext MANCO / MANCO Committee Extract	ACHIEVED	None	None	R 0.00		All wards	✔
CS-10		Implementation of Organisational Culture	Number of Workshops on Organizational Culture conducted	4	1	1	1	Attendance Register Programme of Event	ACHIEVED	1	1	Attendance Register Programme of Event	ACHIEVED	None	None	R 0.00		All wards	✔
CS-11	To improve skills and capacity of workforce	Sourcing and Placement & Group Induction Programmes	Number of Sourcing and Placement group Inductions done	2	1	N/A	N/A	Attendance Registers Programme of event	N/A	1	1	Attendance Registers Programme of event	ACHIEVED	None	None	R 0.00		All wards	✔
CS-12			Percentage compliance on acting positions iro 6 month requirement	100%	100%	100%	100%	System Report	ACHIEVED	100%	100%	System Report	ACHIEVED	None	None	R 0.00		All wards	✔

CORPORATE SERVICES SDBIP 2018/2019

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SDBIP Ref	Strategic Objective	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual Actual Achieved to Date	Quarterly Target and Actual Achieved							Progress, Challenges & Remedial			Financial Implication		Location (Ward / LM)	INTERNAL AUDIT COMMENTS
						Q1	Actual	POE	Achieved / Not Achieved	Q2	Actual	POE	Achieved / Not Achieved	Blockages & Challenges	Corrective measures & Revised Time Frame	Annual Budget	Budget Spent to Date		
CS-14		Compliance with the turnaround time in the Completion of disciplinary and grievance processes	Turn-around time taken to complete disciplinary matters by departments	3 months	3 Months	3 months	3 Months	Quarterly Report to Manco / Ext MANCO Extract	ACHIEVED	3 months	3 months	Quarterly Report to Manco / Ext MANCO Extract	ACHIEVED	None	None	R 50,000.00		All wards	✔
CS-15			Number of Educational /awareness programmes on labour related issues conducted	4	5	1	3	Attendance Registers Programme of event.	ACHIEVED	1	2	Attendance Registers Programme of event.	ACHIEVED	None	None			All wards	✔
CS-16		Compliance with Exit Management interviews	Frequency of reporting on analysed Exit Management interviews	Quarterly	2	1	1	Completed Questionnaire for exiting Employees Termination List Report to MANCO/Extended MANCO	ACHIEVED	1	1	Completed Questionnaire for exiting Employees Termination List Report to MANCO/Extended MANCO	ACHIEVED	None	None	R 0.00		All wards	✔
CS-17		Compliance with Leave and Sick Leave Management	% Compliance with leave and sick leave management	100%	100%	100%	100%	Quarterly Report on Leave Compliance Analysis to Manco/Extended MANCO Minutes	ACHIEVED	100%	100%	Quarterly Report on Leave Compliance Analysis to Manco/Extended MANCO Minutes	ACHIEVED	None	None	R 0.00		All wards	✔
CS-18		Compliance with overtime management	% Compliance on Departmental Overtime	Quarterly	100%	100%	100%	Progress Report to Manco/ Extended MANCO Minutes	ACHIEVED	100%	100%	Progress Report to Manco/ Extended MANCO Minutes	ACHIEVED	None	None	R 0.00		All wards	✔

CORPORATE SERVICES SDBIP 2018/2019

PERSON RESPONSIBLE: GENERAL MANAGER: CORPORATE SERVICES VELA MAZIBUKO

SDBIP Ref	Strategic Objective	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual Actual Achieved to Date	Quarterly Target and Actual Achieved: Q1	Actual	POE	Achieved / Not Achieved	Q2	Actual	POE	Progress, Challenges & Remedial: Achieved / Not Achieved	Blockages & Challenges	Corrective measures & Revised Time Frame	Financial Implication: Annual Budget	Budget Spent to Date	Location (Ward / LM)	INTERNAL AUDIT COMMENTS
CS-19		OHS Act compliance	Number of OHS awareness / road shows conducted	Quarterly	5	1	3	Attendance Register Programme of event	ACHIEVED	1	2	Attendance Register Programme of event	ACHIEVED	None	None	R 200,000.00		All wards	✔
CS-20			Percentage Compliance with OHS Act as per checklist	50%	31%	10%	10%	Check list Compliance report to MANCO / Ext MANCO	ACHIEVED	20%	21%	Check list Compliance report to MANCO / Ext MANCO	ACHIEVED	None	None			All wards	✔
CS-22		Percentage Compliance to ICT Governance Framework and Charter Phase 1, Phase 2 and Phase 3	Percentage Compliance with ICT Governance Framework & Charter Phase 1	100%	68%	20%	20%	ICT Governance checklist Q1 - Phase 1 Minutes of ICT Steering Committee	ACHIEVED	45%	68%	ICT Governance checklist Q2 - Phase 1 Minutes of ICT Steering Committee	ACHIEVED	None	None	R 0.00		All wards	✔
CS-23			Percentage CS Compliance with ICT Governance Framework & Charter Phase 2	100%	48%	20%	20%	ICT Governance checklist Q1 - Phase 2 Minutes of ICT Steering Committee	ACHIEVED	45%	48%	ICT Governance checklist Q2 - Phase 2 Minutes of ICT Steering Committee	ACHIEVED	None	None	R 0.00		All wards	✔
CS- 24			Percentage CS Compliance with ICT Governance Framework & Charter Phase 3	100%	0%	0%	0%	ICT Governance checklist Q1 - Phase 3 Minutes of ICT Steering Committee	ACHIEVED	0%	0%	ICT Governance checklist Q2 - Phase 3 Minutes of ICT Steering Committee	ACHIEVED	None	None	R 0.00		All wards	✔
CS-25	To strengthen communicatio	ICT Incident Management	Number of analysed ICT Service desk log reports	4	2	1	1	ICT Operations, Service desk log reports Minutes of the ICT Steering Committee	ACHIEVED	1	1	ICT Operations, Service desk log reports Minutes of the ICT Steering Committee	ACHIEVED	None	None	R 0.00		All wards	✔

CORPORATE SERVICES SDBIP 2018/2019

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SDBIP Ref.	Strategic Objective	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual Actual Achieved to Date	Quarterly Target and Actual Achieved: Q1	Actual	POE	Achieved / Not Achieved	Q2	Actual	POE	Progress, Challenges & Remedial: Achieved / Not Achieved	Blockages & Challenges	Corrective measures & Revised Time Frame	Financial Implication: Annual Budget	Budget Spent to Date	Location (Ward / LM)	INTERNAL AUDIT COMMENTS
CS-26	n and stakeholder relations		Percentage compliance with the Website legislative requirements	100%	100%	100%	100%	Website legislative compliance checklist ICT Steering Committee Minutes	ACHIEVED	100%	100%	Website legislative compliance checklist ICT Steering Committee Minutes	ACHIEVED	None	None	R 0.00		All wards	✔
CS-27			Percentage WAN (Wide area network) availability	96%	98%	96%	96%	Network Availability Report ICT Steering Committee Minutes	ACHIEVED	96%	98.18	Network Availability Report ICT Steering Committee Minutes	ACHIEVED	None	None	R 1,300,000.00	R 489,338 62	All wards	✔
CS-28		ICT Service Delivery Programmes	Percentage of Service and Licence Agreements Management to core systems acquired	100%	100%	100%	100%	Summary licences report ICT Steering Committee Minutes	ACHIEVED	100%	100%	Summary licences report ICT Steering Committee Minutes	ACHIEVED	None	None	R 7,430,000.00	R 4,558,999.60	All wards	✔
CS-29			Number of ICT Awareness Iniatives undertaken	2	1	NA		NA	NA	1	1	Attendance Register Agenda of Session	ACHIEVED	None	None	R 0.00		All wards	✔
CS-30			Number of User Access Management Reviews Conducted on Active Directory	2	1	1	1	Access Review report, signed off by Manager ICT and GMCS	ACHIEVED	NA	N/A	NA	N/A	None	None	R 0.00		All wards	N/A
CS-31		Status of Municipal Buildings / sites	Number of Sites / buildings Inspected	120	60	30	30	Report to MANCO/Extended MANCO Signed Extract Inspection Checklist	ACHIEVED	30	30	Report to MANCO/Extended MANCO Signed Extract Inspection Checklist	ACHIEVED	None	None			All wards	✔

CORPORATE SERVICES SDBIP 2018/2019

PERSON RESPONSIBLE: GENERAL MANAGER: CORPORATE SERVICES VELA MAZIBUKO

SDBIP Ref.	Strategic Objective	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual Actual Achieved to Date	Quarterly Target and Actual Achieved: Q1	Actual	POE	Achieved / Not Achieved	Q2	Actual	POE	Progress, Challenges & Remedial: Achieved / Not Achieved	Blockages & Challenges	Corrective measures & Revised Time Frame	Financial Implication: Annual Budget	Budget Spent to Date	Location (Ward / LM)	INTERNAL AUDIT COMMENTS
CS-32		Ugu Sites Implemented in line with the Long Term Office Accommodation Plan	Number of office accommodation buildings constructed in line with the long Term Municipal Accomodatiom Plan	2	4	2	2	Progress Report to MANCO/Extended MANCO Signed Extract Invoices	ACHIEVED	2	2	Progress Report to MANCO/Extended MANCO Signed Extract Invoices	ACHIEVED	None	None	R 14,000,000.00	R3,315,510 62	All wards	✔
CS-33		Security Management Implementation	Number of Security Engagement sessions held	8	4	2	2	Progress Report to MANCO / Ext-MANCO Signed Extract Attendance Register of Security Engagement Sessions	ACHIEVED	2	2	Progress Report to MANCO / Ext-MANCO Signed Extract Attendance Register of Security Engagement Sessions	ACHIEVED	None	None	R 1,750,000.00	R 1,750,000.00	All wards	✔
CS-34			Number of Sites inspected in terms of secuty Management Checklist	4	2	1	1	Report to MANCO/ Extended Signed Attendance Register	ACHIEVED	1	1	Report to MANCO/ Extended Signed Attendance Register	ACHIEVED	None	None	R 13,495,000.00	R 13,495,000.00	All wards	✔
CS-35		Compliance to the Rules and Orders of Council	Number of reports on Councillor Attendance at meetings produced	4	2	1	1	Signed Acceptance of Report on the Analysis of Councillors at Council and its Committee Meetings to office of the Speaker	ACHIEVED	1	1	Signed Acceptance of Report on the Analysis of Councillors at Council and its Committee Meetings to office of the Speaker	ACHIEVED	None	None	R 0.00		All wards	✔
CS-36			Number of times Council Minutes Published on the Website	4	2	1	1	Screen Print of the Municipal Website	ACHIEVED	1	1	Screen Print of the Website	ACHIEVED	None	None	R 0.00		All wards	✔
CS-37			Number of of times Council; Exco; Portfolio Committee minutes updates uploaded on the Intranet	4	2	1	1	Screen Print of the Municipal Intranet	ACHIEVED	1	1	Screen Print of the Municipal Intranet	ACHIEVED	None	None	R 0.00		All wards	✔

CORPORATE SERVICES SDBIP 2018/2019

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CS-38			% of Compliance with Committees Procedure Manuals on the Submission of Reports by Departments	50%	50%	50%	50%	Analysis Report to MANCO / Ext MANCO Signed Extract	ACHIEVED	50%	50%	Analysis Report to MANCO / Ext MANCO Signed Extract	ACHIEVED	None	None	R 0.00		All wards	✔
CS-39		Compliance with Records Management	Number of Awareness Campaigns for PA's and Admin Assistants in Minute Taking and Editing	4	2	1	1	Attendance Register	ACHIEVED	1	1	Attendance Register	ACHIEVED	None	None	R 0.00		All wards	✔
CS-42			Date Application for Authority to destroy old files is done to KZN Archives	30-Dec-18		N/A	N/A	N/A	N/A	31-Dec-18	31-Dec-18	Letter to KZN Archives Proof of Submission	ACHIEVED	None	None	R 0.00		All wards	✔
CS-43			Turnaround time to respond to PAIA Requests Received	30 days		30 days	30 days	Register of requests	N/A	30 days	30 days	Register of requests	N/A	N/A	N/A	R 0.00		All wards	N/A
CS-45			Percentage of Documentation in respect of Tenders Filed	85%	85%	85%	85%	Completed Checklist and signed Verification by Manager SCM and GM Corporate Services	ACHIEVED	85%	85%	Completed Checklist and signed Verification by Manager SCM and GM Corporate Services	ACHIEVED	None	None	R 0.00		All wards	✔
CS-46			Number of Records Management Awareness Campaigns conducted	8	4	2	2	Attendance Register	ACHIEVED	2	2	Attendance Register	ACHIEVED	None	None	R 0.00		All wards	✔

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						Q1	Actual	POE	Achieved / Not Achieved	Q2	Actual	POE	Achieved / Not Achieved	Blockages & Challenges	Corrective measures & Revised Time Frame	Annual Budget	Budget Spent to Date		
CS-48			Number of Analysed Report on the Implementation of EXCO and Council Resolutions for all Departments	4	4	1	1	Analysis report of EXCO and Council Resolutions Implementation to MANCO/Extended Extract of Minutes	ACHIEVED	1	1	Analysis report of EXCO and Council Resolutions Implementation to MANCO/Extended Extract of Minutes	ACHIEVED	None	None	R 0.00		All wards	✔
CS-49			Number of reports on Departmental File Plan and EDMS Usage submitted to MANCO	4	2	1	1	Statistics of Usage per Department Quarterly Report to MANCO/Extended MANCO Extract	ACHIEVED	1	1	Statistics of Usage per Department Quarterly Report to MANCO/Extended MANCO Extract	ACHIEVED	None	None			All wards	✔
CS-50		Integrated Institutional Capacity for Disaster Risk Reduction	Number of co-ordinated disaster management plans Implemented	2	1	N/A	N/A	N/A	N/A	1	1	Progress report to the CS PortFolio Committee Minutes	ACHIEVED	None	None			All wards	✔
CS-51			Number of Forums meetings for Disaster Risk Management DDMAF co-ordinated	4	2	1	1	Agenda Minutes Attendance Register	ACHIEVED	1	1	Agenda Minutes Attendance Register	ACHIEVED	None	None			All wards	✔
CS-52			Number of Forums for Disaster Risk Management District Practitioners co-ordinated	3	1	N/A	N/A	Agenda Minutes Attendance Register	N/A	1	1	Agenda Minutes Attendance Register	ACHIEVED	None	None			All wards	✔
CS-53			Number of Ward Based Structures / Committee meetings co-ordinated	8	4	2	2	Agenda Munites Attendance Register	ACHIEVED	2	2	Agenda Munites Attendance Register	ACHIEVED	None	None			All wards	✔

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						Q1	Actual	POE	Achieved / Not Achieved	Q2	Actual	POE	Achieved / Not Achieved	Blockages & Challenges	Corrective measures & Revised Time Frame	Annual Budget	Budget Spent to Date		
CS-54		Disaster Risk Assessment conducted	Number of Disaster Risk Assessments Conducted.	2	1	N/A	N/A	N/A	N/A	1	1	Report To DMAF & Extract	ACHIEVED	None	None	R 870,000.00	R 0.00	All wards	✔
CS-55			Number of Risk Maps completed	2	1	N/A	N/A	Reviewed Maps signed by GMCS	N/A	1	1	Reviewed Maps signed by GMCS	ACHIEVED	None	None			All wards	✔
CS-56		Coordinated Disaster Risk Reduction initiatives	Number of HH inspected for Rural Fire Prevention Program	2000	1000	500 households inspected	500	Progress report to the CS PortFolio / DMAF Committee Munites	ACHIEVED	500 households inspected	500	Progress report to the CS PortFolio Committee Munites	ACHIEVED	None	None			All wards	✔
CS-57			Number of Event Safety Management Forum co-ordinated	1	1	1	1	Report To DMAF & Munites	ACHIEVED	N/A	N/A	Report To DMAF & Munites	N/A	N/A	N/A			All wards	N/A
CS-53			Number of Seasonal (Winter & Summer) Preparedness Plans done	2	1	N/A	N/A	N/A	N/A	1	1	Seasonal Plan Munites DMAF	ACHIEVED	None	None			All wards	✔
CS-59			Number of Event Safety Management Plans prepared	8	5	2	3	Safety Plans DMAF minutes	ACHIEVED	2	2	Safety Plans DMAF Minutes	ACHIEVED	None	None			All wards	✔

CORPORATE SERVICES SDBIP 2018/2019

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SDBIP Ref	Strategic Objective	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual Actual Achieved to Date	Quarterly Target and Actual Achieved: Q1	Actual	POE	Achieved / Not Achieved	Q2	Actual	POE	Progress, Challenges & Remedial: Achieved / Not Achieved	Blockages & Challenges	Corrective measures & Revised Time Frame	Financial Implication: Actual Budget	Budget Spent to Date	Location (Ward / LM)	INTERNAL AUDIT COMMENTS
CS-60			Community Awareness programmes facilitated; (a)Fire Safety (b)Disaster Management	12	10	3	6	Attendance register Programme	ACHIEVED	3	4	Attendance register Programme	ACHIEVED	None	None			All wards	✔
CS-61		Disaster Response and Recovery	Turnaround time to respond to reported disasters / Incidents	24 HOURS	24 HOURS	24 HOURS	24 HOURS	Assessment Forms	ACHIEVED	24 HOURS	24 HOURS	Assessment Forms	ACHIEVED	None	None	R 0.00		All wards	✔
CS-62			% allocation of Emergency Relief Support allocated to LMs	75%	61%	N/A	N/A	Acknowledgement of Receipt by LM's	N/A	35%	61%	Acknowledgement of Receipt by LM's	ACHIEVED	None	None	R 3,000,000.00		All wards	✔
CS-63			Number of Monthly Incident Statistics reports produced	10	5	2	2	Report to the MANCO / Ext. Manco / Port Folio o n S/G Minutes	ACHIEVED	3	3	Report to the MANCO / Ext. Manco / Port Folio o n S/G Minutes	ACHIEVED	None	None	R 0.00		All wards	✔
CS-64			Number of Post Disaster Committee Meetings co-ordinated	4	2	1	1	Agenda Attendance Register Minutes	ACHIEVED	1	1	Agenda Attendance Register Minutes	ACHIEVED	None	None	R 0.00		All wards	✔
CS-65			Number of District Fire Services Forum meetings co-ordinated	2	1	N/A	N/A	Agenda Attendance Register Minutes	N/A	1	1	Agenda Attendance Register Minutes	ACHIEVED	None	None	R 0.00		All wards	✔
CS-66			Number of fire safety inspections completed in buildings;	32	16	8	8	Report to the District Disaster Management Forum Minutes	ACHIEVED	8	8	Report to the District Disaster Management Forum Minutes	ACHIEVED	None	None	R 0.00		All wards	✔

CORPORATE SERVICES SDBIP 2018/2019

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SDBIP Ref.	Strategic Objective	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual Actual Achieved to Date	Quarterly Target and Actual Achieved: Q1	Actual	POE	Achieved / Not Achieved	Q2	Actual	POE	Progress, Challenges & Remedial: Achieved / Not Achieved	Blockages & Challenges	Corrective measures & Revised Time Frame	Financial Implication: Annual Budget	Budget Spent to Date	Location (Ward / LM)	INTERNAL AUDIT COMMENTS
CS-67		Milestones achieved on the Implementation of Fire and Rescue Strategy	Date Disaster Management Day held	1	1	N/A	N/A		N/A	1	1	Evaluation report to Manco & Attendance Register	ACHIEVED	None	None	R 100,000.00	R 0.00	All wards	✓
CS-68			% Allocation of Grant Support to LM's	100%	100%	75%	75%	Progress report to the CS PortFolio / DMAF Committee Minutes	ACHIEVED	25%	25%	Progress report to the CS PortFolio Committee / DMAF Minutes	ACHIEVED	None	None	R 1,600,000.00	R1,600 000.00	All wards	✓
CS-70			Number of Fire & Disaster Risk Management workshops conducted	12	7	3	3	Agenda Attendance Register	ACHIEVED	3	4	Agenda Attendance Register	ACHIEVED	None	None	R 0.00		All wards	✓
CS-71			Number of Disaster Risk Management and Fire Trainings conducted	12	7	3	3	Agenda Attendance Register	ACHIEVED	3	4	Agenda Attendance Register	ACHIEVED	None	None	R 0.00		All wards	✓
CS-73		Fleet Maintenance Plan	Date reviewed Vehicle Maintenance Plan completed	30-Sep-18	30-Sep-18	30-Sep-18		Vehicle Maintenance Plan by signed the GMCS	ACHIEVED	NA	N/A	N/A	N/A	N/A	N/A	R 0.00		All wards	
CS-74			% of vehicles maintained as per the plan	100%	100%	0%	0%	Progress report to the Extended Management Committee Minutes	ACHIEVED	100%	100%	Progress report to the Extended Management Committee Minutes	ACHIEVED	None	None	R 9,000,000.00	R 5,423,525.92	All wards	✓
CS-75		Service Delivery vehicles availability	% availability of service delivery vehicles	75%	77%	75%	75%	Confirmation Report signed by Water Services (GMWS or Snr Mngr WSO)	ACHIEVED	75%	77%	Confirmation Report signed by Water Services (GMWS or Snr Mngr WSO)	ACHIEVED	None	None	R 0.00		All wards	✓

CORPORATE SERVICES SDBIP 2018/2019

PERSON RESPONSIBLE: GENERAL MANAGER: CORPORATE SERVICES VELA MAZIBUKO

SDBIP Ref.	Strategic Objective	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual Actual Achieved to Date	Quarterly Target and Actual Achieved: Q1	Actual	POE	Achieved / Not Achieved	Q2	Actual	POE	Progress, Challenges & Remedial: Achieved / Not Achieved	Blockages & Challenges	Corrective measures & Revised Time Frame	Financial Implication: Annual Budget	Budget Spent to Date	Location (Ward / LM)	INTERNAL AUDIT COMMENTS
CS-76		Vehicle Licensing Plan	Date reviewed Vehicle Licencing Plan completed	30-Sep-18		30-Sep-18	30-Sep-18	Vehicle Licencing Plan signed by the GMCS Invoices	ACHIEVED	N/A	N/A	N/A	N/A	N/A	N/A	R 0.00		All wards	n/a
CS-77			% of licenses renewed as per the plan	100%	100%	0%	0%	Progress report to the MANCO / Extended Management Committee Minutes	N/A	100%	100%	Progress report to the MANCO / Extended Management Committee Minutes	ACHIEVED	None	None	R 1,300,000.00	R 957,362.25	All wards	✔
CS-78		Vehicles Identified and Assessed for Disposal	Date identification and assessment vehicles for disposal is concluded	Dec-18	Sep-18	N/A	N/A		N/A	Dec-18	04-Sep-18	Vehicle assessment report for disposal of vehicles Signed acceptance by Manager Asset Management	ACHIEVED	None	None	R 0.00		All wards	✔
CS-79		Verification of Drivers licences and PDP's	Date driver's licenses and PDP's verified	Dec-18	15-Nov-18	N/A	30		N/A	Dec-18	15-Nov-18	Signed verification forms	ACHIEVED	None	None	R 0.00		All wards	✔
CS-80		Implementation of Fleet management committee resolutions	% implementation of resolutions of the Fleet Management Committee	80%	80%	80%	50%	Resolution Register - Fleet Management Committee	NOT ACHIEVED	80%	80%	Resolution Register - Fleet Management Committee	ACHIEVED	None	None	R 0.00		All wards	✔
CS-81		Fuel Usage and Management	% Compliance by Departments with fuel reduction goals	Quarterly	15%	5%	10%	Report on Fuel reduction per departement to MANCO/Extended MANCO Minutes	ACHIEVED	5%	5%	Report on Fuel reduction per departement to MANCO/Extended MANCO Minutes	ACHIEVED	None	None	R 14,500,000.00	R14,977,360.95	All wards	✔

EDES 2009/2010 SDBIP: ACTING GENERAL MANAGER: MR DD NAIDOO

SDBIP NO.	Strategic Objective	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual actual achieved to date	Q2	Actual	POE	Achieved / Not Achieved	Q3	Actual	POE	Achieved / Not Achieved	Blockages & Challenges	Corrective measures & Target Time Frame	Annual Budget	Budget Spent to Date	Location	INTERNAL AUDIT COMMENTS
EDES 1			No of Food Handlers awareness sessions	52	36	13	23	attendance register/ awareness session report	Achieved	13	24	attendance register/ awareness session report	Achieved	N/A	N/A	120,000	R 88,975.00	DM	✔
EDES 2	To enhance measures to reduce community exposure to diseases and health risk		No of communicable disease control sessions held	600	363	150	184	health & hygiene evaluation report	Achieved	150	179	health & hygiene evaluation report	Achieved	N/A	N/A	40,000	R0.00	DM	✔
EDES 3	To enhance measures to reduce community exposure to disease and health risk	Environmental & Health Awareness Initiatives conducted	No of chemical safety sessions held	180	150	45	67	health & hygiene evaluation report	Achieved	45	83	health & hygiene evaluation report	Achieved	N/A	N/A	40,000	R0.00	DM	✔
EDES 4	To enhance measures to reduce community exposure to diseases and health risk		No of PHAST sessions held	120	98	30	44	health & hygiene evaluation report	Achieved	30	54	health & hygiene evaluation report	Achieved	N/A	N/A	8,000	R0.00	DM	✔
EDES 5	To enhance measures to reduce community exposure to diseases and health risk		No of water & sanitation awareness sessions held	600	361	150	185	health & hygiene evaluation report	Achieved	150	176	health & hygiene evaluation report	Achieved	N/A	N/A	50,000	R0.00	DM	✔
EDES 6	To enhance measures to reduce community exposure to diseases and health risk		Percentage of paupers buried	100%	100%	100%	0%	Invoice/ if requests received for pauper burial	NOT ACHIEVED	100%	100%	Invoice/ if requests received for pauper burial	Achieved	N/A	N/A	180,000	R 173,100.00	DM	✔
EDES 7	To enhance measures to reduce community exposure to diseases and health risk		Number of food samples / swabbing for microbial detection	128	86	32	47	Lab reports /reports	Achieved	49	49	Lab reports /reports	Achieved	N/A	N/A	200,000	R 183,765.00	DM	✔
EDES 8	To enhance measures to reduce community exposure to diseases and health risk	Health Inspections	Number of inspections conducted on food establishments	1200	637	300	317	Inspections reports/COA/Permits	Achieved	300	320	Inspections reports/COA/Permits	Achieved	N/A	N/A	-		DM	✔

EDES 2018/2019 SDBIP: ACTING GENERAL MANAGER: MR DD NAIDOO

SDBIP NO	Strategic Objective	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual actual achieved to date	Q1	Actual	POE	Achieved / Not Achieved	Q2	Actual	POE	Achieved / Not Achieved	Challenges & Challenges	Corrective measures & Revised Time Frame	Annual Budget	Budget Spent to Date	Location	INTERNAL AUDIT COMMENTS
EDES 9	To enhance measures to reduce community exposure to diseases and health risk		Number of inspections conducted on non-food establishments	380	200	95	100	Inspections reports/COC	Achieved	95	100	Inspections reports/COC	Achieved	N/A	N/A	-		DM	✔
EDES 10	To enhance measures to reduce community exposure to diseases and health risk		Percentage of building plans scrutinised	100%	100%	100%	100%	summary of building plans scrutinised with stamp	Achieved	100%	100%	summary of building plans scrutinised with stamp	Achieved	N/A	N/A	-		DM	✔
EDES 11	To enhance measures to reduce community exposure to diseases and health risk		Percentage of communicable diseases investigated	100%	100%	100%	100%	Reports	Achieved	100%	100%	Reports	Achieved	N/A	N/A	-		DM	✔
EDES 12	To enhance measures to reduce community exposure to diseases and health risk	Environmental Health Risks investigations conducted	Number of Waste water treatment plants inspected	228	114	57	57	Inspection reports	Achieved	57	57	Inspection reports	Achieved	N/A	N/A	-		DM	✔
EDES 13	To enhance measures to reduce community exposure to diseases and health risk		Percentage of sanitation complaints investigated	100%	100%	100%	100%	Inspection reports	Achieved	100%	100%	Inspection reports	Achieved	N/A	N/A	-		DM	✔
EDES 14	To enhance measures to reduce community exposure to diseases and health risk		Number of river / lagoons water samples taken and analysed	500	297	125	145	laboratory reports	Achieved	125	152	laboratory reports	Achieved	N/A	N/A	100,000	R0.00	DM	✔
EDES 15	To enhance measures to reduce community exposure to diseases and health risk		Number of WWTW / final effluent water samples taken and analysed	228	128	57	64	laboratory reports	Achieved	57	64	laboratory reports	Achieved	N/A	N/A	-	R0.00	DM	✔
EDES 16	To enhance measures to reduce community exposure to diseases and health risk	Water monitoring initiatives implemented	Number of standpipes (regional water) water samples taken and analysed	300	166	70	82	laboratory reports	Achieved	70	84	laboratory reports	Achieved	N/A	N/A	50,000	R0.00	DM	✔

EDES 2018/2019 SDBIP: ACTING GENERAL MANAGER: MR DD NAIDOO

SDBIP NO	Strategic Objectives	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual actual achieved to date	Q1	Actual	POE	Achieved / Not Achieved	Q2	Actual	POE	Achieved / Not Achieved	Blockages & Challenges	Corrective measures & Revised Time Frame	Annual Budget	Budget Spent to Date	Location	INTERNAL AUDIT COMMENTS
EDES 17	To enhance measures to reduce community exposure to diseases and health risk		Number of boreholes water samples taken and analysed	120	106	30	56	laboratory reports	Achieved	30	50	laboratory reports	Achieved	N/A	N/A	-	R0.00	DM	✔
EDES 18	To enhance measures to reduce community exposure to diseases and health risk		Number of water tankers /static tanks water samples taken and analysed	280	170	65	87	laboratory reports	Achieved	65	63	laboratory reports	Achieved	N/A	N/A	-	R0.00	DM	✔
EDES 21	To promote Sectoral development	Clothing & Textile Manufacturers	Number of Clothing & Textile Projects / SMMEs Supported	7		N/A	N/A	Copy of Invoices & Beneficiary Appreciation Letter	N/A	2	Application under consideration	Copy of Invoices & Beneficiary Appreciation Letter	Not achieved	Evaluation task team quorum needs to be reconsidered	Reconstruction of the evaluation task team	350,000	R -	DM	Not Achieved
EDES 23	To optimise tourism marketing and Development	IGR Stakeholder Coordination	Number of LED Forums Hosted	4 LED Forums Hosted		1	1	Minutes of LED Forums Meeting	Achieved	1	1	Minutes of LED Forums Meeting	Achieved	None	N/A	50,000	R -	DM	✔
EDES 24	To optimise tourism marketing and Development		Date Agricultural Indaba Hosted	1 Agricultural Indaba Hosted by 31 December 2018		N/A	N/A	Agric Indaba Report & Resolutions	N/A	31-Dec-18	01-Jan-00	Agric Indaba Report & Resolutions	Not Achieved	Resolutions are still pending from the Chamber of Commerce, but report is available	The District to follow up on the Chamber of Commerce in 3rd Quarter	50,000	R 50,000.00	DM	Not Achieved
EDES 26	To promote small businesses, Cooperatives and SMMEs	Creative Industry Program	Number of Artists Promoted in Local Events	45 Artists Promoted in Local Events		10	10	Copies of Contracts	Achieved	10	10	Copies of Contracts	Achieved	None	N/A	450,000	R 172,500.00	DM	✔
EDES 28	To promote small businesses, Cooperatives and SMMEs	SMME & Cooperative Sector	Number of SMMEs & Cooperatives Supported with inputs	7 SMMEs and Cooperatives provided with Inputs		N/A	N/A	Copies of Invoices & Beneficiary Appreciation Letter	N/A	3	3	Copies of Invoices & Beneficiary Appreciation Letter	Achieved	None	N/A	350,000	R -	DM	✔
EDES 30	Reduced Levels of poverty, inequality, and unemployment	SMME & Cooperative Sector-LED Portable Skills	Number of progress reports for Apprentices Enrolled and paid under the Ugu LED Apprenticeship Program	4 quarterly reports		1	1	Quarterly report submitted to Portfolio	Achieved	1	1	Quarterly report submitted to Portfolio	Not Achieved	Delays experienced from the host companies	To be submitted in the next Portfolio committee meeting	500,000	R 322,500.00	DM	Not Achieved

EDES 2018/2019 SDBIP: ACTING GENERAL MANAGER: MR DD NAIDOO

IDP Ref No.	Strategic Objective	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual actual achieved to date	Q1	Actual	POE	Achieved / Not Achieved	Q2	Actual	POE	Achieved / Not Achieved	Blockages & Challenges	Corrective Measures & Revised Time Frame	Annual Budget	Budget Spent to Date	Location	INTERNAL AUDIT COMMENTS
EDES 31	To promote Sectoral development	Agricultural Development	Number of Rural Medium-Scale Farmer Support	10 Emerging Farmers Supported		N/A	N/A	Copies of Invoices & Beneficiary Appreciation Letter	N/A	3	3	Copies of Invoices & Beneficiary Appreciation Letter	Achieved	None	N/A	350,000	R -	DM	✔
EDES 32			Number of Progress reports for the One-Home-One -Garden Pilot Support Program	4 quarterly progress reports submitted		1	1	Quarterly report submitted to Portfolio	Achieved	1	1 report written	Quarterly report submitted to Portfolio	Not Achieved	Information from the sites was delayed, therefore could not reach the office on time	To be submitted in the next Portfolio committee meeting	150,000	R 90,000.00	DM	Not Achieved
EDES 33			Number of beneficiaries supported in the One-Home-One Seeding Program	500 beneficiaries Provided with Seedlings		N/A	N/A	Beneficiary signature list	N/A	200	220	Beneficiary signature list	Achieved	None	N/A	50,000	-	DM	✔
EDES 38	To optimise tourism marketing and Development	Functional Environmental IGR structures	Number of Coastal Management Multi-stakeholder workshops convened	4 workshops	2	1 stakeholder engagement forum workshop	1 stakeholder engagement forum workshop on 20 Aug. 2018	Agenda; Attendance registers and Minutes of the workshops	ACHIEVED	1 stakeholder engagement forum workshop	2	Agenda; Attendance registers and Minutes of the workshops	ACHIEVED	None	N/A	R0,00	R0.00	DM	✔
EDES 39		Development of Environmental Education Strategy	Date draft Env Educ Strategy submitted for adoption	Draft submitted by 30 May 2019 for adoption	0	Initiate SCM processes	SCM process Initiated	Proof of SCM process	NOT ACHIEVED	Finalise SCM process	NONE	Proof of SCM processes	NOT ACHIEVED	financial target needs reconsideration	Midterm adjustment or alternative sources of funding	R200, 000	R0.00	DM	Not Achieved

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EDEE 2019/2020 SDBIP: ACTING GENERAL MANAGER: MR [illegible]

EDEE NO	Strategic Objective	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual actual achieved to date	Q1	Actual	POE	Achieved / Not Achieved	Q2	Actual	POE	Achieved / Not Achieved	Blockages & Challenges	Corrective Measures & Revised Time Frame	Annual Budget	Budget Spent to Date	Location	INTERNAL AUDIT COMMENTS
EDEE 40	Environmental sustainability	Env Public Awareness Campaigns	Number of environmental public awareness sessions conducted.	[illegible]	[illegible]	[illegible]	8 - 2 arbour days (Nyandezulu; Sivivaneni); 1 Women in Environment (Nyenyezi FET); 2 info sessions Umdoni Youth; Climate Change for Umdoni Youth); 2 Clean up-up campaigns Umzinto; Coastal clean-up at Port Shepstone beachfront; 1 career simulation (St Patricks Umdoni)	Campaign reports in 4th Qtr	ACHIEVED	[illegible]	2 Banana Beach Stakeholder Workshop,Weed buster at Sihole Combined primary School	Correspondences; campaign agenda /programme; attendance register	Achieved	None	N/A	R77,000	R0.00	DM	✔
EDEE 41		Schools Environ. Education Programme (SEEP)	Number of Schools enrolled for SEEP for 2019 Calendar Year	40	121	Draft list (number) of enrolled schools	79 schools enlisted	List of schools enrolled for 2018 calendar year	ACHIEVED	Assessments	58 Schools assessed	List of schools enrolled for 2018 calendar year/Progress report on assessment	Achieved	None	N/A	R0,00	R0.00	DM	✔
EDEE 43		Eco (Green) Office Initiatives	Number of Eco (Green) office sessions (internal education) implemented	4	2	1	Toolbox meeting at Marburg; Plastic Recycling	Training material/session programme; attendance register	Achieved	1	SHE Training/Eco(green) Awareness	Training material/ session programme/ attendance register	Achieved	None	N/A	R0,00	R0.00	DM	✔
EDEE 44	Environmental sustainability	Community Climate response and EPWP-Env Sector	Number of environmental management programmes implemented - Sihlanzimvelo	1 river clean up pilot project	None	SCM processes (Bid Spec and advert)	Programme of action, memo for approval, list of beneficiaries of 2 responsive LMs	1 pilot project progress report	NOT ACHIEVED	SCM processes(bid eval. & adjud)	NONE	1 pilot project progress report	NOT ACHIEVED	financial target needs reconsideration	Midterm adjustment or alternative sources of funding	R4,713,000	R0.00	DM	Not Achieved
EDEE 45	Environmental sustainability		Date Biodiversity feral (problem) animal management strategy developed-30 June 2019	Draft strategy submitted by 30 June 2019 for adoption		Award of tender	To be withheld	Draft strategy - feral/problem animal management; Proof of adoption process	NOT ACHIEVED	Inception; roll out	NONE	Draft strategy - feral/problem animal management; Proof of adoption process	NOT ACHIEVED	financial target needs reconsideration	Midterm adjustment or alternative sources of funding	R315,000	R0.00	DM	Not Achieved

EDES 2018/2019 SDBIP ACTING GENERAL MANAGER MR DD NAIDOO

SDBIP NO.	Strategic Objective	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual actual achieved to date	Q1	Actual	POE	Achieved / Not Achieved	Q2	Actual	POE	Achieved / Not Achieved	Blockages & Challenges	Corrective measures & Revised Time Frame	Annual Budget	Budget Spent to Date	Location	INTERNAL AUDIT COMMENTS
EDES 46	Environmental sustainability	Biodiversity and environmental protection	Number of problem animal management initiatives undertaken	1	0	0	N/A	N/A	NOT ACHIEVED	SCM processes	0	Progress report	NOT ACHIEVED	financial target needs reconsideration	Midterm adjustment or alternative sources of funding	R340, 000	R0.00	DM	Not Achieved
EDES 47	Environmental sustainability		Number of invasive alien species projects implemented as per Control Plan	1	0	SCM processes	Withheld. Initiated SCM but unsuccessfully	Proof of SCM process	NOT ACHIEVED	Inception; roll out	0	Close out report	NOT ACHIEVED	financial target needs reconsideration	Midterm adjustment or alternative sources of funding	150,000	R0.00	DM	Not Achieved
EDES 48	Environmental sustainability	Integrated Environmental Management strategies and programmes (IWMP)	Date Integrated Waste Management Plan adopted	Adopted IWMP by 30 June 2019	None	SCM processes (Bid Spec and advert)	Withheld.	Proof of adoption processes	NOT ACHIEVED	SCM processes (BEC, BAC)	NONE	Proof of adoption processes	NOT ACHIEVED	financial target needs reconsideration	Midterm adjustment or alternative sources of funding	R200, 000	R0.00	DM	Not Achieved
EDES 49	Environmental sustainability	Implementation of environ management programme (EMPr) for Ugu projects	Number of projects implemented in line with EMPr	16	11	4	7 projects. Made presentation on compliance and authorisations	Quarterly compliance report	ACHIEVED	4	4	Quarterly Compliance Report	Achieved	None	N/A	R0,00	R0.00	DM	✔
EDES 50	To promote a healthy, safe, and sustainability environment	Air Quality Mngt Plan Implementation - Emissions Inventory - Phase 1	Draft Emissions Inventory Phase 1 by 30 June 2019 adopted	Draft Emissions Inventory Phase 1 by 30 June 2019	None	SCM processes	Withheld	Phase 1 Draft Emissions Inventory; Presentation for adoption	NOT ACHIEVED	Inception; Project roll out	NONE	Phase 1 Draft Emissions Inventory; Presentation for adoption	NOT ACHIEVED	financial target needs reconsideration	Midterm adjustment or alternative sources of funding	R208, 500	R0.00	DM	Not Achieved

EDES 2018/2019 SDBIP: ACTING GENERAL MANAGER: MR DD BHEDU

SDBIP No.	Strategic Objective	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual actual achieved to date	Q1	Actual	POE	Achieved / Not Achieved	Q2	Actual	POE	Achieved / Not Achieved	Progress & Challenges	Corrective measures & Realistic Time Frame	Annual Budget	Budget Spent to Date	Location	INTERNAL AUDIT COMMENTS
EDES 51	To promote a healthy, safe, and sustainability environment	Air Quality Mngt Plan Implementation - Emissions Inventory -Phase 2	Draft Emissions Inventory Phase 2 by 30 June 2019	Draft Emissions Inventory Phase 2 by 30 June 2019	None	SCM processes	withheld	Phase 2 Draft Emissions Inventory; Presentation for adoption	NOT ACHIEVED	Inception; Project roll out	NONE	Phase 2 Draft Emissions Inventory; Presentation for adoption	NOT ACHIEVED	financial target needs reconsideration	Midterm adjustment or alternative sources of funding	R208, 500	R0.00	DM	Not Achieved
EDES 52	To promote a healthy, safe, and sustainability environment	Air Quality Management - Passive Sampling-Season 1 & 2	Date Passive sampling completed	Passive sampling completed by 30 March 2019	None	n/a	N/A	Season 1 results; season 2 deployment plan	N/A	SCM processes	none	Season 1 results; season 2 deployment plan	NOT ACHIEVED	financial target needs reconsideration	Midterm adjustment or alternative sources of funding	R219, 000	R0.00	DM	Not Achieved
EDES 53	To promote a healthy, safe, and sustainability environment	Air Quality Mngt - Atmospheric Emissions Licence renewals	Percentage of Atmospheric Emissions Licences (AEL) renewed	100% renewal of existing AELs	100%	40% of renewal application received	100% of renewal application received	Acknowledgement letters, correspondence	ACHIEVED	Issuing AEL renewals	60%	AELs	Achieved	n/a	N/A	R0,00	R0.00	DM	✔
EDES 54	To promote a healthy, safe, and sustainability environment	Air Quality Mngt-AEL Monitoring	Number of AEL monitored per year	Monitor 5 existing/renewed AELs	10	5	6	Correspondence with AEL holders	ACHIEVED	5	7	Correspondences; Annual compliance report	Achieved	n/a	N/A	R0,00	R0.00	DM	✔

2018 2019 OFFICE OF THE MUNICIPAL MANAGER : MR DD NAIDOO

NO.	Strategic Objective	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual Actual Achievement to Date	Quarterly Target and Actual Achieved						Progress, Challenges & Remedial			Financial Implication		Locations (Ward / LM)	AUDITORS COMMENTS
						Q1	Actual	POE	Q2	Actual	POE	Achieved / Not Achieved	Blockages	Corrective actions and TIME FRAMES	Annual budget information	Budget spent to date		
[illegible]																		
OMM 1	Improve job creation opportunities particularly to youth	Jobs created through LED and EPWP projects	Number of jobs created through the EPWP Environmental and Social Sector	90	519	90	519	Payment register	0	N/A	N/A	N/A	N/A	N/A	R 3,250,000.00	R337,000	All LMs	N/A
OMM 2			Number of support a Child Development Programmes implemented	3	1	1	1	Attendance register and report noted by Portfolio Committee	N/A	N/A	N/A	N/A	N/A	N/A	R70 000	R0	All LMs	N/A
OMM 3			Data Christmas for hospitalised children held	31-Dec-18	31-Dec-18	N/A	N/A	N/A	31-Dec-18	13/12/2018	Letter of Acknowledgement from the Department of Health	Achieved	N/A	N/A	R50 000	R0	All LMs	✔
OMM 4	Promote Special Vulnerable focus group development	Right of a Child Programme	Number of Dress a Child Campaign beneficiaries	60	30	30	30	List of beneficiaries signed by the principal on delivery	N/A	N/A	N/A	N/A	N/A	N/A	R30 000	R0	All LMs	N/A
OMM 5			Number of Awareness Campaigns on Children Rights held	6	4	2	2	attendance registers and report noted by Portfolio Committee	2	2	attendance registers and report noted by Portfolio Committee	Achieved	N/A	N/A	R35 000	R0	All LMs	✔
OMM 6			Number of Support to Indigent Children	4	4	2	2	List of beneficiaries signed by the School Principal on delivery or Ward Councillor and Report noted by Portfolio Committee	2	2	List of beneficiaries signed by the School Principal on delivery or Ward Councillor and Report noted by Portfolio Committee	Achieved	N/A	N/A	R10 000	R0	All LMs	✔
OMM 8			Number of beneficiaries in Sanitary Dignity Campaigns held	1000	561	250	311	List of beneficiaries signed by beneficiaries on date received	250	250	List of beneficiaries signed by beneficiaries on date received	Achieved	N/A	N/A	R 30,000.00	R9,875	All LMs	✔
OMM 9			Number of Women Empowerment Session held	3	1	N/A	N/A	Attendance register and report noted by Portfolio Committee	1	1	Attendance register and report noted by Portfolio Committee	Achieved	N/A	N/A	R319 000	R0	All LMs	✔

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NO.	Strategic Objective	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual Actual Achieved to Date	Quarterly Target and Actual Achieved						Progress, Challenges & Remedial			Financial Implication		Location (Ward / LM)	AUDITORS COMMENTS
						Q1	Actual	POE	Q2	Actual	POE	Achieved / Not Achieved	Blockages	Corrective actions and TIME FRAMES	Annual budget information	Budget spent to date		
Municipal Transformation and Organisational Development																		
OMM 10		Gender Programmes	Number of Men Empowerment Session conducted	4	1	N/A	N/A	Attendance register and report noted by Portfolio Committee	1	1	Attendance register and report noted by Portfolio Committee	ACHIEVED	N/A	N/A	R80 000	R0	All LMs	✔
OMM 11	Promote Special Vulnerable focus group development		Number of Moral Regeneration Campaigns held	4	2	1	1	Attendance register and report noted by Portfolio Committee	1	1	Attendance register and report noted by Portfolio Committee	ACHIEVED	N/A	N/A	R80 000	R0	All LMs	✔
OMM 12			Date Reed Dance held	30-Sep-18	18-Sep-18	30-Sep-18	18-Sep-18	Report noted by Portfolio Committee	N/A	N/A	N/A	N/A	N/A	N/A	R91 000	R0	All LMs	N/A
OMM 13			Number of Women Mentorship Programme implemented	4	2	1	1	List of Ambassadors and Report noted by Portfolio Committee	1	1	List of Ambassadors and Report noted by Portfolio Committee	Achieved	N/A	N/A	R319 000	R23,630	All LMs	✔
OMM 14			Date District Golden Games held	30-Sep-18	02-Aug-18	30-Sep-18	02-Aug-18	attendance register and report noted by Portfolio Committee	N/A	N/A	N/A	N/A	N/A	N/A	R178 000	R11,900	All LMs	N/A
OMM 15		Senior Citizens Programmes	Number of Coordination and Support to Destitute Elderly implemented	100	64	25	25	Report on support programmes provided	25	39	Report on support programmes provided	achieved	N/A	N/A	R10 000	R0	All LMs	✔
OMM 16			Number of Awareness Campaigns for Senior Citizens conducted	2	2	1	1	Attendance register and report noted by Portfolio Committee	1	1	Attendance register and report noted by Portfolio Committee	achieved	N/A	N/A	R10 000	R0	All LMs	✔
OMM 17			Number of Disability Awareness Programmes implemented	2	1	N/A	N/A	N/A	1	1	Attendance registers and report noted by Portfolio Commitee	Achieved	N/A	N/A	R20 000	R0	All LMs	✔
OMM 18			Number of Disability Sports Day held	1	N/A	N/A	N/A	N/A	31/10/2018	12/10/2018	Attendance registers and report noted by Portfolio Commitee	Achieved	N/A	N/A	R155 000,00	R49,000	All LMs	✔

2018 2019 OFFICE OF THE MUNICIPAL MANAGER MR DD NAIDOO

ID	Strategic Objective	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual Actual Achieved to Date	Quarterly Target and Actual Achieved: Q1	Actual	POE	Q2	Actual	POE	Progress, Challenges & Remedial: Achieved / Not Achieved	Blockages	Corrective actions and TIME FRAMES	Financial Implication: Annual budget information	Budget spent to date	Location (Ward / LM)	AUDITORS COMMENTS
Municipal Transformation and Organisational Development																		
OMM 19		Disability Programmes	Number of young disabled females beneficiaries of Sanitary Dignity Campaigns	800	400	200	200	List of beneficiaries and report noted by Portfolio Committee	200	200	List of beneficiaries and report noted by Portfolio Committee	achieved	N/A	N/A	R35,000.00	R0	All	✔
OMM 20			Number of Therapy Session for Mothers with Disabled Children	2	1	N/A	N/A	N/A	1	1	Attendance register and report noted by Portfolio Committee	Achieved	N/A	N/A	R 20,000.00	R0	All LMs	✔
OMM 22			Number of support programmes for people living disability implemented	2	1	N/A	N/A	N/A	1	1	Attendance register and report noted by Portfolio Committee	Achieved	N/A	N/A	R20, 000.00	R0	All LMs	✔
OMM 23		HIV and AIDS Programmes	Number of HIV and AIDS Awareness Campaigns conducted	4	2	1	1	Attendance Register and report on awareness conducted noted by Special Programmes Portfolio	1	1	Attendance Register and report on awareness conducted noted by Special Programmes Portfolio	Achieved	N/A	N/A	R 20,000.00	R0	All LMs	✔
OMM 24			Date World AIDS Day event held	31-Dec-18	01-Dec-18	N/A	N/A	N/A	31-Dec-18	01-Dec-18	Report on World AIDS day noted by Special Programmes Portfolio Committee	Achieved	N/A	N/A		R0	All LMs	✔
OMM 25	Promote Special Vulnerable focus group development		Number of nutritional supplements distributed to LMs and NGOs dealing with HIV and AIDS related issues	100	100	100	100	Acknowledgement Letter of Receipt from NGOs and LMs	N/A	N/A	N/A	N/A	N/A	N/A	R 50,000.00	R0	All LMs	N/A
OMM 27	Promotion of youth development		Number of Functional DTT	4	2	1	1	Signed Minutes and attendance register	1	1	Signed Minutes and attendance register	Achieved	N/A	N/A	R 0.00	R0	All LMs	✔
OMM 23	Promote Policy Development and Awareness	Policies, Strategies and Frameworks Developed and Reviewed	Number of Policies, Strategies and Frameworks Developed/Reviewed	8	19	2	5	PRC Stamped Policy/ Strategy/ Framework	2	14	PRC Stamped Policy/ Strategy/ Framework	Achieved	N/A	N/A	R0.00	R0	All LMs	✔
OMM 29		Facilitate Policy Awareness Workshops	Number of Policy Awareness Workshops held	4	0	1	0	Attendance Register	1	0	Attendance Register	Not Achieved	Unit not adequately resourced	shortlisting of candidates has been completed. Interviews planned for January 2019	R0.00	R0	All LMs	Not Achieved

2018 2019 OFFICE OF THE MUNICIPAL MANAGER - MR DD NAIDOO

NO	Strategic Objective	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual Actual Achieved to Date	Quarterly Target and Actual Achieved						Progress: Challenges & Remedial			Financial Implications		Location (Ward / LM)	AUDITORS COMMENTS
						Q1	Actual	POE	Q2	Actual	POE	Achieved / Not Achieved	Blockages	Corrective actions and TIME FRAMES	Annual budget allocation	Budget spent to date		
Municipal Transformation and Organisational Development																		
OMM 30	Strengthen Research Support	Customer Satisfaction Surveys Conducted	Number of Mini Customer Surveys Conducted	4	0	1	0	Extract of MANCO NOTING report	1	0	Extract of MANCO NOTING report	Not Achieved	The scope of research has been changed to cover Mayoral Izimbizo's	Interviews, data capturing, data charting have been completed. Analysis is in progress. Report to be finalised and presented to Manco by 31-March -19	R0.00	R0	All LMs	Not Achieved
OMM 33	Strengthen Governance and Leadership	Implementation of Batho Pele Strategy	Number of Batho Pele Workshops conducted	4	3	1	1	Report to Manco and attendance registers	1	2	Report to Manco and attendance registers	Not Achieved	Workshops were conducted and reports were submitted but deferred	To be retabled in quarter 3	R0	R0	All LMs	Not Achieved
OMM 34			Number of Service Delivery Plans Developed	1	2	1	1	Report to Manco	1	1	Report to Manco	Not Achieved	SDIP was developed, report was prepared but deferred	To be retabled in quarter 3	R0	R0	All LMs	Not Achieved
OMM 35			Number of Municipal Service Week Conducted	1	2	1	1	Report to Manco	1	1	Report to Manco	Not Achieved	MSW was conducted, report was compiled but deferred	To be retabled in quarter 3	R0	R0	All LMs	Not Achieved
OMM 36			Number of Unannounced visits conducted	4	2	1	1	Report to Manco	1	1	Report to Manco	Not Achieved	Visits were conducted, report was prepared but deferred	To be retabled in quarter 3	R0	R0	All LMs	Not Achieved
OMM 37			Number of BP District Forum conducted	4	2	1	1	Minutes and registers	1	1	Minutes and registers	Not Achieved	District forum sat and minutes are available	To be signed in quarter 3	R0	R0	All LMs	Not Achieved
OMM 38			Number of District Public Participation fora held	4	2	1	1	Attendance registers and minutes	1	1	Attendance registers and minutes	Achieved	N/A	N/A	R0	R0	All LMs	✔
OMM 39		Back to basics functional categorization score	Percentage Back to basics functional categorization score achieved	75 – 100%	76%	75 – 100%	58%	Cogta Report	75 – 100%	76%	Cogta Report	Achieved	N/A	N/A	R0	R0		✔
OMM 40	Strengthen stakeholder relations and Public participation	Public participation programmes co-ordinated	Number of Report Back Cluster Meetings held	4	2	1	1	Attendance registers and minutes	1	1	Attendance registers and minutes	Achieved	N/A	N/A	R0	N/A	All LMs	✔
OMM 41			Number of historical events commemorated	2	0	N/A	N/A	N/A	1	0	Attendance registers	Not Achieved	financial constraints	moved to the next quarter	N/A	N/A	All LMs	Not Achieved
OMM 42			Number of Mayoral Imbizo conducted	18	15	N/A	N/A	N/A	18	18	Attendance registers and community inputs	Achieved	N/A	N/A	R0	R0	All LMs	✔
OMM 44			Number of Training and Capacity Building workshops for Ward Committee Members conducted	4	1	1	0	Attendance registers and training manual	1	1	Attendance registers and training manual	Achieved	N/A	N/A	N/A	R0	All LMs	✔

2018 2019 OFFICE OF THE MUNICIPAL MANAGER - MR DD NAIDOO

NO.	Strategic Objective	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual Actual Achieved to Date	Quarterly Target and Actual Achieved						Progress, Challenges & Remedial			Financial Implication		Location (Ward / LM)	AUDITORS COMMENTS
						Q1	Actual	POE	Q2	Actual	POE	Achieved / Not Achieved	Blockages	Corrective actions and TIME FRAMES	Annual budget information	Budget spent to date		
Municipal Transformation and Organisational Development																		
OMM 45			Number of Ward Committee Functionality assessments conducted	4	2	1	1	COGTA Functionality report	1	0	Functionality report noted by MANCO	Not Achieved	Late submission of item to MANCO	The item will be submitted to MANCO in quarter 3	N/A	R0	All LMs	Not Achieved
OMM 46			Number of Learning Visit done	1	1	1	1	report noted by MANCO and report	N/A	N/A	N/A	N/A	N/A	N/A	N/A	R0	All LMs	N/A
OMM 47	Optimise the workforce potential	Cascaded IPMS for levels 1 - 8	Number of Level 1 - 8 with Work Plans Developed	20	8	20	8	Signed workplans	N/A	N/A	NA	N/A	N/A	N/A	N/A	R0	All LMs	N/A
OMM 49		Turnaround time in the Compilation of disciplinary and grievance processes within the municipal internal processes	Percentage of disciplinary matters concluded within 3 months Turn-around time	100%	Hearing is proceeding, having last sat in December 2018	100%	100%	Attendance register and case report noted by MANCO	100%	0.00%	Attendance register and case report noted by MANCO	Not Achieved	The employee alleged to have misconducted himself has been unavailable to present himself at the hearings and further disputes were raised as such leading to postponements	With or without the employee, the hearing will be concluded and is anticipated to be concluded by end February 2019	N/A	R0	All LMs	~~Not Achieved~~
OMM 50		Exit Management Interviews	Percentage compliance with Exit Management interviews	100%	100%	100%	100%	Exit interview report noted by MANCO	100%	100%	Exit interview reports noted by MANCO	ACHIEVED	N/A	N/A	N/A	R0	All LMs	✓
OMM 51		Compliance with Leave and Sick Leave Management	Percentage compliance with Leave and Sick Leave Management	100%	97.77%^	100%	100%	Leave management report noted by MANCO	100%	97.77%^	Leave management report noted by MANCO	Not Achieved	The two non-compliant leave forms were not retrieved timeously for correction	These have since on the 15 Jan been corrected and resubmitted for capturing at HR	N/A	R0	All LMs	Not Achieved
OMM 52		Compliance with overtime management	Percentage compliance with overtime management	100%	100%	100%	100%	Overtime management report noted by MANCO	100%	100%	Overtime management report noted by MANCO	Achieved	N/A	N/A	N/A	R0	All LMs	✓
OMM 53	Optimise systems and operations	Average turnaround time in hours taken to respond to Customers request for services	Number of hours taken to respond to Customers request for services	4hours		4hours		Systems report	4hours	12hours	Systems report	Not Achieved	Billing queries and system challenges	The relocation of account enquiries to Revenue Management		R0	All LMs	Not Achieved
OMM 56	To increase performance, monitoring and evaluation	Milestones achieved on the performance management process plan	Number of OPMS Quarterly Reviews Conducted	4	2	1	1	Attendance registers and minutes of review	1		Attendance registers and minutes of review	Achieved	N/A	N/A	N/A	R0	All LMs	✓
OMM 57		Annual Performance Report	Date 2017 / 2018 Annual Performance Report submitted to AG	31/08/2018	31-Aug-18	31-Aug-18	31-Aug-18	Confirmation letter	N/A	N/A	N/A	N/A	N/A	N/A	N/A	R0	All LMs	N/A

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NO	Strategic Objective	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual Actual Achieved to Date	Quarterly Target and Actual Achieved: Q1	Actual	POE	Q2	Actual	POE	Progress, Challenges & Remedies: Achieved / Not Achieved	Shortages	Corrective actions and TIME FRAMED	Financial implication: Annual budget information	Budget spent to date	Location (Ward / LM)	AUDITORS COMMENTS
OMM 60	To increase performance, monitoring and evaluation	Section 54/56 Managers with signed performance contracts	Number of section 54/56 Managers with signed performance contracts	5	5	5	5	Signed performance contracts	N/A	N/A	N/A	N/A	N/A	N/A	N/A	R0	All LMs	N/A
OMM 63	To strengthen communication and stakeholder relations	Milestones achieved on the Communication plan	Date Communication Strategy is reviewed and adopted	31-Aug-18	0	31-Aug-18	0	Council resolution	N/A	N/A	N/A	N/A	N/A	N/A	N/A	R0	All LMs	N/A
OMM 64	To increase performance, monitoring and evaluation		Number of Radio Slots conducted by the Mayor	4	1	1	1	Script and Confirmation letter from Radio station	1	0	Script and Confirmation letter from Radio station	Not Achieved	financial constraints	Target to be reviewed during the midyear review process	N/A	R0	All LMs	Not Achieved
OMM 65			Number of Calendars designed and printed	5000	N/A	N/A	N/A	N/A	5000	5000	Copy of calendar	Achieved	N/A	N/A	N/A	R0	All LMs	✓
OMM 70	To strengthen communication and stakeholder relations		Number of diaries designed and printed	200	200	N/A	N/A	N/A	200	200	Copy of a diary and copy of signed delivery note	Not Achieved	Delays in terms of deliveries of diaries	To make request of diaries early. The diaries will be delivered before 31-Jan-2019	N/A	R0	All LMs	Not Achieved
OMM 71		Press releases	Number of Press releases published	32	18	8	8	copy of published articles	8	8	copy of published articles	Achieved	N/A	N/A	0	R0	All LMs	✓
OMM 72		Mandela Day Soccer Challenge held	Dale Mandela Day Soccer Challenge held	30-Sep-18	30-Sep-18	30-Sep-18	30-Sep-18	report noted by portfolio committee	N/A	N/A	N/A	N/A	N/A	N/A	R23 000	R0	All LMs	N/A
OMM 74		Sport Indaba	Date Sports Indaba held	31-Dec-18	0	N/A	N/A	N/A	31-Dec-18	0	Attendance register & close out report	Not Achieved	due to financial constraints, the programme was postponed	To be reviewed during the midyear review process	R25 000	R0	All LMs	Not Achieved
OMM 75		Coaching clinic	Number of Coaching Clinics events held	1	0	N/A	N/A	N/A	1	0	Attendance register and closeout report noted by Manco	Not Achieved	programme cancelled due to financial constraints	To be reviewed during the midyear review process	R90 000	R0	All LMs	Not Achieved
OMM 76		Support to federations rendered	Number of federations supported	1	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	R315 000	R0	All LMs	N/A
OMM 77		Education, Training, and Skills Development	Number of Small Business Support programmes Implemented	2	0	N/A	N/A	N/A	1	0	Confirmation of support from Benefited business	Not Achieved	the programme was postponed due to financial constraints	To be reviewed during the midyear review process	R220 000	R0	All LMs	Not Achieved

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KPI	Strategic Objective	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual Actual Achieved to Date	Quarterly Target and Actual Achieved: Q1	Actual	POE	Q2	Actual	POE	Progress, Challenges & Remedial: Achieved / Not Achieved	Blockages	Corrective actions and TIME FRAMES	Financial Implication: Annual budget information	Budget spent to date	Location (Ward / LM)	AUDITORS COMMENTS
Municipal Transformation and Organisation[illegible]																		
OMM 79	To promote youth development	Programmes Implemented	Date Career Exhibition held	30-Mar-19	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	R80 000	R0	All LMs	N/A
OMM 80		Voter education	Number of Voter Education Programme workshops conducted	2	0	N/A	N/A	N/A	1	0	Attendance register & close out report	Not Achieved	the programme was postponed due to financial constraints	To be reviewed during the midyear review process	R150 000	R0	All LMs	Not Achieved
OMM 81		Summit	Date Education Summit held	31-Dec-18	0	N/A	N/A	N/A	31-Dec-18	0	Attendance register & close out report	Not Achieved	the programme was postponed due to financial constraints	To be reviewed during the midyear review process	R120 000	R0	ALL LMs	Not Achieved
OMM 85		Youth programmes supported	Date Indigenous games held	30-Sep-18	30-Sep-18	30-Sep-18	30-Sep-18	Attendance register & close out report	N/A	N/A	N/A	N/A	N/A	N/A	R269 500	R0	All LMs	N/A
OMM 8[illegible]			Date Mayoral Cup tournament held	31-Dec-18	N/A	N/A	N/A	N/A	31-Dec-18	0	Close out Report	Not Achieved	programme cancelled due to financial constraints	To be reviewed during the midyear review process	R425 000	R0	All LMs	Not Achieved
OMM 9[illegible]		SALGA games	Number of sport codes participated in SALGA games	5	8	N/A	N/A	N/A	5	8	Proof of sport codes participated Closeout Report	Achieved	N/A	N/A	R5 700 000	R0	All LMs	✓
OMM 9[illegible]		Audit findings resolved	Date 2017 / 2018 Management Corrective Action Plan Developed	31-Jan-19	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	R0	All LMs	N/A
OMM 9[illegible]			Percentage of 2017 / 2018 Audit findings resolved	100%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	R0	All LMs	N/A
OMM 9[illegible]			Date Internal Audit and Audit Committee Charters and audit methodology reviewed	30-Sep-18	28-Sep-18	30-Sep-18	28-Sep-18	Audit committee minutes approving the IA plan, Charter and Methodology	N/A	N/A	N/A	N/A	N/A	N/A	N/A	R0	All LMs	N/A
OMM 9[illegible]			Date Audit Committee Charters reviewed	30-Sep-18	28-Sep-18	30-Sep-18	28-Sep-18	Audit Committee Recommending to Council	N/A	N/A	N/A	N/A	N/A	N/A	N/A	R0	All LMs	N/A
OMM 9[illegible]			Date Ugu District Municipality's 3 year strategic audit plan is reviewed	30-Sep-18	28-Sep-18	30-Sep-18	28-Sep-18	Audit Committee Minutes noting the Strategic Audit Plan	N/A	N/A	N/A	N/A	N/A	N/A	N/A	R0	All LMs	N/A
OMM 100			Date USCT 3 year strategic audit plan reviewed	30-Sep-18	24-Aug-18	30-Sep-18	24-Aug-18	Audit Committee Minutes noting the Strategic Audit Plan	N/A	N/A	N/A	N/A	N/A	N/A	N/A	R0	All LMs	N/A

2018 2019 OFFICE OF THE MUNICIPAL MANAGER MR DD NAIDOO

NO.	Strategic Objective	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual Actual Achieved to Date	Quarterly Target and Actual Achieved						Progress, Challenges & Remedial			Financial Implication		Location (Ward / LM)	AUDITORS COMMENTS
						Q1	Actual	POE	Q2	Actual	POE	Achieved / Not Achieved	Blockages	Corrective actions and TIME FRAMES	Annual budget information	Budget spent to date		
						Municipal Transformation and Organisational [illegible]												
OMM 101	Strengthen Governance and Leadership	Implementation of internal audit plan	Date USCDA 3 year strategic audit plan reviewed	30-Sep-18	21-Aug-18	30-Sep-18	21-Aug-18	Audit Committee Minutes noting the Strategic Audit Plan	N/A	N/A	N/A	N/A	N/A	N/A	N/A	R0	All LMs	N/A
OMM 102			Date Annual internal audit plan developed and approved - Ugu	30-Sep-18	26-Sep-18	30-Sep-18	26-Sep-18	Audit Committee Minutes approving the Annual Internal Audit Plan	N/A	N/A	N/A	N/A	N/A	N/A	N/A	R0	All LMs	N/A
OMM 103			Date Annual internal audit plan developed and approved - USCT	30-Sep-18	24-Aug-18	30-Sep-18	24-Aug-18	Audit Committee Minutes approving the Annual Internal Audit Plan	N/A	N/A	N/A	N/A	N/A	N/A	N/A	R0	All LMs	N/A
OMM 104			Date Annual internal audit plan developed and approved - USCDA	30-Sep-18	21-Aug-18	30-Sep-18	21-Aug-18	Audit Committee Minutes approving the Annual Internal Audit Plan	N/A	N/A	N/A	N/A	N/A	N/A	N/A	R0	All LMs	N/A
OMM 109			Date 2018 / 2019 Enterprise Risk registers developed and approved - UDM	30-Sep-18	07-Sep-18	30-Sep-18	07-Sep-18	Risk Management Committee minutes approving the UDM Risk Register	N/A	N/A	N/A	N/A	N/A	N/A	N/A	R0	All LMs	N/A
OMM 110			Date 2018 / 2019 Enterprise Risk registers developed and approved - USCT	30-Sep-18	24-Aug-18	30-Sep-18	24-Aug-18	Audit Committee minutes approving the USCT risk Register	N/A	N/A	N/A	N/A	N/A	N/A	N/A	R0	All LMs	N/A
OMM 111			Date 2018 / 2019 Enterprise Risk registers developed and approved - USCDA	30-Sep-18	21-Aug-18	30-Sep-18	21-Aug-18	Audit Committee minutes approving the USCDA risk Register	N/A	N/A	N/A	N/A	N/A	N/A	N/A	R0	All LMs	N/A
OMM 112			Date 2018 / 2019 Fraud Risk registers approved - UDM	30-Sep-18	28-Sep-18	30-Sep-18	28-Sep-18	Risk Management Committee minutes approving the UDM Fraud Risk Register	N/A	N/A	N/A	N/A		N/A	N/A	R0	All LMs	N/A
OMM 113			Date 2018 / 2019 Fraud Risk registers approved - USCT	30-Sep-18	24-Aug-18	30-Sep-18	24-Aug-18	Audit Committee minutes approving the USCT Fraud risk Register	N/A	N/A	N/A	N/A	N/A	N/A	N/A	R0	All LMs	N/A

2018 2019 OFFICE OF THE MUNICIPAL MANAGER - MR DD NAIDOO

NO.	Strategic Objective	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual Actual Achieved to Date	Quarterly Target and Actual Achieved: Q1	Actual	POE	Q2	Actual	POE	Progress, Challenges & Remedial: Achieved / Not Achieved	Challenges	Corrective actions and time FRAMES	Financial Indication: Annual budget information	Budget spent to date	Location (Ward / LM)	AUDITORS COMMENTS
Municipal Transformation and Organisation																		
OMM 114		Risks mitigation recommendations implemented	Date 2018 / 2019 Fraud Risk registers approved - USCDA	30-Sep-18	21-Aug-18	30-Sep-18	21-Aug-18	Audit Committee minutes approving the USCDA Fraud risk Register	N/A	N/A	N/A	N/A	N/A	N/A	N/A	R0	All LMs	N/A
OMM 115			Percentage of Risk mitigation recommendations implemented - UGU OMM	80%	85%	N/A	N/A	N/A	30%	85%	Minutes of the Risk Management Committee	Achieved	N/A	N/A	N/A	R0	All LMs	✓
OMM 116			Percentage of Risk mitigation recommendations implemented - USCT	80%	81%	N/A	N/A	N/A	30%	81%	Minutes of the USCT Audit Committee	Achieved	N/A	N/A	N/A	R0	All LMs	✓
OMM 117			Percentage of Risk mitigation recommendations implemented - USCDA	80%	81%	N/A	N/A	N/A	30%	81%	Minutes of the USCDA Audit Committee	Achieved	N/A	N/A	N/A	R0	All LMs	✓
OMM 118			Percentage of Fraud Risk Mitigation recommendation Implemented - UGU	80%	71%	N/A	N/A	N/A	30%	71%	Minutes of the Risk Management Committee	Achieved	N/A	N/A	N/A	R0	All LMs	✓
OMM 119			Percentage of Fraud Risk Mitigation recommendation Implemented - USCT	80%	80%	N/A	N/A	N/A	30%	60%	Minutes of the USCT Audit Committee	Achieved	N/A	N/A	N/A	R0	All LMs	✓
OMM 120			Percentage of Fraud Risk Mitigation recommendation Implemented - USCDA	80%	80%	N/A	N/A	N/A	30%	80%	Minutes of the USCDA Audit Committee	Achieved	N/A	N/A	N/A	R0	All LMs	✓
OMM 121		Fraud prevention	Review of the Anti Fraud and Anti Corruption Strategy	30-Jun-19	30-Aug-18	N/A	N/A	N/A	Review of the Antifraud Strategy by Policy Review Committee by 30 Dec 2018	30-Aug-18	Policy review Committee Minutes	Achieved	N/A	N/A	N/A	R0	All LMs	✓
OMM 122			Number of Anticorruption and awareness campaigns co-ordinated	3	1	N/A	N/A	N/A	1	1	Attendance registers / Pamphlets issued	Achieved	N/A	N/A	N/A	R0	All LMs	✓
OMM 123		Increased Legal Compliance	Percentage compliance achieved as per the Municipal Compliance Checklist	80%	91%	80%	92%	Extract of MANCO indicating receipt of report on %Compliance to Checklist	80%	91%	Extract of MANCO indicating receipt of report on %Compliance to Checklist	Achieved	N/A	N/A	N/A	R0	All LMs	✓

2018 2019 OFFICE OF THE MUNICIPAL MANAGER - MR DD NAIDOO

IDP	Strategic Objective	Measurable Objective / Output	Key Performance Indicator	Annual Target	Annual Actual Achieved to Date	Quarterly Target and Actual Achieved						Progress, Challenges & Remedial			Financial Information		Location (Ward / LM)	AUDITORS COMMENTS
						Q1	Actual	POE	Q2	Actual	POE	Achieved / Not Achieved	Blockages	Corrective actions and TIME FRAMES	Annual budget information	Budget spent to date		
OMM 124			Number of By Laws developed	2	1	N/A	N/A	N/A	1	1	Extract of MANCO indicating receipt of progress report on By Law Development	Achieved	N/A	N/A	N/A	R0	All LMs	✓
OMM 125			Number of Legislative Awareness Workshops held	2	2	1	1	Attendance Register and Agenda	1	1	Attendance registers and workshop manual	Achieved	N/A	N/A	N/A	R0	All LMs	✓
OMM 126			Percentage Compliance to Litigation Risk Reduction Action Plan	95%	100%	95%	100%	Extract of MANCO indicating receipt of report on %Compliance to Action Plan	95%	100%	Extract of MANCO indicating receipt of report on %Compliance to Action Plan	Achieved	N/A	N/A	N/A	R0	All LMs	✓
OMM 127			Percentage compliance achieved as per the contractual obligations checklist	80%	92%	80%	100%	Extract of MANCO indicating adoption of 1 Standard Contract	80%	92%	Extract of MANCO indicating adoption of 1 Standard Contract	Achieved	N/A	N/A	N/A	R0	All LMs	✓
OMM 128		To ensure Development planning and implementation	Date 2019/2020 IDP, Budget and PMS reviewed process plan adopted	30-Sep-18	30-Aug-18	30-Sep-18	30-Aug-18	Council resolution	N/A	N/A	N/A	N/A	N/A	N/A	N/A	R0	All LMs	N/A
OMM 130		To strengthen Intergovernmental relations and co-ordinated service delivery	Number of Mayors' Fora coordinated	4	2	1	1	meeting agenda	1	1	meeting agenda	Achieved	N/A	N/A	N/A	R0	All LMs	✓
OMM 131			Number of Speakers' Fora coordinated	4	2	1	1	meeting agenda	1	1	meeting agenda	Achieved	N/A	N/A	N/A	R0	All LMs	✓
OMM 132			Number of MMs Forums coordinated	4	2	1	1	meeting agenda	1	1	meeting agenda	Achieved	N/A	N/A	N/A	R0	All LMs	✓
OMM 133			Number of District Development Fora coordinated	4	2	1	1	meeting agenda	1	1	meeting agenda	Achieved	N/A	N/A	N/A	R0	All LMs	✓
OMM 134			Number of IDP Rep Fora coordinated	4	2	1	1	meeting agenda	1	1	meeting agenda	Achieved	N/A	N/A	N/A	R0	All LMs	✓

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UGU SOUTH COAST DEVELOPMENT AGENCY	
ANNUAL PERFORMANCE PLAN - 2018/2019	
ANNUAL PERFORMANCE PLAN	
Six roles that a DDA should play:	***Key Performance Areas (KPAs) in Local Government: Municipal Planning and Performance Management Regulations (2001):***
1. Lead market development	1 - Municipal Transformation and Organisational Development
2. Mobilise the private sector	2 - Infrastructure Development and Basic Service Delivery
3. Ensure strategic partnerships	3 - Local Economic Development (LED)
4. Leverage financial resources for economic development in the district	4 - Municipal Financial Viability and Management
5. Bring focus and resources together to deliver (co-ordination)	5 - Good Governance and Public Participation
6. Implement	Each Strategic Objective must be informed by (linked to) one of these KPAs
	They must also be linked to the Parent Municipalities OPMS

S/C#	National KPA#	UguDM IDP Ref	PROGRAMME	PROJECT	KPI	ANNUAL TARGET	YEAR UNDER REVIEW 2018/2019 TARGET	ACTUAL	POE	ACHIEVED/NOT ACHIEVED	CHALLENGES	CORRECTIVE MEASURE	ANNUAL BUDGET	OWNER	POE
SO 1			**Institutional Compliance To ensure that USCDA operations are compliant with all regulatory frameworks**											**USCDA**	
SO 1.1	4	3.7	Risk Management	Comprehensive Risk Register	Complete risk register by 30 November	1 Risk Register by 30 November	1 Risk Register by 30 November	1 Risk Register compiled in Q1	Yes	Not Achieved in Q1	N/A	N/A	Operational	M:Fin	Register & proof of compilation date
SO 1.2	4	3.7	Risk Management	Risk Policy Review	Date Risk Management reviewed	Policy reviewed by 2018/12/31	Policy reviewed by 2018/12/31	No review	None	Not Achieved	The review was not presented to the relevant committee for consideration	The process to be followed for the review through committees for approval by Q4	Operational	M:Fin	Copy of approved policy by December 2018
SO 1.3	4	3.7	Internal Audit & AG Queries	AG & Internal Audit queries resolution	Percentage of AG/Internal Audit queries resolved per quarter	100%	100%	100%	Yes	Not Achieved	None	N/A	Operational	M:Fin	Quarterly Corrective Actions Summation/ Internal Audit Reports
SO 1.4	4	3.7	Performance Management System (PMS)	Q1 & 3 verbal; Half-year and Annual performance appraisals	Quarterly performance appraisals of CEO	4	1	1	Yes	Not Achieved	None	N/A	Operational	Board/CEO	Record of evaluations completed by endof each quarter
SO 1.5	4	3.7	Municipal Entity Website	Legislated SCM notices publication	Percentage of notifications uploaded	100%	100%	100%	Yes	Achieved	None	N/A	Operational	M:Fin	Screen shot of updates
SO 1.6	4	3.7	Financial Reporting	Monthly management accounts production	Management reports, ledger and reconciliations by 5th working day of the following month	12	3	3	Yes	Achieved	None	N/A	Operational	M:Fin	Reports & Proof of submission to CEO
SO 1.7	4	3.7	S87 Financial Reporting	Monthly financial report production	Monthly reports by the 7th working day of the following month	12	3	3	Yes	Achieved	None	N/A	Operational	M:Fin	Reports & Proof of submission to parent
SO 1.8	4	3.7	PMS Reporting	Quarterly performance report production	Quarterly reports	4	1	1	Yes	Achieved	None	N/A	Operational	M:Fin	Reports & Proof of submission to parent
SO 1.12	4	3.7	Annual Report	Draft Annual Report produced by 30 December 2018	Annual Report Adoption by 31 December	Draft Annual Report produced by31/12/2018	Draft Annual Report produced by 31/12/2018	Draft Annual Report produced by 31/12/2018	Yes	Not Achieved	N/A	N/A	Operational	M:Fin	Draft Annual Report

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UGU SOUTH COAST DEVELOPMENT AGENCY
ANNUAL PERFORMANCE PLAN - 2018/2019
ANNUAL PERFORMANCE PLAN

Six roles that a DDA should play:	Key Performance Areas (KPAs) in Local Government; Municipal Planning and Performance Management Regulations (2001):
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S/O#	National KPA#	UguDM IDP Ref	PROGRAMME	PROJECT	KPI	YEAR UNDER REVIEW 2018/2019 ANNUAL TARGET	TARGET	ACTUAL	POE	ACHIEVED/NOT ACHIEVED	CHALLENGES	CORRECTIVE MEASURE	ANNUAL BUDGET	OWNER	POE
SO 1.13	4	3.7	Annual Financial Statements	Draft AFS & Performance Report to AG	AFS and Annual PMS report by 31 August	31/08/2018	N/A	N/A	N/A	N/A	N/A	N/A	R 126,000.00	M:Fin	Submission & confirmation from AG
SO 1.14	4	3.7	Audit Compliance	AG Report	Unqualified Audit Opinion	1	1	Unqualified Audit Opinion	Yes	Achieved	N/A	N/A	Operational	M:Fin	AG Audit Report
SO 1.15	4	3.7	MFMA Compliance	Fruitless & Wasteful and Irregular Expenditure - Section 102 report	F&W exp <1% of total exp reported to Board	<1%	<1%	<1%	Yes	Achieved	None	None	Operational	M:Fin	Board Reports
SO 1.17	4	3.7	MSCOA Implementation	Actively participate in MSCOA steering committee	Compliance with MSCOA targets	4	1	0	None	Not Achieved	No steering committee meeting convened for the quarter	Attend meetings convened in the subsequent quarters	Operational	M:Fin	Progress reports submitted to Corporate Services Committee.
SO 2			Capacity Building To Capacitate USCDA to deliver and implement its core functions efficiently and effectively											USCDA	
SO 2.1	1	3.7	Staff Development	Short course / conference attendance	Number of shortcourses attended as per the Training Plan	4	1	0	None	Not Achieved	The training plan was approved in Q2	The approved training plan will be achieved in Q3 and Q4	R 50,000.00	M:Fin/CEO	Proof of attendance
SO 2.2	1	3.7	Corporate Identity	Update USCDA website and maintainance	12 updates to websites	12	3	4	Yes	Achieved	N/A	N/A	R 50,000.00	M:IPM/CEO	Screen Shot of the updated website
SO 2.3	1	3.7	Corporate Identity	Ensure all brand & marketing material compliant with USCDA	Review & produce brand & marketing material	1	1	1	Yes	Achieved	N/A	N/A	R 50,000.00	M:IPM/CEO	Branded material in stock
SO 3			Investment Promotion: To promote the growth and development of the Ugu District Vision 2030												
SO 3.1	3	3.7	Implement the Growth and Development Strategy of the Ugu District - Vision 2030											UDM	
SO 3.1.1	3	3.7.9	GDS	Table progress reports to Municipal Councils on GDS Implementation Plan	no of progress reports to Municipalities	10	5	0	None	Not Achieved			R 10,000.00	CEO	Council resolutions / minutes of Council meetings

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UGU SOUTH COAST DEVELOPMENT AGENCY																
ANNUAL PERFORMANCE PLAN - 2018/2019																
ANNUAL PERFORMANCE PLAN																
Six roles that a DDA should play:					*Key Performance Areas (KPAs) in Local Government: Municipal Planning and Performance Management Regulations (2001):*											
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2. Mobilise the private sector					2 - Infrastructure Development and Basic Service Delivery											
3. Ensure strategic partnerships					3 - Local Economic Development (LED)											
4. Leverage financial resources for economic development in the district					4 - Municipal Financial Viability and Management											
5. Bring focus and resources together to deliver (co-ordination)					5 - Good Governance and Public Participation											
6. Implement					Each Strategic Objective must be informed by (linked to) one of these KPAs											
					They must also be linked to the Parent Municipalities OPMS											
						YEAR UNDER REVIEW 2018/2019										
							[redacted]									
S/C#	National KPA#	UguDM IDP Ref	PROGRAMME	PROJECT	KPI	ANNUAL TARGET	TARGET	ACTUAL	POE	ACHIEVED/NOT ACHIEVED	CHALLENGES	CORRECTIVE MEASURE	ANNUAL BUDGET	OWNER	POE
SO 3.1.2	3	3.7.9	GDS	Date GDS Review completed	Adoption of Reviewed GDS by Ugu	1	N/A	1	Yes	Not Achieved	N/A	N/A	Operational	CEO	Resolution adopting GDS by 30 September 2018
SO 3.1.3	3	3.7.9	Reports on jobs created	Quarterly reports on jobs created by government departments within Ugu	Number of reports on jobs created	4	1	0	None	Not Achieved	Government Departments have not submitted the reports reflecting the jobs created..	The issue has been escalated to the Mayor	Operational	CEO	Quarterly reports to Board and Mayors Forum
SO 3.1.4	3	3.7.9	Expenditure on SMMEs in Ugu	All government departments reporting on jobs created	Number of report on 30% expenditure	4	1	0	None	Not Achieved	Government Departments have not submitted the reports reflecting the 30% Spend	The issue has been escalated to the Mayor	Operational	CEO	Quarterly reports to Board and Mayors Forum
SO 3.2	3		Implement an Investment Promotion & Facilitation Strategy for the Ugu District											UDM	
SO 3.2.3	3	3.7.9	Investment promotion	Promoting Ugu at Investment Conferences	Number of Investment conferences at which Ugu is promoted	1	0	1	Yes	Not Achieved	N/A	N/A	R 30,000.00	M:IPM	Reports to Board on outcome of each conference
SO 3.2.4	3	3.7.9	Investment promotion	Organize and host Ugu Investment Conference	Investment opportunities	1	1	0	None	Not Achieved	The national investment conference was delayed. This impacted on timelines for the Provincial KZN investment conference in which Ugu Investment conference is dependant on.	Continue to liaise with EDTEA on the date for the provincial investment conference which will make it possible for USCDA to set a date for the district investment conference	R 150,000.00	MIPM	Conference report/attendance register
3.2.5	3	3.7.9	Investment promotion	Attend local,provincial and national exhibitions for exposure and marketing the agency	Number of exhibitions	4	1	2	Yes	Achieved	N/A	N/A	R 50,000.00	MIPM	Attendance register
SO 3.2 6	3	3.7.9	Investment promotion	Rand value of investment into Ugu as a result of marketing and investment attraction initiatives	Rand value of inward investment to Ugu	R100m	0	N/A	N/A	N/A	N/A	N/A	R 30,000.00	IPM	Report presented to the Board?
SO 3.3	3		Establish a business support desk for big, small and emerging business											USCDA	

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UGU SOUTH COAST DEVELOPMENT AGENCY

ANNUAL PERFORMANCE PLAN - 2018/2019

ANNUAL PERFORMANCE PLAN

Six roles that a DDA should play:	***Key Performance Areas (KPAs) in Local Government: Municipal Planning and Performance Management Regulations (2001):***
1. Lead market development	1 - Municipal Transformation and Organisational Development
2. Mobilise the private sector	2 - Infrastructure Development and Basic Service Delivery
3. Ensure strategic partnerships	3 - Local Economic Development (LED)
4. Leverage financial resources for economic development in the district	4 - Municipal Financial Viability and Management
5. Bring focus and resources together to deliver (co-ordination)	5 - Good Governance and Public Participation
6. Implement	Each Strategic Objective must be informed by (linked to) one of these KPAs
	They must also be linked to the Parent Municipalities OPMS

S/O#	National KPA#	UguDM IDP Ref	PROGRAMME	PROJECT	KPI	ANNUAL TARGET	YEAR UNDER REVIEW 2018/2019 TARGET	ACTUAL	POE	ACHIEVED/NOT ACHIEVED	CHALLENGES	CORRECTIVE MEASURE	ANNUAL BUDGET	OWNER	POE
SO3.3.1	3	3.7.4	Business Support	Organise information sharing sessions for SMMEs	Number of sessions organised	4	1	1	yes	Achieved	N/A	N/A	R 30,000.00	M:Dev SP	Attendance register/report
SO 3.3 2	3	3.7.4	Business Support	Identify local SMMEs with viable business case	Number of businesses identified	10	2	2	yes	Achieved	N/A	N/A	Operational	M:Dev SP	Signed Commitment Letters by businesses
SO 3.3 3	3	3.7.4	Business Support	Train SMMEs on capacity,productivity and business management skills	Number of businesses identified	10	2	2	yes	Achieved	N/A	N/A	Operational	M:Dev SP	Attendance register
SO 3.3.5	3	3.7.4	Business Support	Establish good working relationship with departments/sectors that provide business support sevices	Number of business support sectors engaged	4	1	2	yes	Not Achieved	N/A	N/A	Operational	M:Dev SP	Letter of Intent / Proof of engagement
SO 3.3.6	3	3.7.4	Business Support	Assist business to establish in the Ugu District	Number of businesses assisted	10	2	0	no	Not Achieved	N/A		Operational	M:Dev SP	Proof of Assistance/Report
SO 4			**Agriculture: To promote small scale farming in the Ugu District**												
SO 4.1	**3**	**3.7.5**	**Support the growth of local emerging farmers and encourage markets for their products**											**KZN**	
SO 4.1.1	3	3.7.5	Agricultural support	Engage and consult traditional leaders on identification of arable land	Number of leaders consulted	6	2	2	Yes	Achieved	N/A	N/A	Operational	M:Dev Agric	Attendance register
SO 4.1.2	3	3.7.5	Agricultural support	Number of hectares of fallow fields in Amakhosi areas converted into cultivated lands	Number of hectares cultivated	60	20	15	Yes	Not Achieved	Limited financial support to cultivate targeted hactors	Make presentations to other potential departments in developing the targeted areas.	R 200,000.00	M:Dev Agric	Stamped letter from traditional council
SO 4.1.3	3	3.7.5	Agricultural support	Conduct and facilitate formal market for farmers	Number of markets identified	2	1	1	Yes	Not Achieved	N/A	N/A	Operational	M:Dev Agric	Proof of engagement / attandance register
SO 4.1.4	3	3.7.5	Agricultural support	Support small growers and farmers with inputs for production	Number of farmers supplied with inputs	4	1	6	Yes	Achieved	N/A	N/a	R 400,000.00	M:Dev Agric	Commitment letters /photos

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UGU SOUTH COAST DEVELOPMENT AGENCY														
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						YEAR UNDER REVIEW 2018/2019								
S/O#	National KPA#	UguDM IDP Ref	PROGRAMME	PROJECT	KPI		[redacted]						ANNUAL BUDGET	OWNER	POE
						ANNUAL TARGET	TARGET	ACTUAL	POE	ACHIEVED/NOT ACHIEVED	CHALLENGES	CORRECTIVE MEASURE			
SO 4.1.5	3	3.7.5	Agricultural support	Support farmers and schemes with machanisation	Number of farmers supported with mechanization	8	3	1	Yes	Not Achieved	Prices received through SCM for mechanisation are higher than the budget	Explore cheaper SCM processes i.e. RT57	R 100,000.00	M:Dev Agric	Acknowledgement letters
SO 4.1.6	3	3.7.5	Agricultural support	Provide training on commercial production	Trainings conducted	4	1	0	None	Not Achieved	No reply from the advert for accredited training provider	Explore other SCM processes to attract the targeted providers i.e. open tender	R 50,000.00	M:Dev Agric	Attendance register
SO 4.1.7	3	3.7.5	Agricultural support	Link farmers with potential markets and other government programmes	Linkages made	4	1	1	Yes	Achieved	N/A	N/A	Operational	M:Dev Agric	Proof of communication/report
SO 4.1.8	3	3.7.5	Agriculture support	Prepare and submit Business Plans for agriculture support	Number of applications	8	8	5	Yes	Not Achieved	Supported projects are still in a development stage	Follow up with the local agencies i.e. SEDA that are assisting projects	R -	M:Dev Agric	Business Plans approved by the Board
SO 4.1.10	3	3.7.5	Agri-processing	Link upskilled farmers with the markets and relevant departments for their products	Number of farmers linked	6	2	2	2	Achieved	N/A	N/A	R 50,000.00	M:Dev Agric	Proof of linkages created
SO 4.1.11	3	3.7.5	Agri-park	Participate in National & Provincial meeting and play a facilitation role in the implementation of Agri-Park	Attend DJOC (DAPPOT) quarterly meetings	4	1	1	1	Achieved	N/A	N/A	R -	M:Dev Agric	Attendance registers
SO 5			Entrepreneurship Development: To facilitate skills development and training for small business development and entrepreneurship												
SO 5.1	3	3,7,4	Facilitate internships in commerce and industry within the Ugu District and promote awareness of USCDA											USCDA	
SO 5.2	3	3,7,4	Promote awareness of USCDA through the local radio stations											USCDA	
SO 5.2.1	4	3.7.5	Marketing the services of the Development Agency	Attend quarterly programme with the local radio stations (UYR and RSS)	Number of quarterly programmes of 15 minutes	8	2	2	Yes	Not Achieved	N/A	N/A	Operational	IPM	Attachment of discussed business issues

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UGU SOUTH COAST DEVELOPMENT AGENCY
ANNUAL PERFORMANCE PLAN - 2018/2019
ANNUAL PERFORMANCE PLAN

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YEAR UNDER REVIEW 2018/2019

S/O#	National KPA#	UguDM IDP Ref	PROGRAMME	PROJECT	KPI	ANNUAL TARGET	TARGET	ACTUAL	POE	ACHIEVED/NOT ACHIEVED	CHALLENGES	CORRECTIVE MEASURE	ANNUAL BUDGET	OWNER	POE
SO 5.2.2	4	3.7.5	Marketing the services of the Development Agency	Place USCDA weekly radio adverts to the local radio stations (UYR and RSS)	Number of weekly adverts	88	24	16	Yes	Not Achieved	The initial target was set with two radio stations in mind, whilst after SCM processes, only one radio station could be secured	Revise the target to reflect on what is achievable at mid-year review which is 16 adverts per quarter	R 56,000.00	IPM	Signed agreements with Community Radio Stations with adverts.
SO 6	3		Property Development: To forge Public Private Partnerships (PPPs) to give effect to economic development on State, Ingonyama Trust and land owned by the private sector												
SO 6.1			Identify property development opportunities within the 4 local municipal jurisdictions that comprise the Ugu District											USCDA	
SO 6.1.1	3	3.7.9	Hinterland Property Development	Murchisson Mixed Use	Finalize the concept and present to Projects Committee	31/12/2019	1	0	None	Not Achieved	The two concepts from USCDA and the taxi association have not been consolidated	Ndwalane Taxi and Business Associations have started develop a concept document, as it is now we need to work with them to final the documents .	R 15,000.00	M:Dev SP	Copy of the advert on newspaper /online - EOI
SO 6.2			Implement property development opportunities											USCDA	
SO 6.2.2	3	3,7,6	John Mason Park	Conclude development agreement with the developer	Consolidated the agreement	1	1	0	No	Not Achieved	Land ownership challenge where the two parcels of land are owned seperately	to finalize the land ownership with RNM and public works in Q4.	Operational	M:Dev PD/CEO	Signed Agreement
SO 7			Marine: To promote economic development within coastal and riverine zones											UDM	
SO 7.1	3		Implement maritime tourism projects											USCT	
SO 7.1.1	3	3,7,6	Multi Trails Network	Social facilitation for URT	Number of sessions for social facilitations	4	1	1	yes	Achieved	N/A	N/A	R 10,000.00	M:Dev SP	Attendance register
SO 7. 1.4	3	3.7.6	Multi Trails Network	Implement a joint implementation plan	Outputs of the plan	2	1	1	Yes	Achieved	N/A	N/A	Operational	M:Dev SP	Report on the output of the plan

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UGU SOUTH COAST DEVELOPMENT AGENCY
ANNUAL PERFORMANCE PLAN - 2018/2019
ANNUAL PERFORMANCE PLAN

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						YEAR UNDER REVIEW 2018/2019									
S/O#	National KPA#	UguDM IDP Ref	PROGRAMME	PROJECT	KPI	ANNUAL TARGET	TARGET	ACTUAL	POE	ACHIEVED/NOT ACHIEVED	CHALLENGES	CORRECTIVE MEASURE	ANNUAL BUDGET	OWNER	POE
SO 7.2	3		Establish an experimental terrestrial fish farm (Aquaculture & Aquaponics) within the Ugu District											USCDA	
SO 7.2.3	3	3.7.5	Fish Farming	Identify markets for fish and related products	Number of markets identified	1	1	0	None	Not Achieved	No businesses were ready that could be linked to markets	Develop a business plan for businesses and link with markets in Q3 and Q4	Operational	M:Dev Agric	Proof of engagement/ Attandance register
SO 8	3		Facilitate catalytic projects within the Ugu District											USCDA	
SO 8.1	3	1,7,6	Catalytic Project	Finalise the application for the Release of Agricultural land for Industrial Development(Ifafa)	Final Decision from DoA	31/12/2018	1	0	No	Not Achieved		The DAFF was given a proof that Elysuim farm is not under claim, as per request. In their communication, this proof is important to make a final recommendation on the release of agriculture land . A follow up will be done during Q3 and Q4.	Operational	M:Dev SP	Final decision from DoA/ Proof of Engagement/ Progress Report
SO 8.4	3	3,7,6	Catalytic Project	Update Polar on Ifafa Industrial Pak progress (EIA and Rezoning)	Update Polar	4	1	1	Yes	Achieved	N/A	N/A	Operaional	M:Dev SP	Progress report and Proof of communication
SO 9	3		Renewable Energy: To identify, attract, support or assist renewable energy initiatives within the district											UDM	
SO 9.1	3	3,7,9	Renewable energy	To support and assist the proposed Bio Fuels intiative at Gunn's Drift	Quarterly progress reports	4	1	1	Yes	Achieved	N/A	N/A	Operational	M:Dev SP	Copy of quarterly report
SO 10			Black Industrialist												
			TOTAL BUDGET										R 3,627,500.00		

	ANNUAL	Q2
ACHIEVED	0	0
NOT ACHIEVED	0	0
TOTAL	[illegible]	[illegible]
% ACHIEVED	0.0%	0.0%

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Ugu South Coast Tourism (Pty) Ltd
Annual Performance Plan 2018/2019
Includes: Quarter 2 Performance Targets : Achieved;
Organisational Scorecard Revision proposal 2018/2019

						YEAR UNDER REVIEW 2018 / 2019																	
						Q1		Q2						Mid Term Review									
										Progress, Challenges & Remedial						Progress, Challenges & Remedial							
S/O #	PROGRAMME	PROJECT	KPI	ADJUSTED ANNUAL TARGET: 30 June 2019	ACTUAL ACHIEVEMENT	TARGET	ACTUAL	TARGET	ACTUAL	Achieved / Not Achieved	Blockages / Challenges	Measures to improve Performance	Revised timeframes to achieve	Mid Year target	ACTUAL	Achieved / Not Achieved	Blockages / Challenges	Measures to improve Performance	Revised timeframes to achieve	ANNUAL BUDGET	OWNER	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS
Strategic Objective 1: [illegible]																							
S/O 1.1	Enterprise Risk Management & Compliance	Comprehensive Risk register	Completed Risk Register by deadline	31-Dec-18	07-Dec-18	NA	NA	31-Dec-18	07-Dec-18	ACHIEVED	-	-	-	31-Dec-18	07-Dec-18	ACHIEVED	-	-	-	Op. Task	GM: Fin & HR // CEO	Register adopted by Board by date	√
S/O 1.2	Risk Management Policy	Risk Policy review	Reviewed Risk Management Policy by deadline	31-Dec-18	07-Dec-18	NA	NA	31-Dec-18	07-Dec-18	ACHIEVED	-	-	-	31-Dec-18	07-Dec-18	ACHIEVED	-	-	-	Op. Task	GM: Fin & HR // CEO	Risk Policy reviewed by Board by date	√
S/O 1.3	Internal Audit & Auditor General queries	AG & Internal Audit queries resolution	Percentage of AG / Internal Audit queries resolved per quarter	100%	100%	100%	100%	100%	100%	ACHIEVED	-	-	-	100%	100%	ACHIEVED	-	-	-	R 88,713	CEO // GM: Fin & HR/ GM: M&E / GM: Dev	Corrective actions summation submissions to Audit Committee	√
S/O 1.5	Performance Management System (PMS)	Q1 & 3 verbal; Half-year and Annual performance appraisals	Percentage individual Performance Management Systems implemented for S57 Managers	100%	100%	NA	NA	100%	100%	ACHIEVED	-	-	-	100%	100%	ACHIEVED	-	-	-	Op. Task	CEO // GM: Fin & HR/ GM: M&E / GM: Dev	Record of evaluations completed and proof of dates	√
S/O 1.6	Stakeholder and Area Committees Participation via CEOs Forum	Needs dissemination for 2017/2018 adjusted budget, 2018/2019 budget and annual PMS tools	Number of presentations to CEO Forums	2	1	NA	NA	1	1	ACHIEVED	-	-	-	1	1	ACHIEVED	-	-	-	Op. Task	CEO // GM: Fin & HR/ GM: M&E / GM: Dev	CEO Forum minutes and dates	√
S/O 1.7	Annual PMS Tools– Public Accessibility	Annual PMS tools migration to entity's website	Website appearance of in-year review of annual performance plan by deadline	31-Jul-18	31-Jul-18	31-Jul-18	31-Jul-18	NA	NA	-	-	-	-	31-Jul-18	31-Jul-18	ACHIEVED	-	-	-	Op. Task	GM: Fin & HR // CEO	Annual PMS tools submitted for uploading and proof of date	√
S/O 1.8	IT and Communication Policy	Policy review	Policy Review by deadline	31-Dec-18	07-Dec-18	NA	NA	31-Dec-18	07-Dec-18	ACHIEVED	-	-	-	31-Dec-18	07-Dec-18	ACHIEVED	-	-	-	Op. Task	GM: Fin & HR // CEO	IT Policy reviewed by Board by date	√
S/O 1.9	Municipal Entity Website	Legislated SCM notices publication	Percentage potential notifications actually uploaded to website	100%	100%	100%	100%	100%	100%	ACHIEVED	-	-	-	100%	100%	ACHIEVED	-	-	-	Op. Task	GM: Fin & HR // CEO	Instruction record to service provider & evidence of upload	√
S/O 1.10	S87 Financial Reporting	Monthly financial report production	Number of Monthly reports by deadline	12	6	3	3	3	3	ACHIEVED	-	-	-	6	6	ACHIEVED	-	-	-	Op. Task	GM: Fin & HR // CEO	Reports and proof of submission dates to Parent and Treasury	√
S/O 1.11	PMS Reporting	Quarterly performance report production	Quarterly reports by deadline	4	2	1	1	1	1	ACHIEVED	-	-	-	2	2	ACHIEVED	-	-	-	Op. Task	CEO // GM: Fin & HR/ GM: M&E / GM: Dev	Report submission to Parent and date	√
S/O 1.14	Annual Financial Statements	Annual Financial Statements production	AFS adoption by deadline	31-Dec-18	07-Dec-18	NA	NA	31-Dec-18	07-Dec-18	ACHIEVED	-	-	-	31-Dec-18	07-Dec-18	ACHIEVED	-	-	-	R 378,436	GM: Fin & HR // CEO	AFS adopted by Board by date	√
S/O 1.15	Annual Financial Statements	Draft Annual Financial Statements and Annual Performance Report availability to the Auditor General	AFS and Annual PMS report by deadline	31-Aug-18	30-Aug-18	31-Aug-18	30-Aug-18	NA	NA	-	-	-	-	31-Aug-18	30-Aug-18	ACHIEVED	-	-	-	Op. Task	CEO // GM: Fin & HR/ GM: M&E / GM: Dev	Submission and confirmation from the AG (SA)	√
S/O 1.16	Audit Compliance	A-G Report	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	NA	NA	Unqualified Audit Opinion	Unqualified Audit Opinion	ACHIEVED	-	-	-	Unqualified Audit Opinion	Unqualified Audit Opinion	ACHIEVED	-	-	-	Op. Task	GM: Fin & HR // CEO	Audit report from the AG (SA)	√
S/O 1.17	MFMA Compliance	Fruitless and wasteful expenditure	Controlled Fruitless & Wasteful expenditure as a % of Total Expenditure reported to Board	< 1%	0,0%	< 1%	0	< 1%	0	ACHIEVED	-	-	-	< 1%	0	ACHIEVED	-	-	-	Op. Task	CEO // GM: Fin & HR/ GM: M&E / GM: Dev	Board reports, with Register if fruitless & wasteful expenditure - with calculations	√
S/O 1.22	Expenditure Management	Expenditure Management: Op. Task	Percentage of annual Op. Task expenditure spent	90%	0%	15%	22%	40%	43%	ACHIEVED	-	-	-	40%	43%	ACHIEVED	-	-	-	R 2,635,294	GM: Fin & HR // CEO	Quarterly calculation report	√
S/O 1.23	Expenditure Management	Expenditure Management: Capital	Percentage of annual capital expenditure spent	90%	0%	15%	44%	40%	45%	ACHIEVED	-	-	-	40%	45%	ACHIEVED	-	-	-	R 173,595	GM: Fin & HR // CEO	Quarterly calculation report	√
S/O 1.24	Revenue Management	Revenue Management : Grant Income	Percentage of Grant Revenue received	100%	0%	25%	9%	50%	58%	ACHIEVED	-	-	-	50%	58%	ACHIEVED	-	-	-	R 20,964,144	GM: Fin & HR // CEO	Quarterly calculation report	√
S/O 1.25	Revenue Management	Revenue Management : Other revenue	Percentage of Other revenue received	95%	0%	25%	64%	50%	94%	ACHIEVED	-	-	-	50%	94%	ACHIEVED	-	-	-	R 1,141,605	GM: Fin & HR // CEO	Quarterly calculation report	√
S/O 1.26	Expenditure Management	Expenditure Management: Board fees paid	Board fees paid on 25th of each month	12 monthly payments	9 Monthly payments	3 monthly payments	3 monthly payments	3 monthly payments	3 monthly payments	ACHIEVED	-	-	-	6 Monthly Payment	5 Monthly Payment	ACHIEVED	-	-	-	R 711,202	GM: Fin & HR // CEO	Salary reports	√
S/O 1.27	Expenditure Management	Expenditure Management: S57 Salaries paid	S57 Salaries paid on 25th of each month	12 monthly payments	9 Monthly payments	3 monthly payments	3 monthly payments	3 monthly payments	3 monthly payments	ACHIEVED	-	-	-	6 Monthly Payment	6 Monthly Payment	ACHIEVED	-	-	-	R 3,697,120	GM: Fin & HR // CEO	Salary reports	√
S/O 1.28	Expenditure Management	Expenditure Management: Staff Salaries paid	Staff Salaries paid by 25th of each month	12 monthly payments	9 Monthly payments	3 monthly payments	3 monthly payments	3 monthly payments	3 monthly payments	ACHIEVED	-	-	-	6 Monthly Payment	6 Monthly Payment	ACHIEVED	-	-	-	R 3,776,071	GM: Fin & HR // CEO	Salary reports	√
Strategic Objective 2: To capacitate the Company in terms of personnel in accordance with the organisational organogram																							

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Annual Performance Plan 2018/2019
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						Q1		Q2						Mid Term Review									
										Progress, Challenges & Remedial						Progress, Challenges & Remedial							
S/O #	PROGRAMME	PROJECT	KPI	ADJUSTED ANNUAL TARGET: 30 June 2019	ACTUAL ACHIEVEMENT	TARGET	ACTUAL	TARGET	ACTUAL	Achieved / Not Achieved	Blockages / Challenges	Measures to Improve Performance	Revised timeframes to achieve	Mid Year Target	ACTUAL	Achieved / Not Achieved	Blockages / Challenges	Measures to Improve Performance	Revised timeframes to achieve	ANNUAL BUDGET	OWNER	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS
S/O 2.0	Recruitment	Appointments of personnel	Number of appointments made	2	2	1	1	NA	1	ACHIEVED	-	-		1	2	ACHIEVED	-		-	Op. Task	GM: Fin & HR // CEO	Signed Contracts	√
Strategic Objective # 3 : Sustain and develop operations of district wide Visitor Information Centres (VIC's)																							
S/O 3.1	Visitor Information Centres	VICs Operations	Visitor Information Centres maintained (6)	5	1	1	1	1	1	ACHIEVED	-	-	-	2	2	ACHIEVED	-	-		Op. Task	CEO	Monthly VIC Office reports summarised and tabled to Board	√
S/O 3.3	New developmental Community Tourism Office's at strategic geographic sites	Community Tourism Offices operational	Number of new satellite CTO's (Umzumbe / Vulamehlo-Umdoni)	1	0	NA	NA	1	0	NOT ACHIEVED	Municipal Striking at Umzumbe prevented the office relocation.	USCT will initiate the process in Q3.	31-Mar-19	1	0	NOT ACHIEVED	Municipal Striking at Umzumbe prevented the office relocation	USCT will initiate the process in Q3	31 Mar 19		GM: Dev // CEO	On-site inspections and report by Manager	NOT ACHIEVED
[illegible]																							
S/O 4.1	Staff development	Short course attendance	Number of training courses	4	4	2	0	1	4	ACHIEVED	-	-		3	1	ACHIEVED	-	-	-	R 84,402	GM: Fin & HR // CEO	Training registration documents	√
Strategic Objective # 5: To contribute to the growth in the District tourism economy through visitor volume growth and the application of a Marketing Action Plan (MAP)																							
S/O 5.3 EDITED	Brand application	Marketing Branded Collateral	% Annual Budget spent	100%	0%	25%	35%	50%	36%	NOT ACHIEVED	Promotional items were not required and therefor did not spend the anticipated budget	None	30-Jun-19	50%	36%	NOT ACHIEVED	Promotional items were not required and therefor did not spend the anticipated budget	None	30 Jun 19	R 283,574	GM: Mkt & GM:Dev // CEO	Quarterly calculation report	NOT ACHIEVED
S/O 5.5	Visual library	Image library development	Number of images	58	68	25	43	25	25	ACHIEVED	-	-		50	68	ACHIEVED		-	-	R 25,000	GM: Mkt // CEO	Annual image portfolio	√
S/O 5.6	Visual library	Video library development	Number of videos	10	11	5	2	5	9	ACHIEVED	-	-		10	11	ACHIEVED	-	-	-	R 50,000	GM: Mkt // CEO	Annual video portfolio	√
S/O 5.9	Free media editorial	Free media editorial	Free media exposure through channels	130	136	10	89	10	47	ACHIEVED	-		-	20	136	ACHIEVED	-			Op. Task	GM: Mkt // CEO	Evidence of exposure received	√
S/O5.10	Free media editorial	Free media produced	Press releases produced internally for various channels	20	20	10	10	10	10	ACHIEVED	-			20	20	ACHIEVED				Op. Task	GM: Mkt // CEO	Copy of release with date / Emailed out to relevant database(s)	√
S/O 5.11	Free and paid TV / Video and or Live streaming exposure – generic and niche	TV and or Video livestreaming	Number of broadcasts	12	12	2	8	2	4	ACHIEVED	-			4	12	ACHIEVED	-		-	R 60,000	GM: Mkt // CEO	Confirmation / Notification schedule	√
S/O 5.12	Free and Paid Radio exposure – generic and niche	Radio coverage	Record of Broadcast	6	6	3	1	3	5	ACHIEVED	-	-		6	6	ACHIEVED	-	-	-		GM: Mkt // CEO	Confirmation-Email communication / Notification schedule	√
S/O 5.13 EDITED	Local Community radio - multi lingual	Community radio coverage	Local Community radio broadcasts per year	12	6	6	0	6	6	ACHIEVED	-	-		12	6	NOT ACHIEVED	Suppliers non-compliance with SARS has caused the delay in the broadcasts	Continuous engagement to encourage suppliers to be compliant with legislation	20-Jun-19	R 94,456	GM: Dev // CEO	Confirmation / Notification schedule	NOT ACHIEVED
S/O5.14	Domestic market ; Application of a Strategic Advertising Campaign	Print and online media	Number of inserts or activations	30	34	6	15	6	19	ACHIEVED	-	-		12	34	ACHIEVED	-	-	-	R 500,000	GM: Mkt // CEO	Publication/ Electronic insert or activation	√
S/O 5.15	Overseas market & international media exposure	Print and online media	Number of inserts or activations	15	15	2	7	2	8	ACHIEVED	-	-	-	4	15	ACHIEVED	-		-	R 175,000	GM: Mkt // CEO	Publication/ Electronic insert	√
S/O 5.16	Billboard type or specific marketing tools	Use of bill boards and similar tools	Number of billboards utilised	4	4	1	3	1	1	ACHIEVED	-	-	-	2	4	ACHIEVED	-		-	R 25,000	GM: Mkt // CEO	Photograph and supplier confirmation of installation	√
S/O 5.17	Marketing Campaigns	Annual Strategic Seasonal Campaigns	Number of annual seasonal campaigns	4	2	1	1	1	1	ACHIEVED	-	-	-	2	2	ACHIEVED	-			Op. Task	GM: Mkt // CEO	Campaign report	√

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						Q1		Q2						Mid Term Review									
										Progress, Challenges & Remedial						Progress, Challenges & Remedial							
S/O #	PROGRAMME	PROJECT	KPI	ADJUSTED ANNUAL TARGET: 30 June 2019	ACTUAL ACHIEVEMENT	TARGET	ACTUAL	TARGET	ACTUAL	Achieved / Not Achieved	Blockages / Challenges	Measures to improve Performance	Revised timeframes to achieve	Mid Year Target	ACTUAL	Achieved / Not Achieved	Blockages / Challenges	Measures to improve Performance	Revised timeframes to achieve	ANNUAL BUDGET	OWNER	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS
S/O5.18	Marketing Campaigns	Niche Marketing Campaigns	Number of niche marketing campaigns	4	4	2	2	2	2	ACHIEVED	-	-	-	4	4	ACHIEVED	-		-	Op. Task	GM: Mkt // CEO	Campaign report	√
S/O5.19 EDITED	~~Tourism-Consumer, Trade, Niche-Mass-Participation-Events~~ Marketing Exhibitions	Participation at events-Trade, Consumer and Niche Market Platforms	Number of events-exhibitions attended	18	14	4	8	4	6	ACHIEVED	-	-		8	14	ACHIEVED	-		-	R 700,000	GM: Mkt // CEO	Participation report	√
S/O5.20	Media Familiarisation Trips	Trips facilitation for Local & International Media	Number of trips	6	6	2	4	2	2	ACHIEVED	-	-	-	4	6	ACHIEVED	-	-	-		GM: Mkt // CEO	Participation report / Email correspondence	√
S/O5.21	Tour Operators / Wholesalers Familiarisation Trips	Trip facilitation	Number of trips	2	2	1	1	1	1	ACHIEVED	-			2	2	ACHIEVED	-	-	-	R 40,000	GM: Mkt // CEO	Participation report / Email correspondence	√
S/O5.22	Staff Familiarisation Trips	Destination awareness for tourism staff	Number of trips	4	4	1	2	NA	2	-	-	-		1	4	ACHIEVED	-	-	-		GM: Mkt // CEO	Trip itinerary and participation register	√
S/O5.23	Newsletters	Members newsletters	Newsletters released with dates	4	2	1	1	1	1	ACHIEVED	-	-		2	2	ACHIEVED	-		-		GM: Mkt // CEO	Copy of Newsletter and Email instruction	√
S/O5.24	Newsletters	Members & Industry News Flashes	Number of news flashes	10	10	5	5	5	5	ACHIEVED	-	-	-	10	10	ACHIEVED	-	-			GM: Mkt // CEO	Copy of News flash and Email instruction	√
S/O5.25	Newsletters	CEO Report to members	Number of CEO reports released with dates	2	1	1	1	1	0	NOT ACHIEVED	Change in the way the CEO report is communicated	None, Programme will be reviewed in Q3	31 Mar-19	2	1	NOT ACHIEVED	Change in the way the CEO report is communicated	None, Programme will be reviewed in Q3	31 Mar 19	R 30,000	GM: Mkt // CEO	Copy of CEO Report & Email instruction	NOT ACHIEVED
S/O 5.26	Newsletters	Tourism trade newsletters distributed	Number of Trade Newsletters released with dates	2	2	1	1	1	1	ACHIEVED	-	-		2	2	ACHIEVED	-	-	-		GM: Mkt // CEO	Copy of Trade letter and Email instruction	√
S/O 5.27	Distribution of Newsletters	Consumer Newsletters	Number of Consumer Newsletters	2	2	1	1	1	1	ACHIEVED	-	-		2	2	ACHIEVED		-	-		GM: Mkt // CEO	Copy of Newsletter and Email instruction	√
S/O5.28	Sponsorships	Sponsorship Agreements & Other Marketing Sponsorships	Number of sponsorship agreements	1	1	NA	NA	1	1	ACHIEVED	-	-		1	1	ACHIEVED	-	-		Op. Task	GM: Mkt // CEO	Physical document	√
S/O5.31	Seasonal Status Quo Snapshots	Snapshot Reports	Reports by deadlines	2	1	1	1	1	0	NOT ACHIEVED	Need to review the method of the survey	Revised method to survey the influx of visitors	17-Jan-19	1	1	NOT ACHIEVED	Need to review the method of the survey	Revised method to survey the influx of visitors	17 Jan 19	Op. Task	GM: Dev // CEO	Snapshot reports	NOT ACHIEVED
S/O 5.35	Website	Website Content	New optimised content	112	112	22	10	90	102	ACHIEVED	-	-		112	112	ACHIEVED	-		-		GM: Mkt // CEO	Articles with dates	√
S/O 5.37	Social Media marketing	Social media content	Quarterly social media content calendar	2	2	1	1	1	1	ACHIEVED	-	-	-	2	2	ACHIEVED	-			R 750,000	GM: Mkt // CEO	Quarterly social media content calendars / reports with dates	√
S/O 5.38	Search Engine Optimisation	Search Engine Optimisation onsite & offsite	Number of primary keywords to optimise for (SEO)	215	216	75	100	75	116	ACHIEVED	-	-		150	216	ACHIEVED	-	-	-		GM: Mkt // CEO	Primary keyword list for optimisation	√
Strategic Objective #6: Utilise Events as a Catalyst for Profiling the South Coast and Contribution to Visitor Growth/Volume																							
S/O6.1 EDITED	~~In-Season-Events~~ Event Marketing	~~Seasonal-Beach-Event-support-~~Beach Activations	Number of holiday beach activations	4	2	1	1	1	1	ACHIEVED	-	-		1	2	ACHIEVED	-	-	-	R 500,000	GM: Mkt // CEO	Co-ordinator Closeout report	√
S/O6.2	Internationally oriented events	Individual events support	Number of events	2	3	1	2	1	1	ACHIEVED	-	-		2	3	ACHIEVED				R 3,526,251	GM: Mkt // CEO	Closeout report	√
S/O6.3	South African oriented events	Individual events support	Number of events	10	7	3	3	3	4	ACHIEVED	-	-	-	6	7	ACHIEVED		-	-	R 525,000	GM: Mkt & GM:Dev // CEO	Closeout report / Implentation Report	√
S/O6.4	Ugu District Tourism oriented events	Individual events support	Number of events	6	6	1	4	1	2	ACHIEVED	-	-		2	6	ACHIEVED	-	-	-	R 230,000	GM: Mkt & GM:Dev // CEO	Closeout report / Implentation Report	√
S/O6.5 EDITED	Developmental events support	Ad-hoc Developmental events support	Number of events supported	12	3	3	3	3	0	NOT ACHIEVED	Events took place late in the quarter and closeout reports have not yet been received	None, reports will be submitted in Q3 cumulative targets	31-Mar-19	6	3	NOT ACHIEVED	Events took place late in the quarter and closeout report have not yet been received	None, reports will be submitted in Q3 cumulative targets	31-Mar-19	R 370,000	GM: Dev // CEO	Closeout report / Implentation Report	NOT ACHIEVED
Strategic Objective #7: Establish and sustain stakeholder communications																							

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S/O #	PROGRAMME	PROJECT	KPI	ADJUSTED ANNUAL TARGET: 30 June 2019	ACTUAL ACHIEVEMENT	Q1 TARGET	Q1 ACTUAL	Q2 TARGET	Q2 ACTUAL	Q2 Progress, Challenges & Remedial: Achieved / Not Achieved	Blockages / Challenges	Measures to improve Performance	Revised timeframes to achieve	Mid Term Review: Mid Year Target	ACTUAL	Progress, Challenges & Remedial: Achieved / Not Achieved	Blockages / Challenges	Measures to improve Performance	Revised timeframes to achieve	ANNUAL BUDGET	OWNER	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS
S/O 7.1	Hosting of Board Meetings between DM and LM officials and the private sector	Board Meetings	Number of meetings	6	2	1	1	1	1	ACHIEVED	-			2	2	ACHIEVED	-	-	-	Op. Task	CEO	Minutes	√
S/O 7.3	CEO / Area Committee Chairs Forum	Forum meetings	Number of meetings	6	3	1	1	2	2	ACHIEVED	-	-	-	3	3	ACHIEVED	-	-	-	Op. Task	CEO	Minutes	√
S/O 7.5	Area Committee Cluster Functions	Member engagements	Number of functions	6	6	2	2	2	4	ACHIEVED	-	-	-	4	6	ACHIEVED		-	-	Op. Task	CEO	Function record	√
S/O 7.6	Op. Task management meetings	In-year monitoring of operations through operational meetings with staff	Number of meetings	3	3	2	2	1	1	ACHIEVED	-	-	-	3	3	ACHIEVED	-	-	-	Op. Task	CEO	Operation notes and presentations / minutes	√
S/O 7.7	CEO Tourism Presentations To DM and LM Councils	Cohesion with political principals	Number of meetings	5	3	3	2	2	1	NOT ACHIEVED	CEO to present updated Tourism Stratgy and APP once approved by Board in Q3	None	31-Mar-19	5	3	NOT ACHIEVED	CEO to present updated Tourism Stratgy and APP once approved by Board in Q3	None	31-Mar-19	Op. Task	CEO	DM & LM Agendas and presentations	NOT ACHIEVED
S/O 7.8	DM / LM / USCOA officials engagement	Inter institutional cohesion	Number of engagements	38	20	10	12	8	8	ACHIEVED	-	-	-	18	20	ACHIEVED	-	-	-	Op. Task	GM: Mkt & GM:Dev // CEO	Contact record	√
S/O 7.9 EDITED	~~Provincial / DM / LM LED & IDP Forum meetings~~ Stakeholder Relations	~~Inter-sectoral cohesion~~ Provincial, Municipal and Private Sector Engagments	Number of meetings	25	19	6	10	6	9	ACHIEVED	-		-	12	19	ACHIEVED				Op. Task	GM: Mkt & GM:Dev // CEO	Attendance register / Contact record	√
S/O 7.10	VIC Visitation	Head office / VIC ops cohesion	Number of visits	99	99	44	55	44	44	ACHIEVED	-	-	-	88	99	ACHIEVED	-		-	Op. Task	GM: Dev // CEO	Contact record	√
S/O 7.11	New member prospects (To be removed to NR KPI : Membership drive activities)	Membership recruitment	Number of calls on prospective members	76	70	38	35	38	35	NOT ACHIEVED	Business feel that Tourism is a luxury and are not financially stable to become members	Focused advanced meetings to be set up	20-Jun-19	76	70	NOT ACHIEVED	Business feel that Tourism is a luxury and are not financially stable to become members	Focused advanced meetings to be set up	20-Jun-19	Op. Task	GM: Dev // CEO	Call log	NOT ACHIEVED
S/O 7.12	Direct Calls to existing members	Member satisfaction and relations	Number of calls	84	84	44	44	44	40	NOT ACHIEVED	Poor planning and monitoring of targets	IPMS for support staff to be implemented	20-Jun-19	88	84	NOT ACHIEVED	Poor planning and monitoring of targets	IPMS for support staff to be implemented	20-Jun-19	Op. Task	GM: Dev // CEO	Call log	NOT ACHIEVED
S/O 7.13	Recruitment of new members	Confirmation of New Paid Up Members	Number of new members	40	13	30	4	30	9	NOT ACHIEVED	Difficult economic times for businesses, seeing membership as a luxury rather than a necessity	Additional benefits and partnerships with TGCSA to encourage businesses to become members	20 Jun-19	60	13	NOT ACHIEVED	Difficult economic times for businesses, seeing membership as a luxury rather than a necessity	Additional benefits and partnerships with TGCSA to encourage businesses to become members	20-Jun-19	Op. Task	GM: Dev // CEO	New members list	NOT ACHIEVED
[illegible]																							
S/O 8.2	~~District-wide-programmes-~~ Tourism Awareness	Schools Information Sessions	Number of school sessions in LMs	28	14	7	7	7	7	ACHIEVED	-	-	-	14	14	ACHIEVED	-	-	-	R 200,000	GM: Dev // CEO	Record of Presentations / Principal sign-off	√
S/O 8.3	~~District-wide-programmes-~~ Tourism Awareness	School and/or tertiary tours within the South Coast	Number of tours	12	6	3	3	3	3	ACHIEVED	-	-		6	6	ACHIEVED	-		-			Record of tours / Attendence registers	√
S/O 8.4	~~District-wide-programmes-~~ Tourism Awareness	~~Updated~~ Presentations to prospective tourism practitioners	Number of presentations	10	3	2	2	3	1	NOT ACHIEVED	-	-	-	5	3	NOT ACHIEVED	Needed to identify relevant practitioners requiring information	Early activation of presentations	31-Mar-19	R 100,000	GM: Dev // CEO	Record of Presentations / Attendance registers	NOT ACHIEVED
[illegible]																							
S/O 9.1	Emergent Tourism SMME	Mentorship and skills development	Number of training events	12	1	4	1	4	0	NOT ACHIEVED	SMME training was identified, but insufficient planning for timeous training	Early activation for training programs	20-Jun 19	8	1	NOT ACHIEVED	SMME training was identified, but insufficient planning for timeous training	Early activation for training programs	43636.00	R 350,000	GM: Dev // CEO	Record of Engagement	NOT ACHIEVED

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S/O #	PROGRAMME	PROJECT	KPI	ADJUSTED ANNUAL TARGET: 30 June 2019	ACTUAL ACHIEVEMENT	Q1 TARGET	Q1 ACTUAL	Q2 TARGET	Q2 ACTUAL	Q2 Progress, Challenges & Remedial: Achieved / Not Achieved	Q2 Blockages / Challenges	Q2 Measures to improve Performance	Q2 Revised timeframes to achieve	Mid Term Review: Mid Year Target	Mid Term Review: ACTUAL	Mid Term Review Progress, Challenges & Remedial: Achieved / Not Achieved	Blockages / Challenges	Measures to improve Performance	Revised timeframes to achieve	ANNUAL BUDGET	OWNER	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS
S/O 9.2	~~Emergent businesses~~ Tourism SMME	~~Emerging enterprise participation at events facilitation~~ SMME participation at events	Number of events	24	18	6	12	6	6	ACHIEVED	-	-		12	18	ACHIEVED			-		GM: Dev // CEO	Record of promotion	√
Strategic Objective #10: Ensure participation in tourism management and ownership of tourism products by local communities																							
S/O 10.2	Emergent products and services (mainly hinterland) within each LM	Feasibility/ viability template utilisation	Number of templates completed	8	6	4	2	4	4	ACHIEVED	-	-		8	6	NOT ACHIEVED	Businesses don't have the relevant documents to submit	The Project will be removed from the APP from Q3	31-Mar-19	Op. Task	GM: Dev // CEO	Hard copies of template completed	NOT ACHIEVED
S/O 10.4	Emerging product support	Mentorship of Emerging Tourism Businesses by membership	Number of Emerging Tourism Businesses in Mentorship	4	4	1	0	1	4	ACHIEVED	-	-		2	4	ACHIEVED		-	-	R 10,000	GM: Dev // CEO	Mentorship progress report to Board	√
Strategic Objective #11: Develop unique and sustainable tourism products and events																							
S/O 11.1	Product development	Umzumbe River Trails	Number of project progress reports to Board	4	2	1	1	1	1	ACHIEVED	-	-		2	2	ACHIEVED	-	-	-	R [illegible]	GM: Dev // CEO	Project progress report to Board	√
S/O 11.2	Product development	KwaXolo Caves	Number of project progress reports to Board	4	1	1	1	1	0	NOT ACHIEVED	Reports not forthcoming from USCDA	Timeous engagement with USCDA on project progress reports	31-Mar-19	2	1	NOT ACHIEVED	Reports not forthcoming from USCDA	Timeous engagement with USCDA on project progress reports	31-Mar-19	R 40,000	GM: Dev // CEO	Project progress report to Board	NOT ACHIEVED
S/O 11.3	Product development	Nlolezi Mseni Heritage Project	Number of progress reports to Board	1	1	1	1	NA	NA	-	-	-		1	1	ACHIEVED		-	-	R 40,000	GM: Dev // CEO	Project progress report to Board	√
S/O 11.4.1	Product development	Implementation Plan: Kwa Nzimakwe Development Plan	Number of progress reports to Board	3	1	1	0	1	1	ACHIEVED	-	-		2	1	NOT ACHIEVED	Due to lack of understanding in Q1, timing became a challenge for the implementation of the plan	Proposed in Q1, that this would be on target by 31 March 2019, which remains target date	31-Mar-19	R 40,000	GM: Dev // CEO	Project progress report to Board	NOT ACHIEVED
S/O 11.5.1 EDITED	Product development	Implementation Plan: Nyandezulu Development Plan / Ndwalane Traditional Authority	Number of progress reports to Board	3	1	1	0	1	1	ACHIEVED	-		-	2	1	NOT ACHIEVED	Due to lack of understanding in Q1, timing became a challenge for the implementation of the plan	Proposed in Q1, that this would be on target by 31 March 2019, which remains target date	31-Mar-19	R 40,000	GM: Dev // CEO	Project progress report to Board	NOT ACHIEVED
S/O 11.6.1	Product development	Implementation Plan: Oribi/Paddock/Ezinq corridor Development Plan	Number of progress reports to Board	2	0	1	0	1	0	NOT ACHIEVED	Budget challenges	None, the Board have resolved to remove this from the APP 2019	NA	2	0	NOT ACHIEVED	Budget challenges	None, the Board have resolved to remove this from the APP 2019	NA	R 40,000	GM: Dev // CEO	Project progress report to Board	NOT ACHIEVED
S/O 11.7.1	Product development	Implementation Plan: Gamalakhe	Number of progress reports to Board	2	0	1	0	1	0	NOT ACHIEVED	Budget challenges	None, the Board have resolved to remove this from the APP 2019	To be reinstituted 2019/2020	2	0	NOT ACHIEVED	Budget challenges	None, the Board have resolved to remove this from the APP 2019	NA	R 40,000	GM: Dev // CEO	Project progress report to Board	NOT ACHIEVED
S/O 11.9	Product Audit	Product Audit Umzumbe	Product Audit by date	30-Sep-18	00-Jan-00	30-Sep-18	0	NA	NA	-	-	-	-	30-Sep-18	0	NOT ACHIEVED	Due to lack of understanding in Q1, timing became a challenge for the implementation of the plan	Proposed in Q1, that this would be on target by 31 March 2019, which remains target date	31-Mar-19	Op. Task	GM: Dev // CEO	Product audit report and date	NOT ACHIEVED
Strategic Objective #13 Create an enabling environment for tourism investment																							
S/O 13.1	Institutional partnerships	Maintain & publicise portfolio of investment	Portfolio of prospective investment opportunities referred to relevant stakeholder	4	2	1	1	1	1	ACHIEVED	-	-	-	2	2	ACHIEVED	-	-	-	Op. Task	CEO	Record of portfolio of investment maintained and publicised	√
Strategic Objective #14: Ensure that tourism support infrastructure is adequately provided and/or maintained																							

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						Q1		Q2						Mid Term Review									
										Progress, Challenges & Remedial						Progress, Challenges & Remedial							
S/O #	PROGRAMME	PROJECT	KPI	ADJUSTED ANNUAL TARGET; 30 June 2019	ACTUAL ACHIEVEMENT	TARGET	ACTUAL	TARGET	ACTUAL	Achieved / Not Achieved	Blockages / Challenges	Measures to Improve Performance	Revised timeframes to achieve	Mid Year Target	ACTUAL	Achieved / Not Achieved	Blockages / Challenges	Measures to improve Performance	Revised timeframes to achieve	ANNUAL BUDGET	OWNER	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS
S/O 14.1	~~Partnership with stakeholders~~ Reputational management in partnership with stakeholders	~~Tourism support infrastructure~~ Engage with relevant stakeholders to address matters that impact the image of the destination	~~Percentage of ad-hoc requests for tourism support infrastructure that are taken to conclusion~~ Percentage of matters reported to relevant stakeholders	80%	100%	80%	100%	80%	100%	ACHIEVED	-			80%	100%	ACHIEVED				Op. Task	CEO	Record of requests and facilitation assistance	√

Year to date	
Targets	98
Achieved	72
Not Achieved	26
Early Activations	1

Year to date
Targets
Achieved
Not Achieved
Early Activations