



Ugu District Municipality

MID YEAR BUDGET and

PERFORMANCE ASSESSMENT 2016-17

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EXECUTIVE SUMMARY REPORT

1. BACKGROUND

The Annual Budget 2016/2017 was adopted by Council on the 26th May 2016 in accordance with Chapter 4 of the Municipal Finance Management Act and its regulations. Management had taken the following into consideration on compilation of the annual budget:

- The Integrated Development Plan of the municipality as reviewed for the next 5 year period.
- The National and Provincial Developmental Priorities and the municipality's contribution to the achievements of national targets.
- The Financial Recovery Plan and Back to Basics strategy adopted in May 2013.
- The adopted Budget Related policies and by-laws of the municipality.
- The allocations and conditions in the Division of Revenue Act of 2016.

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 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

2. IMPLEMENTATION OF THE 2016/2017 BUDGET

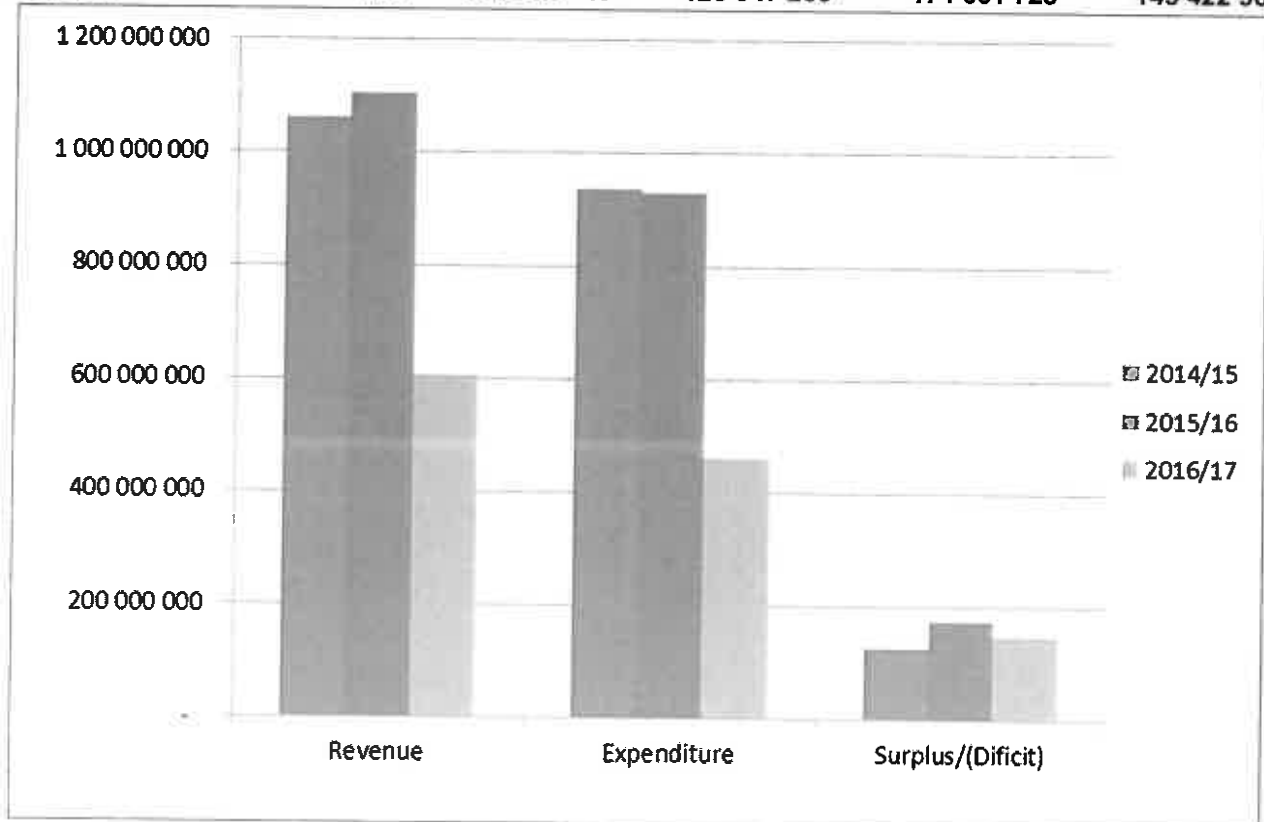
The financial results of all operations for the 6 month period are summarised on the S71 report which has been incorporated into this report.

The expenditure incurred in the first half of the financial year has been in line with the adopted budget. There is 0.5% of unauthorised expenditure resulting from Finance Charges (*Other than fruitless and wasteful expenditure*). Unauthorised expenditure would be taken into consideration during adjustments budget. All deviations from the normal supply chain processes have been approved by the Accounting Officer. Monthly reports have been submitted to the Portfolio Committee Executive Committee and Council. In line with the adopted procedure on dealing with Unauthorised, Irregular, Fruitless and Wasteful (UIF&W) expenditure, the register of UIF&W expenditure is submitted monthly to Internal Audit for investigation in terms of S32 of the MFMA. The provisions of the MFMA have been considered in as far as they apply in the implementation of the Annual Budget.

3. FINANCIAL PERFORMANCE OVERVIEW

3.1. REVENUE vs. EXPENDITURE

	2012/13	2013/14	2014/15	2015/16	2016/17
REVENUE	905 557 445	1 026 204 412	1 061 794 519	1 103 611 113	604 921 274
EXPENDITURE	677 033 260	765 610 667	935 847 254	928 949 390	459 498 907
SURPLUS / DEFICIT	228 524 185	260 593 745	125 947 265	174 661 723	145 422 367



The municipality has maintained an operating surplus over the past 3 years and for the first half of the current financial year. However, the performance in the first 6 months has been an increase in revenue and expenditure when compared to the same period in the last financial year. The increase in revenue is caused by an increase in tariffs plus the new scheme(s) that were commissioned in the current year. There was also a slight increase in collections due to the meter audit project that was conducted in the current year.

The increase in expenditure is due the CPI increase in the current year compared to last year, however this increase was already anticipated and provided for in the current year budget, hence an operating surplus has been realised in the first half of the current year. The expenditure has been contained to below the budget estimates for the first 6 months of the current year.

Please refer to further analysis of revenue and expenditure below:

3.1.1 Service Charges: Water

Water revenue is very seasonal. It usually slow during the first semester and it would be expected to pick-up during the second semester. The seasonal fluctuations in water revenue is mainly because of Ugu is a holiday destination and most people move to the coast during the Summer and Easter Holidays. The meter readings for the month of December 2016 would only be invoiced in January 2017, reason being meters are still to be read. The effect of drought was very minimal; therefore, no adjustment was necessary.

3.1.2 Rental of Facilities and Equipment

Rental and facilities is made up of Ugu Market and Ugu Sports & Leisure Centre. Ugu Sports and Leisure Centre has a contract in place with a tenant until year 2020. However, the contracts for tenants at Ugu Market had expired and were not renewed, rental that is coming from Ugu Market is for one tenant that is contracted on monthly basis. As result less amount was budgeted. However, the amount of rental income would be adjusted.

3.1.3 Interest Earned – Outstanding Debtors

Since there has been slow increase in the water revenue interest on outstanding debtors is also expected to be very low rate. However, during the busy seasons which are December and April we still expect an increase to interest.

3.1.4 Remuneration of Councillors

During the month of August 2016, elections month, Councillors did not worked the entire month as result salaries for councillors were pro-rata for the part of the month. We expect the Remuneration of Councillors to increase during the second semester. Therefore, no adjustment to councillors remuneration.

3.1.5 Depreciation

Depreciation of fixed assets is a non-cash line item and it has been underbudgeted during the Draft Budget and the actual to date clearly shows that during the Adjustments Budget, depreciation must be adjusted.

3.1.6 Finance Charges

Finance charges are above the amount that has been budgeted for the period. There has been a misallocation of the amount of R13 million for Group Scheme. The Group Scheme amount has been incorrectly allocated to finance charges and the management would have to correct this misstatement by a journal entry. Therefore, no adjustments to finance charges during the adjustments budget is necessary.

3.1.7 Bulk Purchases

Bulk purchases spending is slow, however is in line with an increase in the service-charges of water. However there spending in the current period has improved compared to the prior year of a similar period. We expect an increase in the amount

of bulk purchases as result of increase in water usage during the Summer and Easter Holidays. No adjustment necessary.

3.1.8 Other Materials

Other materials expenditure is very low. The materials are used for connections and water purification. Since there has been slow increase in the water revenue materials are also expected to be spent a very low rate. However, during the busy seasons which are December and April we still expect an increase in the spending of material.

3.1.9 Contracted Services

Contracted services expenditure has been slow as result of the delays from National Treasury to publish a mSCOA transversal tender of approved vendors. Therefore, some of the projects scheduled for first semester were deferred to the second semester. The spending is expected to increase as almost the entire contracted services has been committed, hence the adjustments to contracted services is necessary.

3.1.10 Transfers and Grants

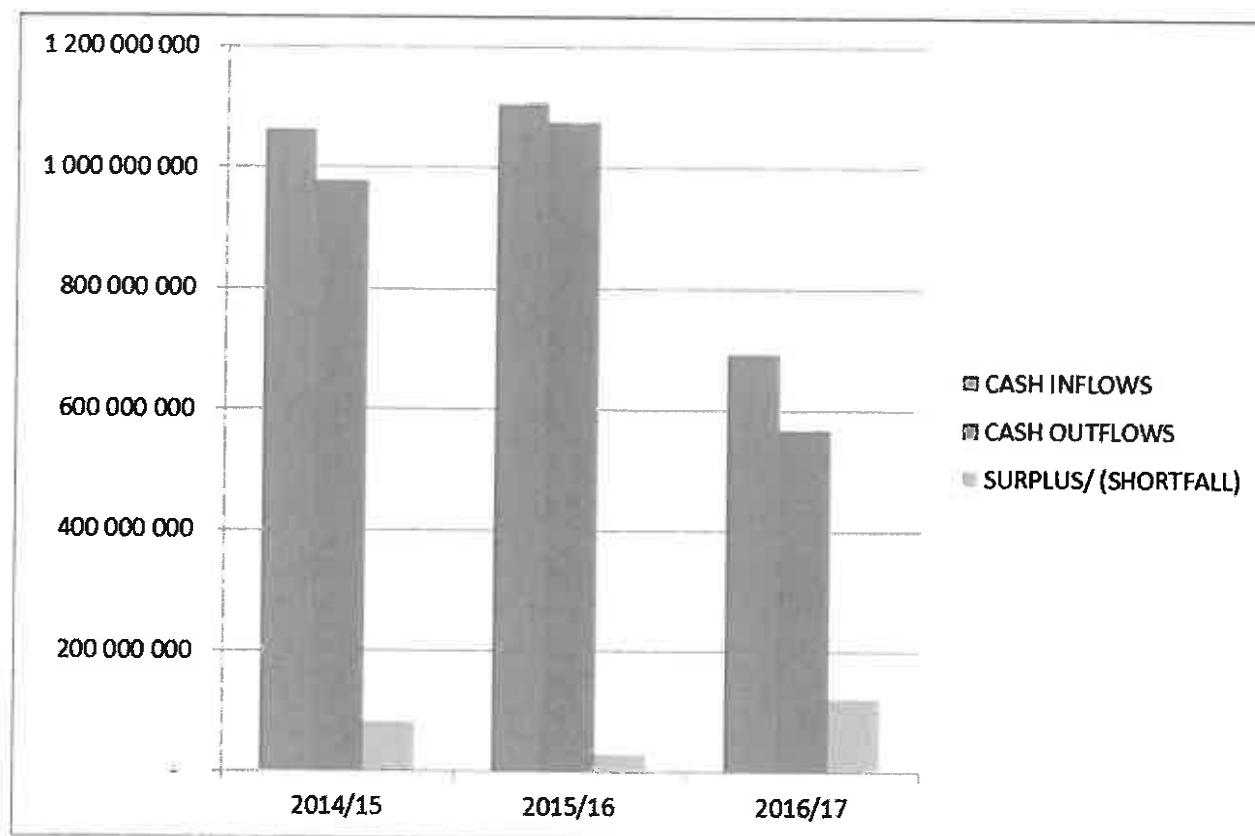
Transfers and grants indicate overspending, however some of the expenditure that was included as grant expenditure would have to be reallocated to other expenditure as they do not form part of Transfers and Grants expenditure. The adjustment would be made during adjustments budget.

3.1.11 Other Expenditure

Other expenditure is seasonal therefore it is expected to increase in line with expected increase in the revenue and capital expenditure. Some of the programmes that are planned for the second semester has not been initiated, which results to slow spending. However, there are plans in place for all operational projects to be achieved in second semester.

3.2. CASH FLOWS

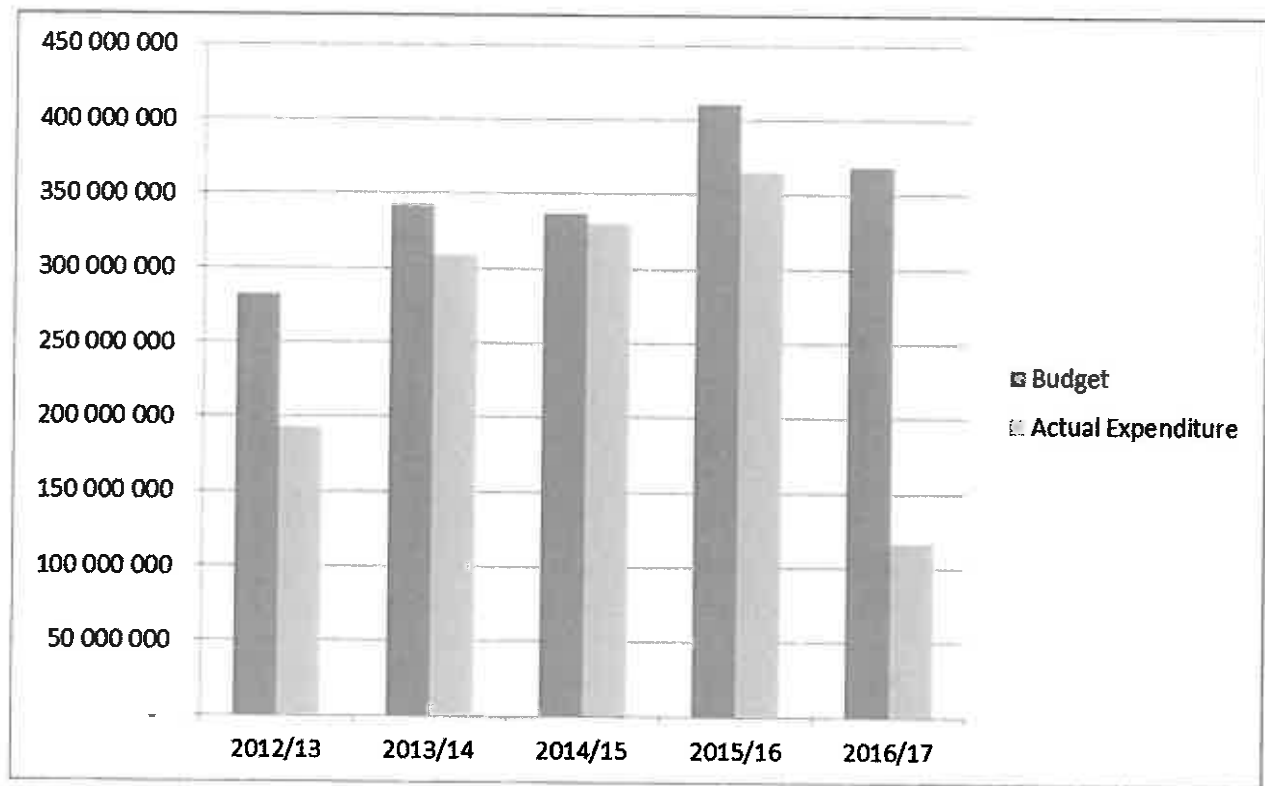
	2012/13	2013/14	2014/15	2015/16	2016/17
CASH INFLOWS	889 245 896	963 981 030	1 061 774 788	1 105 832 667	691 391 401
CASH OUTFLOWS	871 827 821	870 242 479	978 976 243	1 076 121 223	567 864 028
SURPLUS/ (SHORTFALL)	17 418 075	93 738 551	82 798 545	29 711 444	123 527 373



The municipality has made improvements of 25.04% in cash inflows in the first six months of the current financial year compared to the same period last year. Although this appears positive, there is a contribution from unspent conditional grants on the cash available at the end of December 2016. This is due to low expenditure on capital projects whilst transfers cash has already been received by the municipality. These challenges are closely monitored by the management of the municipality on a monthly basis. This has been a trend of capital expenditure for the past five years. *(Please refer to detailed analysis of capital expenditure below)*

3.3. CAPITAL EXPENDITURE

	2012/13	2013/14	2014/15	2015/16	2016/17
Budget	282 068 275	342 943 221	336 566 128	410 867 218	368 557 000
Actual Expenditure	193 129 417	309 019 974	330 219 921	365 259 666	116 318 851
% spent	68.46%	90.11%	98.11%	88.90%	31.56%



The implementation of the capital budget has been slow at 31.56% in the first six months of the financial year compared to the same period last 36.95%. The management committee is closely monitoring the situations on a monthly basis, however, for the first six months the committee has been focusing more on the implementation of the grant funded projects. After the backlog on the unspent conditional grants, have been cleared, management will pay more attention on the implementation of all other capital projects.

4. IMPACT OF THE NATIONAL AND PROVINCIAL ADJUSTMENTS BUDGET

There are no adjustments in the original allocations of the grant funds.

5. 2016/2017 ADJUSTMENTS BUDGET

Regulation 23(3) of the Municipal Budgeting and Reporting Regulations states that if a national or provincial treasury allocates or transfers additional revenues to the municipality, the mayor of the municipality must table an adjustments budget to Council as per S28(2)(b) of the MFMA to appropriate these additional revenues.

The decline in the revenues also requires the municipality to adjust its expenditure estimates downwards to ensure that the operating surplus is maintained. It is also critical for the municipality to re-allocate funds from slow moving projects to other projects in order to reach the acceptable expenditure levels as well as to avoid unauthorised expenditure.

Although the municipality has not received additional funding from National or provincial governments, there has been a slight improvement in collections in the first six months compared to the same period last year. The municipality has also incurred additional expenditures on the staff costs due to acting allowance and related expenditures that was not anticipated in the original budget.

Therefore an adjustments budget for 2016/2017 is necessary based on the following reasons:-

- to provide for the increase in staff cost and an unauthorised expenditure at the end of the year,
- to move funds from the slow moving projects to the fast moving projects, and
- to revise cash flows and statement of financial position.

6. 2016/2017 MID-YEAR PERFORMANCE ASSESSMENT REPORT

The overall performance of the municipality for the first six months of the current year is satisfactory, with exception of the Water Service department which achieved far below the set target due to some challenges relating to the implementation some infrastructure projects and the maintenance of the existing assets.

Management is currently assessing the challenges highlighted on the non-achieved targets and these will be revised after the adoption of the adjustments budget and presented to Council for adoption. Generally the challenges that were experienced by the municipality during the first six months of the current year are summarised below:-

- Delays in the appointment of service providers;
- Project site terrain (for example, the hard rock in one project site);
- Project related disputes (i.e. Mhlabashane project);
- Delays in repairing M&E equipment;
- Budget constraints; and
- Delays in acquisition of land for Buildings.

7. ANNUAL REPORT 2015/2016 CHALLENGES AND PROGRESS IN RESOLVING THE PROBLEMS THAT WERE IDENTIFIED IN THE ANNUAL REPORT

The Annual Report 2015/2016 did specifically identify key challenges and constraints experienced; the following focal areas of municipal performance were highlighted:

NO.	KEY CHALLENGES	PROGRESS MADE	CONSTRAINTS
1.	There were delays in some projects, which resulted in motivations for rollover submissions to the National Treasury as per the Division of Revenue Act. The outcomes of the requests for rollovers are still awaited.	The requested rollovers were approved and expenditure is ongoing. Current year spending is being closely monitored to prevent rollovers.	None.
2.	Lack of capacity to review the Spatial Development Framework (SDF) and the Land Use Management System (LUMS).	The projects have been identified for outsourcing. Provincial Cogta has also been requested to assist.	Budget constraints.
3.	The creation of job opportunities through LED	Current SCM Policy is under review to see how co-	Strict legislation limits the

	initiatives remains very challenging	operatives and SMMEs can be catered for in the tender processes.	participation of co-operatives and SMMEs in municipal projects.
4.	Consistently recorded increase in HIV prevalence.	Programmes are in place with the LMs and provincial health to educate on HIV prevention.	

Management confirms that all of the 2015/2016 municipal performance focal areas, continued to receive adequate time, energy and attention.

RESOLUTION

- a) That the report on the Second Quarter and Mid-Year Budget Assessment, as per Section 72 of the MFMA, for the 2016/2017 financial year, as presented be accepted and NOTED.
- b) That the report on the Second Quarter and Mid-Year Service Delivery and Budget Implementation Plan (SDBIP) assessment, as referred to Section 72 of the MFMA, for the 2016/2017 be accepted and NOTED.
- c) That Council consider an adjustment budget before the end of February 2017.



**CONSOLIDATED BUDGET
IMPLEMENTATION REPORTS IN
TERMS OF S11; S52 AND S71 OF THE
MFMA FOR THE PERIOD ENDED
31 DECEMBER 2016**

PREPARED BY :SIBONGILE NGILANDE
GENERAL MANAGER: TREASURY

DATE : 16 JANUARY 2017

UGU DISTRICT MUNICIPALITY

TREASURY DEPARTMENT

Month-ended: - 31 DECEMBER 2016

1. EXECUTIVE SUMMARY

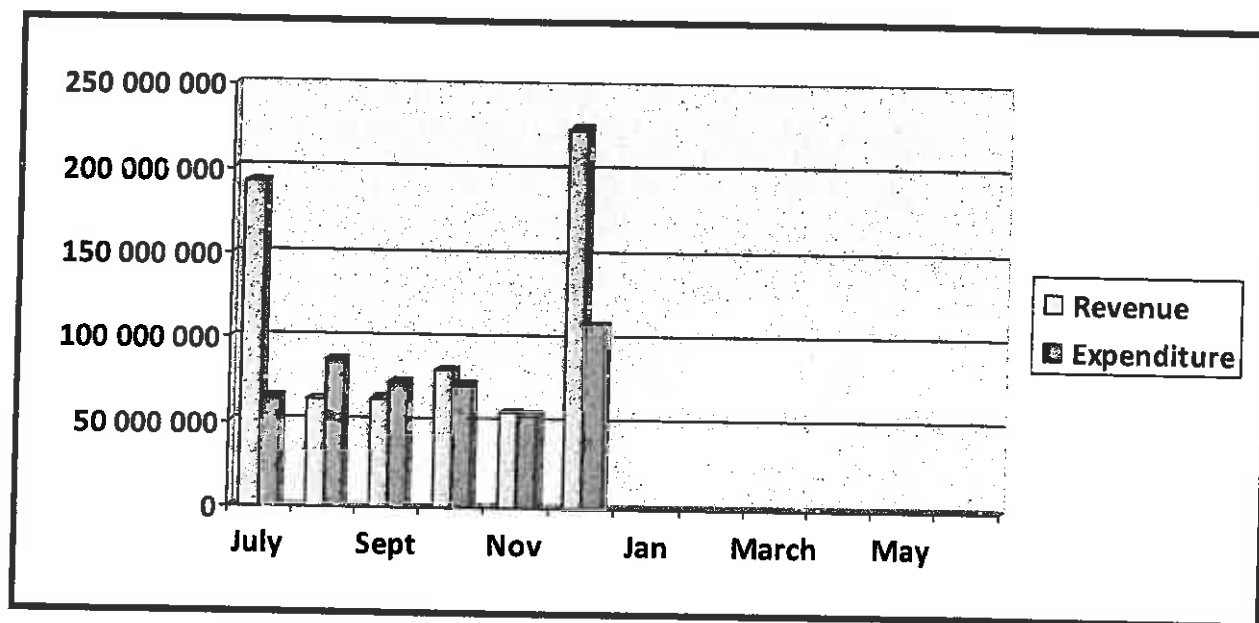
This report is based upon financial information available at the time of preparation. The provisional financial results for the month ended 31 December 2016 are summarised below.

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:-

	Annual Budget	Year to Date Budget	Year to Date Actuals	Variance Fav(Unfav)	% Variance
Total Revenue by Source	1 225 368 237	612 684 119	665 473 158	52 789 040	4.31%
Total Operating Expenditure	912 263 266	456 131 633	466 723 799	10 592 166	1.16%



The major operating revenue variances against budget are:

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

The major operating expenditure variances against budget are:

- Debt Impairment;
- Depreciation, and
- Finance Charges

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:

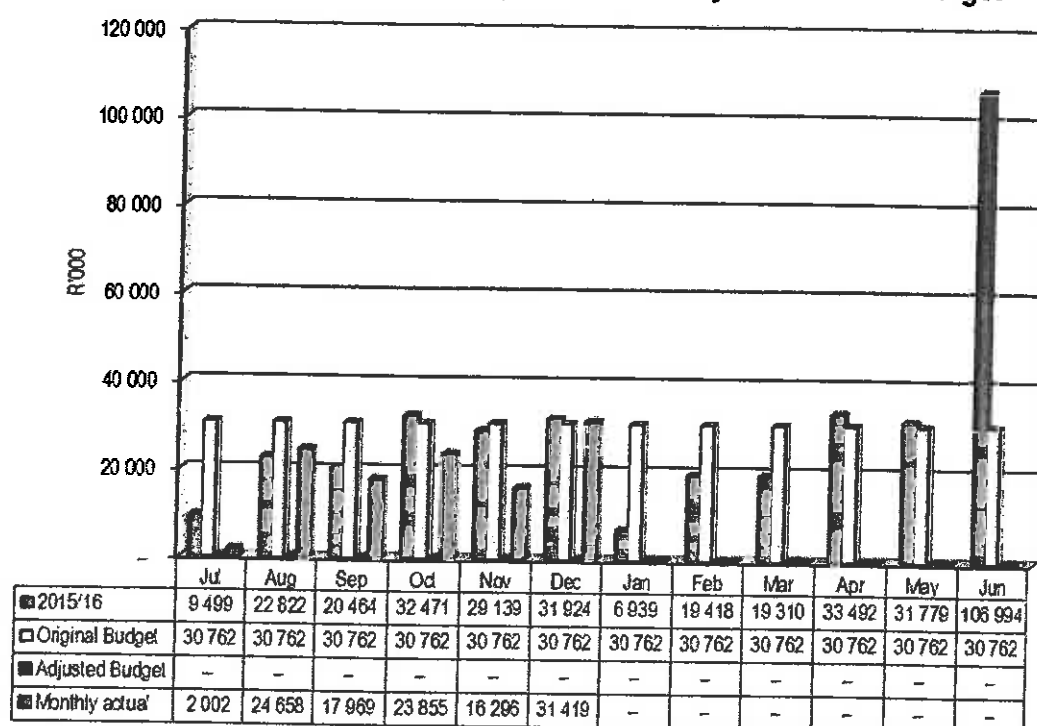
Description	Annual Budget	Year to Date Budget	Year to Date Actuals	Variance Fav (Unfav)	% Variance
Total Capital Expenditure	369 147 000	184 573 500	116 200 205	-68 373 295	-18.52%

As at the end of December 2016, the municipality had spent 31.48% of its capital budget.

Chart C1 reflects monthly projections of budgeted capital expenditure against actual expenditure for the current year (2016/2017), compared to a trend followed in the previous year, 2015/2016.

✓Chart C1 2014/15 Capital Expenditure monthly trend: actual vs target

Chart C1 2016/17 Capital Expenditure Monthly Trend: actual v target



The table below reflects a trend since 2011/2012 financial year up to the previous financial year, 2015/2016.

Description	2011/12	2012/13	2013/14	2014/15	2015/16
Budget	335,092,217	282,068,275	342,664,462	393,204,664	420,517,218
Actual	247,162,181	191,179,897	308,818,290	336,473,767	350,828,320
% spent	73.76%	67.78%	90.12%	85.57%	83.43%
% growth - budget	-19.78%	-15.82%	21.48%	14.75%	6.95%
% growth - actual	-34.79%	-22.65%	61.53%	8.96%	4.27%

Cash Flow Statement

Detail	M01 July '16	M02 Aug '16	M03 Sept '16	M04 Oct '16	M05 Nov '16	M06 Dec '16	M07 Jan '17	M08 Feb '17	M09 March '17	M10 April '17	M11 May '17	M12 June '17
Cash Receipts by Source												
Service charges - water revenue	23 006 195	25 539 193	24 434 873	25 731 199	26 356 017	15 519 628	22 904 397	26 452 579	26 532 383	27 155 241	25 784 775	26 796 438
Service charges - sanitation revenue						9 130 125						
Rental of facilities and equipment	23 082	26 187	44 615	336 394	45 721	152 174	43 159	190 768	25 615	124 520	64 132	43 707
Interest earned - external investments	366 587	201 045	517 730	397 264	399 318	1 831 533	603 178	607 075	642 510	524 913	700 675	607 982
Interest earned - outstanding debtors						382 685						
Transfer receipts - operational	160 303 000	1 907 000	1 250 000	0	1 205 000	120 133 213	0	548 000	91 932 187	985 554		
Other revenue	6 124 661	6 358 332	4 059 159	6 182 583	2 662 172	1 202 029	2 633 425	3 325 930	216 989	1 912 121	7 246 947	3 241 971
Cash Receipts by Source	189 823 525	34 031 757	30 306 377	32 647 441	30 668 228	148 351 387	26 184 158	31 124 353	119 349 694	30 702 349	33 796 529	30 690 098
Other Cash Flows/Receipts by Source												
Transfer receipts - capital	118 352 000	0	0	40 439 000		82 176 787	25 024 000	2 515 925	77 316 000	220 000	0	
Short term loans		0	0	0	0	0	0	0	0	0	0	
Borrowing long term/refinancing		0	0	0	0	0	0	0	0	0	0	
Increase (decrease) in consumer deposits	34 168	31 532	3 733	45 624	29 832	17 908	-154 121	49 516	44 168	344 905	-8 317	30 477
Decrease (increase) in non-current debtors												
Decrease (increase) other non-current receiv	0	0	0	0	0	3533.67	0	0	0	0	0	0
Decrease (increase) in non-current investme	0	0	0	0	0	0	0	200 000	-200 000	0	0	0
Total Cash Receipts by Source	308 209 693	34 063 289	30 310 110	73 132 064	30 698 060	230 549 617	51 054 037	53 689 794	176 709 862	33 247 254	33 788 212	30 720 575
Cash Payments by Type												
Employee related costs	22 645 578	37 230 889	26 471 909	25 089 770	25 477 549	26 432 948	24 103 026	25 491 829	30 488 148	17 175 793	23 440 193	27 416 395
Remuneration of councillors	738 430	225 678	1 075 165	640 564	783 826	785 335	959 908	744 396	732 436	753 455	752 142	766 290
Interest paid	278	537 940	2 631 761	0	418 810	14 965 911	2 545		2 772 285	237 552	217 912	3 023 703
Bulk purchases - Water & Sewer	6 160 642	7 068 301	7 156 780	7 254 703	8 368 560	5 952 080	5 534 570	5 869 755	5 309 458	8 224 342	6 434 687	6 413 195
Other materials	751 164	0	904 977	659 664	168 341	198 690	606 759	116 901	30 202	44 817	215 972	876 195
Contracted services	1 915 485	2 049 082	2 073 303	2 179 969	2 497 263	2 194 370	3 176 300	2 651 867	2 131 475	292 507	1 911 947	4 468 768
Grants and subsidies paid - other	1 525 528	1 531 345	5 882 629	7 595 994	5 210 780	9 176 023	1 812 516	5 043 251	4 574 830	3 402 543	5 570 719	6 542 795
General expenses	18 562 806	21 463 195	18 141 622	32 990 715	36 491 977	23 342 308	15 633 196	13 511 803	13 572 923	11 087 894	20 772 513	26 145 062
Cash Payments by Type	52 299 911	70 106 430	64 338 146	76 411 379	79 417 106	83 047 665	51 828 819	53 429 801	59 611 757	41 218 904	59 316 085	75 642 403
Other Cash Flows/Payments by Type												
Capital assets	26 195 104	29 600 859	20 015 704	27 152 696	14 324 584	31 356 286	7 870 945	22 125 689	22 034 457	36 915 244	37 385 502	86 497 394
Repayment of borrowing		447 099	5 058 242	0	453 668	3 210 581	307 095	751 079	4 963 929	404 061	397 782	3 809 393
Consumer refunds	0	0	0	0								
Total Cash Payments by Type	78 495 015	100 154 388	89 412 092	103 564 075	94 195 358	117 614 532	60 006 859	76 306 569	86 610 143	78 538 209	97 099 369	165 949 190
Net Increase/(Decrease) in Cash Held	229 714 678	-66 081 099	-59 101 982	-30 432 011	-63 497 298	112 935 085	-8 952 821	-22 616 774	90 099 719	-45 290 955	-63 311 157	-135 228 615
Cash/cash equivalents at the monthly/year be	276 260 878	505 975 556	439 884 457	380 782 475	350 350 464	286 853 166	399 788 251	390 835 429	368 218 655	458 318 374	413 027 419	349 716 262
Cash/cash equivalents at the monthly/year en	505 975 556	439 884 457	380 782 475	350 350 464	286 853 166	399 788 251	390 835 429	368 218 655	458 318 374	413 027 419	349 716 262	214 487 647

1.3 Bank Reconciliations

DECEMBER 2016

Bank Account name	Bank	Bank statement balance	Reconciling cheques outstanding	Reconciling items deposits not receipted	Cash book balance
ACB	Absa	817 429.31		-23 935.24	793 494.07
Salary	Absa	24 508.87	-7 830.00		16 678.87
General	Absa	5 222 662.31	-502 612.57	-19 278 334.77	-14 558 285.03
Deposit	Absa	2 805 135.11		-755 911.47	2 049 223.64
Primary	Absa	409 468.53		-1 409 627.52	-1 000 158.99
Ugu conditional grant acc	Absa	57 335 668.04			57 335 668.04
Ugu Call Account	Absa	112 591 499.59			112 591 499.59
FNB Investment	FNB-S	18 577.79			18 577.79
Absa Investment2	Absa-S	479.45			479.45
Group life	Absa	4 349 591.59			4 349 591.59
Mig Call	Absa	57 139 666.64			57 139 666.64
Mig Chq	Absa	50 895.31			50 895.31
Investec Inv	Investec	45 000 000.00			45 000 000.00
Std Bank -Inv	Std Bank	50 000 000.00			50 000 000.00
FNB Investment	FNB	30 000 000.00			30 000 000.00
Nedbank Investment	Nedbank	45 000 000.00			45 000 000.00
RMS Reconciling figure					819 045.00
Entities					10 181 877.00
		410 765 582.54			399 788 252.97

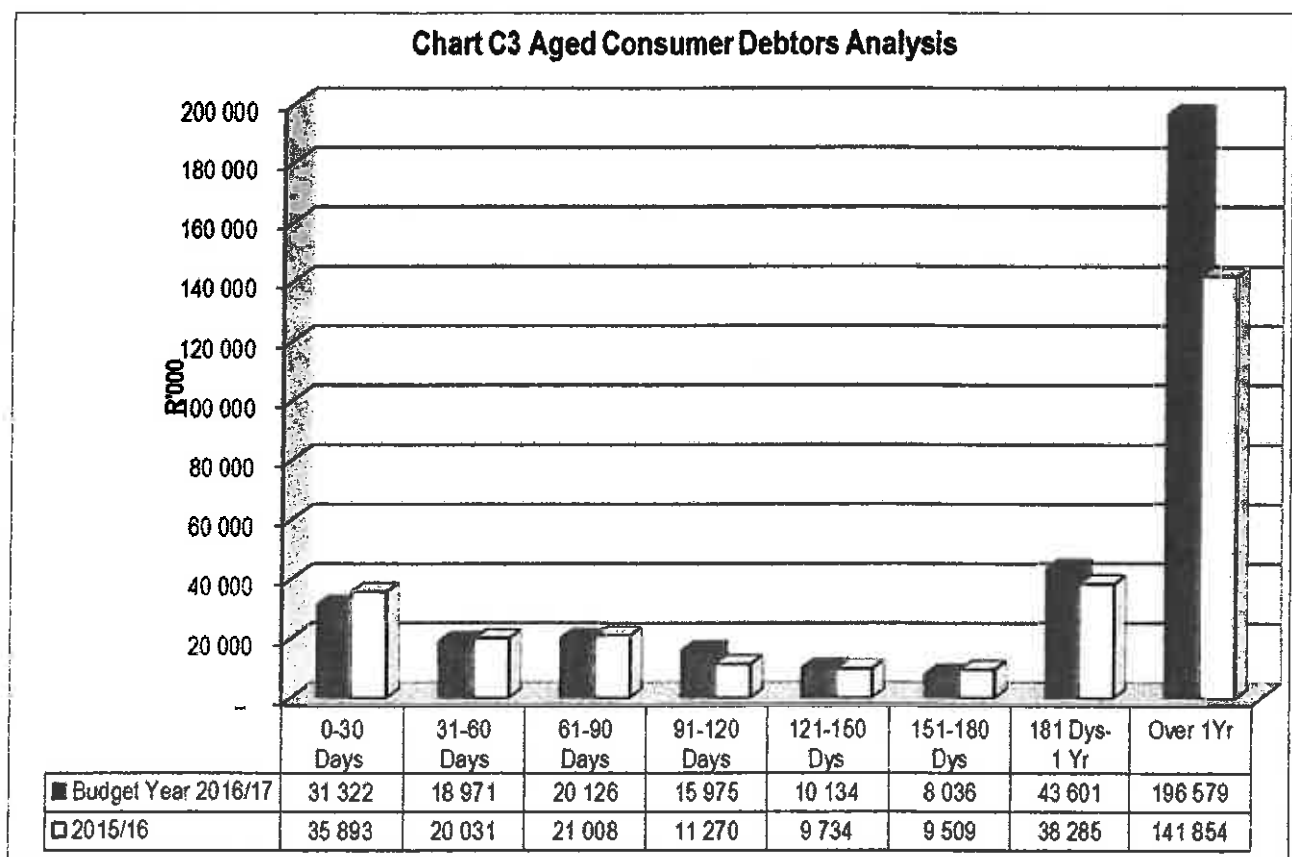
1.4 Outstanding Debtors

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 R344 742 949 as at the end of December 2016 which has increased by 0.69% from the November 2016 total of R342 394 111

The consumer debtors amounted to R338 546 913

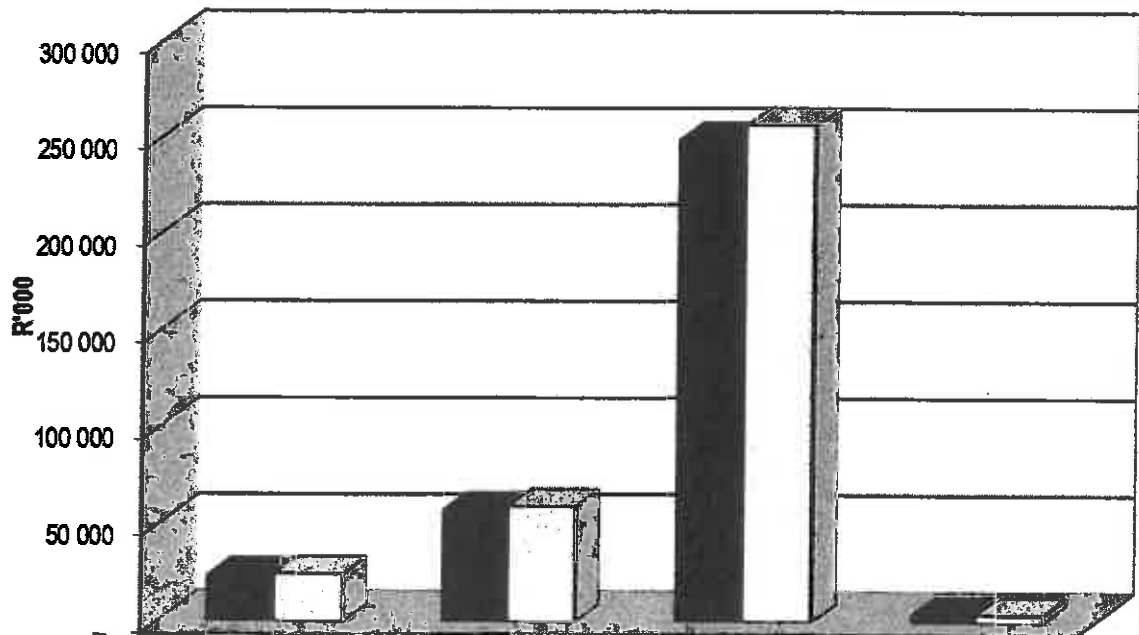
The chart below contains debtors ageing for the month of December 2016 compared to the ageing as at the end of December 2015.

DEBTORS AGE ANALYSIS



DEBTORS BY CUSTOMER GROUP

Chart C4 Consumer Debtors (total by Debtor Customer Category)



	Organs of State	Commercial	Households	Other
■ 2015/16	23 763	57 564	249 176	3 897
□ Budget Year 2016/17	24 498	59 344	256 883	4 017

Consumer Debtors Reconciliation

Gross Opening Balance as at 31 December 2016	338 546 913
Less Allowance for Impairment	225 600 331
Net Balance	112 946 582

The table below show Debtors ageing by top Ten Organs of State

DEPARTMENTAL	TOTAL AMOUNT	AGE 0_30	AGE 30_60	AGE 61_90	AGE 91_120	AGE 121_150	AGE 151_180	AGE 181_360	AGE ABOVE 360
Department of Sports and Recrea	5 857.71	816.83	748.24	868.26	765.39	782.53	791.70	1 153.35	-
Department of Education	30 616.47	13 609.57	1 964.34	3 261.53	1 198.33	737.67	377.94	2 133.70	7 333.39
Department of Education S20	14 894.55	5 871.43	6 351.49	2 671.63	-	-	-	-	-
Department of Education S21	1 934 846.32	265 501.76	157 939.84	145 948.80	263 138.22	148 123.49	60 835.88	430 678.79	462 679.54
Department of Health	2 836 293.30	521 088.36	269 079.12	53 433.29	20 381.70	395 710.89	220 036.64	1 208 107.62	148 455.68
Department of Housing	440 567.14	3 927.10	561.33	40 571.51	2 396.35	2 396.35	2 396.35	17 651.64	370 666.51
Department of Public Works	5 500 895.95	1 174 857.47	808 069.82	926 662.19	885 541.62	1 141 846.33	6 953.97	57 159.30	499 805.25
Department of Social Welfare	83 361.13	1 509.06	1 509.06	1 509.06	1 509.06	1 509.06	1 506.94	24 130.53	50 178.36
Department of Transport	216 905.52	64 689.58	66 760.26	54 858.76	23 933.49	5 653.37	293.41	53.01	663.64
Harry Gwala DM	1 679 633.35	-	1 995.63	-	-	-	7 262.49	1 546 911.00	123 464.23
Ray Nkonyeni Municipality	6 305 580.09	600 889.61	720 896.80	632 168.67	280 387.62	377 016.29	217 513.62	1 856 543.66	1 620 163.82
Telkom SA	16 024.25	7 419.64	212.38	-	-	-	-	-	8 392.23
Transnet	67 708.84	12 342.93	1 264.84	7 343.92	1 191.65	976.62	676.08	5 066.31	38 846.49
Umdoni LM	1 657 371.60	672 907.79	215 265.57	184 001.85	99 875.19	128 041.92	17 097.49	136 343.84	203 837.95
Umuziwabantu LM	925 458.46	81 637.83	47 126.67	50 075.83	49 520.38	48 615.73	47 868.52	285 104.83	315 508.67
Umkumbi LM	1 111.34	83.52	83.52	83.52	83.52	83.52	83.52	276.57	333.65
Vulamehlo LM	2 614.00	-	-	-	-	-	-	-	2 614.00
	21 719 740.02	3 427 152.48	2 299 828.91	2 103 458.82	1 629 922.52	2 251 493.77	583 694.55	5 571 314.15	3 852 943.41

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.

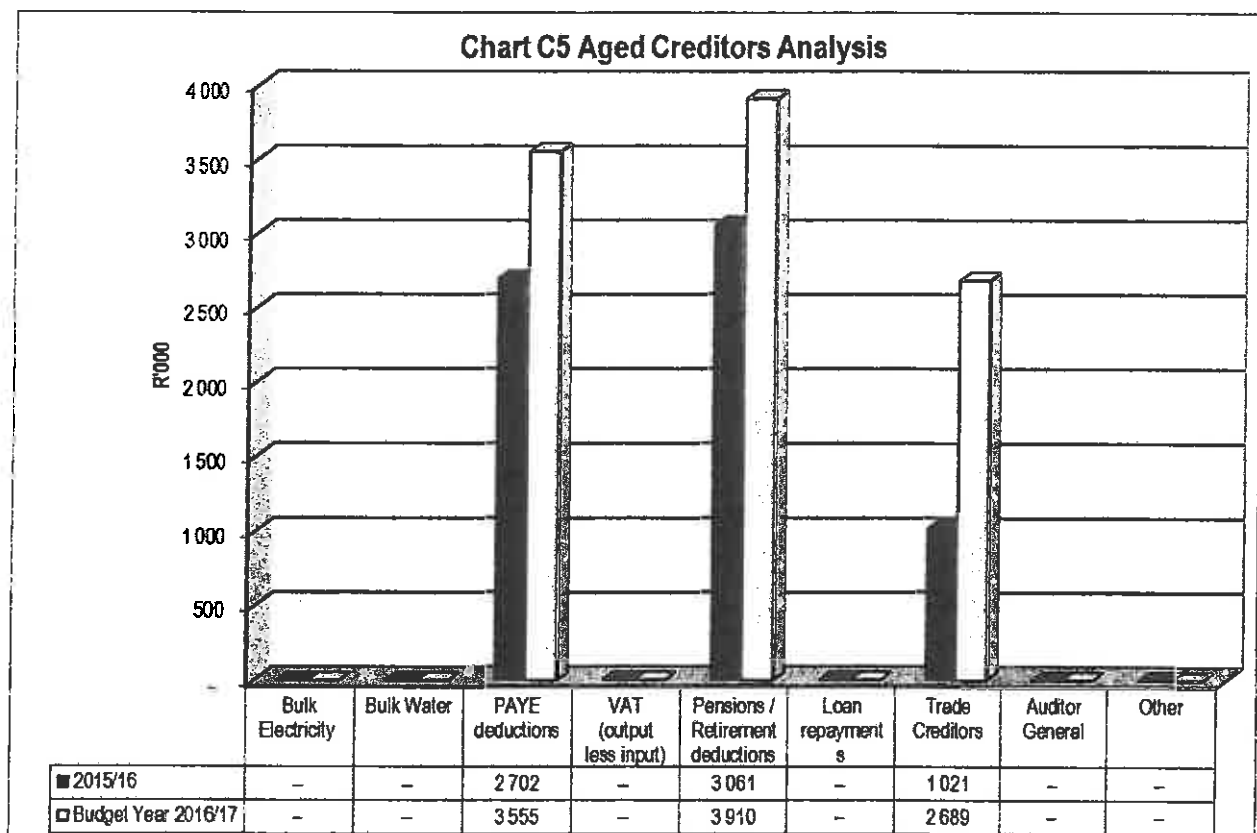
The following actions have been taken to Intensify the implementation of the credit control policy;

- 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 R10 154 436 as at the end of December 2016 which has decreased by 37.84% from November 2016 total of R16 336 474

Creditors Age Analysis



1.6. Investment Portfolio

Table SC5 contains investments by maturity as at 31 December 2016. The table below shows the movement in total investments of the municipality for the month of December 2016.

Total Investments at the beginning of the month	224 880 713
Add: Investments made	136 548 119
Less: Investments realised	-11 791 052
Investments as at the end of the month	349 637 779

Dec-16					
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 end of the month
FNB Investment	30/60/90 day Notice		30 000 000.00	-	30 000 000.00
First National Bank	One day Notice	Daily Call Account	18 577.79	-	18 577.79
NEDBANK	30/60/90 day No	Daily Call Account	45 000 000.00	-	45 000 000.00
Investec	30/60/90 day Notice		45 000 000.00	-	45 000 000.00
ABSA Bank CALL MIG	One day Notice	Daily Call Account	618 047.42	56 521 619.22	57 139 666.64
STD investment	30/60/90 day Notice		50 000 000.00	-	50 000 000.00
ABSA Bank CALL	One day Notice	Daily Call Account	32 565 000.00	80 026 499.59	112 591 499.59
ABSA	One day Notice	Daily Call Account	479.45	-	479.45
Entities			21 678 608.00	(11 791 052.33)	9 887 555.67
Municipality sub-total			224 880 712.66	124 757 066.48	349 637 779.14

2. MONTHLY WITHDRAWALS FROM MUNICIPAL BANK ACCOUNTS

Computer Generated Cheques - Main Account	-		449 130.81
Manual Cheque Book - Main Account	-		36 725.55
Salary Cheques	-		195 395.14
MIG	-		25 942 639.72
Electronic Funds Transfer	-	Main Account	59 662 333.72
	-	Salary Account	34 526 948.45
			120 813 172.39

3. UGU FRESH PRODUCE MARKET

STATEMENT OF FINANCIAL PERFORMANCE - 31 DECEMBER 2016

CURRENT YEAR 2016/2017

DESCRIPTION	Budget	YTD BUDGET	MONTHLY ACTUAL	YTD ACTUAL	YTD VARIANCE (R)	YTD %VARIANCE
Operating Revenue By Source						
Rental - Ugu Market	250 000	125 000	23 459	85 257	39 743	31.79%
	250 000	125 000	23 459	85 257	39 743	31.79%
Operating Expenditure						
Repairs & Maintenance	368 000	184 000		0	184 000	100.00%
Electricity	792 373	396 187	71 283	496 813	-100 627	-25.40%
	1 160 373	580 187	71 283	496 813	83 374	1

4. UGU SPORTS AND LEISURE CENTRE

STATEMENT OF FINANCIAL PERFORMANCE - 31 DECEMBER 2016

DESCRIPTION	Annual Budget	YTD BUDGET	MONTHLY ACTUAL	YTD ACTUAL	YTD VARIANCE (R)
Operating Revenue By Source					
Rentals of Facilities	254 400	127 200	17 544	84 852	-42 348
	254 400	127 200	17 544	84 852	-42 348

UGU SPORTS AND LEISURE-520206

Opening Balance 0.00

Invoices 447 048.83

Receipts 342 000.00

Closing Balance 105 048.83

DATE	INVOICE	TOTAL	PAYMENTS	Balance Still Owing	Description
02-Apr	4514	18 000.00		18 000.00	Rent March 2015
				0.00	
				0.00	
02-Apr	4515	18 000.00		18 000.00	Rent April 2015
			18 000.00	18 000.00	Payment 14 May 2015
				0.00	
29-Apr	4518	18 000.00		18 000.00	Rent May 2015
			18 000.00	18 000.00	Payment 14 May 2015
				0.00	
25-May	4526	18 000.00		18 000.00	Rent June 2015
				0.00	
01-Jun	4529	5 043.13		5 043.13	Telkom Invoice date 10 May 2015
				0.00	
01-Jun	4530	4 721.55		4 721.55	Telkom Invoice date 09 April 2015
				0.00	
29-Jun	4554	20 000.00		20 000.00	Rent July 2015
				0.00	
04-Aug	4575	20 000.00		20 000.00	Rent August 2015
				0.00	
31-Aug	4587	20 000.00		20 000.00	Rent September 2015
				0.00	
22-Sep	4601	20 000.00		20 000.00	Rent October 2015
			96 000.00	96 000.00	Payment 08&29/09/15
				0.00	
28-Sep	4611	2 477.30		2 477.30	Interest charged on overdue acc.
				0.00	
14-Oct	4633	20 000.00		20 000.00	Rent November 2015
				0.00	
14-Oct	4633	20 000.00		20 000.00	Rent December 2015
				0.00	
14-Oct	4633	20 000.00		20 000.00	Rent January 2016
				0.00	

14-Oct	4633	20 000.00		20 000.00	Rent February 2016
			88 000.00	88 000.00	Payment 01/02/2016
				0.00	
14-Oct	4633	20 000.00		20 000.00	Rent March 2016
			40 000.00	40 000.00	Payment 11/03/2016
				0.00	
30-Mar	4760	20 000.00		20 000.00	Rent April 2016
				0.00	
16-May	4777	20 000.00		20 000.00	Rent May 2016
				0.00	
17-May	4780	371.63		371.63	Interest Charged
				0.00	
06-Jun	4783	20 000.00		20 000.00	Rent June 2016
				0.00	
27-Jun	4788	20 000.00		20 000.00	Rent July 2016
			60 000.00	60 000.00	Payment 21/07/2016
				0.00	
01-Aug	4790	20 000.00		20 000.00	Rent August 2016
				0.00	
01-Sep	4792	20 000.00		20 000.00	Rent September 2016
				0.00	
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	
		447 048.83	342 000.00	105 048.73	

5. WITHDRAWALS FROM THE MUNICIPAL BANK ACCOUNTS IN TERMS OF SECTION 11 OF THE MFMA

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

MANAGEMENT RESPONSE

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

5.2 Sub-Section 11 (1) (c) - To defray unforeseeable and unavoidable expenditure authorised in terms of :

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.

MANAGEMENT RESPONSE

No unforeseen and unavoidable expenditure authorised by the Mayor.

5.3 Sub-Section 11 (1) (d) - In the case of a bank account opened in terms of section 12, to make payment (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.

MANAGEMENT RESPONSE

Nil Return.

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

INFORMATION

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

Total amount of pay over for that quarter and reason.

- a) Money collected by the municipality on behalf of that person or organ of state by agreement.
- b) Any insurance or other payment received by the municipality for that person or organ of state.

MANAGEMENT RESPONSE

Nil Return.

5.5 Sub-Section 11(1)(f) - To refund money incorrectly paid into a bank account.

INFORMATION

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 2016

<u>DATE</u>	<u>AMOUNT</u>	<u>NAME</u>	<u>REMARKS</u>
15/10/2016	R2000.00	T.M.C MOSCOVITZ	CONSUMER ERROR
31/10/2016	R26 000.00	D.J.R WELCH	CONSUMER ERROR
15/11/2016	R40 000.00	E.C VAN STRAATEN	CONSUMER ERROR
15/11/2016	R13 438.03	VAN ZYL RETIEF INCORPORATION	CONSUMER ERROR
30/11/2016	R917.13	EASY PAY	CASHIER ERROR
15/12/2016	R800.00	EASY PAY	CASHIER ERROR

REPORT PREPARED BY:

SIBONGILE NGILANDE
GENERAL MANAGER: TREASURY

DATE

Choose name from list - Contact Information

A. GENERAL INFORMATION		
Municipality	Choose name from list	Set name on 'Instructions' sheet
Grade		1 Grade in terms of the Remuneration of Public Office Bearers Act
Province	KZN KWAZULU-NATAL	
Web Address	www.uqu.gov.za	
e-mail Address	info@uqu.gov.za	
B. CONTACT INFORMATION		
Postal address:		
P.O. Box	33	
City / Town	Port Shepstone	
Postal Code	4240	
Street address		
Building	Aqua House	
Street No. & Name	28 Connor Street	
City / Town	Port Shepstone	
Postal Code	4240	
General Contacts		
Telephone number	039 688 5700	
Fax number	039 682 4620	
C. POLITICAL LEADERSHIP		
Speaker:		
Name	N H Gumede	Secretary/PA to the Speaker:
Telephone number	039-688 5700	Name
Cell number	082 922 2500	Telephone number
Fax number	039 - 682 5783	Cell number
E-mail address	Ntombikile.Gumede@uqu.gov.za	Fax number
		E-mail address
Mayor/Executive Mayor:		
Name		Secretary/PA to the Mayor/Executive Mayor:
Telephone number		Name
Cell number		Telephone number
Fax number		Cell number
E-mail address		Fax number
		E-mail address
Deputy Mayor/Executive Mayor:		
Name	M A Chiliza	Secretary/PA to the Deputy Mayor/Executive Mayor:
Telephone number	039 - 688 5700	Name
Cell number	082 740 9155	Telephone number
Fax number	039 - 682 1720	Cell number
E-mail address	Mondli.Chiliza@uqu.gov.za	Fax number
		E-mail address
D. MANAGEMENT LEADERSHIP		
Municipal Manager:		
Name	D D Naidoo	Secretary/PA to the Municipal Manager:
Telephone number	039 - 688 5700	Name
Cell number	079 887 5467	Telephone number
Fax number	039 - 682 1720	Cell number
E-mail address	dd.naidoo@uqu.gov.za	Fax number
		E-mail address
Chief Financial Officer		
Name	S P Ngilande	Secretary/PA to the Chief Financial Officer
Telephone number	039 - 688 5703	Name
Cell number	082 789 8567	Telephone number
Fax number	039 - 682 6740	Cell number
E-mail address	Sibongile.Mbili@uqu.gov.za	Fax number
		E-mail address
Official responsible for submitting financial information		
Name		
Telephone number		
Cell number		
Fax number		
E-mail address		
Official responsible for submitting financial information		
Name	Xoliswa Makhanya	
Telephone number	039 688 5748	
Cell number		
Fax number	039 682 6740	
E-mail address	Xoliswa.Gibbhegu@uqu.gov.za	
Official responsible for submitting financial information		
Name	Julie Kodl	
Telephone number	039 688 5718	
Cell number	083 458 1827	
Fax number	039 682 6740	
E-mail address	Julie.Kodl@uqu.gov.za	

Choose name from list - Table C1 Consolidated Monthly Budget Statement Summary - M06 December

Description	2015/16	Budget Year 2016/17							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
Financial Performance									
Property rates	-	-	-	-	-	-	-	-	-
Service charges	316 108	473 667	-	27 776	178 718	236 834	(58 116)	-25%	89 359
Investment revenue	26 609	15 568	-	1 832	8 129	7 784	345	4%	4 065
Transfers recognised - operational	382 648	408 662	-	156 436	338 254	204 331	133 923	66%	169 127
Other own revenue	22 551	16 609	-	991	8 031	8 304	(273)	-3%	4 016
Total Revenue (excluding capital transfers and contributions)	747 915	914 506	-	187 034	533 133	457 253	75 879	17%	266 566
Employee costs	302 629	332 850	-	25 203	163 394	166 425	(3 031)	-2%	81 697
Remuneration of Councillors	9 544	11 874	-	819	4 473	5 937	(1 464)	-25%	2 237
Depreciation & asset impairment	195 103	123 604	-	19 168	98 632	61 802	36 830	60%	49 316
Finance charges	13 556	15 776	-	1 765	5 015	7 888	(2 872)	-36%	2 508
Materials and bulk purchases	79 151	90 168	-	6 146	34 184	45 084	(10 900)	-24%	17 092
Transfers and grants	20 327	40 028	-	20 480	49 376	20 014	29 363	147%	24 688
Other expenditure	308 634	297 963	-	35 154	111 649	148 982	(37 333)	-25%	55 824
Total Expenditure	928 944	912 263	-	108 735	466 724	456 132	10 592	2%	233 362
Surplus/(Deficit)	(181 029)	2 243	-	78 300	66 409	1 121	65 287	5821%	33 204
Transfers recognised - capital	355 696	310 862	-	37 732	132 341	155 431	(23 090)	-15%	66 170
Contributions & Contributed assets	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	174 667	313 105	-	116 032	198 749	156 552	42 197	27%	99 375
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-
Surplus/ (Deficit) for the year	174 667	313 105	-	116 032	198 749	156 552	42 197	27%	99 375
Capital expenditure & funds sources									
Capital expenditure	364 251	369 147	-	31 419	116 200	184 574	(68 373)	-37%	58 100
Capital transfers recognised	355 430	310 862	-	29 673	113 028	155 431	(42 403)	-27%	56 514
Public contributions & donations	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-
Internally generated funds	8 821	58 285	-	1 746	3 173	29 143	(25 970)	-89%	1 586
Total sources of capital funds	364 251	369 147	-	31 419	116 200	184 574	(68 373)	-37%	58 100
Financial position									
Total current assets	412 749	585 707	-	-	573 379	-	-	-	292 854
Total non current assets	4 037 501	4 055 021	-	-	4 059 328	-	-	-	2 027 510
Total current liabilities	254 342	236 476	-	-	299 952	-	-	-	118 238
Total non current liabilities	155 407	141 098	-	-	146 238	-	-	-	70 549
Community wealth/Equity	4 040 501	4 263 154	-	-	4 186 517	-	-	-	2 131 577
Cash flows									
Net cash from (used) operating	414 183	490 109	-	147 481	248 999	124 499	(124 499)	-100%	124 499
Net cash from (used) investing	(364 087)	(369 052)	-	(31 353)	(116 464)	(58 232)	58 232	-100%	(58 232)
Net cash from (used) financing	(20 385)	(17 857)	-	3 228	(9 007)	(4 503)	4 503	-100%	(4 503)
Cash/cash equivalents at the month/year end	305 972	103 200	-	-	399 788	61 764	(338 025)	-547%	338 025
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	31 322	18 971	20 126	15 975	10 134	8 036	43 601	196 579	344 743
Creditors Age Analysis									
Total Creditors	7 981	912	16	339	286	621	-	-	10 154

Choose name from list - Table C2 Consolidated Monthly Budget Statement - Financial Performance (standard classification) - M06 December

Description	Ref	2015/16	Budget Year 2016/17							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
Revenue - Standard										
Governance and administration		393 772	182 024	-	38 797	139 610	91 012	48 598	53%	69 805
Executive and council		2 083	2 188	-	196	1 094	1 094	0	0%	547
Budget and treasury office		390 746	178 787	-	38 601	138 515	89 394	49 121	55%	69 257
Corporate services		944	1 049	-	0	1	524	(523)	-100%	1
Community and public safety		329	7 354	-	2 670	4 868	3 677	1 191	32%	2 434
Community and social services		-	-	-	-	-	-	-	-	-
Sport and recreation		220	254	-	18	82	127	(45)	-35%	41
Public safety		109	7 100	-	2 652	4 786	3 550	1 236	35%	2 393
Housing		-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-
Economic and environmental services		257 398	60 870	-	36 225	156 714	30 485	126 229	414%	78 357
Planning and development		256 450	43 180	-	29 534	144 719	21 590	123 129	570%	72 360
Road transport		-	-	-	-	-	-	-	-	-
Environmental protection		948	17 790	-	6 691	11 995	8 895	3 100	35%	5 997
Trading services		451 251	974 770	-	147 051	364 212	487 385	(123 173)	-25%	182 106
Electricity		-	-	-	-	-	-	-	-	-
Water		343 848	855 299	-	135 180	307 362	427 649	(120 287)	-28%	153 681
Waste water management		107 403	119 472	-	11 871	56 850	59 736	(2 885)	-5%	28 425
Waste management		-	-	-	-	-	-	-	-	-
Other	4	862	250	-	23	68	125	(57)	-45%	34
Total Revenue - Standard	2	1 103 611	1 225 368	-	224 766	665 473	612 684	52 789	9%	332 737
Expenditure - Standard										
Governance and administration		193 779	218 900	-	17 108	99 017	109 450	(10 433)	-10%	49 509
Executive and council		55 583	64 170	-	5 604	27 387	32 085	(4 698)	-15%	13 693
Budget and treasury office		34 984	44 042	-	2 898	19 853	22 021	(2 168)	-10%	9 927
Corporate services		103 212	110 689	-	8 606	51 777	55 344	(3 567)	-6%	25 889
Community and public safety		2 981	6 100	-	1 077	2 759	3 050	(291)	-10%	1 379
Community and social services		-	-	-	-	-	-	-	-	-
Sport and recreation		465	-	-	-	-	-	-	-	-
Public safety		2 515	6 100	-	1 077	2 759	3 050	(291)	-10%	1 379
Housing		-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-
Economic and environmental services		44 031	81 468	-	20 186	74 110	40 734	33 376	82%	37 055
Planning and development		27 825	63 009	-	18 951	65 605	31 505	34 101	108%	32 803
Road transport		-	-	-	-	-	-	-	-	-
Environmental protection		16 207	18 458	-	1 234	8 505	9 229	(724)	-8%	4 252
Trading services		687 106	604 635	-	70 330	290 378	302 318	(11 939)	-4%	145 189
Electricity		-	-	-	-	-	-	-	-	-
Water		595 005	516 772	-	63 874	253 521	258 386	(4 865)	-2%	126 761
Waste water management		92 103	87 863	-	6 456	36 857	43 931	(7 074)	-16%	18 429
Waste management		-	-	-	-	-	-	-	-	-
Other		1 045	1 160	-	34	460	580	(121)	-21%	230
Total Expenditure - Standard	3	928 944	912 263	-	108 735	466 724	456 132	10 592	2%	233 362
Surplus/ (Deficit) for the year		174 667	313 105	-	116 032	198 749	156 552	42 197	27%	99 375

Choose name from list - Table C3 Consolidated Monthly Budget Statement - Financial Performance (revenue and expenditure by municipal vote) - M06

Vote Description	Ref	2015/16	Budget Year 2016/17							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
Revenue by Vote	1									
Vote 1 - Executive & Council		2 083	2 188	-	196	1 094	1 094	0	0.0%	547
Vote 2 - Finance & Administration		391 689	179 836	-	38 601	138 516	89 918	48 598	54.0%	69 258
Vote 3 - Infrastructure & Development		256 450	43 180	-	29 534	144 719	21 590	123 129	570.3%	72 360
Vote 4 - Water		343 848	855 299	-	135 180	307 362	427 649	(120 287)	-26.1%	153 681
Vote 5 - Waste Water		107 403	119 472	-	11 871	56 850	59 736	(2 885)	-4.8%	28 425
Vote 6 - Environmental Protection		948	17 790	-	6 691	11 995	8 895	3 100	34.9%	5 997
Vote 7 - Public Safety		109	7 100	-	2 652	4 786	3 550	1 236	34.8%	2 393
Vote 8 - Other		862	250	-	23	68	125	(57)	-45.4%	34
Vote 9 - Sports and Recreation		220	254	-	18	82	127	(45)	-35.2%	41
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
Total Revenue by Vote	2	1 103 611	1 225 368	-	224 766	665 473	612 684	52 789	8.6%	332 737
Expenditure by Vote	1									
Vote 1 - Executive & Council		55 583	64 170	-	5 604	27 387	32 085	(4 698)	-14.6%	13 693
Vote 2 - Finance & Administration		138 196	154 731	-	11 504	71 630	77 365	(5 735)	-7.4%	35 815
Vote 3 - Infrastructure & Development		27 825	63 009	-	18 951	65 605	31 505	34 101	108.2%	32 803
Vote 4 - Water		595 005	516 772	-	63 874	253 521	258 386	(4 865)	-1.9%	126 761
Vote 5 - Waste Water		92 103	87 863	-	6 456	36 857	43 931	(7 074)	-16.1%	18 429
Vote 6 - Environmental Protection		16 207	18 458	-	1 234	8 505	9 229	(724)	-7.8%	4 252
Vote 7 - Public Safety		2 515	6 100	-	1 077	2 759	3 050	(291)	-9.6%	1 379
Vote 8 - Other		1 045	1 160	-	34	460	580	(121)	-20.8%	230
Vote 9 - Sports and Recreation		465	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	928 944	912 263	-	108 735	466 724	456 132	10 592	2.3%	233 362
Surplus/ (Deficit) for the year	2	174 667	313 105	-	116 032	198 749	156 552	42 197	27.0%	99 375

Choose name from list - Table C4 Consolidated Monthly Budget Statement - Financial Performance (revenue and expenditure) - M06 December

Consolidated Monthly Budget Statement - Financial Performance (revenue and expenditure) - M06 December										
Description	Ref	2015/16	Budget Year 2016/17							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
Revenue By Source										
Property rates								-		
Property rates - penalties & collection charges								-		
Service charges - electricity revenue								-		
Service charges - water revenue		208 858	361 387		18 343	124 329	180 693	(56 364)	-31%	62 166
Service charges - sanitation revenue		107 250	112 281		9 433	54 389	56 140	(1 752)	-3%	27 194
Service charges - refuse revenue			-	-				-		
Service charges - other			-	-				-		
Rental of facilities and equipment		1 089	1 249		152	710	625	86	14%	355
Interest earned - external investments		26 609	15 568		1 832	8 129	7 784	345	4%	4 065
Interest earned - outstanding debtors		4 019	3 802		383	1 191	1 901	(709)	-37%	596
Dividends received			-	-				-		
Fines			-	-				-		
Licences and permits			-	-				-		
Agency services			-	-				-		
Transfers recognised - operational		382 648	408 662		156 436	338 254	204 331	133 923	66%	169 127
Other revenue		16 630	11 558		456	6 130	5 779	351	6%	3 065
Gains on disposal of PPE		813								
Total Revenue (excluding capital transfers and contributions)		747 915	914 506	-	187 034	533 133	457 253	75 879	17%	266 566
Expenditure By Type										
Employee related costs		302 629	332 850		25 203	163 394	166 425	(3 031)	-2%	81 697
Remuneration of councillors		9 544	11 874		819	4 473	5 937	(1 464)	-25%	2 237
Debt impairment		97 093	38 159				19 079	(19 079)	-100%	-
Depreciation & asset impairment		195 103	123 604		19 168	98 632	61 802	36 830	60%	49 316
Finance charges		13 556	15 776		1 765	18 216	7 888	10 329	131%	9 108
Bulk purchases		66 091	81 468		5 952	32 177	40 734	(8 557)	-21%	16 088
Other materials		13 060	8 700		194	2 007	4 350	(2 343)	-54%	1 003
Contracted services		22 808	29 683		2 197	11 460	14 842	(3 382)	-23%	5 730
Transfers and grants		20 327	40 028		20 480	49 376	20 014	29 363	147%	24 688
Other expenditure		188 732	230 121		32 957	86 988	115 061	(28 072)	-24%	43 494
Loss on disposal of PPE			-							
Total Expenditure		928 944	912 263	-	108 735	466 724	456 132	10 592	2%	233 362
Surplus/(Deficit)										
Transfers recognised - capital		(181 029)	2 243	-	78 300	66 409	1 121	65 287	0	33 204
Contributions recognised - capital		355 696	310 862		37 732	132 341	155 431	(23 090)	(0)	66 170
Contributed assets										
Surplus/(Deficit) after capital transfers & contributions		174 667	313 105	-	116 032	198 749	156 552			99 375
Taxation										
Surplus/(Deficit) after taxation		174 667	313 105	-	116 032	198 749	156 552			99 375
Attributable to minorities										
Surplus/(Deficit) attributable to municipality		174 667	313 105	-	116 032	198 749	156 552			99 375
Share of surplus/ (deficit) of associate										
Surplus/ (Deficit) for the year		174 667	313 105	-	116 032	198 749	156 552			99 375

Choose name from list - Table C5 Consolidated Monthly Budget Statement - Capital Expenditure (municipal vote, standard classification and funding - M06 December

Vote Description	Ref	2015/16	Budget Year 2016/17							
		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		129	2 640	-	-	618	1 320	(701)	-53%	309
Vote 2 - Finance & Administration		10 720	44 055	-	1 683	2 373	22 028	(19 655)	-89%	1 186
Vote 3 - Infrastructure & Development		-	590	-	63	181	295	(114)	-39%	90
Vote 4 - Water		348 608	238 418	-	25 861	89 233	119 209	(19 976)	-17%	49 617
Vote 5 - Waste Water		4 631	82 444	-	3 812	13 794	41 222	(27 428)	-67%	6 897
Vote 6 - Environmental Protection		-	-	-	-	-	-	-	-	-
Vote 7 - Public Safety		163	1 000	-	-	-	500	(500)	-100%	-
Vote 8 - Other		-	-	-	-	-	-	-	-	-
Vote 9 - Sports and Recreation		-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-
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	364 251	369 147	-	31 419	116 200	184 574	(68 373)	-37%	58 100
Single Year expenditure appropriation	2									
Vote 1 - Executive & Council		-	-	-	-	-	-	-	-	-
Vote 2 - Finance & Administration		-	-	-	-	-	-	-	-	-
Vote 3 - Infrastructure & Development		-	-	-	-	-	-	-	-	-
Vote 4 - Water		-	-	-	-	-	-	-	-	-
Vote 5 - Waste Water		-	-	-	-	-	-	-	-	-
Vote 6 - Environmental Protection		-	-	-	-	-	-	-	-	-
Vote 7 - Public Safety		-	-	-	-	-	-	-	-	-
Vote 8 - Other		-	-	-	-	-	-	-	-	-
Vote 9 - Sports and Recreation		-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
Total Capital single-year expenditure	4	-	-	-	-	-	-	-	-	-
Total Capital Expenditure		364 251	369 147	-	31 419	116 200	184 574	(68 373)	-37%	58 100
Capital Expenditure - Standard Classification										
Governance and administration		10 848	46 695	-	1 683	2 992	23 348	(20 356)	-67%	1 495
Executive and council		129	2 640	-	-	618	1 320	(701)	-53%	309
Budget and treasury office		73	15 000	-	1 665	1 685	7 500	(5 835)	-78%	832
Corporate services		10 647	29 055	-	18	708	14 528	(13 819)	-85%	354
Community and public safety		163	1 000	-	-	-	500	(500)	-100%	-
Community and social services		-	-	-	-	-	-	-	-	-
Sport and recreation		-	-	-	-	-	-	-	-	-
Public safety		163	1 000	-	-	-	500	(500)	-100%	-
Housing		-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-
Economic and environmental services		-	590	-	63	181	295	(114)	-39%	90
Planning and development		-	590	-	63	181	295	(114)	-39%	90
Road transport		-	-	-	-	-	-	-	-	-
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		353 239	320 862	-	29 673	113 028	160 431	(47 403)	-30%	56 514
Electricity		-	-	-	-	-	-	-	-	-
Water		348 608	238 418	-	25 861	89 233	119 209	(19 976)	-17%	49 617
Waste water management		4 631	82 444	-	3 812	13 794	41 222	(27 428)	-67%	6 897
Waste management		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Standard Classification	3	364 251	369 147	-	31 419	116 200	184 574	(68 373)	-37%	58 100
Funded by:										
National Government		307 058	310 862	-	29 673	113 028	155 431	(42 403)	-27%	56 514
Provincial Government		48 373	-	-	-	-	-	-	-	-
District Municipality		-	-	-	-	-	-	-	-	-
Other transfers and grants		-	-	-	-	-	-	-	-	-
Transfers recognised - capital		355 430	310 862	-	29 673	113 028	155 431	(42 403)	-27%	56 514
Public contributions & donations	5	-	-	-	-	-	-	-	-	-
Borrowing	6	-	-	-	-	-	-	-	-	-
Internally generated funds		8 821	58 285	-	1 746	3 173	29 143	(25 970)	-86%	1 586
Total Capital Funding		364 251	369 147	-	31 419	116 200	184 574	(68 373)	-37%	58 100

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 standard 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

Choose name from list - Table C6 Consolidated Monthly Budget Statement - Financial Position - M06 December

Description	Ref	2015/16	Budget Year 2016/17			
		Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	Full Year Forecast
R thousands	1					
ASSETS						
Current assets						
Cash		63 364	146 918		50 189	73 459
Call investment deposits		215 203	233 184		349 599	116 592
Consumer debtors		59 351	127 573		95 804	63 787
Other debtors		63 295	56 215		30 618	28 108
Current portion of long-term receivables		12	36		35 025	18
Inventory		11 524	21 781		12 144	10 890
Total current assets		412 749	585 707	—	573 379	292 854
Non current assets						
Long-term receivables		101	189		113	95
Investments					4 000	—
Investment property		29 500	32 417		29 500	16 209
Investments in Associate						—
Property, plant and equipment		3 996 396	4 015 300		4 019 066	2 007 650
Agricultural						—
Biological assets						—
Intangible assets		11 504	7 114		6 649	3 557
Other non-current assets						
Total non current assets		4 037 501	4 055 021	—	4 059 328	2 027 510
TOTAL ASSETS		4 450 251	4 640 728	—	4 632 707	2 320 364
LIABILITIES						
Current liabilities						
Bank overdraft		2 306	—			—
Borrowing		19 728	18 277		19 728	9 139
Consumer deposits		20 607	21 456		20 769	10 728
Trade and other payables		185 986	174 395		234 209	87 198
Provisions		25 716	22 346		25 246	11 173
Total current liabilities		254 342	236 476	—	299 952	118 238
Non current liabilities						
Borrowing		125 826	109 524		116 656	54 762
Provisions		29 582	31 575		29 582	15 787
Total non current liabilities		155 407	141 098	—	146 238	70 549
TOTAL LIABILITIES		409 749	377 574	—	446 190	188 787
NET ASSETS	2	4 040 501	4 263 154	—	4 186 517	2 131 577
COMMUNITY WEALTH/EQUITY						
Accumulated Surplus/(Deficit)		4 040 501	4 263 154		4 186 517	2 131 577
Reserves					0	
TOTAL COMMUNITY WEALTH/EQUITY	2	4 040 501	4 263 154	—	4 186 517	2 131 577

Choose name from list - Table C7 Consolidated Monthly Budget Statement - Cash Flow - M06 December

Description	Ref	2015/16	Budget Year 2016/17							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Property rates, penalties & collection charges			-			-		-		
Service charges		316 108	412 091		24 650	144 462	72 231	72 231	100%	72 231
Other revenue		17 719	12 785		1 737	8 892	4 446	4 446	100%	4 446
Government - operating		321 618	408 662		120 133	284 542	142 271	142 271	100%	142 271
Government - capital		416 726	310 862		82 177	244 285	122 143	122 143	100%	122 143
Interest		30 628	19 356		1 832	9 020	4 510	4 510	100%	4 510
Dividends										
Payments										
Suppliers and employees		(654 732)	(620 842)		(58 906)	(399 465)	(199 733)	199 733	-100%	(199 733)
Finance charges		(13 556)	(15 776)		(14 966)	(18 216)	(9 108)	9 108	-100%	(9 108)
Transfers and Grants		(20 327)	(37 028)		(9 176)	(24 522)	(12 261)	12 261	-100%	(12 261)
NET CASH FROM/(USED) OPERATING ACTIVITIES		414 183	490 109	-	147 481	248 999	124 499	(124 499)	-100%	124 499
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE		963						-		
Decrease (Increase) in non-current debtors		210						-		
Decrease (Increase) other non-current receivables		-	95		4	27	13	13	100%	13
Decrease (Increase) in non-current investments		-						-		
Payments										
Capital assets		(365 260)	(369 147)		(31 356)	(116 491)	(58 246)	58 246	-100%	(58 246)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(364 087)	(369 052)	-	(31 353)	(116 464)	(58 232)	58 232	-100%	(58 232)
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans		-						-		
Borrowing long term/refinancing		-						-		
Increase (decrease) in consumer deposits		573	421		18	163	81	81	100%	81
Payments										
Repayment of borrowing		(20 957)	(18 277)		3 211	(9 170)	(4 585)	4 585	-100%	(4 585)
NET CASH FROM/(USED) FINANCING ACTIVITIES		(20 385)	(17 857)	-	3 228	(9 007)	(4 503)	4 503	-100%	(4 503)
NET INCREASE/ (DECREASE) IN CASH HELD		29 711	103 200	-	119 356	123 527	61 764			61 764
Cash/cash equivalents at beginning:		276 261				276 261				276 261
Cash/cash equivalents at month/year end:		305 972	103 200			399 788	61 764			338 025

Choose name from list - Supporting Table SC1 Material variance explanations - IM06 December

Ref	Description	Variance	Reasons for material deviations	Remedial or corrective steps/remarks
1	R thousands Revenue By Source Service charges - water revenue Service charges - sanitation revenue Rental of facilities and equipment Transfers recognised - operational Expenditure By Type Employee related costs Finance charges Bulk purchases Contracted services Transfers and grants Other expenditure	(50 354) (1 732) 86 133 923 (3 031) (2 872) (8 557) (3 382) 29 363 (14 871)	There were less new water connections than it was anticipated in the annual budget. Not material The first trench of the equitable share was received in July and recognised as revenue when received. The savings in the staff costs is caused by vacant positions as a result of resignations, retirements and deaths. The finance leases for motor vehicles has been paid-off, repayment of long-term loans (DBSA and exLMS Loans). Less new water schemes were commissioned in the current year than it was anticipated in the annual budget, hence less water resources is acquired from Umgeni Water. The municipality have resolved to utilise the internal resources instead of consultants. The spending for this period has been reduced as the start of this period and the spending for municipality is seasonal.	None None None None The process of filling vacant positions is ongoing. None None None None None
2	Capital Expenditure Water Waste water management Public safety Planning and development Budget and treasury office Corporate services	(19 976) (27 428) (500) (114) (9 835) (13 819)	The spending for this period has been reduced as the start of this period and the spending for municipality is seasonal. The spending for this period has been reduced as the start of this period and the spending for municipality is seasonal. Not material Not material The mSCOA implementation projects has been deferred to the month of September and October. The spending for this period has been reduced as the start of this period and the spending for municipality is seasonal.	none none None None None None
3	Financial Position Cash Consumer debtors Other debtors Property, plant and equipment Consumer deposits Trade and other payables Borrowing Accumulated Surplus/(Deficit)	24 008 28 381 445 006 7 783 813 809 - 3 408 -	The equitable share is received in four tranches, with one allocation per quarter, and these funds are invested in the call deposit accounts until they are needed for expenditure. These represent the outstanding balance on consumer accounts for Water and Sanitation. These are sundry debtors, other than the service debtors for water and sanitation. The FAR is only updated with additions; disposals and transfers on monthly basis. These are monies held from the consumers as security and refunded when the account is closed. Outstanding creditors invoices are repaid monthly as invoices are received and cash is available. This is the total loan book value of the municipality. Redemptions and interest payments are made quarterly. This represents the Accumulated Surplus or Deficit from the operating and other activities of the municipality.	
4	Cash Flow Ratepayers and other Government - operating Government - capital Interest Capital assets Increase (decrease) in consumer deposits Repayment of borrowing	(5 611) (8 183) - - - (1 657) -	There were less new water connections than it was anticipated in the annual budget. The third trench of the equitable share is received in March, and this allocation is recognised as income when received. The grant funds are received in tranches and the cash is invested in short term deposits accounts until they are required for expenditure. As the municipality withdraws cash from the call deposit accounts to pay the suppliers, less interest is earned from the remaining investments balances. More creditors invoices are outstanding on the general ledger and will be accrued to the general ledger before the AFS is finalised. Not material Generally loans are repaid on a quarterly basis.	None None None None None None None
5	Measurable performance			
6	Municipal Entities Revenue Operating Expenditure Operating Capital Expenditure	- (13) -	The municipal entities receive their allocations from Ugu DM and the local municipalities. The spending for this period has been reduced as the start of this period and the spending for municipality is seasonal. The spending for this period has been reduced as the start of this period and the spending for municipality is seasonal.	None None None

Choose name from list - Supporting Table SC2 Monthly Budget Statement - performance indicators - M06 December

Supporting Table 302 monthly Budget Statement - performance indicators - M06 December							
Description of financial indicator	Basis of calculation	Ref	2015/16	Budget Year 2016/17			
			Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	Full Year Forecast
<u>Borrowing Management</u>							
Capital Charges to Operating Expenditure	Interest & principal paid/Operating Expenditure		-0.8%	15.3%	0.0%	1.1%	2.0%
Borrowed funding of 'own' capital expenditure	Borrowings/Capital expenditure excl. transfers and grants		0.0%	0.0%	0.0%	0.0%	0.0%
<u>Safety of Capital</u>							
Debt to Equity	Loans, Accounts Payable, Overdraft & Tax Provision/ Funds & Reserves		8.3%	7.1%	0.0%	8.9%	7.1%
Gearing	Long Term Borrowing/ Funds & Reserves		0.0%	0.0%	0.0%	58327978.0%	0.0%
<u>Liquidity</u>							
Current Ratio	Current assets/current liabilities	1	162.3%	247.7%	0.0%	191.2%	247.7%
Liquidity Ratio	Monetary Assets/Current Liabilities		109.5%	160.7%	0.0%	133.3%	160.7%
<u>Revenue Management</u>							
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/ Last 12 Mths Billing						
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue		16.4%	20.1%	0.0%	30.3%	34.5%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old		0.0%	0.0%	0.0%	0.0%	0.0%
<u>Creditors Management</u>							
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA s 65(e))						
<u>Funding of Provisions</u>							
Percentage Of Provisions Not Funded	Unfunded Provisions/Total Provisions						
<u>Other Indicators</u>							
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		40.5%	36.4%	0.0%	30.6%	30.6%
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		27.9%	15.2%	0.0%	0.9%	1.8%
<u>IDP regulation financial viability indicators</u>							
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						

Choose name from list - Supporting Table SC3 Monthly Budget Statement - aged debtors - M06 December

Description		Budget Year 2016/17												
		NT Code	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.e. Council Policy
R thousands														
Debtors Age Analysis By Income Source														
	Trade and Other Receivables from Exchange Transactions - Water	1200	21 864	12 302	17 387	8 731	7 763	6 244	34 113	162 889	271 293	219 739	-	
	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	9 457	4 489	2 739	3 258	2 342	1 791	9 488	33 690	67 254	50 569	-	
	Receivables from Exchange Transactions - Waste Management	1600												
	Receivables from Exchange Transactions - Property Rental Debtors	1700												
	Interest on Arrear Debtor Accounts	1810												
	Recoverable unauthorised, irregular, fruitless and wasteful expenditure	1820												
	Other	1900	1	2 179	1	3 986	29				6 196	4 015	-	
	Total By Income Source	2000	31 322	18 971	20 126	15 975	10 134	8 036	43 601	196 579	344 743	274 324	-	
	2015/16 - totals only		35 893	20 031	21 008	11 270	9 734	9 509	38 285	141 854	287 594	210 651	-	
Debtors Age Analysis By Customer Group														
	Organs of State	2200	3 369	4 358	2 091	1 636	2 283	619	5 829	4 313	24 498	14 680		
	Commercial	2300	9 058	4 482	3 809	1 789	1 394	1 406	7 296	30 111	59 344	41 995		
	Households	2400	18 894	10 130	14 225	8 564	6 428	6 011	30 475	162 155	256 883	213 633		
	Other	2500	1	1	1	3 986	29				4 017	4 015		
	Total By Customer Group	2600	31 322	18 971	20 126	15 975	10 134	8 036	43 601	196 579	344 743	274 324	-	

Choose name from list - Supporting Table SC4 Monthly Budget Statement - aged creditors - M06 December

Description		NT Code	Budget Year 2016/17							
			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
R thousands										
Creditors Age Analysis By Customer Type										
Bulk Electricity	0100									-
Bulk Water	0200									-
PAYE deductions	0300	3 555								3 555
VAT (output less input)	0400									-
Pensions / Retirement deductions	0500	3 910								3 910
Loan repayments	0600	-								-
Trade Creditors	0700	515	912	16	339	286	621			2 689
Auditor General	0800									-
Other	0900									-
Total By Customer Type	1000	7 981	912	16	339	286	621	-	-	10 154

Choose name from list - Supporting Table SC5 Monthly Budget Statement - investment portfolio - M06 December

Investments by maturity Name of institution & investment ID	Ref	Period of Investment	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
R thousands		Yrs/Months							
Municipality									
FNB Investment		Daily Call Account					30 000	-	30 000
First National Bank		Daily Call Account	Daily Call Account				19	-	19
NEDBank		Daily Call Account					45 000	-	45 000
Investec							45 000	-	45 000
ABSA Bank CALL MIG		Daily Call Account					618	56 522	57 140
STD Investment							50 000	-	50 000
ABSA Bank CALL		Daily Call Account					32 565	80 026	112 591
Jazz							0	-	0
ABSA								-	
Municipality sub-total					-		203 202	136 548	339 750
Entities									
South Coast Tourism		One day call	Daily Call				11 026	(1 259)	9 768
South Coast Development Agency							10 652	(10 532)	120
Entities sub-total					-		21 679	(11 791)	9 888
TOTAL INVESTMENTS AND INTEREST	2				-		224 881	124 757	349 638

Choose name from list - Supporting Table SC6 Monthly Budget Statement - transfers and grant receipts - M06 December

Operating Year 2016 Monthly Budget Statement - transfers and grant receipts - m06 December										
Description	Ref	2015/16	Budget Year 2016/17							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
RECEIPTS:	1,2									
Operating Transfers and Grants										
National Government:		364 032	400 528	-	119 845	284 110	200 264	56 700	28.3%	142 055
Local Government Equitable Share		300 885	319 856		119 845	216 275	159 928	56 347	35.2%	108 138
RSC Levy Replacement		52 960	63 873			63 873	31 937			31 937
Finance Management		1 325	1 460			1 460	730			730
Municipal Systems Improvement		940	1 041			-	521			-
Water Services Operating Subsidy		3 650	10 000			-	5 000			-
EPWP Incentive	3	1 826	1 788			1 252	894	358	40.0%	626
Infrastructure Skills Development Grant						-	-	-		-
Rural Roads Asset Management Grant		2 446	2 510			1 250	1 255	(5)	-0.4%	625
Rural Household Sanitation										
Municipal infrastructure Grant (Opex portion)										
Other transfers and grants [insert description]										
Provincial Government:		250	400	-	-	400	200	200	100.0%	200
Development Planning Shared Services		250	400			400	200	200	100.0%	200
	4									
Other transfers and grants [insert description]										
District Municipality:		-	-	-	-	-	-	-		-
[insert description]										
Other grant providers:		-	7 734	-	-	-	3 867	(3 867)	-100.0%	-
[insert description]										
Grants From LM's			7 734				3 867			-
Total Operating Transfers and Grants	5	364 282	408 662	-	119 845	284 510	204 331	53 033	26.0%	142 255
Capital Transfers and Grants										
National Government:		358 245	310 862	-	80 000	238 521	154 931	79 757	51.5%	119 261
Municipal Infrastructure Grant (MIG)		249 316	223 873		80 000	170 000	111 937	58 064	51.9%	85 000
Regional Bulk Infrastructure		8 834	12 776			10 221	6 388			5 111
Rural Households Infrastructure			1 000			-				
Rural Transport Services and Infrastructure										
Municipal Water Infrastructure/Other Grants										
Municipal Disaster Recovery										
Finance Management Grant										
Water Services Infrastructure Grant		100 095	73 213			58 300	36 607	21 694	59.3%	29 150
Other capital transfers [insert description]										
Provincial Government:		11 504	-	-	-	-	-	-		-
Disaster Management centre Fire Fighting		5 000								
Drought Relief Intervention Programme		6 504								
District Municipality:		-	-	-	-	-	-	-		-
[insert description]										
Other grant providers:		-	-	-	-	-	-	-		-
[insert description]										
Total Capital Transfers and Grants	5	369 749	310 862	-	80 000	238 521	154 931	79 757	51.5%	119 261
TOTAL RECEIPTS OF TRANSFERS & GRANTS	5	734 031	719 524	-	199 845	523 031	359 262	132 790	37.0%	261 516

Choose name from list - Supporting Table SC7(1) Monthly Budget Statement - transfers and grant expenditure - M06 December

Description	Ref	2015/16	Budget Year 2016/17							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
EXPENDITURE										
Operating expenditure of Transfers and Grants										
National Government:		361 725	391 528	-	32 373	161 839	195 764	(27 763)	-14.2%	80 919
Local Government Equitable Share		300 885	320 856		26 655	133 273	160 428	(27 155)	-16.9%	66 637
RSC Levy Replacement		52 960	63 873		5 323	26 614	31 937			13 307
Finance Management		1 325	1 460		92	411	730			205
Municipal Systems Improvement		940	1 041			-	521			-
Water Services Operating Subsidy		1 343	-				-			-
EPWP Incentive		1 826	1 788		163	912	894	18	2.0%	456
Infrastructure Skills Development Grant			-				-			-
Rural Roads Asset Management Grant		2 446	2 510		140	629	1 255	(626)	-49.9%	315
Rural Household Sanitation			-				-			-
Water Services Infrastructure Grant						-	-			-
Municipal Infrastructure Grant (Opex portion)							-			-
Provincial Government:		3 940	400	-	-	33	200	(167)	-83.3%	17
Development Planning Shared Services		250	400			33	200	(167)	-83.3%	17
Development Planning Shared Services		3 259						-		
Cogta Massification								-		
EPWP Incentive		430						-		
Integrated Waste Management (DAEARD)								-		
District Municipality:		-	-	-	-	-	-	-		-
[insert description]								-		
Other grant providers:		16 846	7 734	-	-	-	3 867	(3 867)	-100.0%	-
DBSA		39						-		
NPC (Public)		129						-		
Grants from LM's to Entities								-		
National Lottery		7						-		
Grants from LM's to Entities		16 846	7 734			-	3 867	(3 867)	-100.0%	-
[insert description]								-		
Total operating expenditure of Transfers and Grants:		382 510	399 662	-	32 373	161 872	199 831	(31 796)	-15.9%	80 936
Capital expenditure of Transfers and Grants										
National Government:		-	319 862	-	37 121	104 086	159 931	(49 457)	-30.9%	52 043
Municipal Infrastructure Grant (MIG)			233 873		22 148	74 375	116 937	(42 562)	-36.4%	37 187
Regional Bulk Infrastructure			12 776		-	-	6 368			-
Local Government Equitable Share			-							
Rural Transport Services and Infrastructure										
Municipal Water Infrastructure/Other Grants										
Municipal Disaster Recovery										
Finance Management Grant										
Other capital transfers/grants [insert desc]										
Water Services Infrastructure Grant			73 213		14 972	29 711	36 607	(6 895)	-18.8%	14 856
Finance Management Grant								-		
Water Services Infrastructure Grant								-		
Other capital transfers [insert description]								-		
Provincial Government:		-	-	-	-	-	-	-		-
								-		
								-		
District Municipality:		-	-	-	-	-	-	-		-
								-		
								-		
Other grant providers:		-	-	-	-	-	-	-		-
								-		
								-		
Total capital expenditure of Transfers and Grants		-	319 862	-	37 121	104 086	159 931	(49 457)	-30.9%	52 043
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		382 510	719 524	-	69 493	265 958	359 762	(81 253)	-22.6%	132 979

Choose name from list - Supporting Table SC8 Monthly Budget Statement - councillor and staff benefits - N06 December

Summary of Employee and Councillor remuneration	Ref	Budget Year 2016/17								
		2015/16	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1	A	B	C						D
Councillors (Political Office Bearers plus Other)										
Basic Salaries and Wages		4 120	4 385		523	2 725	2 182	533	24%	1 363
Pension and UIF Contributions		148	225				112	(112)	-100%	-
Medical Aid Contributions		125	161				96	(96)	-100%	-
Motor Vehicle Allowance		2 215	4 073		228	1 083	2 037	(953)	-47%	542
Cellphone Allowance		342	346		29	173	173	-	-	87
Housing Allowances		1 928	1 937			232	958	(737)	-78%	116
Other benefits and allowances		78	44		6	35	22	14	64%	18
Sub Total - Councillors		8 957	11 200	-	785	4 249	5 600	(1 351)	-24%	2 124
% Increase	4		25.0%							-75.3%
Senior Managers of the Municipality										
Basic Salaries and Wages		3 684	3 620				1 810	(1 810)	-100%	-
Pension and UIF Contributions			258				129	(129)	-100%	-
Medical Aid Contributions			124				62	(62)	-100%	-
Overtime			-				-	-	-	-
Performance Bonus		505	627				313	(313)	-100%	-
Motor Vehicle Allowance		1 302	1 589				785	(785)	-100%	-
Cellphone Allowance		84	82				41	(41)	-100%	-
Housing Allowances		672	708				354	(354)	-100%	-
Other benefits and allowances		49	200				100	(100)	-100%	-
Payments in lieu of leave			196				96	(96)	-100%	-
Long service awards			-				-	-	-	-
Post-retirement benefit obligations			-				-	-	-	-
Sub Total - Senior Managers of Municipality		6 295	7 384	-	-	-	3 692	(3 692)	-100%	-
% Increase	4		17.3%							-72.3%
Other Municipal Staff										
Basic Salaries and Wages		177 128	188 506		15 601	104 893	98 253	5 740	6%	52 487
Pension and UIF Contributions		31 487	32 529		2 830	16 063	16 316	(252)	-2%	8 031
Medical Aid Contributions		12 970	19 813		1 109	6 675	9 958	(3 281)	-33%	3 338
Overtime		26 471	24 000		2 183	14 271	12 000	2 271	18%	7 135
Performance Bonus			-				-	-	-	-
Motor Vehicle Allowance		11 113	12 910		1 015	6 144	6 455	(311)	-5%	3 072
Cellphone Allowance		1 485	1 595		136	815	797	17	2%	407
Housing Allowances		894	1 225		140	849	613	227	37%	420
Other benefits and allowances		15 525	15 443		1 230	8 650	7 721	928	12%	4 325
Payments in lieu of leave		4 390	6 081				3 041	(3 041)	-100%	-
Long service awards		3 496	2 223		89	1 220	1 111	109	10%	610
Post-retirement benefit obligations		404	-				-	-	-	-
Sub Total - Other Municipal Staff		288 373	314 525	-	24 335	156 671	157 262	2 408	2%	79 835
% Increase	4		9.1%							-72.3%
Total Parent Municipality		303 625	333 109	-	25 120	163 920	166 554	(2 633)	-2%	81 960
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			25		0	2	13	(11)	-85%	1
Cellphone Allowance							-	-	-	-
Housing Allowances							-	-	-	-
Other benefits and allowances			2		0	1	1	(0)	-32%	0
Board Fees		586	647		34	172	324	(152)	-47%	86
Payments in lieu of leave							-	-	-	-
Long service awards							-	-	-	-
Post-retirement benefit obligations							-	-	-	-
Sub Total - Board Members of Entities		586	674	-	34	174	337	(163)	-48%	87
% Increase	4		14.9%							-85.1%
Senior Managers of Entities										
Basic Salaries and Wages		3 816	5 428		367	1 861	2 714	(853)	-31%	631
Pension and UIF Contributions							-	-	-	-
Medical Aid Contributions							-	-	-	-
Overtime							-	-	-	-
Performance Bonus		165	22			153	11	142	1313%	77
Motor Vehicle Allowance							-	-	-	-
Cellphone Allowance		36	33		3	16	17	(0)	-1%	8
Housing Allowances						2	-	2	N/A	1
Other benefits and allowances		21	164		7	11	82	(71)	-86%	6
Payments in lieu of leave							-	-	-	-
Long service awards							-	-	-	-
Post-retirement benefit obligations							-	-	-	-
Sub Total - Senior Managers of Entities		4 058	5 647	-	377	2 044	2 824	(780)	-38%	1 022
% Increase	4		39.1%							-74.8%
Other Staff of Entities										
Basic Salaries and Wages		3 010	4 324		243	1 438	2 162	(722)	-33%	720
Pension and UIF Contributions		85	111		10	40	56	(15)	-28%	20
Medical Aid Contributions		154	244		17	90	122	(32)	-26%	45
Overtime		214	355			87	177	(91)	-51%	43
Performance Bonus		149	172		153	153	86	67	78%	76
Motor Vehicle Allowance							-	-	-	-
Cellphone Allowance			16				8	(8)	-100%	-
Housing Allowances		25	29		1	5	15	(9)	-63%	3
Other benefits and allowances		82	44		17	68	22	46	210%	34
Payments in lieu of leave							-	-	-	-
Long service awards							-	-	-	-
Post-retirement benefit obligations							-	-	-	-
Sub Total - Other Staff of Entities		3 757	5 295	-	440	1 883	2 647	(764)	-29%	942
% Increase	4		40.9%							-74.9%
Total Municipal Entities		8 493	11 616	-	851	4 101	5 808	(1 706)	-28%	2 051
TOTAL SALARY, ALLOWANCES & BENEFITS		312 028	344 725	-	25 971	168 021	172 362	(4 341)	-3%	84 010
% Increase	4		10.5%							-73.1%
TOTAL MANAGERS AND STAFF		302 484	332 850	-	25 152	163 596	166 425	(2 828)	-2%	81 799

Choose name from list - Supporting Table SC9 Monthly Budget Statement - actuals and revised targets for cash receipts - M06 December

Ref	Description	Budget Year 2016/17												2016/17 Medium Term Revenue & Expenditure Framework		
		July	August	Sept	October	Nov	Dec	January	Feb	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
		Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Budget	Budget	Budget	Budget	Budget	Budget			
1	R thousands															
	Cash Receipts By Source															
	Property rates															
	Property rates - penalties & collection charges															
	Service charges - electricity revenue	23 006	25 539	24 435	25 731	26 356	15 520	22 904	26 453	26 532	27 155	25 785	44 990	314 406	330 127	346 533
	Service charges - water revenue						9 130						88 554	97 684	102 569	107 697
	Service charges - sanitation revenue															
	Service charges - refuse															
	Service charges - other															
	Rental of facilities and equipment	23	26	45	336	46	152	43	191	26	125	64	177	1 254	1 316	1 382
	Interest earned - external investments	367	201	518	397	399	1 832	603	607	643	525	701	8 777	15 568	16 347	17 164
	Interest earned - outstanding debtors						383						3 404	3 977	4 175	
	Dividends received															
	Fines															
	Licences and permits															
	Agency services															
	Transfer receipts - operating	160 303	1 907	1 250	-	1 205	120 133	-	548	91 932	996	-	30 398	408 662	429 065	450 549
	Other revenue	6 125	6 358	4 059	6 183	2 662	1 202	2 693	3 326	217	1 912	7 247	(30 394)	11 531	12 107	12 713
	Cash Receipts by Source	169 824	34 032	30 306	32 647	30 668	148 351	26 184	31 124	119 350	30 702	33 797	145 907	852 892	895 537	940 314
	Other Cash Flows by Source															
	Transfer receipts - capital	118 352		-	40 439		82 177	25 024	2 516	77 316	2 200	-	(37 162)	310 862	326 405	342 725
	Contributions & Contributed assets															
	Proceeds on disposal of PPE															
	Short term loans															
	Borrowing long term/refinancing															
	Increase in consumer deposits	34	32	4	46	30	18	(154)	50	44	345	(8)	(18)	421	442	464
	Receipt of non-current debtors															
	Receipt of non-current receivables						4						91	95	99	104
	Change in non-current investments															
	Total Cash Receipts by Source	308 210	34 063	30 310	73 132	30 698	230 550	51 054	33 690	196 710	33 247	33 788	108 818	1 164 270	1 222 483	1 283 608
	Cash Payments by Type															
	Employee related costs	22 646	37 231	26 472	25 090	25 478	26 433	24 103	25 492	30 488	17 176	23 440	48 803	332 850	349 493	366 967
	Remuneration of councillors	738	226	1 075	641	784	785	960	744	732	753	752	3 663	11 874	12 468	13 092
	Interest paid	0	538	2 632		419	14 966	3	-	2 772	238	218	(6 009)	15 776	16 564	17 393
	Bulk purchases - Electricity															
	Bulk purchases - Water & Sewer	6 161	7 068	7 157	7 255	8 369	5 952	5 535	5 870	5 309	8 224	6 435	8 134	81 468	85 541	89 818
	Other materials	751		905	660	168	199	607	117	30	45	216	5 002	8 700	9 195	9 591
	Contracted services	1 915	2 049	2 073	2 180	2 497	2 194	3 176	2 652	2 131	293	1 912	6 610	29 683	31 168	32 726
	Grants and subsidies paid - other municipalities															
	Grants and subsidies paid - other	1 526	1 531	5 883	7 596	5 211	9 176	1 813	5 043	4 575	3 403	5 571	(14 299)	-	-	-
	General expenses	18 553	21 463	18 142	15 750	19 252	16 716	15 633	13 512	13 573	11 088	20 773	(28 197)	156 267	164 080	172 284
	Cash Payments by Type	52 300	70 106	64 338	59 171	62 177	76 422	51 829	53 430	59 612	41 219	59 316	23 726	673 646	707 328	742 694
	Other Cash Flows/Payments by Type															
	Capital assets	26 195	29 601	20 016	27 153	14 325	31 356	7 871	22 126	22 034	36 915	37 386	94 170	369 147	387 604	406 985
	Repayment of borrowing		447	5 058	-	454	3 211	307	751	4 964	404	398	2 284	18 277	19 191	20 151
	Other Cash Flows/Payments															
	Total Cash Payments by Type	78 495	100 154	89 412	103 564	17 240	117 615	60 007	76 307	86 610	78 538	97 099	79 073	1 061 070	1 114 123	1 169 630
	NET INCREASE/(DECREASE) IN CASH HELD	229 715	(66 091)	(59 102)	(30 432)	(63 487)	112 935	(8 959)	(42 617)	110 100	(45 291)	(63 311)	29 745	103 200	108 360	113 778
	Cash/cash equivalents at the month/year beginning:	276 261	505 976	439 884	380 782	350 350	286 853	399 788	390 835	348 219	458 318	413 027	349 716	276 261	379 461	487 821
	Cash/cash equivalents at the month/year end:	505 976	439 884	380 782	350 350	286 853	399 788	390 835	348 219	458 318	413 027	349 716	379 461	379 461	487 821	601 599

Choose name from list - Supporting Table SC10 Monthly Budget Statement - Parent Municipality Financial Performance (revenue and expenditure) - M06 Decem

Description	Ref	2015/16	Budget Year 2016/17							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
Revenue By Source										
Property rates		-	-					-		
Property rates - penalties & collection charges		-	-					-		
Service charges - electricity revenue		-	-					-		
Service charges - water revenue		208 858	426 885		18 343	124 329	213 442	(89 113)	-42%	62 165
Service charges - sanitation revenue		107 250	112 281		9 433	54 389	56 140	(1 752)	-3%	27 194
Service charges - refuse revenue		-	-				-	-		-
Service charges - other		-	-				-	-		-
Rental of facilities and equipment		1 089	1 249		152	710	625	86	14%	355
Interest earned - external investments		25 855	15 000		1 735	8 435	7 500	935	12%	4 217
Interest earned - outstanding debtors		4 019	3 802		383	1 191	1 901	(709)	-37%	596
Dividends received		-	-				-	-		-
Fines		-	-				-	-		-
Licences and permits		-	-				-	-		-
Agency services		-	-				-	-		-
Transfers recognised - operational		377 686	400 928		156 436	282 591	200 464	82 127	41%	141 296
Other revenue		16 098	6 123		430	3 688	3 061	627	20%	1 844
Gains on disposal of PPE		-	-				-	-		-
Total Revenue (excluding capital transfers and contributions)		740 855	966 267	-	186 911	475 334	483 133	(7 800)	-2%	237 667
Expenditure By Type										
Employee related costs		294 668	321 909		24 335	159 671	160 954	(1 284)	-1%	79 835
Remuneration of councillors		8 957	11 200		785	4 249	5 600	(1 351)	-24%	2 124
Debt impairment		97 093	38 109				19 054	(19 054)	-100%	-
Depreciation & asset impairment		194 950	123 385		19 149	98 554	61 693	36 861	60%	49 277
Finance charges		13 556	15 774		1 765	18 216	7 887	10 329	131%	9 108
Bulk purchases		66 091	81 468		5 952	32 177	40 734	(8 557)	-21%	16 088
Other materials		13 060	8 700		194	2 649	4 350	(1 701)	-39%	1 324
Contracted services		22 705	29 644		2 194	11 426	14 822	(3 396)	-23%	5 713
Transfers and grants		37 173	123 214		9 663	36 122	61 607	(25 485)	-41%	18 061
Other expenditure		178 458	211 188		32 957	96 436	105 594	(9 158)	-9%	48 218
Loss on disposal of PPE		-	-				-	-		-
Total Expenditure		926 711	964 590	-	96 994	459 499	482 295	(22 796)	-5%	229 749
Surplus/(Deficit)		(185 856)	1 677	-	89 917	15 835	838	14 996	1789%	7 917
Transfers recognised - capital		355 696	310 862		37 121	131 130	155 431	(24 301)	-16%	65 565
Contributions recognised - capital		-	-				-	-		-
Contributed assets		-	-				-	-		-
Surplus/(Deficit) after capital transfers & contributions		169 840	312 539	-	127 038	146 965	156 269	(9 305)	-6%	73 482
Taxation		-	-				-	-		-
Surplus/(Deficit) after taxation		169 840	312 539	-	127 038	146 965	156 269	(9 305)	-6%	73 482

Choose name from list - Supporting Table SC11 Monthly Budget Statement - summary of municipal entities - M06 December

Description	Ref	2015/16	Budget Year 2016/17							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
<u>Revenue By Municipal Entity</u>										
South Coast Tourism		16 110	18 750		74	9 046	9 375	(329)	-4%	4 523
South Coast Development Agency		7 001	13 684		49	29 425	6 842	22 583	330%	14 712
								-		
								-		
								-		
								-		
								-		
								-		
								-		
Total Operating Revenue	1	23 111	32 434	-	123	38 471	16 217	22 254	137%	19 236
<u>Expenditure By Municipal Entity</u>										
South Coast Tourism		14 326	18 210		748	9 096	9 105	(9)	0%	4 548
South Coast Development Agency		5 059	13 678		357	2 677	6 839	(4 162)	-61%	1 338
								-		
								-		
								-		
								-		
								-		
								-		
								-		
Total Operating Expenditure	2	19 385	31 888	-	1 106	11 772	15 944	(4 172)	-26%	5 886
Surplus/ (Deficit) for the yr/period		3 726	546	-	(983)	26 699	273	18 082	6624%	13 349
<u>Capital Expenditure By Municipal Entity</u>										
South Coast Tourism		771	540		3	110	270	(160)	-59%	55
South Coast Development Agency		-	50		8	8	25	(17)	-67%	4
								-		
								-		
								-		
								-		
								-		
								-		
Total Capital Expenditure	3	771	590	-	11	118	295	(177)	-60%	59

Choose name from list - Supporting Table SC12 Consolidated Monthly Budget Statement - capital expenditure trend - M06 December

Month	2015/16	Budget Year 2016/17							
	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	9 499	30 762		2 002	2 002	30 762	28 760	93.5%	1%
August	22 822	30 762		24 658	26 661	61 525	34 864	56.7%	7%
September	20 484	30 762		17 969	44 630	92 287	47 657	51.6%	12%
October	32 471	30 762		23 855	68 485	123 049	54 564	44.3%	19%
November	29 139	30 762		16 296	84 781	153 811	69 030	44.9%	23%
December	31 924	30 762		31 419	116 200	184 574	68 373	37.0%	31%
January	6 939	30 762				215 336	-		
February	19 418	30 762				246 098	-		
March	19 310	30 762				276 860	-		
April	33 492	30 762				307 623	-		
May	31 779	30 762				336 385	-		
June	106 994	30 762				369 147	-		
Total Capital expenditure	364 251	369 147	-	116 200					

Choose name from list - Supporting Table SC13a Consolidated Monthly Budget Statement - capital expenditure on new assets by asset class - M06

Description	Ref	2015/16	Budget Year 2016/17							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
Capital expenditure on new assets by Asset Class/Sub-class										
Infrastructure		328 688	318 362	-	29 673	113 028	159 181	46 153	29.0%	56 514
Infrastructure - Road transport		-	-	-	-	-	-	-	-	-
Roads, Pavements & Bridges		-	-	-	-	-	-	-	-	-
Storm water		-	-	-	-	-	-	-	-	-
Infrastructure - Electricity		-	-	-	-	-	-	-	-	-
Generation		-	-	-	-	-	-	-	-	-
Transmission & Reticulation		-	-	-	-	-	-	-	-	-
Street Lighting		-	-	-	-	-	-	-	-	-
Infrastructure - Water		280 883	235 918	-	25 861	99 233	117 959	18 726	15.9%	49 617
Dams & Reservoirs		-	-	-	-	-	-	-	-	-
Water purification		-	-	-	-	-	-	-	-	-
Reticulation		280 883	235 918	-	25 861	99 233	117 959	18 726	15.9%	49 617
Infrastructure - Sanitation		47 805	82 444	-	3 812	13 794	41 222	27 428	66.5%	6 897
Reticulation		-	-	-	-	-	-	-	-	-
Sewerage purification		47 805	82 444	-	3 812	13 794	41 222	27 428	66.5%	6 897
Infrastructure - Other		-	-	-	-	-	-	-	-	-
Waste Management		-	-	-	-	-	-	-	-	-
Transportation		-	-	-	-	-	-	-	-	-
Gas		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Community		-	-	-	-	-	-	-	-	-
Parks & gardens		-	-	-	-	-	-	-	-	-
Sportsfields & stadia		-	-	-	-	-	-	-	-	-
Swimming pools		-	-	-	-	-	-	-	-	-
Community halls		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Recreational facilities		-	-	-	-	-	-	-	-	-
Fire, safety & emergency		-	-	-	-	-	-	-	-	-
Security and policing		-	-	-	-	-	-	-	-	-
Buses		-	-	-	-	-	-	-	-	-
Clinics		-	-	-	-	-	-	-	-	-
Museums & Art Galleries		-	-	-	-	-	-	-	-	-
Cemeteries		-	-	-	-	-	-	-	-	-
Social rental housing		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Buildings		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Housing development		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Other assets		30 661	50 785	-	1 746	3 173	25 393	22 220	87.5%	1 586
General vehicles		10 015	15 650	-	18	695	7 625	7 130	91.1%	348
Specialised vehicles		-	-	-	-	-	-	-	-	-
Plant & equipment		2 661	-	-	-	-	-	-	-	-
Computers - hardware/equipment		1 520	16 695	-	1 728	1 728	8 348	6 620	79.3%	864
Furniture and other office equipment		-	2 440	-	-	286	1 220	934	76.5%	143
Abattoirs		-	-	-	-	-	-	-	-	-
Markets		-	-	-	-	-	-	-	-	-
Civic Land and Buildings		-	-	-	-	-	-	-	-	-
Other Buildings		16 464	16 000	-	-	464	8 000	7 536	94.2%	232
Other Land		-	-	-	-	-	-	-	-	-
Surplus Assets - (Investment or Inventory)		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Agricultural assets		-	-	-	-	-	-	-	-	-
List sub-class		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
List sub-class		-	-	-	-	-	-	-	-	-
Intangibles		4 902	-	-	-	-	-	-	-	-
Computers - software & programming		4 902	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Total Capital Expenditure on new assets	1	364 251	369 147	-	31 419	116 200	184 574	68 373	37.0%	58 100

Choose name from list - Supporting Table SC13b Consolidated Monthly Budget Statement - capital expenditure on renewal of existing assets by asset class -

Description	Ref	2015/16	Budget Year 2016/17							Full Year Forecast
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	
R thousands	1									
Capital expenditure on renewal of existing assets by Asset Class/Sub-class										
Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure - Road transport		-	-	-	-	-	-	-	-	-
Roads, Pavements & Bridges		-	-	-	-	-	-	-	-	-
Storm water		-	-	-	-	-	-	-	-	-
Infrastructure - Electricity		-	-	-	-	-	-	-	-	-
Generation		-	-	-	-	-	-	-	-	-
Transmission & Reticulation		-	-	-	-	-	-	-	-	-
Street Lighting		-	-	-	-	-	-	-	-	-
Infrastructure - Water		-	-	-	-	-	-	-	-	-
Dams & Reservoirs		-	-	-	-	-	-	-	-	-
Water purification		-	-	-	-	-	-	-	-	-
Reticulation		-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation		-	-	-	-	-	-	-	-	-
Reticulation		-	-	-	-	-	-	-	-	-
Sewerage purification		-	-	-	-	-	-	-	-	-
Infrastructure - Other		-	-	-	-	-	-	-	-	-
Waste Management		-	-	-	-	-	-	-	-	-
Transportation		-	-	-	-	-	-	-	-	-
Gas		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Community		-	-	-	-	-	-	-	-	-
Parks & gardens		-	-	-	-	-	-	-	-	-
Sportsfields & stadia		-	-	-	-	-	-	-	-	-
Swimming pools		-	-	-	-	-	-	-	-	-
Community halls		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Recreational facilities		-	-	-	-	-	-	-	-	-
Fire, safety & emergency		-	-	-	-	-	-	-	-	-
Security and policing		-	-	-	-	-	-	-	-	-
Buses		-	-	-	-	-	-	-	-	-
Clinics		-	-	-	-	-	-	-	-	-
Museums & Art Galleries		-	-	-	-	-	-	-	-	-
Cemeteries		-	-	-	-	-	-	-	-	-
Social rental housing		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Buildings		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Housing development		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Other assets		-	-	-	-	-	-	-	-	-
General vehicles		-	-	-	-	-	-	-	-	-
Specialised vehicles		-	-	-	-	-	-	-	-	-
Plant & equipment		-	-	-	-	-	-	-	-	-
Computers - hardware/equipment		-	-	-	-	-	-	-	-	-
Furniture and other office equipment		-	-	-	-	-	-	-	-	-
Abattoirs		-	-	-	-	-	-	-	-	-
Markets		-	-	-	-	-	-	-	-	-
Civic Land and Buildings		-	-	-	-	-	-	-	-	-
Other Buildings		-	-	-	-	-	-	-	-	-
Other Land		-	-	-	-	-	-	-	-	-
Surplus Assets - (investment or inventory)		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Agricultural assets		-	-	-	-	-	-	-	-	-
List sub-class		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
List sub-class		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
Computers - software & programming		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Total Capital Expenditure on renewal of existing assets	1	-	-	-	-	-	-	-	-	-
Specialised vehicles		-	-	-	-	-	-	-	-	-
Refuse		-	-	-	-	-	-	-	-	-
Fire		-	-	-	-	-	-	-	-	-
Conservancy		-	-	-	-	-	-	-	-	-
Ambulances		-	-	-	-	-	-	-	-	-

References

1. Total Capital Expenditure on new assets (SC13a) plus Total Capital Expenditure on renewal of existing assets (SC13b) must reconcile to total capital expenditure in Table C5

check balance

Choose name from list - Supporting Table SC13c Consolidated Monthly Budget Statement - expenditure on repairs and maintenance by asset class - MOA

Description	Ref	2015/16	Budget Year 2016/17							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
Repairs and maintenance expenditure by Asset Class/Sub-class										
Infrastructure		31 219	32 857	-	2 145	12 681	16 428	3 747	22.8%	6 341
Infrastructure - Road transport		7 092	5 799	-	1 184	5 987	2 899	(3 088)	-105.5%	2 094
Roads, Pavements & Bridges		7 092	5 799	-	1 184	5 987	2 899	(3 088)	-105.5%	2 094
Storm water		-	-	-	-	-	-	-	-	-
Infrastructure - Electricity		-	-	-	-	-	-	-	-	-
Generation		-	-	-	-	-	-	-	-	-
Transmission & Reticulation		-	-	-	-	-	-	-	-	-
Street Lighting		-	-	-	-	-	-	-	-	-
Infrastructure - Water		16 117	20 695	-	760	5 513	10 348	4 835	46.7%	2 757
Dams & Reservoirs		3 212	3 414	-	-	403	1 707	1 304	76.4%	201
Water purification		1 043	4 854	-	-	765	2 427	1 662	68.5%	382
Reticulation		11 861	12 428	-	760	4 346	6 214	1 868	30.1%	2 173
Infrastructure - Sanitation		3 410	3 300	-	-	552	1 850	1 068	66.5%	276
Reticulation		1 165	1 515	-	-	54	758	704	82.9%	27
Sewerage purification		2 245	1 784	-	-	498	892	394	44.2%	249
Infrastructure - Other		4 600	3 063	-	201	629	1 531	902	58.9%	315
Waste Management		-	-	-	-	-	-	-	-	-
Transportation		-	-	-	-	-	-	-	-	-
Gas		-	-	-	-	-	-	-	-	-
Other		4 600	3 063	-	201	629	1 531	902	58.9%	315
Community		-	-	-	-	-	-	-	-	-
Parks & gardens		-	-	-	-	-	-	-	-	-
Sportsfields & stadia		-	-	-	-	-	-	-	-	-
Swimming pools		-	-	-	-	-	-	-	-	-
Community halls		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Recreational facilities		-	-	-	-	-	-	-	-	-
Fire, safety & emergency		-	-	-	-	-	-	-	-	-
Security and policing		-	-	-	-	-	-	-	-	-
Buses		-	-	-	-	-	-	-	-	-
Clinics		-	-	-	-	-	-	-	-	-
Museums & Art Galleries		-	-	-	-	-	-	-	-	-
Cemeteries		-	-	-	-	-	-	-	-	-
Social rental housing		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Buildings		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Housing development		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Other assets		30 492	36 619	-	3 495	16 965	18 309	1 345	7.3%	8 482
General vehicles		8 934	16 000	-	2 518	12 199	8 000	(4 199)	-52.5%	6 099
Specialised vehicles		-	-	-	-	-	-	-	-	-
Plant & equipment		13 226	12 234	-	-	2 581	6 117	3 536	57.8%	1 291
Computers - hardware/equipment		54	215	-	855	873	108	(766)	-712.4%	437
Furniture and other office equipment		13	107	-	-	-	54	54	100.0%	-
Abattoirs		-	-	-	-	-	-	-	-	-
Markets		-	-	-	-	-	-	-	-	-
Civic Land and Buildings		6 106	6 221	-	23	1 312	3 111	1 799	57.8%	656
Other Buildings		173	-	-	-	-	-	-	-	-
Other Land		-	-	-	-	-	-	-	-	-
Surplus Assets - (investment or inventory)		-	-	-	-	-	-	-	-	-
Other		1 986	1 941	-	99	-	921	921	100.0%	-
Agricultural assets		-	-	-	-	-	-	-	-	-
List sub-class		-	-	-	-	-	-	-	-	-
Bio/otical assets		-	-	-	-	-	-	-	-	-
List sub-class		-	-	-	-	-	-	-	-	-
Intangibles		1 440	1 160	-	35	383	580	197	34.0%	191
Computers - software & programming		1 440	1 160	-	35	383	580	197	34.0%	191
Other		-	-	-	-	-	-	-	-	-
Total Repairs and Maintenance Expenditure		63 151	70 636	-	5 675	30 029	35 318	5 289	15.0%	15 015
Specialised vehicles		-	-	-	-	-	-	-	-	-
Refuse		-	-	-	-	-	-	-	-	-
Fire		-	-	-	-	-	-	-	-	-
Conservancy		-	-	-	-	-	-	-	-	-
Ambulances		-	-	-	-	-	-	-	-	-



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** 2016 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 23/01/2017.



LEADERSHIP AND INDIAN IMPLEMENTATION PLAN INFRASTRUCTURE AND ECONOMIC DEVELOPMENT
 PETROLEUM REFINERY, OIL MILL, MANAGER INFRASTRUCTURE AND ECONOMIC DEVELOPMENT

SDBP REF	IDP REF	National KPIs	Programme	Measurable Objective	Ward	Baseline Status Quo	Annual KPI	Annual Target	Annual Budget	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress (Achieved/Not Achieved)	Progress, Challenges and Remedial Action	Revised Timeline To Achieve Target	POE
IED 1	LED 1	Renewable Energy	Alternative energy support initiatives to informal traders	AI	180	Number of Informal Traders Supported with solar cookers	250	R 70 000.00	Registration of Cooperatives R 0.00	0.00	0.00	R 70,000.00	Not achieved	Delays in Registration Process	National Systems have been improved. Expect to finish in a month time	30-Jun-17	Registration certificate
IED 2	LED 3	Film production equipment	Film production equipment	Ray Ntsweni Municipality - Ward 10	New project	Number of film production initiatives supported with basic equipment	1	R 100 000.00	Procurement Process R 0.00	0.00	0.00	R 100,000.00	Not achieved	Delays in obtaining relevant suppliers	BEC to consider by 12 January 2017	30-Mar-17	Copy of Uga SPU Order Number
IED 3	LED 3	Local Artists performed in local event	Creative Industry	Unzumbes-Wards 4, 12, 17 & 18; Ray Ntsweni Wards 1, 31, 4 & 17; Unzumbes Wards 3, 5 & 8	10	Number of Local Music Artists Participated in Local Events	12	R 100 000.00	4 R 40 000.00	16	R 80,000.00	R 20,000.00	Achieved	N/A	N/A	N/A	Copies of Contract
IED 4	LED 4	Cooperative Training	Cooperative Training	Ray Ntsweni-3, Unzumbes-3, Unzumbes-2	120	Number of Cooperative Trained on business management skills	10	R 10 000.00 R 0.00	Co-operatives Identification and selection R 0.00	10	R 0.00	R 10,000.00	Achieved	N/A	N/A	N/A	List of selected co-operatives
IED 5	LED 4	Trading Infrastructure Support for Informal Traders	Trading Infrastructure Support for Informal Traders	Unzumbes-Ward 15	New project	Number of mobile trading shelters provided for banana informal traders	13	R 250 000.00	SCM Process R 10 000.00	0	0.00	R 250,000.00	Not achieved	Authorisation by Dept of Transport still awaited	Engaging with Dept of Transport to expedite the process	31-Mar-17	Letter of award
IED 6	LED 4	Basic plumbing skills KQF L4	Basic plumbing skills KQF L4	AI	40	Number of people trained in basic plumbing skills	20	R 300 000.00 R 0.00	Identification and selection of trainees R 10 000.00	20	0.00	R 300,000.00	Achieved	N/A	N/A	N/A	List of trainees
IED 7	LED 6	Rural Medium Scale Farming Support	Rural Medium Scale Farming Support	All MA	12	Number Agricultural Garden Projects Supported with fencing and Irrigation	4	R 300 000.00 R 0.00	Procurement Process R 0.00	Procurement Process Completed	R 133,740.38	R 166,259.62	Achieved	N/A	N/A	N/A	Copy of Uga SPU Order Number



SECTION A - ANNUAL BUDGET IMPLEMENTATION IN INFRASTRUCTURE AND ECONOMIC DEVELOPMENT
PERSONS RESPONSIBLE: CHAIRMAN, MANAGER INFRASTRUCTURE AND ECONOMIC DEVELOPMENT

SDIP REF	ED REF	National KPIs	Programme	Measurable Objective	Ward	Business Quo	Annual KPI	Annual Target	Annual Budget	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress (Achieved/Not Achieved)	Progress, Challenges And Remedial Action Measure to Improve Performance	Revised Timeline To Achieve Target	PDE
IED 8	LED 5		Agriculture Rural Development & Land Reform Sector	Tea Tree Essential Oils Project	Ezinkweni	7000	Number Litres of Tea Tree Essential Oils Produced	3000	R0.00	Destillery monitoring done	Destillery monitoring done	R 0.00	R 0.00	Achieved	N/A	N/A	Report tabled by manco
IED 9	LED 5			Ugu Fresh Produce Market	Ray Nkonyeni Municipality Ward- 21	Existing	Date Ugu Fresh Produce Market Outboured	30-Jun-17	R 10 000.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
IED 10	LED 6				Ezinkweni & Umzantsantlu	New	Number of Emerging Furniture Manufacturers provided with working material and equipment	2	R 70 000.00	Procurement Process	Procurement Process delayed	R0.00	R 70,000.00	Not achieved	RFO Process underway	Follow Up	Copy of Ugu SPU Order Number
IED 11	LED 6		Manufacturing Sector	Support for Emerging Manufacture	Vulamekhe & Umdoni	New	Number of Emerging Clothing Manufacture provided with working material and equipment	2	R 70 000.00	Procurement Process	Procurement Process Completed	R 34,200.00	R 35,800.00	Achieved	N/A	N/A	Copy of Ugu SPU Order Number
IED 12	LED 6				HCM & Umzumbi	New project	Number of Emerging Book Manufacturers provided with book making machine and water storage	6	R 60 000.00	Procurement Process	Procurement Process delayed	R 0.00	R 60,000.00	Not achieved	RFO Process underway	Follow Up	Copy of Ugu SPU Order Number
IED 13	LED 8		Employment Creation	Creation of job opportunities	All	100	Number of Job opportunities created through LED initiatives	100	R 0.00	40	40	R 0.00	R 0.00	Achieved	N/A	N/A	Extract of MANCO Noting job opportunities created
IED 14	LED 9			Economic Impact Study	All	1	Date Africa Bike Week Economic Impact Study Completed	30-Jun-17	R 40 000.00	Concept Document & Implementation Plan	Not undertaken	R 0.00	R 40,000.00	Not achieved	Africa Bike Week discontinued	KPI to be reviewed during the SDGP adjustment	Extract of MANCO Noting the Concept Document & Implementation Plan
IED 15	LED 9		Research & Development	Sand Mining Development Program	All	New project	Date Sand Mine Needs Analysis Completed	30-Jun-17	R 30 000.00	Stakeholder Consultation	Consultation not undertaken	R 0.00	R 30,000.00	Not achieved	Arranged meeting did not all due to stiker action	Meeting to be rescheduled	Attendance Register



SECTORAL INFRASTRUCTURE AND ECONOMIC DEVELOPMENT
PERSONAL MANPOWER INFRASTRUCTURE AND ECONOMIC DEVELOPMENT

SDSP REF	IMP REF	National KPIs	Programme	Measurable Objective	Ward	Baseline Status Quo	Annual KPI	Annual Target	Annual Budget	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress (Achieved/Not Achieved)	Progress, Challenges And Remedial Action Measures to Improve Performance	Revised Timeline To Achieve Target	POE
IED 16	LED 5			Unemployed Graduates Database Project		All LM's	Date Unemployed Graduates Database Concept document completed	31-Mar-17	R 0.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
IED 17	LED 5			LED Capacity Support to LM's	ALL	2 LM	Number of LED Inlets placed in LM's	4	R 165,000.00	4	0	R 0.00	R 165,000.00	Not achieved	Recruitment Process delayed.	30-Jun-17	Contrails
IED 18	LED 10			LED Forum	All	New project	Number of LED Forum held	4	R 10,000.00	2	2	0	R 10,000.00	Achieved	N/A	N/A	Minus Attendance Register
IED 19	LED 10			LED Strategy Review	All	Existing	Date LED Strategy reviewed	30-Jun-17	R 400,000.00	Appointment of Service Provider	Technical evaluation report ready to be tabled before BAC	R 5000.00	R 395,000.00	Not achieved	Delayed decision to advertise	30-Mar-17	Letter of Appointment
IED 20	LED 10			LED Road-Shore	All	New project	Number of LED Road-Shore Conducted	2	R 10,000.00	Road-Shore Implementation Plan	Road-Shore Implementation Plan developed	R 0.00	R 10,000.00	Achieved	N/A	N/A	Extract of Minutes of Portfolio Committee Noting the Implementation Plan
IED 21				South Coast Tourism Entry Activities	All	New project	Number of SCT Tourism Entry Activities Monitored	3	R 0.00	1	1	R 0.00	R 0.00	Achieved	N/A	N/A	Extract of Minutes of Portfolio Committee Noting the Monitoring the Report
IED 22				South Coast Devlopment Agency	All	New project	Number of SCDA Activities Monitored	3	R 0.00	1	1	R 0.00	R 0.00	Achieved	N/A	N/A	Extract of Minutes of Portfolio Committee Noting the Monitoring the Report
IED 23	LED 13			Up Sports and Leisure Centre	All	Existing	Number of USLC Maintenance Operations monitored	4	R 0.00	2	2	R 0.00	R 0.00	Achieved	N/A	N/A	Maintenance Inspection Report noted by MANCO
IED 24	CCI 2				All	1320	Number of River Water Samples taken and analysed	400	N/A	200	212	0.00	0.00	achieved	N/A	N/A	laboratory reports
IED 25	CCI 2				All	New project	Number of WWTP/ Final effluent Water Samples taken and analysed	220	N/A	114	151	0.00	0.00	achieved	N/A	N/A	laboratory reports



**SERVICE DELIVERY AND MONITORING IMPLEMENTATION PLAN: INFRASTRUCTURE AND ECONOMIC DEVELOPMENT
IN URBAN WATERSHEDS: GENERAL MANAGER: WATER INFRASTRUCTURE AND ECONOMIC DEVELOPMENT**

SDBP REF	IDP REF	National KPIs	Programme	Measurable Objective	Ward	Baseline Status Quo	Annual KPI	Annual Target	Annual Budget	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress (Achieved/Not Achieved)	Progress, Challenges And Remedial Action Measures to Improve Performance	Revised Timeframe To Achieve Target	POE
IED 26	CCI 2		Water Quality Monitoring	Water Sampling testing & pollution	All	New project	Number of Standpipe Water Samples taken, and analysed	240	N/A	120	135	0.00	0.00	Achieved	N/A	N/A	laboratory reports
IED 27	CCI 2				All	New project	Number of Baricade Water Samples taken, and analysed	100	N/A	50	84	0.00	0.00	achieved	N/A	N/A	laboratory reports
IED 28	CCI 2				All	New project	Number of Water Tankers & water delivery tanks Samples taken, and analysed	232	N/A	115	130	0.00	0.00	achieved	N/A	N/A	laboratory reports
IED 29	CCI 2		Sanitation Monitoring	Sanitation contraventions	All	100%	Percentage investigations, monitoring & control of effluent discharges	100%	R 0.00	100%	100%	0.00	0.00	achieved	N/A	N/A	monitoring reports noted by MANCO
IED 30	CCI 3				ALL	820	Number of Food Handlers /Client Callers Awareness sessions held	40	R 80 000.00	20	23	0.00	0.00	achieved	N/A	N/A	report noted by MANCO/ Attendance registers
IED 31	CCI 3				ALL	300	Number of Communicable Disease Sessions Held	300	R 25 000.00	150	161	0.00	0.00	achieved	N/A	N/A	Report on Sessions Held noted by MANCO
IED 32	CCI 3		Environmental Health Education	Public Health Education & Awareness Workshop	ALL	120	Number of Chemical Safety Sessions held	120	R 320570 080-180	R 12 500.00	70	0.00	0.00	achieved	N/A	N/A	Report on Sessions Held noted by MANCO
IED 33	CCI 3				ALL	60	Number of PHAST Sessions Held	60	R 25 000.00	30	40	0.00	0.00	Achieved	N/A	N/A	Report on Sessions Held noted by MANCO
IED 34	CCI 3				ALL	300	Number of Water & Sanitation	300	R 320570 080-180	R 12 500.00	164	0.00	0.00	Achieved	N/A	N/A	Report on Sessions Held noted by MANCO



SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN, INFRASTRUCTURE, HUMAN AND ECONOMIC DEVELOPMENT
PERIODIC REPORTABLE: HEALTHY MANAGER, INFRASTRUCTURE AND ECONOMIC DEVELOPMENT

SDBP REF	IDP REF	National KPIs	Programme	Measurable Objective	Ward	Baseline/ Status Quo	Annual KPI	Annual Target	Annual Budget	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress (Achieved/ Not Achieved)	Progress, Challenges And Remedial Action Measures to Improve Performance	Revised Timeline To Achieve Target	POE
IED 35	CCI 3	Law Enforcement	Public Health By-Laws	Public Health By-Laws	N/A	Draft	Date by when Public Health By-laws gazetted	31 June 2017	R 110 000.00	Public Participation	Comments from public	0.00	R 110 000.00	achieved	N/A	N/A	comments from public
IED 36	CCI 4		Law Enforcement	Swabbing/Manhole detection	All	100	Number of Manhole samples collected	100	R 50 000.00	Appointment of Service Provider	Appointment of a service provider	0.00	R 60 000.00	achieved	N/A	N/A	Appointment Letter
IED 37	CCI 4		Food Control	Inspections, action/sessions	All	700	Number of inspections and actions taken	700	R 0.00	350	388	0.00		achieved	N/A	N/A	Inspection reports,
IED 38	CCI 5		Disposal of the Dead	Pauper burials	All	100%	Percentage Qualifying paupers buried	100	R 100 000.00	100%	100%	R 54 000	R 46 000.00	Achieved	N/A	N/A	Invoice / Requests received for pauper burial
IED 39	CCI 6		Building Plans	Building Plans	All	100%	Percentage Building Plans submitted	100	R 0.00	100%	100%	0.00	0.00	Achieved	N/A	N/A	Plans register per LM done, with an EH stamp.
IED 40	CCI 6		Premises surveillance	Public and Private Facilities	All	320	Number of inspections conducted for health compliance	320	R 0.00	160	168	0.00	0.00	achieved	N/A	N/A	Inspection reports,
IED 41	CCI 7		Communicable Disease Control	Communicable Disease Surveillance	All	100%	Percentage Investigation and reporting of Communicable Diseases investigated	100	R 0.00	100%	100%	0.00	0.00	achieved	N/A	N/A	Report/notification
IED 42			Waste Water Treatment Plant (WWTP)	Inspections	All	228	Number of WWTPs Inspected	228	R 0.00	134	135	0.00	0.00	achieved	N/A	N/A	Inspection reports



SERVICE DELIVERY AND SUPPORT IMPLEMENTATION PLAN FOR THE NATIONAL AND PROVINCIAL GOVERNMENTS
HUMAN DEVELOPMENT, GENERAL MANAGER, INFRASTRUCTURE AND ECONOMIC DEVELOPMENT

SDRP REF	IDP REF	National KPIs	Programme	Measurable Objective	Ward	Baseline/Status Quo	Annual KPI	Annual Target	Annual Budget	Mid-year Target	Mid-year Actual	Budget Spent	Budget Remaining	Progress (Achieved/Not Achieved)	Progress, Challenges And Remedial Action Measures to Improve Performance	Revised Timeline To Achieve Target	POE
IED 43	CCI 8			Atmospheric Emissions Licensing Issuing	All	10	Percentage AEs considered for decision as per applications received	100%	R0,00	100%	100%	0,00	0,00	achieved	N/A	N/A	Samples of copies of applications, Copies of AEs (if issued), Correspondence and info required
IED 44	CCI 8			Atmospheric Emissions Licences Monitoring	All	9 Atmospheric Emissions Licences issued	Number of Atmospheric Emissions Licences monitored (maintained)	10	R0,00	10	11	0,00	0,00	achieved	N/A	N/A	Correspondence with licensees
IED 45	CCI 8			Fragile Air Quality Management (AQM) forum workshops	All	None	Number of AQM forum workshops/year facilitated	2	R 6,300,00	1	1	R 6,300,00	0,00	Achieved	N/A	N/A	Workshop minutes, agenda, Attendance register
IED 46	CCI 8			Co-Management agreement for sugarcane burning	All	None	Date Agreement between Ugu and a civic organisation	30-Jun-17	R0,00	Workshop MoU between Ugu and CSA	CSA refused to sign MoU after extensive consultation process	0,00	0,00	Not achieved	CSA no longer willing to work with the municipality	2018	Progress report on the MoU
IED 47	CCI 10			Climate Change Disaster Vulnerability Survey and Response Strategy	All	none	Date Draft Climate Change Vulnerability Survey and Response Strategy developed	30-Dec-16	R 110 000,00	20/01/2017		0,00	R 110 000,00	Not achieved	Need for further stakeholder consultation	31 March 2017	Adopted Strategy and Council Resolution
IED 48	CCI 11			Implementation of Environmental Management Programme (EMP)	N/A	EMP Workshop, 15 project leaders	Number of Project leaders of compliances (non)	16	N/A	4	7	0,00	0,00	Achieved	N/A	N/A	Compliance reports to MAMCO, meeting registers
IED 49	CCI 11			Biodiversity/Env Management Programme	N/A	None	Date Biodiversity/Env Management Programme developed	30 June 2017	R515,200	SCM processes		0,00	R 515 200,00	Achieved	N/A	N/A	Proof of SCM processes
IED 50	CCI 11			Environmental protection and biodiversity management	Vulamekhe & Umzumbe	1 pilot/Umzumbe & Vulamekhe LM	Number of Problem (biological) animals management projects implemented	2	R30475-050-190	Appointment of services Provider, inception		0,00	R 300 000,00	Achieved			Appointment reward, inception report
IED 51	CCI 11			Pilot - Co-Management Initiative with civic	Umdoni and HCM	None	Date pilot co-management initiative with civic	30-Jun-17	R0,00	Draft a delivery plan / agreement	draft agreement	R 0,00	R 0,00	Achieved			Draft Agreement



SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN: INFRASTRUCTURE AND ECONOMIC DEVELOPMENT
 CITY OF JOHANNESBURG: GENERAL MANAGER: AFFAIRS/INTEGRITY, INTER-DEPARTMENTAL CO-ORDINATION

SDBP REF	DIP REF	National KPA	Programme	Measurable Objective	Ward	Baseline/Status Quo	Annual KPI	Annual Target	Annual Budget	Mid-Year Target	Mid-Year Actual	Budget Spent	Budget Remaining	Progress (Achieved/Not Achieved)	Progress, Challenges And Remedial Action Measures to Improve Performance	Revised Timetable To Achieve Target	POE
				organisational pollution management					N/A	R 0.00							
IED 52	CCI 11			Audit of current environmental sector plan implementation	N/A	INMP Audit	Number of current env. sector plans implemented/audited	2	R0.00	Consultation process on audit plan	0	0.00	0.00	Not Achieved	Consultation completed in some LMs due to no new consultation process	31-Mar-17	Outcomes report to MAMCO on the consultation process
IED 53	CCI 12		Integrated Coastal Management	Facilitate coastal management stakeholder forum	N/A	1 forum, 3 meetings/workshops	Number of Coastal management stakeholder forum workshops facilitated	4	R 7 360	2	2	0.00	R 7 360.00	Achieved	N/A	N/A	Forum minutes, attendance register
IED 54	CCI 13			Facilitate Invasive Alien Species (IASP) Forum	All	1 forum, 4 meetings/workshops	Number of Invasive Alien Species (IASP) stakeholder forum workshops facilitated	2	R 0.00	2	2	0.00	0.00	Achieved	N/A	N/A	Forum minutes, attendance register
IED 55	CCI 13			Public Campaigns	All	5	Number of External Public campaigns organised	5	R 164 000.00	2	3	0.00	R 164 000.00	Achieved	N/A	N/A	Campaign programmes, e-mail correspondence, attendance register
IED 56	CCI 13		Environmental Education and Awareness	International Environmental days	All	5	Number of International Environmental calendar days celebrated	4	R 0.00	2	2	0.00	0.00	Achieved	N/A	N/A	Campaign programmes e-mail correspondence, attendance register
IED 57	CCI 13			Eco-Green office	All	3 workshops, paper recycling project with Air Services	Number of Eco-Green office initiatives (internal education) implemented	2	R 0.00	Cleaning contractors workshop, Pilot project plan for officials	1	R 0.00	R 0.00	Achieved	N/A	N/A	Outcomes report, attendance register, Pilot plan for officials
IED 58	CCI 13		School Env Education Programme (SEEPRO)		All	15 SEEPRO Schools	Number of Schools enrolled for SEEPRO	20	R0.00	15 schools membership	15	R 0.00	R 0.00	Achieved	N/A	N/A	List/diabase of school, a sample of 5% their env portfolio
IED 59	MP-V415		Supply Chain Management	Vendor Management	N/A	New	Percentage compliance with Vendor Management Committee stipulations	1	N/A	100%	N/A	R0.00	R0.00	N/A			Report submitted to Vendor Committee



REPORT ON THE IMPLEMENTATION OF THE INFRASTRUCTURE AND ECONOMIC DEVELOPMENT
INTERDEPARTMENTAL GENERAL MANAGER'S INFRASTRUCTURE AND ECONOMIC DEVELOPMENT

SDIP REF	IDP REF	National KPIs	Programme	Measurable Objective	Ward	Baseline/Status Quo	Annual KPI	Annual Target	Annual Budget	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress (Achieved/Not Achieved)	Progress, Challenges And Remedial Action Measures to Improve Performance	Revised Timeline To Achieve Target	POE
IED 60	MTD 6	and Management	Expenditure Management	Payment of creditors within 30 days	NA	New	Percentage compliance in submission of invoices within 10 days of receipt of invoice	100	N/A	100% compliance in submission of invoices	100%	R0 0	R0 0	Achieved	N/A	N/A	Monthly Departmental control officer
IED 61	MTD 1		Operational Performance Management System	OPMS: Quarterly Reviews	NA	New	Percentage Compliance with submission of performance information	100	N/A	100%	80%	R0 0	R0 0	Not Achieved	Internal Capacity Building	3rd Quarter	Acknowledgement Letter from PMS
IED 62	MTD 1			Adoption of Annual Report	NA	New	Percentage Compliance with submission of Annual Report completion	100	N/A	100%	100%	R0 0	R0 0	Achieved	N/A	N/A	Acknowledgement of Submission of information from PMS Criteria
IED 63	MTD 5				NA	New	Number of Management/Union meetings by HOD	4	N/A	2	1	R0 0	R0 0	Achieved	N/A	N/A	Minutes, Attendance Register
IED 64	MTD 5		Labour Relations	Labour Unrest	NA	New	Number General Staff meetings	2	N/A	R 1 00	R 1 00	R0 0	R0 0	Achieved	N/A	N/A	Minutes, Attendance Register
IED 65	MTD 5	Municipal Transformation Unit and Institutional Development			NA	New	Number of Departmental meetings	8	N/A	4	2	R0 0	R0 0	Achieved	N/A	N/A	Minutes, Attendance Register
IED 66	MTD 8		Fleet Management	Fleet Utilisation	NA	New	Percentage compliance with top submission in respect of fleet utilisation	100	N/A	100%	100%	R0 0	R0 0	Achieved	N/A	N/A	Summary report of 1 Top submission compliance
IED 67	MTD 18				NA	New	Percentage Compliance with submission of reports on flagrant action within 14 days	100	N/A	100%	100%	R0 0	R0 0	Achieved	N/A	N/A	Proof of submission (Email)
			Legal Compliance	Liquor Licence Application/Registration					N/A	100%	N/A	R0 0	R0 0	N/A			



SERVICE DELIVERY AND BUDGET IMPLEMENTATION FOR INFRASTRUCTURE AND ECONOMIC DEVELOPMENT FUND RESPONSIBILITY - GENERAL MANAGER - INFRASTRUCTURE AND ECONOMIC DEVELOPMENT																		
SDBIP REF	IDP REF	National KPIs	Programme	Measurable Objective	Ward	Baseline/Status Quo	Annual KPI	Annual Target	Annual Budget	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress, Challenges And Remedial Action			POE	
														Progress (Achieved/Not Achieved)	Blockages/Challenges	Measures to Improve Performance		Revised Timeline To Achieve Target
IED 68	MTD 16				NA	New	Percentage litigation cases initiated against municipality responded to within one week	100	R 0.00						NA	NA	N/A	Proof of submission (Email)
IED 69	GGPP 2	Good Governance & Public Participation	District Wide Intergovernmental Relations	Functional ICR Structures	NA	New	Percentage compliance by IED in submission of ICR reports within the required time-frame	100	N/A	100%	100%	R 0.0	R 0.0	Achieved	NA	NA	N/A	Proof of notification and submission (Email)
IED 70	GGPP 8		Monitoring Implementation of AG (SA) Management Committee Action Plan	NA	New		Percentage reduction AG queries	100	N/A	100%	100%	R 0.0	R 0.0	NA			Proof of notification, Proof of submission (Email) AND Acknowledgement of receipt of complete information	
END																		

INDICATORS:

REGULATED : Local Government: Municipal Planning and Performance Management Regulations, 2001
 Unique Municipal Department Indicator
 Municipal Cross Cutting Indicators

NAME OF OFFICIAL: Zakithi Mkomane

SIGNATURE OF OFFICIAL:

DESIGNATION OF OFFICIAL: General Manager Infrastructure and Economic Development

DATE:

NAME OF OFFICIAL: Sipho Khuzwayo

SIGNATURE OF OFFICIAL:

DESIGNATION OF OFFICIAL: Senior Manager Environmental Service and Economic Development

DATE:

NAME OF OFFICIAL: Nolewiso Wellingo

SIGNATURE OF OFFICIAL:

DESIGNATION OF OFFICIAL: Manager Environmental Services

DATE:

REPORT OF THE MUNICIPAL MANAGER PERSON RESPONSIBLE FOR THE MANAGER

SDBP REF	IDP REF	National MP	Programme	Municipal Objective / Output (PROJECT)	Ward	Baseline Status Quo	Annual KPI Output	Annual Target	Annual Budget	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress (Achieved/Not Achieved)	Blockages/Challenges	Measures to Improve Performance	Revised Timeline to Achieve Target	POE	INTERNAL AUDIT COMMENTS
OMM 1	GGPP 1			2017/2018 IDP Budget and PMS Review Process	All wards	Adopted 2016/2017 IDP Budget and PMS Review Process	Date 2017/2018 IDP Budget and PMS Review Process adopted	30-Sep-16	R 0.00	30-Sep-16	01-Sep-16	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Council resolution	✓
OMM 2	GGPP 1			Development of 2017/2018 IDP	All wards	Adopted 2016/2017 IDP Budget and PMS Review Process	Date 2017/2018 IDP Budget and PMS Review Process adopted	30-Jun-17	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
OMM 3	GGPP 1			2017/2018 IDP Budget and PMS Review Process	n/a	150 copies of 2016/2017 IDP printed	Number of Copies of 2017/2018 IDP printed	100	R 150 000.00	100	100	R 138 646.80		Achieved	N/A	N/A	N/A		✓
OMM 4	GGPP 2				N/A	New	Number of Mayoral Forum coordinated	4	R 0.00	2	2	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Invoices from service provider	Budget remaining figure not reported.
OMM 5	GGPP 2				N/A	New	Number of Speakers' Fora coordinated	4	R 4 000.00	2	2			Achieved	N/A	N/A	N/A	meeting agenda	✓
OMM 6	GGPP 2				N/A	New	Number of MMs Forum coordinated	4	R 2 000.00	2	2			Achieved	N/A	N/A	N/A	meeting agenda	Budget remaining figure not reported.
OMM 7	GGPP 2				N/A	4	Number of District Development Fora coordinated	4	R 0.00	2	2	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	meeting agenda	✓
OMM 8	GGPP 2	Good Governance and Public Participation			N/A	New	Number of IDP Reg Fora coordinated	4	R 30 000.00	2	2			Not Achieved	During the first quarter IDP Reg Forum was postponed to the second quarter.	The SDBP target will be achieved as only one IDP Reg is convened per quarter.	30 March 2017	meeting agenda	There is only 1 agenda for meeting held on 22 Nov 2016.
OMM 9	GGPP 3				All like	18 Mayoral Limbazo concluded in 2016/16	Number of Mayoral Limbazo concluded	12	R 180 000.00	12	13			Achieved	N/A	N/A	N/A	12 Attendance registers	Relevant columns in the report have not been completed.
OMM 10	GGPP 3					Adopted strategy FY15/16	Due to which Reviewed Public Participation Strategy and Action Plan Adopted	31-Dec-16	R 0.00	31-Dec-16	0			Achieved	N/A	N/A	N/A	Council Resolution approving the Strategy and Action Plan	✓
OMM 11	GGPP 3				All wards	17	Number of 2017/2018 IDP Roadshows conducted	12	R 300 000.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
OMM 12	GGPP 3				All	4	Number of Public participation workshops conducted	2	R 100 000.00	1	3			Achieved	N/A	N/A	N/A	Report and attendance registers	✓
OMM 13	GGPP 3				All	10 Reports	Number of Ward Committee reports submitted to Speakers' Forum	12	R 0.00	6	0			Not Achieved	ward committees concluded launch on the second quarter	Report will be forward on 3rd and 4th quarter through Speakers Forum	3rd and 4th quarter	Extract from minutes of meeting of the Speakers Forum and attendance registers	Not Achieved



ANNUAL REPORT 2016/17

IS2B/REF	IDP REF	National KPA	Programme	Measurable Objective / Output (PROJECT)	Ward	Baseline Status Quo	Annual KPI Output	Annual Target	Annual Budget	Mid-year Target	Mid-year Actual	Budget Spent	Budget Remaining	Progress (Achieved/Not Achieved)	Blockages/Challenges	Measures to Improve Performance	Revised Timeline To Achieve Target	POE	INTERNAL AUDIT COMMENTS
OM/14	GGPP 3			Functional Ward Committees	All	5 ward committees functional	Percentage Functional Ward Committees	25	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
OM/15	GGPP 3			Ward Plans Review	All	30	Percentage Ward plans developed	50	N/A	R 50,000.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Ward Plans	N/A
OM/16	GGPP 3			District public participation forum	All	12 meetings	Number of Meetings of the District Public Participation Forum	10	R 30,000.00	2	5			Achieved	N/A	N/A	N/A	Measures of meetings and attendance registers	Relevant columns in the report have not been completed.
OM/17	GGPP 3			School visits	All	6	Number of Schools visited	6	R 0.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
OM/18	GGPP 3			Workers Day Commemoration	All	1 Workers' performance held in May 2016	Date by which Memorial Lecture on Workers Day held	31-May-16	R 50,000.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
OM/19	GGPP 3			Human Rights Commemoration	All	New	Date by which Memorial Lecture on Human Rights Day held	30-Mar-17	R 50,000.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
OM/20	GGPP 3	Good Governance and Public Participation		Freedom Day Commemoration	All	New	Date by which Memorial Lecture on Freedom Day held	30-Apr-17	R 50,000.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
OM/21	GGPP 3			Youth Day Commemoration	All	New	Date by which Memorial Lecture on Youth Day held	30-Jun-17	R 50,000.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
OM/22	GGPP 4		Sport Development	Sport development	All	10	Number of Sport codes participated in salje games	10	R 1500,000	10	10			Achieved	N/A	N/A	N/A	Salje Games results	Budget info not reported.
OM/23	GGPP 5			Communication Strategy and Action Plan Implementation	n/a	Adapted strategy FY13/14	Date Communication Strategy and Plan reviewed	31-Dec-16	R 0.00	31-Dec-16	00-Jan-00			Not Achieved	Pending Exco Approval	To be submitted to Exco after recess	01-Feb-2017	Report and Council Resolution adopting the Strategy and Action Plan	Not Achieved
OM/24	GGPP 5			Effective communication	n/a	new	Percentage implementation of Communication Plan	100	R 0.00	100.0%	100.0%			Not Achieved	Pending submission to Minco	To be submitted to Minco within the 3rd quarter	31 March 2017	Implementation report and MANCO resolution adopting report	Not Achieved
OM/25	GGPP 5			Newsletters Published	N/A	2	Number of External newsletters published	2	R 50,000.00	1	1			Achieved	N/A	N/A	N/A	Copy of newsletters	Budget info not reported
OM/26	GGPP 5				N/A	4	Number of Internal newsletter	4	R 0.00	2	2			Achieved	N/A	N/A	N/A	Copy of newsletter	Budget info not reported
OM/27	GGPP 5				N/A	4	Number of Radio Sols undertaken	4	R 120,000	2	3			Achieved	N/A	N/A	N/A	Confirmation letter from radio station	Budget info not reported
							Number of Press		R 0.00	14	20			Achieved	N/A	N/A	N/A		Budget info not reported



WATER SUPPLY SCHEMES - KARNATAKA NIP FUND - LEGISLATIVE FINANCIAL MONITOR

SUPP REF	DP REF	Related NPA	Programme	Measurable Objective (Output/PROJECT)	Ward	Baseline Status Quo	Annual KVI Output	Annual Target	Annual Budget	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress (Achieved/Not Achieved)	Biological Challenges	Measures to Improve Performance	Revised Timelines To Achieve Target	POE	INTERNAL AUDIT COMMENTS
OWM 28	GGPP 5		Effective communication	Media Liaison	N/A	30	release published	30	N/A	R 0.00								copy to press release published	Budget info not reported
OWM 29	GGPP 5				N/A	4	Number of Media briefings undertaken	4	R 0.00	2	2			Achieved	N/A	N/A	N/A	Attendance registers and extracts from newspapers	Budget info not reported
OWM 30	GGPP 5				All	2	Number of Media tours undertaken	2	R 50,000.00	1	1			Achieved	N/A	N/A	N/A	Attendance registers	Budget info not reported
OWM 31	GGPP 6				N/A	5000 calendars printed in the 2015/2016 financial year	Date Municipal Memorabilia developed	31-Dec-16	R 70 000.00	31-Dec-16	31-Dec-16			Achieved	N/A	N/A	N/A	Printed Calendars and mugs	Budget info not reported
OWM 32	GGPP 6		Enhance corporate image	Updated Municipal Website	N/A		Frequency of website update	Monthly	R 70 000	6	8			Achieved	N/A	N/A	N/A	Sharepoint reports showing website updates	
OWM 33	GGPP 6				All	New project	Development events co-ordinated	100	N/A	R 0.00	0%			Not Achieved				Events reports adopted by Manco	Not Achieved Blockages & corrective measures not reported.
OWM 34	GGPP 7	Good Governance and Public Participation		Development and Approval of Risk Register- USU	n/a	Developed and Approved 2015/2016 USU Risk Register	Date 2016/2017 Risk register developed and approved	30-Sep-16	R 0.00	30-Sep-16	23-Sep-16	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Audit Committee resolution	
OWM 35	GGPP 7			Entity risk register - USCT	n/a	Developed and Approved 2015/2016 USCT Risk Register	Date 2016/2017 Risk register developed and approved	30-Sep-16	R 0.00	30-Sep-16	25-Aug-16	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Audit Committee resolution	
OWM 36	GGPP 7			Entity risk register - USODA		Developed and Approved 2015/2016 USODA Risk Register	Date 2016/2017 Risk register developed and approved	30-Sep-16	R 0.00	30-Sep-16	25-Aug-16	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Audit Committee resolution	
OWM 37	GGPP 7	Organisational Risk reduction		Ugr Fraud risk register - USU	N/A	Developed and Approved 2015/2016 USU Fraud risk register	Date 2016/2017 Fraud Risk register approved	30-Sep-16	R 0.00	30-Sep-16	23-Sep-16	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Audit Committee resolution	
OWM 38	GGPP 7			Fraud risk register - USCT	N/A	Developed and Approved 2015/2016 USCT Fraud risk register	Date 2016/2017 Fraud Risk register approved	30-Sep-16	R 0.00	30-Sep-16	25-Aug-16	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Audit Committee resolution	
OWM 39	GGPP 7			Fraud risk register - USODA	N/A	Developed and Approved 2015/2016 USODA Fraud risk register	Date 2016/2017 Fraud Risk register approved	30-Sep-16	R 0.00	30-Sep-16	09-Dec-16	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Audit Committee resolution	
OWM 40	GGPP 7			Risk Management Committee Monitoring Reports-USU	N/A	3 RMC reports produced in 2015/2016	Number of Risk Management Committee reports produced	3	R 0.00	1	1	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Audit Committee minutes	
OWM 41	GGPP 7			Risk Management Committee Monitoring Reports-USCT	N/A	3 RMC reports produced in 2015/2016	Number of Risk Management Committee reports produced	3	R 0.00	1	1	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Audit Committee minutes	
OWM 42	GGPP 7			Risk Management Committee Monitoring-USODA	N/A	2 RMC reports produced in 2015/2016	Number of Risk Management Committee reports produced	3	R 0.00	1	1	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Audit Committee minutes	

SDRP REF.	IDP REF.	National NPA	Programs	Measurable Objective /Output (PROJECT)	Ward	Baseline Status Quo	Annual KPI Output	Annual Target	Annual Budget	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Programs (Achieved/Not Achieved)	Backlog/Challenges	Measures to Improve Performance	Revised Timeline to Achieve Target	POE	INTERNAL AUDIT COMMENTS
OM/43	GGPP 7		Organisational Risk reduction	Final Risk Implementation Reports - Ugu	N/A	3 Fraud Risk Implementation reports produced in 2015/2016	Number of Fraud Risk Register Implementation reports produced	3	R 0.00	1	0	R 0.00	R 0.00	Not Achieved	The responsible official has been away from office for an extended period.	Two follow up reports will be submitted in quarter three.	30-Mar-17	Audit Committee minutes	Not Achieved
OM/44	GGPP 7			Final Risk Implementation Reports - USCCT	N/A	3 Fraud Risk Implementation reports produced in 2015/2016	Number of Fraud Risk Register Implementation reports produced	3	R 0.00	1	0	R 0.00	R 0.00	Not Achieved	The responsible official has been away from office for an extended period.	Two follow up reports will be submitted in quarter three.	30-Mar-17	Audit Committee minutes	Not Achieved
OM/45	GGPP 7			Final Risk Implementation Reports - USCDA	N/A	2 Fraud Risk Implementation reports produced in 2015/2016	Number of Fraud Risk Register Implementation reports produced	3	R 0.00	1	0	R 0.00	R 0.00	Not achieved	The responsible official has been away from office for an extended period.	Two follow up reports will be submitted in quarter three.	30-Mar-17	N/A	Not Achieved
OM/46	GGPP 7			Fraud Prevention	N/A	3 Fraud searches campaigns conducted	Number of Fraud risk prevention awareness campaigns held	3	R 0.00	1	0	R 0.00	R 0.00	Not achieved	The responsible official has been away from office for an extended period.	Two follow up reports will be submitted in quarter three.	30/03/2017	Attendance registers, Fraud awareness pamphlet	Not Achieved
OM/47	GGPP 8	Good Governance and Public Participation		Effective Internal Audit and Implementation of audit plan - Ugu	N/A	7	Number of Audits conducted and reports submitted to Audit committees meetings	7	R 0.00	2	8	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Audit committee minutes	✓
OM/48	GGPP 8			Effective Internal Audit and Implementation of audit plan - USCCT	N/A	7	Number of Audits conducted and reports submitted to Audit committees	6	R 0.00	2	1	R 0.00	R 0.00	Not Achieved	The annual internal audit plan was developed after the SDRP was approved and there was one	We will align the SDRP to the approved audit plan	31-Mar-16	Audit committee minutes	Not Achieved
OM/49	GGPP 8			Effective Internal Audit and Implementation of audit plan - USCDA	N/A	7	Number of Audits conducted and reports submitted to Audit committees	6	R 0.00	2	1	R 0.00	R 0.00	Not Achieved	The annual internal audit plan was developed after the SDRP was approved and there was one	We will align the SDRP to the approved audit plan	31-Mar-16	Minutes of Audit Committee	Not Achieved
OM/50	GGPP 8		Internal Auditing		N/A	2013/2014-2015/2016 strategic plan	Date 3 year strategic audit plans approved for Ugu	30-Sep-16	R 0.00	30-Sep-16	23-Sep-16	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Audit Committee approval resolution	✓
OM/51	GGPP 8				N/A	2013/2014-2015/2016 strategic plan	Date 3 year strategic audit plans approved for USCCT	30-Sep-16	R 0.00	2016/09/30	25-Aug-16	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Audit Committee approval resolution	✓
OM/52	GGPP 8		Risk Based Audit Plans		N/A	2013/2014-2015/2016 strategic plan	Date 3 year strategic audit plans approved for USCDA	30-Sep-16	R 0.00	2016/09/30	25-Aug-16	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Audit Committee approval resolution	✓
OM/53	GGPP 8				N/A	2013/2014-2015/2016 strategic plan	Date Annual Internal audit plan developed for 2015/2016-Ugu	30-Sep-16	R 0.00	2016/09/30	23-Sep-16	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Approval of the Annual internal audit plan by Audit Committee	✓
OM/54	GGPP 8				N/A	2015/2016- USCCT	Date Annual Internal audit plan developed for 2015/2016- USCCT	30-Sep-16	R 0.00	2016/09/30	25-Aug-16	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Approval of the Annual internal audit plan by Audit Committee	✓
OM/55	GGPP 8				N/A	2015/2016- USCDA	Date Annual Internal audit plan developed for 2015/2016- USCDA	30-Sep-16	R 0.00	2016/09/30	25-Aug-16	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Approval of the Annual internal audit plan by Audit Committee	✓



2016/17 SDIP ANNEXURE A

SDIP REF	National NPA	Programme	Measurable Objective (Output PROJECT)	Wtd	Baseline Status Quo	Annual YPI Output	Annual Target	Annual Budget	My Year Target	My Year Actual	Budget Spent	Budget Remaining	Progress (Achieved/Not Achieved)	Blockage/Challenges	Measures to Improve Performance	Revised Timelines to Achieve Target	POE	INTERNAL AUDIT COMMENTS
OMM 56	GGPP 8		Risk Based Audit Phase	N/A	Charters and audit methodology revised in 2015/2016 - JICA	Date Internal Audit and Audit Committee Charters and audit methodology reviewed	30-Sep-16	R 0.00	30-Sep-16	23-Sep-16	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Audit Committee resolution approving methodology and charters	✓
OMM 57	GGPP 8			N/A	Charters reviewed in 2015/2016 - USCT	Date Audit and Audit Committee Charters reviewed	30-Sep-16	R 0.00	20/08/2016	25-Aug-16	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Audit Committee resolution approving charters	✓
OMM 58	GGPP 8			N/A	Charters reviewed in 2015/2016 - USCT	Date Audit and Audit Committee Charters reviewed	30-Sep-16	R 0.00	20/08/2016	26-Aug-16	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Audit Committee resolution approving charters	✓
OMM 59	GGPP 8	Good Governance and Public Participation	Internal Auditing	N/A	4 Internal audit policies reviewed in 2015/2016	Date Fraud, Risk and Internal audit policies reviewed	31-Dec-16	R 0.00	31-Dec-16	10-Nov-16	R 0.00	R 0.00	Not Achieved	The responsible official has been away from office for an extended period.	Target to be achieved in Q3	30-03-2017	Council resolution approving policies	Not Achieved Budget info not reported.
OMM 60	GGPP 8			N/A	6 reports on implementation management	Number of Follow up Reports on implementation of AG and Internal audit management	4	R 0.00	2	2	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Minutes of Audit Committee	✓
OMM 61	GGPP 8		Operation Clean Audit	N/A	4 reports on implementation	Number of Follow up Reports on implementation of AG and Internal audit management	4	R 0.00	2	2	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Minutes of Audit Committee	✓
OMM 62	GGPP 8			N/A	4 reports on implementation	Number of Follow up Reports on implementation of AG and Internal audit management	4	N/A	2	2	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Minutes of Audit Committee	✓
OMM 63	GGPP 8	Balro Pali Strategy	Balro Pali Strategy Implementation	N/A	Approved Balro Pali Strategy	Percentage Balro Pali Strategy Action Plan Implemented	100	R 100,000.00	25%	0%			Not Achieved	Pending Memo Report	Submit Report	31-03-2017	Report to MANCO measuring implementation of action plan	Not Achieved Budget info not reported.
OMM 64	GGPP 8		SDIP Implementation	N/A	2015/2016 Adopted SDIP	Date SDIP accepted by Manco	30-Sep-16	R 0.00	Follow up on implementation of SDIP	0			Not Achieved	Pending Memo Report	Submit Report	31-03-2017	Report adopted by Manco	Not Achieved Budget info not reported.
OMM 65	GGPP 8		Ministerial Service Week	N/A	1	Number of Ministerial Service Week conducted	2	R 3,000.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Report noted by manco and attendance confirmation register	N/A There is no attendance confirmation register in the POE file.
OMM 66	GGPP 8	Balro Pali Strategy	Customer Satisfaction	N/A	New project	Percentage Compliance to Balro Pali Principles	80	N/A	80%	80%	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Analytical reports submitted to Manco	Extracts of MANCO meeting held on 20 Dec 2016 are on file. The extract of MANCO minutes do not indicate the %. There is no report submitted to MANCO on file.



SDRP REF	EXP REF	National KPA	Programme	Measurable Objectives / Output (PROJECT)	Ward	Baseline Status Quo	Annual KPI Output	Annual Target	Annual Budget	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Programme (Achieved/Not achieved)	Progress, Challenges And Remedial Action	Measures to Improve Performance	Revised Timeline To Achieve Target	POE	INTERNAL AUDIT COMMENTS
OMM 67	GGPP 9			Internet Awareness Campaigns	N/A	New	Number of Service Charter Awareness Campaigns conducted	12	N/A	6	0	nil	nil	Not Achieved	Pending Memo Report	Submit Memo Report	2017/03/31	Evaluation report noted by Memo and attendance registers	Not Achieved
OMM 68	GGPP 10	Good Governance and Public Participation		Efficiency of Official System	N/A	New	Percentage Calls handled efficiently	80	N/A	80%	80			Achieved	only the resolution no system generated report			System generated Call centre report and report noted by memo	Report not completed in full
OMM 69	GGPP 10	Customer Relation Management			N/A	40%	Percentage Complaints attended	75	R 0.00	R 0.00				Achieved	N/A	N/A	N/A	Complaints register and report adopted by memo	
OMM 70	GGPP 13				N/A	New	Back to basics functional categorization score	100	N/A	100%	0%	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	CoSTA Functionality Categorisation Report	
OMM 71	GGPP 13	Back to Basics		Implementation of Back to Basics Programme	All wards	NI	Back to basics report is submitted	10	N/A		4	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Report Proof of submission AND acknowledgement of completeness	
OMM 72	GGPP 15				N/A	New	Implementation of back to basics support plan	100	N/A	100%	100%	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Report Proof of submission AND acknowledgement of completeness	
OMM 73	LED 14	Local Economic Development	Revised Special Programme Strategy	Revised Special Programme Strategy	N/A	New project	Dile Special Programmes Strategy reviewed and adopted	30-Mar-17	R 100 000.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
OMM 74	LED 14	Local Economic Development	Coordination of programmes for vulnerable groups	Youth Development	All wards	4 Youth programmes were co-ordinated in 2015/2016	Number of Career Exhibitions held	2	R 30 000.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
OMM 75	LED 14				All	New project	Dile Merit Maths & Science Intervention Programme Implemented	31 June 2017	R 1 000 000	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
OMM 76	LED 14				All	New Project	Number of Workstations for	8	R 300 000.00	4	8	R 251 559.33	R 18 440.67	Achieved	N/A	N/A	N/A	Beneficiary List and Close Out Report	



INTERNAL AUDIT REPORT

DP REF	National N/A	Programme	Measurable Objective /Output (PROJECT)	Ward	Baseline Status Quo	Annual KPI Output	Annual Target	Annual Budget	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress (Achieved/Not Achieved)	Blockages/Challenges	Measures to Improve Performance	Revised Timeline To Achieve Target	POE	INTERNAL AUDIT COMMENTS
						Small Businesses established		300359-010-020-000-000-000	R 150 000.00								Noted by Special Programmes Portfolio	
OMW 77 LED 14				All wards	10 Youth Programme supported and co-ordinated in 2015/2016	Number of Youth Development Programmes supported	8	R 200 000.00	4	8	140000	60000	Achieved	N/A	N/A	N/A	Beneficiary list and close out Report noted by Special Programmes Portfolio	✓
								300359-010-020-000-000-000	R50 000									
OMW 78 LED 14			Youth Development	all wards	New project	Date Youth Development Summit held	31 Mar-17	R 200 000.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
								300359-010-020-000-000-000	R 0.00									N/A
OMW 79 LED 14				All wards	1	Date indigenous Games held	30-Sep-16	R 80 000.00	30-Sep-16	30-Sep-16			Achieved	N/A	N/A	N/A	Attendance registers and close out Report noted by Special Programmes Portfolio	Budget info not reported.
								300359-010-020-000-000-000	R 80 000.00									✓
OMW 80 LED 14				All wards	1 Youth Programme co-ordinated in 2015/2016	Date Nelson Mandela Day Celebration held	30-Sep-16	R 40 000.00	30-Sep-16	30-Sep-16			Achieved	N/A	N/A	N/A	Attendance registers and close out Report noted by Special Programmes Portfolio	Budget info not reported.
								300359-010-020-000-000-000	R 40 000.00									✓
OMW 81 LED 14				All wards	New project	Date district Youth Day commemorative in held	30-Jun-17	R 300 000.00	R 0.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
								300359-010-020-000-000-000	N/A									N/A
OMW 82 LED 14				All wards	New project	Date Youth in Business Indaba held	30-Mar-17	R 200 000.00	R 0.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
								300359-010-020-000-000-000	N/A									N/A
OMW 83 LED 14			Rights of a Child Programme	All wards	4 dress a child campaign co-ordinated in 2015/2016	Number of indigent learners assisted with uniform through dress a child campaign	60	R 40 000.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
								300229-010-020-000-000-000	R0 00									N/A
OMW 84 LED 14				All wards	12 Right of a Child Awareness Campaigns held co-ordinated in 2015/2016	Number of Rights of a child Awareness Campaigns held	8	R 40 000.00	4	5	R 15 000	R-3000	ACHIEVED	N/A	N/A	N/A	Attendance registers and report noted by special programmes portfolio committee	Budget remaining figure is incorrect.
								300229-010-020-000-000-000	R 12 000.00									✓
OMW 85 LED 14				All wards	1 Take a girl child programme campaign held in 2015/2016	Number of Take a girl child programme campaign held in 2015/2016	2	R 50 000.00	1	2	R 0	R 20 000	ACHIEVED	N/A	N/A	N/A	Attendance registers and report noted by special programme portfolio committee	Budget remaining figure is incorrect.
								300229-010-020-000-000-000	R 20 000.00									✓
OMW 16 LED 14					New project	Number of child mentorship programmes on file/dile	4	R 60 000.00	2	2	R 25 000	R-5000	ACHIEVED	N/A	N/A	N/A	Attendance registers and report noted by special programme portfolio committee	Budget remaining figure is incorrect.
								300229-010-020-000-000-000	R 20 000.00									✓



2016/17 SUBP ANNUAL REPORT

IDSR/ REF	IDP REF	National NPA	Programme	Measurable Objective (Output/PROJECT)	Ward	Baseline Status Quo	Annual KPI Output	Annual Target	Annual Budget	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress (Achieved/Not Achieved)	Biological Challenges	Measures to Improve Performance	Revised Timeline To Achieve Target	POE	INTERNAL AUDIT COMMENTS
OM/187	LED 14				All wards	10 child-headed households supported 2015/2016	Number of child-headed households supported	12	R20 000 300220-010-020-000-000-000	6 R 5 000	6 R 8 000	R 8 000	R-3000	ACHIEVED	N/A	N/A	N/A	List of beneficiaries & report noted by special programme portfolio	Budget remaining figure is incorrect ✓
OM/188	LED 14	Local Economic Development	Coordination of programmes for vulnerable groups	Right of a Child programme	All	New project	Date child ambassador programme held	30-Mar-17	R 30 000.00 300220-010-020-000-000-000	N/A R 0.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
OM/189	LED 14				All	New project	Date Christmas Celebration for Children living in Orphanages held	31-Dec-18	R 40 000.00 300220-010-020-000-000-000	31-Dec-18 R 40 000	13-Dec-18	R 50 000	R-10000	ACHIEVED	N/A	N/A	N/A	Attendance Register and report noted by Special Programmes Portfolio Committee	✓
OM/190	LED 14				All	New project	Date Spelling B competition held	30-Mar-17	R 40 000.00 300220-010-020-000-000-000	N/A R 0.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
OM/191	LED 14				all wards	New project	Number of Rights of a Child programmes coordinated and supported	12	R 10 000.00 300220-010-020-000-000-000	6 R 5 000.00	6	R 5 000	R 0	ACHIEVED	N/A	N/A	N/A	Attendance registers and report submitted noted by Special Programmes Portfolio Committee	Budget spent/ remaining figure incorrect. ✓
OM/192	LED 14			Gender programmes	All wards	1 Women in Leadership workshop coordinated in 2015/2016	Date Women in Leadership workshop coordinated in workshop held	31-Dec-18	R 50 000.00 300340-010-020-000-000-000	31-Dec-18 R 50 000.00	21-Dec-18	R 47 479	R 2 521	ACHIEVED	N/A	N/A	N/A	Attendance register and report noted by Special Programmes Portfolio Committee	✓
OM/193	LED 14				All wards	15 Sanitary dignity campaigns in 2015/2016	Number of young women assisted and supported with sanitary towels	1 000	R 15 000.00 300340-010-020-000-000-000	500 R 7 500.00	720	R 21 585	R-14065	ACHIEVED	N/A	N/A	N/A	Signet list of beneficiaries	Budget remaining figure incorrect. ✓
OM/194	LED 14				All	30-Sep-15	Date young women supported for Umkhosi Womhlanga	30-Sep-18	R 50 000.00 300340-010-020-000-000-000	30-Sep-18 R 50 000.00	30-Sep-18							Attendance register and report noted by special programme portfolio committee	Budget info is not reported. ✓
OM/195	LED 14				All	100%	Percentage of women empowerment requests supported	100	R 150 000.00 300340-010-020-000-000-000	100% R 7 500.00	100%	R 6 899	R 501	ACHIEVED	N/A	N/A	N/A	List of beneficiaries and report noted by special programme portfolio	Budget remaining figure incorrect. a
OM/196	LED 14			Gender programmes	All	New	Date debiting bank established	31-Dec-18	R 85 000.00 300340-010-020-000-000-000	31-Dec-18 R 85 000.00		R 4 750	R 80 250.14	NOT ACHIEVED	Programme cancelled due to unforeseen circumstances	N/A	Project to be implemented in Quarter 3	Report noted by special programme portfolio committee	Not Achieved



WESTERN CAPE DEPARTMENT OF SOCIAL DEVELOPMENT PROGRESS REPORT 2016/17

SCORE REF	IDP REF	Mission/ NPA	Programme	Measurable Objective / Output (PROJECT)	Year/	Baseline Status Quo	Annual NP/ Output	Annual Target	Annual Budget	Mid-year Target	Mid-year Actual	Budget Spent	Budget Remaining	Progress (Achieved/Not Achieved)	Challenges/ Challenges	Measures to Improve Performance	Revised Timeline To Achieve Target	POE	INTERNAL AUDIT COMMENTS
OM4 97	LED 14	Local Economic Development	Coordination of programmes for vulnerable groups	All wards	2 Gender info empowerment sessions estimated in 2015/2016	4	Number of Men Empowerment sessions held	R 80 000.00	2016-01-01-02-000-000-000	2	R 2 000	R 4 800	ACHIEVED	N/A	N/A	N/A	N/A	Attendance register and report noted by Portfolio Committee	Budget spent/remaining figure incorrect.
OM4 98	LED 14																		
OM4 99	LED 14																		
OM4 100	LED 14																		
OM4 101	LED 14	Senior Citizens Programmes	Senior Citizens Programmes	All wards	1 Golden Games events in 2015/2016	30-Sep-16	Dance/Dialect Golden Games held	R 165 000.00	300040-010-020-000-000-000	30-Sep-16	N/A	N/A	N/A	ACHIEVED	N/A	N/A	N/A	Attendance register and report noted by Special Programmes Portfolio Committee	Budget info is not reported.
OM4 102	LED 14																		
OM4 103	LED 14																		
OM4 104	LED 14																		
OM4 105	LED 14	Senior Citizens Programmes	Senior Citizens Programmes	All wards	New project	31-Mar-17	Dance/Dialect Golden Games held	R 90 000.00	300040-010-020-000-000-000	50%	50%	R 28 200	R 15 800	ACHIEVED	N/A	N/A	N/A	Report noted by special programmes portfolio committee	Budget spent/remaining figure incorrect.
OM4 106	LED 14																		
OM4 107	LED 14																		
OM4 108	LED 14																		
OM4 109	LED 14	Senior Citizens Programmes	Senior Citizens Programmes	All wards	New project	31-Mar-17	Dance/Dialect Golden Games held	R 50 000.00	300010-010-020-000-000-000	N/A	N/A	N/A	N/A	ACHIEVED	N/A	N/A	N/A	Attendance registers and report on programmes undertaken noted by special programmes portfolio	N/A
OM4 110	LED 14																		
OM4 111	LED 14																		
OM4 112	LED 14																		
OM4 113	LED 14	Senior Citizens Programmes	Senior Citizens Programmes	All wards	New project	31-Mar-17	Dance/Dialect Golden Games held	R 50 000.00	300010-010-020-000-000-000	N/A	N/A	N/A	N/A	ACHIEVED	N/A	N/A	N/A	Attendance registers and report on programmes undertaken noted by special programmes portfolio	N/A
OM4 114	LED 14																		
OM4 115	LED 14																		
OM4 116	LED 14																		
OM4 117	LED 14	Senior Citizens Programmes	Senior Citizens Programmes	All wards	New project	31-Mar-17	Dance/Dialect Golden Games held	R 50 000.00	300010-010-020-000-000-000	N/A	N/A	N/A	N/A	ACHIEVED	N/A	N/A	N/A	Attendance registers and report on programmes undertaken noted by special programmes portfolio	N/A
OM4 118	LED 14																		
OM4 119	LED 14																		
OM4 120	LED 14																		



2012/2017 BUSH ANNEXURE A

SCOP REF	REF	Regional ID	Programme	Measurable Objective / Output (PROJECT)	Ward	Baseline Status Quo	Annual IP / Output	Annual Target	Annual Budget	Mayes Target	Belver Actual	Black Spent	Budget Remaining	Progress Achieved / Not Achieved	Blockages / Challenges	Measures to Improve Performance	Revised Timeline To Achieve Target	POE	INTERNAL AUDIT COMMENTS
			Local Economic Development	Coordination of programmes for vulnerable groups		2014/2015	3 Sanitary dignity campaigns held in special schools in 2015/2016	3	R 5 000.00	6	6	R 29 000	R 29 000	ACHIEVED	N/A	N/A	N/A	List of beneficiaries and report to special programme portfolio	
OMM 108	LED 14			All wards	New project	Number of therapy sessions held for mothers with disabled children	2	R 80 000.00	R 80 000.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
OMM 109	LED 14			All wards	New project	Date Disabled Women empowerment session held	31-Dec-16	R 50 000.00	R 50 000.00	02-Sep-16	2	R 2 000	R 8 000	ACHIEVED	N/A	N/A	N/A	attendance register and report on sessions conducted noted by special programme portfolio	
OMM 110	LED 14			All wards	New project	Number of disabled supported with drivers licence	4	R 30 000.00	R 30 000.00	2	2	R 2 000	R 8 000	ACHIEVED	N/A	N/A	N/A	Proof of Registration	
OMM 111	LED 14			All wards	New project	Number of HIV and AIDS projects co-ordinated in 2014/2015	4	R 0.00	R 0.00	2	2	R 0	R 0	ACHIEVED	N/A	N/A	N/A	Attendance register and Report noted by Special Programmes Portfolio Committee	
OMM 112	LED 14			All wards	New project	Date World AIDS Day commemoration held	31-Dec-16	R 50 000.00	R 50 000.00	01-Dec-16	1	R 30 950	R 19 340	ACHIEVED	N/A	N/A	N/A	Report noted by special programme portfolio committee	
OMM 113	LED 14			All wards	New project	100% HIV and AIDS projects co-ordinated in 2015/2016	200	R 80 000.00	R 80 000.00	50	50	R 16 495	R 3 505	ACHIEVED	N/A	N/A	N/A	Report noted by special programme portfolio committee	
OMM 114	LED 14			All wards	New project	Number of HIV and AIDS NGOs programmes supported	12	R 200 000.00	R 200 000.00	12	7			NOT ACHIEVED	APPLICATION RECEIVED WERE ONLY 7	Advertise early	Next FINANCIAL YEAR	List of beneficiaries and report to Special Programme Portfolio Committee	Not Achieved
OMM 115	LED 14			All wards	New project	Date District HIV and AIDS Summit convened	30-Jun-17	R 100 000.00	R 100 000.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
OMM 116	LED 14			All wards	New project	Percentage of HIV and AIDS community programmes coordinated and supported	50	R 20 000.00	R 20 000.00	50%	50%	R 10 656	R 465	ACHIEVED	N/A	N/A	N/A	Report to special programme portfolio Committee	
OMM 117	LED 14			All wards	New project	Percentage of HIV and AIDS community programmes coordinated and supported	50	R 20 000.00	R 20 000.00	50%	50%	R 10 656	R 465	ACHIEVED	N/A	N/A	N/A	Report to special programme portfolio Committee	



UNITED OFFICE OF THE MUNICIPAL MANAGER, HOSE KARNATAKA DEPARTMENT OF URBAN INFRASTRUCTURE

SDBP REF	IDP REF	National KPA	Programme	Measurable Objective (Output/PROJECT)	Ward	Baseline Status (Yes/No)	Annual KPI Output	Annual Target	Annual Budget	Mid-year Target	Mid-year Actual	Budget Spent	Budget Remaining	Progress (Achieved/Not Achieved)	Progress, Challenge And Remedial Action	POE	INTERNAL AUDIT COMMENTS
OMM 118	LED 14			All wards	All wards	New project	Number of Skills development programmes implemented for PLIV	2	R 50 000.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
OMM 119	LED 14			All wards	All wards	DTT functional 20/15/2016	Percentage Functional DTT mentaled	100%	R 0.00	100%	100%	R 0	R 0	ACHIEVED		Attendance registers and Minutes of DTT meetings	✓
OMM 120	LED 14			All wards	All wards	New project	Job opportunities created through EPWP programme	80	R 1 000 000.00	30	84	R 1 252 000	R 252 000	ACHIEVED		Report adopted by Manco	✓
OMM 121	LED 14			All wards	All wards	New project	Number of Disabled Women empowerment workshops conducted	1	R 50 000.00	1	1	R 9 000	R 41 000	ACHIEVED		attendance register and report on sessions conducted	✓
OMM 122	MTD 1	Municipal Transparency and Institutional Development	Organisational Performance Management System	2016/2017 SDBP Development	N/A	2015/2016 SDBP was approved by the Mayor on 24 June 2015	Date 2016/2017 SDBP approved by Mayor	30-Jan-17	R 0.00	N/A	N/A	N/A	N/A	N/A		N/A	N/A
OMM 123	MTD 1			Number of OPWS review	N/A	4 quarterly reviews held in 2015/2016	Quarterly reviews held	4	R 40 000.00	2	2	N/A	N/A	ACHIEVED		Attendance registers and minutes of review	✓
OMM 124	MTD 1			Section 72 performance review	N/A	2015/2016 Section 72 performance review done and approved by Council	Date 2016/2017 S72 report adopted by Council	31-Jan-17	R 0.00	N/A	N/A	N/A	N/A	N/A		N/A	N/A
OMM 125	MTD 1			2015/2016 Annual Report (S46 report)	N/A	2014/2015 Annual report developed	Date 2015/2016 Draft Annual report tabled to Council	31-Jan-17	R 0.00	N/A	N/A	N/A	N/A	N/A		N/A	N/A
OMM 126	MTD 1			2015/2016 Annual Report (S46 report)	N/A	2014/2015 Annual report and overnight report accepted	Date 2015/2016 Annual and overnight reports adopted	31-Mar-17	R 100 000.00	N/A	N/A	N/A	N/A	N/A		N/A	N/A
OMM 127	MTD 5			Disciplinary Management	N/A	Disciplinary Management	Disciplinary Management	3 months	N/A	3	4	R 0.00	R 0.00	Not achieved	unavailability of employees due to ill health led to the postponement of hearing or without the employee	Programs Report on cases (1 quarterly Report)	The disciplinary matter from the OMM report was applied to June & date finalized is expected for 15 Dec. This is beyond 3 months.
OMM 128	MTD 5			Disciplinary Management	N/A	Disciplinary Management	Disciplinary Management	10	1	5	1	R 0.00	R 0.00	NOT Achieved	some meetings had to be postponed meaning meeting were	Report, Minutes, Attendance Register	There is no report. Minutes are not signed. There is only one set of minutes & attendance register.
OMM 129	MTD 5			Disciplinary Management	N/A	Disciplinary Management	Disciplinary Management	2	N/A	1	1	R 0.00	R 0.00	ACHIEVED		Attendance Register	✓
OMM 130	MTD 5			Disciplinary Management	N/A	Disciplinary Management	Disciplinary Management	4	N/A	2	4	R 0.00	R 0.00	achieved		Report, Minutes, Attendance Register	✓

PROGRESS, CHALLENGES AND REMEDIAL ACTION

MDP REF	National KPI	Programme	Measurable Objective / Output (PROJECT)	Word	Baseline / Status Quo	Annual KPI Output	Annual Target	Actual	Budget Faint	Budget Remaining	Progress (Achieved/Not Achieved)	Challenges/Challenges	Measures to Improve Performance	Revised Timeline To Achieve Target	POE	INTERNAL AUDIT COMMENTS
OMA 131	MTD 6	Occupational Health and Safety	Compliance with OHS Act	N/A	NI	Percentage of Compliance with OHS Act as per checklist	50%	N/A	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Attendance Register Copy of certificate	
OMA 132	MTD 7	Occupational Health and Safety	Compliance with OHS Act	N/A	NI	Percentage of Compliance with OHS Act as per checklist	100	N/A	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	System Report	
OMA 133	MTD 7	Occupational Health and Safety	Compliance with OHS Act	N/A	NI	Percentage of Compliance with OHS Act as per checklist	20	N/A	R 0.00	R 0.00	Not Achieved	Overtime cannot be planned for	Overtime is not utilised unless unavoidable	30-Jun-17	System Report	Not Achieved
OMA 134	MTD 7	Occupational Health and Safety	Compliance with OHS Act	N/A	NI	Percentage of Compliance with OHS Act as per checklist	100	N/A	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	System Report	
OMA 135	MTD 8	Occupational Health and Safety	Compliance with OHS Act	All works	0	Percentage of Compliance with OHS Act as per checklist	100	N/A	R 0.00	R 0.00	Not Achieved	Continued with monitoring	Continue with monitoring	30/06/2017	System Report of Trip authorisation compliance	Per the report that is submitted in the file, OHS compliance is 30.80%. The major target & indicator actual are disaster... not achieved
OMA 136	MTD 8	Occupational Health and Safety	Compliance with OHS Act	All works	0	Percentage of Compliance with OHS Act as per checklist	20	N/A	R 0.00	R 0.00	Not Achieved	monitored centrally and more than one vehicle used in some cases used for the same trip by different staff	Staff travelling together driver driving vehicle after hours travel, programme travelling	30-Jun-17	Fuel consumption report	The report submitted as a POE shows an increase in fuel consumption. Report not completed in full.
OMA 137	MTD 9	Occupational Health and Safety	Compliance with OHS Act	N/A	NI	Percentage of Compliance with OHS Act as per checklist	100	N/A	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Compliance report by Secretariat	
OMA 138	MTD 10	Occupational Health and Safety	Compliance with OHS Act	N/A	NI	Percentage of Compliance with OHS Act as per checklist	100	N/A	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	workshops outcomes and impact analysis report to MANCO	
OMA 139	MTD 10	Occupational Health and Safety	Compliance with OHS Act	N/A	NI	Percentage of Compliance with OHS Act as per checklist	100	N/A	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Extract (showing % achieved) from Macro on litigation risk strategy action plan report	
OMA 140	MTD 10	Occupational Health and Safety	Compliance with OHS Act	N/A	NI	Percentage of Compliance with OHS Act as per checklist	100	N/A	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Extract from Macro noting the updated	



WATER SERVICES DELIVERY IN URBAN WSPs PERFORMANCE MONITORING

SDBP REF	IDP REF	National KPA	Programme	Municipal Objective / Output (PROJECT)	Ward	Baseline Status Date	Annual KPI Output	Annual Target	Annual Budget	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress (Achieved/Not Achieved)	Progress Challenges And Remedial Action	POE	INTERNAL AUDIT COMMENTS	
						in 2016/2016	Blue Water WWTW 30 days		320 700 010 010 000 000 000	R 30 000.00						contracts Register		
		Municipal Transformation and Institutional Development				New	Number of Standard Contracts for goods and services awarded	3	R 100 000.00	1	1	R 0.00	R 30 000	Achieved	N/A	N/A	extract of MANCO approving standard contract	✓
OM141	MTD 18				N/A	8 appeals lodged against SCM processes and completed in FY 2015/2016	Percentage of appeals against SCM processes addressed within two months	100	R 0.00	100	100	R 0.00	R 0.00	Achieved	N/A	N/A	Report on SCM appeals addressed to Manco and portfolio committee	✓
OM142	MTD 18				N/A	Organisational Compliance Checklist developed in FY 2015/2016	Organisational Compliance Checklist Reviewed	30-Sep-16	R 0.00	20160630	3008/2016	R 0.00	R 0.00	Achieved	N/A	N/A	MANCO Resolution Approving the compliance checklist review	✓
OM143	MTD 18				N/A	New	Percentage increased organisational Legal Compliance	70%	R 0.00	50%	50%	50%	R 0.00	Achieved	N/A	N/A	Assessment report on compliance noted by MANCO	✓
OM144	MTD 18				N/A	New	Date cable unit established	30-Apr-17	R 0.00	Development of unit job description	Job Descriptions developed	R 0.00	R 0.00	Not Achieved	Submit proposal for Organigram Review	N/A	Job descriptions submitted to evaluation	Not achieved
OM145	MTD 18				N/A		Annex Water Quality Result Publication	30-Jan-17	R 0.00	N/A	N/A	N/A	N/A	N/A	Compliance Review not yet concluded	N/A	N/A	N/A
OM146	BSD 5		Trust and Provide Compliant Drinking water in terms of Blue Drop Requirements	Compliance to local standards in terms of Blue and Green Drop Requirements	All	Annual Review of Service Level Agreements with Water Service Providers	Percentage reduction on illegal connections reported	50	R 0.00	20%	# # # #	R 0.00	R 0.00	Not Achieved	There was previously no focus on the area as the function was not specifically allocated to any section	Report to Manco	There is no file with this reference.	
OM147	BSD 5		Trust and Provide Compliant Drinking water in terms of Blue Drop Requirements	Management of connections with Water Services Providers	All	Annual Review of Service Level Agreements with Water Service Providers	Percentage reduction on illegal connections reported	50	R 0.00	20%	# # # #	R 0.00	R 0.00	Not Achieved	There was previously no focus on the area as the function was not specifically allocated to any section	Report to Manco	There is no file with this reference.	
OM148	BSD 5		Trust and Provide Compliant Drinking water in terms of Blue Drop Requirements	Management of connections with Water Services Providers	All	Annual Review of Service Level Agreements with Water Service Providers	Percentage reduction on illegal connections reported	50	R 0.00	20%	# # # #	R 0.00	R 0.00	Not Achieved	There was previously no focus on the area as the function was not specifically allocated to any section	Report to Manco	There is no file with this reference.	
OM149	BSD 5		Trust and Provide Compliant Drinking water in terms of Blue Drop Requirements	Management of connections with Water Services Providers	All	Annual Review of Service Level Agreements with Water Service Providers	Percentage reduction on illegal connections reported	50	R 0.00	20%	# # # #	R 0.00	R 0.00	Not Achieved	There was previously no focus on the area as the function was not specifically allocated to any section	Report to Manco	There is no file with this reference.	
OM150	BSD 5		Trust and Provide Compliant Drinking water in terms of Blue Drop Requirements	Management of connections with Water Services Providers	All	Annual Review of Service Level Agreements with Water Service Providers	Percentage reduction on illegal connections reported	50	R 0.00	20%	# # # #	R 0.00	R 0.00	Not Achieved	There was previously no focus on the area as the function was not specifically allocated to any section	Report to Manco	There is no file with this reference.	
OM151	CC301		Ensuring legal compliance and fulfillment of constitutional obligation Spatial Equity	Spatial Development Framework	All	Reviewed Spatial Development Framework Adopted	Reviewed Spatial Development Framework Adopted	30-Jun-17	R 0.00	Consultation meetings	n/a	N/A	N/A	N/A	N/A	Attendance registers and reports	N/A	N/A

SDRP REF	IDP REF	National MPAs	Programs	Municipal Objectives / Output (PROJECT)	Ward	Baseline Status Quo	Annual (PI) Output	Annual Target	Annual Budget	Budget Target	Budget Actual	Budget Spent	Budget Remaining	Progress (Achieved/Not Achieved)	Progress Challenges	Measures to Improve Performance	Revised Timeline To Achieve Target	POE	INTERNAL AUDIT COMMENTS
	044/152	MP/MS	Expenditure Management	Payment of Credits within 30 days	NA	New	Processing submission of invoices within 10 days of receipt to Treasury Office	100	N/A	100%	100	R 0.00	R 0.00	Not achieved	we have not kept a register of invoices showing date of submission to Finance	an invoice register has been created to track all invoices submitted	2016-17	Monthly Departmental report sheet	Not Achieved
	044/153	MP/MS	Municipal Finance and Utility Management	Vendor Management	NA	New	Facilitate compliance with Vendor Management Committee (resolutions)	100	N/A	100%	0%	R 0.00	R 0.00	Achieved	N/A	N/A	N/A	Report on implementation of resolutions	✓
	044/154	MP/MS	Supply Chain Management	Vendor Management	NA	New	Monitor response for Vendor performance	12	R 0.00	6	2	R 0.00	R 0.00	Not achieved	Some were not submitting vendor report	we have started recording monthly as required	30/01/2017	Percentage compliance with Vendor Management Committee resolution	Not achieved

INDICATORS:		
REGULATED : Local Government: Municipal Planning and Performance Management Regulations, 2001		
Unique Municipal Department Indicator		
Municipal Cross Cutting Indicators		

NAME OF OFFICIAL: DO Ndlovu
 SIGNATURE OF OFFICIAL:
 DESIGNATION OF OFFICIAL: Municipal Manager
 DATE:

NAME OF OFFICIAL: Faith Mbilili
 SIGNATURE OF OFFICIAL:
 DESIGNATION OF OFFICIAL: Senior Manager Corporate Strategy and Shared Service
 DATE:

NAME OF OFFICIAL: Franco Zama
 SIGNATURE OF OFFICIAL:
 DESIGNATION OF OFFICIAL: Senior Manager Mayoralty and Communication
 DATE:

NAME OF OFFICIAL: Melanie Olivier
 SIGNATURE OF OFFICIAL:
 DESIGNATION OF OFFICIAL: Manager Legal Services
 DATE:

NAME OF OFFICIAL: Dudu Ngobho
 SIGNATURE OF OFFICIAL:
 DESIGNATION OF OFFICIAL: Manager Special Programmes
 DATE:

PERSON RESPONSIBLE GENERAL MANAGER WATER SERVICES L'INGILÉ DELE

PERSON RESPONSIBLE GENERAL MANAGER WATER SERVICES LINGUILE CELE

SDBIP REF	IDP REF	National KPA	Programme	Measurable Objective	Ward	Baseline/ Status Quo	Annual KPI	Annual Target	Annual Budget	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress (Achieved/ Not Achieved)	Blockages/ Challenges	Measures to Improve Performance	Reset/ Timeframe To Achieve Target	POE
WS 1	BSD 1	Basic service Delivery	Provision of HH with access to water	Households with access to water	All	148613	Number of HH with access to basic water services	3000	N/A	500	0	R 3 421 698.00	R 7 575 303.00		1) Labour unrest which started on 4/10/2016 to date. 2) Eskom has not arranged as a matter of urgency installed power supply at the water pump station. 3) There was vandalism and theft of all cables at the water pump station whereby the contractor had to claim from the insurance in order to rectify the acts of vandalism.	1) Stakeholder engagement meeting will be arranged as a matter of urgency	30-Mar-17	See WS 2 to WS 4
WS 2	BSD 1			Umdimbi Slum Clearance: Farm Isondi Low cost Housing Water	Umdimbi Ward 6	1950		500	N/A	R 0.00								Close-out Report of Farm Isondi
WS 3	BSD 1			Mazakhele bulk water Infrastructure	Umuziwala ni Ward 3	2823		1100	R 379 253	1100		R 0.00	R 379 253	Achieved				Close-out report including asset register and built drawings
WS 4	BSD 1			Kwanyuswa Water Scheme - Phase 3 (AFA) MS 194753	Ezimpeleni Ward 1	1028	Number of HH with access to basic water services with 200 metres.	1400	R 1 000 000	N/A		N/A	N/A	N/A				N/A
WS 5	BSD 2		Upgrade & Repair of Aging infrastructure	Murchison Bulk water supply	HCM (Ward 20, 21, 22, 23 & 24)	0	Kilometres of pipeline constructed	10	N/A	N/A		N/A	N/A	N/A				N/A
WS 6	BSD 2			Gamaelane Bulk Water Supply	HCM (Ward 26, 27 & 28)	0	Kilometres of pipeline constructed	6	N/A	N/A	n/a	N/A	N/A	N/A				N/A

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN - WATER SERVICES

PERSON RESPONSIBLE: GENERAL MANAGER WATER SERVICES LINDILE CELE

ST/CP REF	IDP REF	National KPA	Programme	Measurable Objective	Ward	Baseline/ Status Quo	Annual KPI	Annual Target	Annual Budget		Progress, Challenges And Remedial Action						POE	
									Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress (Achieved/ Not Achieved)	Blockages/ Challenges	Measures to Improve Performance	Revised Timeframe To Achieve Target		
WS 7	BSD 2			Qoloqob water supply	Umzumbi (Ward 15)	0	Kilometres of pipeline constructed	15	N/A	R 0.00	n/a	N/A	N/A	N/A	N/A	N/A	N/A	
WS 8	BSD 2			Scottburgh pipeline replacement	Umdoni (Ward 4)	0	Kilometres of pipeline constructed	5	R8 000 000	5km	6.346 km			Achieved	N/A	N/A	N/A	Close-out report including asset register and built drawings
WS 9	BSD 2			Respond to sanitation infrastructure breakdowns within 24 hours	All wards	24 Hrs	Turnaround time to respond to sanitation infrastructure breakdowns within 24 hours	24 hours	R 0.00	24 hours		N/A	N/A	Achieved	N/A	N/A	N/A	Systems report
WS 10	BSD 2			Percentage of sanitation repairs closed within 24 hours	All	80%	Percentage of sanitation infrastructure breakdowns repairs closed within 24 hours	80	N/A	R 0.00	90%	N/A	N/A	Achieved	N/A	N/A	N/A	Systems report
WS 11	BSD 3		Provision of HH with sanitation services	Households with access to waterborne sanitation		182984	Number of HH with access to waterborne sanitation services	4500	N/A	NIL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
WS 12	BSD 3			Harding Sanitation Phase 3	Umuzwaba into Ward 3	2298	Number of HH with access to waterborne sanitation services	400	R 1 751 409	NIL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	None
WS 13	BSD 3			Households with access to VIP sanitation	HCM - All Wards	8254	Number of Household with access to VIP sanitation	2500	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	NIL
WS 14	BSD 3	Basic service Delivery		Farm Isontl	Umdoni - Ward 9	84	Number of HH with access to waterborne sanitation services	2000	N/A	NIL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

SERVICE OF VERY AND BUDGET IMPLEMENTATION PLAN: WATER SERVICES

PERSON RESPONSIBLE: GENERAL MANAGER WATER SERVICES DIVISION: DE E

Progress, Challenges And Remedial Action												
SD/JP REF	IDP REF	National KPA	Programme	Measurable Objective	Ward	Baseline/ Status Quo	Annual KPI	Annual Target	Annual Budget			POE
									Midyear Target	Budget Spent	Budget Remaining	
WS 15	BSD 3			Eradication of bucket system in households	Umdoni	1503	Number of HH with access to waterborne sanitation services	1503	N/A	N/A	N/A	N/A
									R 0.00			
WS 16	BSD 4	Non Revenue Water Reduction	Management and control of Non Revenue Water in line with No Drop Requirements	All	26	2%	Percentage Reduction of Non revenue water losses	2%	R 9 345 457.00	R 5 589 911.64	R3 776 545.36	Monthly water balance report
									N/A			
WS 17	BSD 4		Replacement of water meters	All	4280	2000	Number of Meters replaced		R 3 500 000.00	R 1 080 288.76	R 2 439 701.22	Meter Register systems report
WS 18	BSD 4		Awareness on water saving methods	All	4	12	Number of Water saving community awareness campaigns conducted		N/A	N/A	N/A	Report and MANCO resolution noting the report
WS 19	BSD 4			All	0	12%	Percentage compliance to sitting of Water Community Forums		N/A	N/A	N/A	Minutes of meeting and Agenda
WS 20	BSD 5	Treat and provide compliant drinking water in terms of blue drop requirement	Review of Water Safety Plans	All	15	17	Number of Water Safety Plans Reviewed		R 0.00		N/A	Report and MANCO resolution noting the report
WS 21	BSD 5		Drinking water prescribed process risk indicators in line with SANS241:2015	All	88	93%	Percentage Compliance to SANS241:2015		R 5 000 000.00	R 2 947 354.89	R 2 852 645.11	Independent Water Quality Report
WS 22	BSD 5		Review of Waste Water Risk Abatement Plans	All	15	20	Number of Reviewed Waste Water Risk Abatement Plans		N/A	N/A	N/A	MANCO Resolutions noting Review of the Waste Water Risk Abatement

SERVICE DELIVERY AND SUPPORT IMPLEMENTATION PLAN WATER SERVICES

PERSON RESPONSIBLE: CENTRAL MANAGER WATER SERVICES/UNCLE CILE

SCIP REF	IDP REF	National KPA	Programme	Measurable Objective	Ward	Baseline/ Status Quo	Annual KPI	Annual Target	Annual Budget	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress (Achieved/ Not Achieved)	Blockages/ Challenges	Measures to Improve Performance	Revised Timeframe To Achieve Target	POE
WS 23	BSD 7		Alternative water supply	Percentage delivery of water supply by mobile trucks in line with the schedule	All	70	Percentage delivery of water supply by mobile trucks in line with the schedule	75%	R 7 320 715.00	72%	79.5%			Achieved	N/A	N/A	N/A	Water Tankering schedule
									130-308-750-800-900-300030	R 3 580 357.00								Plans
WS 24	MFVM 5	Financial viability	Supply Chain Management	Vendor Management	NA	New	Percentage Compliance with Vendor Management Committee resolution	100%	N/A	100%	100%	N/A	N/A	Achieved	N/A	N/A	N/A	Percentage compliance with Vendor Management Committee resolution
WS 25	MFVM 5	Financial viability			NA	New	Number of Reports for Vendor performance	12	N/A	8	6	N/A	N/A	Achieved	N/A	N/A		Report on implementation of resolutions
WS 26	MFVM 8	Financial viability	Expenditure Management	Payment of Creditors within 30 days	NA	New	Percentage compliance to submission of invoices within 10 days of receipt of invoice	100%	N/A	100% compliance no submission of invoices	51%	N/A	N/A	Not Achieved				Monthly Departmental control sheet
WS 27	MFVM 8			Capital budget spent on projects identified in terms of the IDP	All	100%	Percentage Expenditure of M/G capital budget	100%	R 7 320 715.00	40%	72.00%			Achieved	N/A	N/A	N/A	Certificate of Expenditure from COGTA
WS 28	MFVM 8				All	100%	Percentage Expenditure of M/MG capital budget	100%	130-308-750-800-900-300030	R 2 528 265.00	54%			Achieved	N/A	N/A	N/A	Certificate of Expenditure from UGU treasury department
									100 086 000.00	40%								
										R 0 078 000.00								

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN: WATER SERVICES
PERSON RESPONSIBLE: GENERAL MANAGER WATER SERVICES LUNDALE CILE

SOBIP REF	Ward	Programme	Measurable Objective	Annual KPI	Annual Target	Annual Budget	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress (Achieved/Not Achieved)	Blockages/Challenges	Measures to Improve Performance	Revised Timeframe To Achieve Target	POE
WS 28	MF-VAM 8			100%	100%	R 524 000.00	40%	18%			Not Achieved	There was a delay in the award of the tender due to the objection	Implementation of the turnaround plan	30-Jun-17	Certificate of Expenditure from UGU treasury department
WS 30	MTID 16	Municipal Transformation and Institutional Development Unit	OPNS Quarterly Reviews	Percentage Compliance with submission of performance information	100%	N/A	100%	100%	N/A	N/A	Achieved	N/A	N/A	N/A	Acknowledgement of Submission of information from PMS Office
WS 31	MTID 16		Adoption of Annual Report	Percentage Compliance with submission of Annual Report completion	100%	N/A	100%	100%	N/A	N/A	Achieved	N/A	N/A		Acknowledgement of Submission of information from PMS Office
WS 32	MTID 5	Labour Relations	Labour Unrest	Number of Management/Union meetings by HOD	10	N/A	5	5	N/A	N/A	Achieved	N/A	N/A	N/A	Report, Minutes, Attendance Register
WS 33	MTID 5			Number General Staff meetings	2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
WS 34	MTID 5			Number of Departmental meetings	4	N/A	2	2	N/A	N/A	Achieved	N/A	N/A		Report, Minutes, Attendance Register
WS 35	MTID 5			Turnaround time for Completion of disciplinary matters by departments	3 Months	N/A	3 Months	3 Months	N/A	N/A	Achieved	N/A	N/A	N/A	report from HR
WS 36	MTID 6	Occupational Health and Safety	Compliance to OHS	Percentage compliance to OHS as per checklist	100%	N/A	100%	100%	N/A	N/A	Achieved	N/A	N/A	N/A	Attendance Register Copy of certificates
						N/A	R 0.00								

SERVICE DELIVERY AND BUDGET IMPLEMENTATION ON DOMESTIC WATER SERVICES

PERSON RESPONSIBLE: GENERAL MANAGER WATER SERVICES, UMBILE CELL

SDBP REF	IDP REF	National NPA	Programme	Measurable Objective	Ward	Baseline/ Status Quo	Annual KPI	Annual Target	Annual Budget			Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress (Achieved/ Not Achieved)	Blockages/ Challenges	Measures to Improve Performance	Revised Timeframe To Achieve Target	POE
WS 37	MTID 7		Human Resources Administration	Overtime management	N/A	New	Percentage compliance on overtime management no 40 hour requirement	100%	N/A			100%	100%	N/A	N/A	Achieved	N/A	N/A		System Report
WS 38	MTID 7	Municipal Transformation and Institutional Development			N/A	New	Percentage reduction of overtime costs as a percentage of pro. year	2000%	N/A			10%	13%	N/A	N/A	Achieved	N/A	N/A	N/A	Overtime report approved at Memo
WS 39	MTID 7			Adding appointments no 6 months requirement	N/A	New	Percentage compliance on adding appointments no 6 months requirement	100%	N/A			100%	100%	N/A	N/A	Achieved	N/A	N/A	N/A	System Report
WS 40	MTID 8		Fleet Management	Fleet utilisation	N/A	New	Percentage compliance with trip authorisation in respect of fleet utilisation	100%	N/A			100%								Summary report of Trip authorisations compliance
WS 41				Consumption of fuel	N/A	New	Percentage reduction consumption of fuel	20%	N/A			10.00%	15.00%	N/A	N/A	Achieved	N/A	N/A	N/A	Fuel consumption report
WS 42	MTID 9		Secretariat services	Implementation of Committee Resolutions	N/A	New	Percentage implementation of Committee Resolutions	100%	N/A			100%	100%	N/A	N/A	Achieved	N/A	N/A	N/A	Compliance report by Secretariat
WS 43	MTID 16		Legal Compliance	Litigation cases instituted against municipality	N/A	New	Percentage compliance with submission of reports on litigious action within 14 days	100%	N/A			100%	100%	N/A	N/A	Achieved	N/A	N/A	N/A	Proof of submission (Email)
									N/A			R 0.00								

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN WATER SERVICES																		
PERSON RESPONSIBLE: GENERAL MANAGER WATER SERVICES LUNGILE CELE																		
SUBIP REF	IDP REF	National APA	Programme	Measurable Objective	Year	Baseline/ Status Quo	Annual KPI	Annual Target	Annual Budget	Progress, Challenges And Remedial Action						POE		
										Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress (Achieved/ Not Achieved)	Blockages/ Challenges		Measures to improve Performance	Revised Timeframe To Achieve Target
WS 44	MTID 16				NA	New	Percentage litigation cases instituted against municipality responded to within one week	100%	N/A	100%	100%	N/A	N/A	Achieved	N/A	N/A	N/A	Proof of submission (Email)
WS 45	MTID 16			Contract Administration	NA	New	Percentage compliance to contractual obligations, 1 report per quarter	100%	N/A	100%	100%	N/A	N/A	Achieved	N/A		N/A	Report from SCM
									N/A	R 0.00								

SERVICE DELIVERY AND IMPLEMENTATION PLAN: WATER SERVICES																	
PERSON RESPONSIBLE: GENERAL MANAGER WATER SERVICES LUNGLEDELE																	
SCBP REF	IUP REF	National KPA	Programme Measurable Objective	Ward	Baseline/ Status Quo	Annual KPI	Annual Target	Annual Budget	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress (Achieved/ Not Achieved)	Blockages/ Challenges	Measures to Improve Performance	Revised Timeframe To Achieve Target	POE
WS 46	GGPP 2	Good Governance e & Public Participation	Functional IGR Structures	NA	New	Percentage compliance by WS on submission of IGR report within the required time-frames	100%	N/A	100%	100%	N/A	N/A	Achieved	N/A	N/A		Proof of notification and submission (Email)
WS 47	GGPP 8		Internal Auditing	NA	New	Percentage reduction AG queries	100%	N/A	100%	100%	N/A	N/A	Achieved	N/A	N/A	N/A	Proof of notification Proof of submission (Email) AND Acknowledgement of receipt of complete information
WS 48	GGPP 13	Good Governance e & Public Participation	Back to Basics Programme	NA	New	Number of Back to basics reports submitted	4	N/A	2	2	N/A	N/A	Achieved	N/A	N/A	N/A	Report Proof of submission AND acknowledgement of completeness
END									R 0.00								

Note:

Baseline for HH with access to basic water services:	1 = Piped (tap) water inside dwelling/institution 2 = Piped (tap) water inside yard 3 = Piped (tap) water on community stand: distance less than 200m from dwelling/institution
Baseline for HH with access to basic sanitation services:	1 = Flush toilet (connected to sewerage system) 2 = Flush toilet (with septic tank) 3 = Chemical toilet 4 = Pit toilet with ventilation (VIP)

INDICATORS:

REGULATED : Local Government: Municipal Planning and Performance Management
Unique Municipal Department Indicator
Municipal Cross Cutting Indicators

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN: WATER SERVICES

PERSON RESPONSIBLE: GENERAL MANAGER WATER SERVICES LUNGILE CELE

SDBP REF	IDP REF	National KPA	Programme	Measurable Objective	Ward	Baseline/ Status Quo	Annual KPI	Annual Target	Annual Budget	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress (Achieved/ Not Achieved)	Blockages/ Challenges	Measures to Improve Performance	Revised Timeline To Achieve Target	POE
NAME OF OFFICIAL: Lungile Cele																		
SIGNATURE OF OFFICIAL:																		
DESIGNATION OF OFFICIAL: General Manager Water Services																		
DATE:																		
NAME OF OFFICIAL: Paul Watson																		
SIGNATURE OF OFFICIAL:																		
DESIGNATION OF OFFICIAL: Senior Manager Water Services Operations																		
DATE:																		
NAME OF OFFICIAL: Chuma Mqoboli																		
SIGNATURE OF OFFICIAL:																		
DESIGNATION OF OFFICIAL: Senior Manager Project Management Unit																		
DATE:																		
NAME OF OFFICIAL: Desmond Zuma																		
SIGNATURE OF OFFICIAL:																		
DESIGNATION OF OFFICIAL: Manager Project Management Unit																		
DATE:																		
NAME OF OFFICIAL: Thuli Mwelase																		
SIGNATURE OF OFFICIAL:																		
DESIGNATION OF OFFICIAL: Manager Water Resources and Management																		
DATE:																		

Slip REF	IDP REF	Nazara KPA	Programme	Measurable Objective / Output (PROJECT)	Locality	Baseline/ Status Quo	Annual Target	Annual Budget	Mid-year Target	Mid-year Actual	Budget Spent	Expenditure Remaining	Progress	Blockades/ Measures to Progress	POE	Departments Comments
TREA 6	MFVM 2	Asset Management	Disposal of Redundant and obsolete assets	Number of Disposal of assets by public auction	N/A	1	2	R 0.00	1	0	R 0.00	R 0.00	Not Achieved	Asset Disposal Policy to be presented to the Policy Review Committee	Letter of award, Council Resolution, Advert and Auctioneers Report	Auction did not take place due to Disposal Policy Review as requested by EXCO
TREA 7	MFVM 2			Number of Ad-Hoc disposal of assets by Donation	N/A	1	2	R 0.00	1	0	R 0.00	R 0.00	Not Achieved	The submission was planned for presentation in the next EXCO meeting but the planned council meeting was cancelled	Letter of award, Council Resolution and Asset Disposal Report	we will submit to the next council. Attached is a copy of the council meeting but was scheduled for the
TREA 17	MFVM 3	Financial Viability and Management	Cash Management	NUMBER of meetings with the bankers for improved quality of	N/A	2	4	R 0.00	2	0	R 0.00	R 0.00	Not Achieved	Banking tender not awarded	Attendance register and minutes	
TREA 21	MFVM 5	Supply Chain management	Inventory Management	Frequency of Stock takes	N/A	2 stock take	Quarterly	R 0.00	2 stock take	1 stock take	R 0.00	R 0.00	Not Achieved	Reverse the SDGIP concluded in the 1st quarter of 2018/17 and that had a stock on effect on the 2018/17 targets	Stock takes report	
TREA 25	MFVM 5			Turnaround time for approving an RFQ	N/A	3 working days	3 working days	R 0.00	3 working days	actual accurate figure could not be established	R 0.00	R 0.00	Not Achieved	SDGIP will be adjusted in Feb 2017 during Review	Workflow bottlenecks report	It's impossible to have actual achievement as this target is not measurable. Please refer to POE
TREA 27	MFVM 5			Turnaround time for 1st budget confirmation (RFQ)	N/A	2 working days	2 working days	R 0.00	2 working days	Actual accurate figure could not be established	R 0.00	R 0.00	Not Achieved	The SDGIP will be adjusted in Feb 2017 during Review	Workflow bottlenecks report	It's impossible to have actual achievement as this target is not measurable. Please refer to POE
TREA 28	MFVM 5	Financial Viability and Management	Demand Management	Turnaround time for the Request for Quotations	N/A	7 working days	7 working days	R 0.00	7 working days	Actual accurate figure could not be established	R 0.00	R 0.00	Not Achieved	The SDGIP will be adjusted in Feb 2017 during Review	Workflow bottlenecks report	It's impossible to have actual achievement as this target is not measurable. Please refer to POE
TREA 29	MFVM 5			Turnaround time for 2nd budget confirmation (RFQ)	N/A	2 working days	2 working days	R 0.00	2 working days	Actual accurate figure could not be established	R 0.00	R 0.00	Not Achieved	The SDGIP will be adjusted in Feb 2017 during Review	Workflow bottlenecks report	It's impossible to have actual achievement as this target is not measurable. Please refer to POE
TREA 30	MFVM 5			Turnaround time for RFQ 2nd approval by the User department	N/A	3 working days	3 working days	R 0.00	3 working days	Actual accurate figure could not be established	R 0.00	R 0.00	Not Achieved	The SDGIP will be adjusted in Feb 2017 during Review	Workflow bottlenecks report	It's impossible to have actual achievement as this target is not measurable. Please refer to POE
TREA 31	MFVM 5	Adoption of Annual Budget	Ensure Budget Report Compliance	Turnaround time for the final approval by CFO	N/A	2 working days	2 working days	R 0.00	2 working days	Actual accurate figure could not be established	R 0.00	R 0.00	Not Achieved	The SDGIP will be adjusted in Feb 2017 during Review	Workflow bottlenecks report	It's impossible to have actual achievement as this target is not measurable. Please refer to POE
TREA 32	MFVM 5			Turnaround time for the creation of the Purchase Order	N/A	2 working days	2 working days	R 0.00	2 working days	Actual accurate figure could not be established	R 0.00	R 0.00	Not Achieved	The SDGIP will be adjusted in Feb 2017 during Review	Workflow bottlenecks report	It's impossible to have actual achievement as this target is not measurable. Please refer to POE
TREA 33	MFVM 5			Turnaround time for the Purchase Orders above K30 000	N/A	12 calendar days	12 calendar days	R 0.00	12 calendar days	Actual accurate figure could not be established	R 0.00	R 0.00	Not Achieved	The SDGIP will be adjusted in Feb 2017 during Review	Workflow bottlenecks report	It's impossible to have actual achievement as this target is not measurable. Please refer to POE
TREA 60	MFVM 6	Collection ratio as a percentage of billing	Collection ratio as a percentage of billing	Percentage Capital Budget Spent	N/A	90%	90	R 0.00	50%	48%	R 0.00	R 0.00	Not Achieved	The KPI to be adjusted during mid-year to accommodate the last month of the implementation of debt reduction	Sec 71 Report and Calculations	
TREA 62	MFVM 7			Percentage increased collection of current debt ratio percentage of current accounts billed with actual meter	N/A	85%	95	R 0.00	95%	71%	R 0.00	R 0.00	Not Achieved	Inaccurate book debt as not all meters had been installed	Debt reconciliation	
TREA 65	MFVM 7				N/A	10%	10	R 0.00	10%	5%	R 0.00	R 0.00	Not Achieved	Meter reading and meter audit	Readings report	

SOBP REF	IDP REF	National NPA	Programme	Measurable Objective / Output (PROJECT)	Locality	Expenditure Status Quo	Annual KPI Output	Annual Target	Annual Budget	Midyear Target	Midyear Actual	Budget Spent	Un-debt Remaining	Progress	Blockages/ Measures to	Refined	POE	departments Comments
TREA 66	MFVM 7	Revenue Management & Enhancement	Billing Management	Turn-around time for adjusting an incorrect consumer account	N/A	0	Turn-around time for adjusting an incorrect consumer account	1 working day	R 0.00	1 working day	Actual accurate figure could not be established	R 0.00	R 0.00	Not Achieved	Not measurable	N/A	Billing account query register	It's impossible to have actual achievement as the target is not measurable. Please refer to POE
TREA 67	MFVM 7	Financial Viability and Management	Billing Management	Turn-around time for adjusting an incorrect consumer account due to water leaks	N/A	0	Turn-around time for adjusting an incorrect consumer account due to water leaks	120 calendar days	R 0.00	120 calendar days	Actual accurate figure could not be established	R 0.00	R 0.00	Not Achieved	Not measurable	N/A	Billing account query register & copy of adjusted bill	It's impossible to have actual achievement as the target is not measurable. Please refer to POE
TREA 68	MFVM 8	Expenditure Management	Billing Management	Percentage compliance to submission of invoices within 7 days of receipt of	N/A	Nil	Percentage compliance to submission of invoices within 7 days of receipt of	100%	N/A	100%	0%			Not Achieved	The SOBP will be scheduled in February 2017 during the review	2017/02/01	Monthly Departmental control sheet	
TREA 69	MFVM 8	Expenditure Management	Expenditure Management	Percentage compliance to submission of invoices within 10 days of receipt of Treasury Office	N/A	New	Percentage compliance to submission of invoices within 10 days of receipt of Treasury Office	100%	N/A	100%	0%			Not Achieved	The SOBP will be scheduled in February 2017 during the review	2017/02/01	Monthly Departmental control sheet	
TREA 70	MFVM 8	Expenditure Management	Expenditure Management	Percentage reduction of Unspent Conditional Grants withheld	N/A	0.50%	Percentage reduction of Unspent Conditional Grants withheld	0	R 0.00	0.00%	1.6%	R 0.00	R 0.00	Not Achieved	Rollover application not approved	2017/06/30	DORA payment schedule	
TREA 71	MFVM 8	Financial Viability and Management	Systems Management	Percentage compliance to submission of invoices within 10 days of receipt of Treasury Office	N/A	Nil	Percentage compliance to submission of invoices within 10 days of receipt of Treasury Office	100%	R 0.00	100%	10%	1 664 901.14	6 672 569.86	Not Achieved	These tasks have been completed	2017/06/30	Progress Report	Additional POEs are
TREA 72	MTD 5	Municipal Transformation on & Institutional Development	Labour Relations	Percentage compliance to submission of invoices within 10 days of receipt of Treasury Office	N/A	Nil	Percentage compliance to submission of invoices within 10 days of receipt of Treasury Office	100%	R 0.00	100%	40%	R 0.00	R 0.00	Not Achieved	These tasks have been completed	2017/04/30	Progress Report	Data Migration is linked to the system implementation
TREA 80	MTD 5	Municipal Transformation on & Institutional Development	Labour Relations	Percentage compliance to submission of invoices within 10 days of receipt of Treasury Office	N/A	New	Percentage compliance to submission of invoices within 10 days of receipt of Treasury Office	100%	N/A	100%	5	0.00	0.00	Not achieved	More meetings will be scheduled in the 3rd Quarter	2017/03/30	Report Minutes, Attendance Register	
TREA 91	MTD 8	Municipal Transformation on & Institutional Development	Fleet Management	Percentage compliance to submission of invoices within 10 days of receipt of Treasury Office	All wards	0	Percentage compliance to submission of invoices within 10 days of receipt of Treasury Office	100%	N/A	100%	0%	0.00	0.00	Not achieved	All tasks are to be monitored and type as finished	2017/03/30	Summary report of the infrastructure companies	
TREA 97	GQFP 6	Good Governance and Public Participation	Internal Auditing	Percentage compliance to submission of invoices within 10 days of receipt of Treasury Office	All wards	Nil	Percentage compliance to submission of invoices within 10 days of receipt of Treasury Office	100%	N/A	100%	0%	0.00	0.00	Not achieved	Comprehensive Action Plan has been approved by council	30/06/2017	Internal audit report	
TREA 100	BSD 4	Basic Services Delivery	Water Revenue Water Reduction	Percentage compliance to submission of invoices within 10 days of receipt of Treasury Office	All wards	85	Percentage of Urban Water Meters read	87	R 0.00	87	75%	R 0.00	R 0.00	Not Achieved	Water metering and meter such	2017/06/30	Water metering and meter such	
TREA 101	BSD 4	Basic Services Delivery	Water Revenue Water Reduction	Percentage compliance to submission of invoices within 10 days of receipt of Treasury Office	All wards	4	Percentage of Rural Water Meters read	6	R 0.00	6	5%	R 0.00	R 0.00	Not Achieved	Water metering and meter such	2017/06/30	Water metering and meter such	
TREA 102	BSD 4	Basic Services Delivery	Water Revenue Water Reduction	Percentage compliance to submission of invoices within 10 days of receipt of Treasury Office	N/A	Households measuring	Percentage compliance to submission of invoices within 10 days of receipt of Treasury Office	100%	R 0.00	100%	No actual accurate figure could be established			Not Achieved	Water metering and meter such	2017/02/28	Report on Indigent Support o MAMCO	

REGULATED : Local Government: Municipal Planning and Performance Management Regulations, 2001
Unique Municipal Department Indicator
Municipal Cross Cutting Indicators

SINOP REF	IDP REF	INDICATOR KPA	Programme	Measurable Objective / Output (PROJECT)	Locality	Baseline/ Status Quo	Annual KPI Output	Annual Target	Annual Budget	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress	Progress, Challenges And Remedial Action Blockages/ Measures to	Revised	POE	Departments Comments
NAME OF OFFICIAL: Sibongile Mthli																		
SIGNATURE OF OFFICIAL:																		
DESIGNATION OF OFFICIAL: General Manager Financial Services																		
DATE:																		
NAME OF OFFICIAL: Fani Van Rooyen																		
SIGNATURE OF OFFICIAL:																		
DESIGNATION OF OFFICIAL: Manager Equity and Accounts																		
DATE:																		
NAME OF OFFICIAL: Ntokozo Mkhize																		
SIGNATURE OF OFFICIAL:																		
DESIGNATION OF OFFICIAL: Manager Supply Chain Management																		
DATE:																		
NAME OF OFFICIAL: Fano Ngubane																		
SIGNATURE OF OFFICIAL:																		
DESIGNATION OF OFFICIAL: Manager Budget Office																		
DATE:																		

[illegible]

SDRP REF	IDP REF	National RPA	Programme	Measurable Objective / Output (PROJECT)	Locality	Baseline/ Status Quo	Annual KPI Output	Annual Target	Annual Budget	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress, Challenges And Remedial Action			POE	Departments	Comments
														Progress	Blockages	Measures to			



PERSONS RESPONSIBLE: GENERAL MANAGER, CORPORATE SERVICES, WUTHIET BAYO

SDBP REF	IDP REF	National KPA	Programme	Measurable Objective	Locality	Baseline/ Status Quo	Annual KPI	Annual Target	Annual Budget Information	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress (Achieved/ Not Achieved)	Blockages/ Challenges	Measures to Improve Performance	Revised Timeline To Achieve Target	POE
CS 1	MTD 1		Organisational Performance Management System	OFMS Quarterly Reviews	NA	New	Percentage compliance with submission of performance information	100%	N/A	100%	100%	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Proof of notification Proof of submission (Email) AND Acknowledging receipt of complete information
CS 2	MTD 1		Organisational Performance Management System	Adoption of Annual Report	NA	New	Percentage compliance with submission of Annual Report completion	100%	N/A	100%	100%	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Proof of notification Proof of submission (Email) AND Acknowledging receipt of complete information
CS 3	MTD 1	Municipal Transformation & Institutional Development Unit	ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM	Individual Performance Management Systems	N/A	10%	Percentage Performance Management Systems implemented for employees up to level 7	100%		Monitoring and reporting	100%	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Report on IPMS Implementation on to MANCO/Ext ended Minutes
CS 4	MTD 2		EMPLOYEE WELLNESS	EHW programmes	N/A	4	Number of EHW programmes Implemented	4	320440-000-060	2	3	22 297.16	127 702.84	ACHIEVED	N/A	N/A	N/A	Evaluation report to MANCO/Ext ended Committee Resolution of MANCO/Ext ended
CS 5	MTD 2				N/A	6	Number of hospitality hearings in the cases of ill health concluded	4		2	3	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Minutes of Incapacity Meeting Attendance Register



PERSONS RESPONSIBLE: GENERAL MANAGER CORPORATE SERVICES, NUMWE TBAKO																		
SUBIP REF	IDP REF	National KPA	Programme	Measurable Objective	Locality	Baseline/ Status Quo	Annual KPI	Annual Target	Annual Budget Information	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress, Challenges And Remedial Action				POE
														Progress (Achieved/ Not Achieved)	Blockages/ Challenges	Measures to Improve Performance	Revised Timeframe To Achieve Target	
CS 6	MTD 2		EMPLOYEE WELLNESS	EHW programmes	N/A	Nil	Number of Add'l Inc Health Assessments done	4	R 150 000.00	2	3	0.00	0.00	Achieved	N/A	N/A	N/A	Health assessment report to MANCOEX ended Committee Minutes
CS 7	MTD 3				N/A	100%	Percentage Implementation in WSP based on No. of programmes	100	321540-020-050	40%	47%	487 784.20	2 502 215.60	Achieved	N/A	N/A	N/A	Training Report to MANCOEX ended Minutes
CS 8	MTD 3		TRAINING AND DEVELOPMENT	Training & Development	N/A	Nil	Date of Career Exhibitions held relating to Municipality Key Focus Areas	31-Dec-16		31-Dec-16	25-Oct-16	0.00	0.00	Achieved	N/A	N/A	N/A	Attendance Register Programme of event
CS 9	MTD 3	Municipal Transformation & Institutional Development					Number of Employees with Disabilities benefited on Training program's held	8	R 3 000 000.00	4	4	0.00	0.00	Achieved	N/A	N/A	N/A	Attendance Register Programme Report to MANCOEX ended Extract of Minutes of MANCOEX ended
CS 10	MTD 4		SOURCING AND PLACEMENT	Sourcing and Placement	N/A	2	Number of Sourcing and Placement group inductions done	2		1	2	0.00	0.00	Achieved	N/A	N/A	N/A	Attendance Register Programme of event
CS 11	MTD 5		LABOUR	Education and	N/A	4	Number of education/awareness programmes on labour related issues conducted	4	N/A	2	2	0.00	0.00	Achieved	N/A	N/A	N/A	Attendance Register Programme of event
									R 0.00	R 0.00								

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PERSON RESPONSIBLE: GENERAL MANAGER- CORPORATE SERVICES/MIWE ISARD																		
SIBIP REF	IDP REF	National KPA	Programme	Measurable Objective	Locality	Baseline/Status Quo	Annual KPI	Annual Target	Annual Budget Information	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress (Achieved/Not Achieved)	Blockages/Challenges	Measures to Improve Performance	Revised Timeline To Achieve Target	POE



PERSON RESPONSIBLE GENERAL MANAGER CORPORATE SERVICES MUMI TSOLO

SDBP REF	IDP REF	National KPA	Programme	Measurable Objective	Locality	Baseline/ Status Quo	Annual KPI	Annual Target	Annual Budget Information	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress (Achieved/ Not Achieved)	Blockages/ Challenges	Measure to Improve Performance	Revised Timeframe To Achieve Target	POE
CS 22	MTD 7			Compliance with leave and sick leave management	N/A	N/A	Number of compliance checklists on leave management	2	N/A	1	1	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Completed compliance Checklist signed off by GMCS
CS 23	MTD 7		HR ADMINISTRATION		N/A	N/A	Number of compliance reports on leave management	4	N/A	2	2	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Report on Leave Compliance Analysis to MANCOC ended Extract of Minutes MANCOC ended
CS 24	MTD 7			Selection and Recruitment	N/A	N/A	Turn around time of filling of positions upon approval of authority to employ	2 months	N/A	2 months	2 months	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Register of received authority to employ & recommendation of the interview panel
CS 25	MTD 7			Selection and Recruitment	N/A	70%	Percentage achievement of approved employment equity plan within the first three layers of management	70	N/A	70%	70%	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Report to MANCOC ended
CS 26	MTD 7		HR ADMINISTRATION		N/A	N/A	Percentage compliance on overtime management to 40 hour requirement	100	N/A	100%	100%	0.30	0.00	ACHIEVED	N/A	N/A	N/A	MANCOC ended Resolution
CS 27	MTD 7			Overtime management	N/A	N/A	Percentage reduction of overtime costs	20	N/A	10%	70%	0.00	0.00	ACHIEVED	N/A	N/A	N/A	System Report
CS 28	MTD 7				N/A	N/A	Percentage compliance on acting appointments for 6 months	100	N/A	100%	100%	0.10	0.00	ACHIEVED	N/A	N/A	N/A	System Report

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PERSON RESPONSIBLE: CLERICAL NUMBER: CORPORATE SERVICES UNIT: 134 NO																		
SDBP REF	IDP REF	National KPA	Programme	Measurable Objective	Locality	Baseline/ Status Quo	Annual KPI	Annual Target	Annual Budget Information	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress (Achieved/Not Achieved)	Blockages/ Challenges	Measures to Improve Performance	Revised Timeline To Achieve Target	POE
Progress, Challenges And Remedial Action																		



PERSON RESPONSIBLE: GENERAL MANAGER CORPORATE SERVICES/UTW/ET/PAAD																		
SDBP REF	IDP REF	National KPA	Programme	Measurable Objective	Locality	Baseline/ Status Quo	Annual KPI	Annual Target	Annual Budget Information	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress, Challenges And Remedial Action			POE	
														Progress (Achieved/ Not Achieved)	Blockages/ Challenges	Measures to Improve Performance		Revised Timeframe To Achieve Target
CS 39	MTD 9			Review of the Standing Rules and Order of Council	N/A	N/A	Date of the Review of the Standing Rules and Orders of Council	31-Dec-16	N/A	31-Dec-16	01-Sep-16	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Council Resolution
CS 40	MTD 9			Review of the Delegations Framework	N/A	N/A	Date by when the Review of the Delegations Framework for Council committees is done	31-Dec-16	N/A	31-Dec-16	01-Sep-16	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Council Resolution
CS 41	MTD 9			Exco and Council Resolutions	N/A	N/A	Frequency of analysed reports on the Implementation of Exco and Council Resolutions	Quarterly	N/A	2	2	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Report on the Analysis of the Exco and Council Resolution Implementation on to MANCO/ET ended
CS 42	MTD 9	Municipal Transformation & Institutional Development	Secretariat Services	Legislative Compliance	N/A	Quarterly	Frequency of Council Minutes Published to the Website	Monthly	N/A	6	6	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Copy of Website Publication
CS 43	MTD 9						N/A	Quarterly	Frequency of Updates of the Confirmed Minutes for Portfolio Committees, Exco and Council uploaded to	4	N/A	3	3	0.00	0.00	ACHIEVED	N/A	N/A
				Resolutions Dissemination			Percentage compliance on Implementation		N/A	100%	100%	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Compliance report by Scorecard to



PERSON RESPONSIBLE: GENERAL MANAGER, CORPORATE SERVICES, MUDIGETI BAND

SDBIP REF	IDP REF	National KPA	Programme	Measurable Objective	Locality	Baseline/ Status Quo	Annual KPI	Annual Target	Annual Budget Information	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress (Achieved/ Not Achieved)	Blockages/ Challenges	Measures to Improve Performance	Revised Timeline To Achieve Target	POE
CS 44	MTD 9			100 of Council, EXCO, Manco and Extended MANCO resolutions	N/A	N/A	100	100	N/A	100%	0.00	0.00	0.00	ACHIEVED				Extract of Minutes MANCO/Ext ended
CS 45	MTD 9			Percentage compliance with committee's procedure manuals on the submission of reports by Department	N/A	N/A	100	100	N/A	100%	0.00	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Analysis Report to MANCO/Ext ended
CS 46	MTD 9			Percentage of Completed ad hoc translation services	N/A	N/A	100	100	N/A	100%	0.00	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Quarterly report to MANCO/Ext ended and translated document
CS 47	MTD 9		Secretariat Services	Number of Awareness Workshops for PAs and Admin Assistants in Minute Taking and Editing	N/A	N/A	2	2	N/A	1	0.00	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Attendance Register Programme
CS 48	MTD 10			Frequency of Security Awareness Sessions held	N/A	N/A	Quarterly	Quarterly	N/A	2	0.00	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Agenda Attendance Register
CS 49	MTD 10		SECURITY	Date by when surveillance cameras at entrances and exits of 5 sites will be installed	N/A	N/A	30 June 2017	30 June 2017	280120-020-050	05-Dec-16		0.00	0.00	ACHIEVED	N/A	N/A	N/A	Assessment Report to MANCO/Ext ended
										R 0.00								Extract of Minutes MANCO/Ext ended

Municipal Transformation & SECURITY

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SDBP REF	IDP REF	National NPA	Programme	Measurable Objective	Locality	Baseline/ Status Quo	Annual KPI	Annual Target	Annual Budget Information	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress, Challenges And Remedial Action				POE
														Progress (Achieved/Not Achieved)	Blockages/ Challenges	Measures to Improve Performance	Revised Timeframe To Achieve Target	
CS 55	MTD 11	Municipal Transformation & Institutional Development	RECORDS MANAGEMENT	PAA Compliance	N/A	100%	Percentage compliance to time taken to respond to PAA requests received (within 30 days)	100	N/A	100%	100%	0.00	0.00	ACHIEVED	N/A	N/A	N/A	PAA Schedule of received requests and response
CS 56	MTD 11				N/A	30 April 2016	Date by which Section 32 PAA report is submitted to Human Rights Commission	30 April 2017	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
CS 57	MTD 11		Records Management Tender Room Administration		N/A	N/A	Percentage documentation in respect of tenders filed	100	N/A	92%	92%	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Completed checklist and signed verification by CFO and GMCs
CS 58	MTD 11		Awareness and Training		N/A	N/A	Number of Records Management Awareness sessions held with Departments	5	N/A	2	4	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Attendance Register Programme
CS 59	MTD 12		EXIT MANAGEMENT	Exit Management Compliance	N/A	N/A	Percentage interviews conducted for exiting employees	60	N/A	60%	60%	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Completed Questionnaire for exiting employees termination list
CS 60	MTD 13		TALENT MANAGEMENT	Compliance with Talent Management	N/A	N/A	Date by when the Talent Management strategy or Policy is adopted and implemented	31-Mar-17	N/A	Draft Policy	30-Sep-16	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Draft Talent Management Policy



PERSON RESPONSIBLE: GENERAL MANAGER CORPORATE SERVICES/UTWINE TSANO																		
SDBIP REF	IDP REF	National KPA	Programme	Measurable Objective	Locality	Baseline/ Status Quo	Annual KPI	Annual Target	Annual Budget Information	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress, Challenges And Remedial Action			POE	
														Progress (Achieved/ Not Achieved)	Blockages/ Challenges	Measures to Improve Performance		Revised Timeframe To Achieve Target
CS 61	MTD 14				N/A	N/A	Number of awareness sessions held to Organisations/ Culture and Values	2	N/A	1	2	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Attendance Registers Programme of event
CS 62	MTD 14		ORGANISATIONAL CULTURE	Development of organisational culture surveys conducted	N/A	N/A	Date organisational culture surveys conducted	30-Sep-16	N/A	30 Sept 2016	30 Sept 2016	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Report & Analysis on Survey to MANCO/Ext ended
CS 63	MTD 15	Municipal Transformation & Institutional Development		Development of New Office Beach offices	N/A	90%	Percentage expenditure of 2016/17 budget for the development of offices for offices for Water Services/Tourism/SCDA at Oco Beach site	80	R 10 000 000.00	30%	7%	684 933.00	9 315 067.00	NOT ACHIEVED	Processes in award of bids and budget allocation for the term of the constitution i.e. multi year budgets confirmation	Intervention held with stakeholders	31 March 2017	Architects report to MANCO/Ext ended
CS 64	MTD 15		FACILITIES MANAGEMENT	Building Maintenance Plan	N/A	N/A	Date by when the Long term Building Maintenance Plan is completed	30 Sept 2016	260065-020-050	30-Sep-16	30-Sep-16	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Long term Maintenance Plan
CS 65	MTD 15			Frequency of reporting on the implementation of the annual building maintenance plan	N/A	Quarterly	Frequency of reporting on the implementation of the annual building maintenance plan	Quarterly	260065-020-050	Implementation of annual maintenance plan	2	303 840.76	469 388.74	ACHIEVED	N/A	N/A	N/A	Progress report on the Annual maintenance Plan to MANCO/Ext ended
																		Extract of Minutes MANCO/Ext ended



SDGP REF	IDP REF	National KPA	Programme	Measurable Objective	Locality	Baseline/ Status Quo	Annual KPI	Annual Target	Annual Budget Information	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress, Challenges And Remedial Action				PQE
														Progress (Achieved/ Not Achieved)	Blockages/ Challenges	Measures to Improve Performance	Revised Timeline To Achieve Target	
CS 66	MTD 15			Refurbishment of Park Rynle standby quarters	N/A	10%	Percentage expenditure of 2016/17 budget for the development of Park Rynle standby quarters	90	R 2,500,000.00	35%	52%	1,300,315.52	1,199,684.48	ACHIEVED	N/A	N/A	N/A	Invoices Architects report to MANCOEXT ended
CS 67	MTD 15		FACILITIES MANAGEMENT	Development of New Disaster site offices for Corporate services and offices and Council Chambers	N/A	80%	Percentage expenditure of 2016/17 budget for the development of offices for Corporate Services and Council chambers	80	R 10,000,000.00	30%	0%	0.00	0.00	NOT ACHIEVED	Processes in award of bids and budget allocation for the term of the construction i.e. multi year budgets confirmation	Tender Award done	31 March 2017	Invoices Architects report to MANCOEXT ended
CS 68	MTD 15			Policy Review	N/A	Nil	Date by when Review of Facilities Management Policy done	31-Mar-17	N/A	Review of Facilities Management Policy	10-Nov-16	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Draft Reviewed Policy
CS 69	MTD 16		Municipal Transformation & Institutional Development	Contract Administration	All wards	Nil	Percentage compliance to contractual obligations, 1 report / quarter for CS	100	N/A	100%	100%	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Quarterly report
CS 70	MTD 16			Litigation cases resulted against municipality	All wards	nil	Percentage compliance with 1 week time-frame on litigation cases resulted against municipality	100	N/A	100%	100%	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Proof of submission (Email)



PERSON RESPONSIBLE: GENERAL MANAGER CORPORATE SERVICES MUYHE TSAMO

SIBIP REF	IDP REF	National KPA	Programme	Measurable Objective	Locality	Baseline/ Status Quo	Annual KPI	Annual Target	Annual Budget Information	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress (Achieved/Not Achieved)	Blockages/ Challenges	Measures to Improve Performance	Revised Timeframe To Achieve Target	POE
CS 71	GGPP 2		District Wide Intergovernmental Relations	Functional IGR Structures	All wards	All	Percentage compliance by CS on submission of IGR reports within required timeframes	100	N/A	100%	100%	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Proof of notification and submission (Email)
CS 72	GGPP 8		Internal Auditing	Monitoring Implementation on AG (SA) Management/ Corrective Action Plan	All wards	Nil	Percentage reduction of AG queries	100	N/A	100%	100%	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Internal audit Report
CS 73	GGPP 13		Back to Basics Programme	Implementation of Back to Basics Programme	All wards	Nil	Back to Basics reports submitted	16	N/A	8	8	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Report, Proof of submission AND acknowledgment of compliance
CS 75	GGPP 13		Back to Basics Programme	Implementation of Back to Basics Programme	NA	New	Implementation of Back to Basics support plan	100	N/A	100%	100%	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Report, Proof of submission AND acknowledgment of compliance
CS 76	GGPP 14				NA	7	Number of new network sites (WS) connected to the Ugu WAN	5	32/1905-020-050	Selection and approval of sites for network implementation and contract arrangements	5	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Signed Contract Document



SDBIP REF	IDP REF	National KPA	Programme	Measurable Objective	Locality	Baseline/ Status Quo	Annual KPI	Annual Target	Annual Budget Information	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress, Challenges And Remedial Action				POE
														Progress (Achieved/ Not Achieved)	Blockages/ Challenges	Measures to Improve Performance	Revised Timeline To Achieve Target	
CS 77	GGPP 14	Good Governance and Public Participation	Information Communication Technology	ICT Facilities and Infrastructure Resources	N/A	HPrath 4000 VS	Date by when the internet is to be upgraded	30-Jun-17	260510-020-050	Award of Service Provider to upgrade the PBX	13 Dec 2016	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Letter of Award
CS 78	GGPP 14				N/A	N/A	Date by when the internet is migrated to MS Share-Print	30-Jun-17	321800-020-050	SCM Processes	28 Nov 2016	241 400.00	38 600.00	ACHIEVED	N/A	N/A	N/A	Order Contract
CS 79	GGPP 15			ICT Equipment	N/A	N/A	Date by when the ICT Server room equipment schedule will be developed	30-Sep-16	N/A	Audit of server rooms and update of templates (7 server rooms)	30 Sep 2016	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Signed off server room equipment Schedule Report to ICT Steering Committee Extract of Minutes ICT Steering Committee
CS 80	GGPP 16			ICT Service Continuity and Availability Assurance	N/A	N/A	Date by which the Disaster Recovery simulation is done for Core Systems	31-May-17	N/A	N/A	N/A	0.00	0.00	N/A	N/A	N/A	N/A	N/A
CS 81	GGPP 16				N/A	2	Number of successful system restores (Core Systems)	12	N/A	6	6	0.00	0.00	ACHIEVED	N/A	N/A	N/A	6 restore reports



PERSON RESPONSIBLE - OFFICIAL NAME OF CORPORATE SERVICES UNIT/TEAM

SDBP REF	IDP REF	National KPA	Programme	Measurable Objective	Locality	Baseline/Status Quo	Annual KPI	Annual Target	Annual Budget Information	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress (Achieved/Not Achieved)	Blockages/Challenges	Measures to Improve Performance	Revised Timeline To Achieve Target	POE
CS 82	GGPP 16				N/A	1	Number of backups stored off site (Core Systems)	12	321240-020-050	6	6	33 000.00	242 781.57	ACHIEVED	N/A	N/A	N/A	6 off site storage delivery rolls
CS 83	GGPP 17	Good Governance and Public Participation	Information Communication Technology		N/A	N/A	Percentage CS Compliance with ICT Governance Phase 1 - Enabling environment	100%	N/A	50%	78%	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Governance Monitoring Tool analysis - Enablement Phase to ICT Steering Committee
CS 84	GGPP 17			ICT Governance	N/A	N/A	Percentage CS Compliance with ICT Governance Phase 2 - Implementation	100%	N/A	45%	55%	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Extract of Minutes ICT Steering Committee
CS 85	GGPP 17			ICT Security Management	N/A	N/A	Date Digitalisation/Implementation of a Security Awareness session is done	30-Sep-16	N/A	30-Sep-16	30-Sep-16	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Digital ICT Awareness DVD
CS 86	GGPP 18			ICT Security Management	N/A	N/A	Percentage new employees, requiring ICT Services, orientated through digitised ICT Security Awareness	100	N/A	100%	100%	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Sign off after each simulation by new employee



SDIP REF

PERSONAL RECORDS OF GENERAL MANAGER, CORPORATE SERVICES, VUYWE T2840

SDIP REF	IDP REF	National KPA	Programme	Measurable Objective	Locality	Baseline/ Status Quo	Annual KPI	Annual Target	Annual Budget Information	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress (Achieved/Not Achieved)	Blockages/ Challenges	Measures to Improve Performance	Revised Timeframe To Achieve Target	POE
							sessions											
CS 87	GGPP 19			ICT Incident Management	N/A	2	Frequency of submission of analysed ICT Service desk logs	Quarterly	N/A	2	2	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Quarterly report to ICT Steering Committee
CS 88	GGPP 19				N/A	N/A	Number of ad hoc user reviews conducted	120	N/A	60	64	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Extract of Minutes ICT Steering Committee
CS 89	GGPP 20	Good Governance and Public Participation	Information and Communication Technology		N/A	95%	Percentage of Network availability	95	321605-020-050	95%	97%	642 000.00	30 648.29	ACHIEVED	N/A	N/A	N/A	Quarterly report to ICT Steering Committee
CS 90	GGPP 20			ICT Service Availability	N/A	N/A	Number of WS sites with VOIP Phones implemented	5	260510-020-050	Procurement of VOIP equipment and readiness of PBX	5	11 250.00	406 759.00	ACHIEVED	N/A	N/A	N/A	SCM Documentation
CS 91	GGPP 20				N/A	N/A	Percentage Service Licence Agreements Management to core systems	100	320740-020-050	100%	100%	4 597 440.23	1 284 736.61	ACHIEVED	N/A	N/A	N/A	Register of Licences
CS 92	GGPP 20				N/A	Apr-16	Date by which the audit of Microsoft software is done	31 May-17	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	SLA's/Contr acts



PERSON RESPONSIBLE: GENERAL MANAGER, CORPORATE SERVICES, KULUWE TOWN																		
SDBP REF	IDP REF	National KPA	Programme	Measurable Objective	Locality	Baseline/ Status Quo	Annual KPI	Annual Target	Annual Budget Information	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress, Challenges And Remedial Action			POE	
														Progress (Achieved/ Not Achieved)	Blockages/ Challenges	Measures to Improve Performance		Revised Timeframe To Achieve Target
CS 93	GGPP 20				N/A	N/A	Frequency of submission of software usage vs. licensing reports	Quarterly	N/A	2	2	0.00	0.00		ACHIEVED	N/A	N/A	Quarterly report to ICT Steering Committee
CS 94	GGPP 20		Information Communication Technology	ICT Service Availability	N/A	100%	Percentage compliance with the Website legislative requirements	60	N/A	80%	100%	0.00	0.00		ACHIEVED	N/A	N/A	Extract of Minutes ICT Steering committee
CS 95	GGPP 20				N/A	N/A	Frequency of submission of website activity reports	Quarterly	N/A	2	2	0.00	0.00		ACHIEVED	N/A	N/A	Quarterly Website compliance check list to ICT Steering committee
CS 96	CCI 15	Good Governance and Public Participation		Forums for Disaster Risk Management DDMAF	All wards	4	Number of Co-ordinated Forums for Disaster Risk Management DDMAF	4	R 40 000.00	2	2				ACHIEVED	N/A	N/A	Extract of Minutes ICT Steering Committee
CS 97	CCI 15		Integrated Institutional Capacity for Disaster Risk Management DDMA	Forums for Disaster Risk Management District Practitioners	All wards	10	Number of Co-ordinated Forums for Disaster Risk Management District Practitioners	6	R 10 000.00	3	3	64 535.40	2 019 707.62		ACHIEVED	N/A	N/A	Website usage Report
CS 98	CCI 15		Ward Based Structures Committee Meetings		All wards	12	Number of Ward Based disaster management Structures/ Committee	16	R50,000.00	8	8				ACHIEVED	N/A	N/A	Attendance Registrar Programme

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SIBIP TIEF	IDP REF	National KPA	Programme	Measurable Objective	Locality	Baseline/ Status Quo	Annual KPI	Annual Target	Annual Budget Information	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress, Challenges And Remedial Action				POE
														Progress (Achieved/Not Achieved)	Blockages/ Challenges	Measures to Improve Performance	Revised Timeframe To Achieve Target	
CS 104	CCI 18			Risk Management Response, Recovery, Relief and Rehabilitation in Strategy	All wards	100%	Percentage implementation of Disaster Risk Management response, recovery, relief and rehabilitation strategy	100	N/A	100%	100%	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Monthly progress report to MANCO/Ext ended
CS 105	CCI 18		Response and Recovery		All wards	New	Turn around time to respond to reported incidents	24 hours	R 0.00	24 hours	24 hours	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Systems Report Assessment Forms
CS 106	CCI 18			Review of Fire and Rescue Services Strategy	All wards	1	Date Review of district wide fire and rescue services Strategy done	30-Jun-17	R 0.00	Draft Strategy submitted to DM/AF	01-Nov-16	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Attendance Register Programme
CS 107	CCI 18			Purchase of vehicles/Ski d Unit) to assist LK's with fire fighting	All wards	Nil	Date by when fire fighting vehicle purchased to assist Local Municipalities	30-Jun-17	R 0.00	Appointment of Service Provider	12-Dec-16	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Appointment Letter
CS 108	CCI 18			Bylaws enforcement awareness campaigns	All wards	12	Number of Awareness campaigns on Enforcement of Bylaws conducted	12	200 000	6	6	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Attendance Register Programme
CS 109	CCI 18		Response and Recovery	Field operations guidelines	All wards	Nil	Number of Field Operations Guidelines Developed	2	N/A	Implementation of Field Operations Guidelines	2	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Monthly Report to MANCO/Ext ended Extract of Minutes MANCO/Ext ended

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PERSON RESPONSIBLE: GENERAL MANAGER CORPORATE SERVICES VUYIWE TSAKO																		
SDBP REF	IDP REF	National KPA	Programme	Measurable Objective	Locality	Baseline/ Status Quo	Annual KPI	Annual Target	Annual Budget Information	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress, Challenges And Remedial Action				POE
														Programs (Achieved/ Not Achieved)	Blockages/ Challenges	Measures to Improve Performance	Revised Timeframe To Achieve Target	
CS 116		Cutting Interventions	Information Management and Communication	Resolution of Incidents	All wards	N/A	Percentage resolution of incidents logged on the District Disaster Management Control Centre System	90	N/A	90%	100%	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Quarterly Report - City Call system Report
CS 117			Expenditure Management	Payment of Creditors within 30 days	N/A	New	Percentage of invoices within 10 days of receipt to Treasury Office	100	N/A	100%	100%	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Monthly Departmental control sheet
CS 118		Municipal Financial Viability and Management	Supply Chain Management	Vendor Management	N/A	New	Percentage compliance with Vendor Management Committee resolution	100	N/A	100%	100%	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Percentage compliance with Vendor Management Committee resolution
CS 119					N/A	New	Number reports for vendor performance	12		8	6	0.00	0.00	ACHIEVED	N/A	N/A	N/A	Report on implementation of resolutions
END																		

INDICATORS:	
REGULATED : Local Government: Municipal Planning and Performance Management Regulations, 2001	
Unique Municipal Department Indicator	
Municipal Cross Cutting Indicators	

NAME OF OFFICIAL: Vuyiwe Tsako	
SIGNATURE OF OFFICIAL:	
DESIGNATION OF OFFICIAL: General Manager Corporate Services	
DATE:	
NAME OF OFFICIAL: Vela Mazibuko	
SIGNATURE OF OFFICIAL:	
DESIGNATION OF OFFICIAL: Senior Manager Human Resources	



PERSONAL INFORMATION: GENERAL MANAGER CORPORATE SERVICES WIVIMILI SAKO																	
SDBIP REF	IDP REF	National KPA	Programme	Measurable Objective	Locality	Baseline/ Status Quo	Annual KPI	Annual Target	Annual Budget Information	Midyear Target	Midyear Actual	Budget Spent	Budget Remaining	Progress, Challenges And Remedial Action			POE
														Progress (Achieved/ Not Achieved)	Blockages/ Challenges	Measures to Improve Performance	
DATE:																	
NAME OF OFFICIAL: Makhosi Gobhozi																	
SIGNATURE OF OFFICIAL:																	
DESIGNATION OF OFFICIAL: Manager Disaster Management																	
DATE:																	



Mid-Term Review

For The Period July 2016 to December 2016

Submission: January 2017

Prepared by:

Justin Mackrory- CEO
Deborah Ludick – GM: Finance & HR

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1. Introduction

This Mid Term Review is based on the provisions and targets as contained within Ugu South Coast Tourism's (USCT) Tourism Strategy 2013-2017, associated Annual Plan and Quarterly performance outcomes.

This review is for the period July 2016 until the end of December 2016 and incorporating Quarters 1 and 2 for the 2016/2017 Financial Year.

This review will also include any budgetary adjustments which are required within the revised Annual Plan to and have been approved by USCT Board on 19 January 2016.

For ease of consultation, this Mid Term Review is reported on in terms of the entities strategic objectives set out in the Tourism Strategy, being:

- Strategic Objective 1: ***To ensure that the company operations are compliant with all regulatory frameworks***
- Strategic Objective 2: ***To Capacitate the company in terms of personnel in accordance with the organisational organogram***
- Strategic Objective 3: ***Sustain and develop operations of district wide Visitor Information Centres (VIC's)***
- Strategic Objective 4: ***Provide staff development***
- Strategic Objective 5: ***To contribute to the growth in the District tourism economy through visitor volume growth and the application of the Marketing Action Plan (MAP)***
- Strategic Objective 6: ***Utilise Events as a Conduit for Profiling the South Coast and Contribution to Visitor Volume Growth: The hosting and presentation of events in conjunction with South Coast stakeholders and/or third party entities directly or through facilitation will be a fundamental thrust for the South Coast and hinterland***
- Strategic Objective 7: ***Establish and Sustain Stakeholder Communications***
- Strategic Objective 8: ***Ensure Effective Awareness of Socio-Economic Conditions through Tourism***
- Strategic Objective 9: ***Capacitate People for Sustaining Livelihoods through Tourism***
- Strategic Objective 10: ***Ensure participation in tourism management and ownership of tourism products by local communities***
- Strategic Objective 11: ***Develop unique and sustainable tourism products and events***
- Strategic Objective 12: ***Ensure that DM/LM coastal management/ development projects are activated***
- Strategic Objective 13: ***Create an enabling environment for tourism investment***
- Strategic Objective 14: ***Ensure that tourism support infrastructure is adequately provided and/or maintained***

2. Administration

Operationally, USCT has:

- Progressed towards compliance with Municipal Standard Chart of Accounts as per treasury regulations.
- Implemented national supply chain requirements for service providers to be register on National Treasury's Central Supplier Database.
- Submitted a proposal to the Municipal Manager's Forum to have USCT become the de facto film office for the district.
- Appointed Ms Londiwe Xolo as a Supply Chain Assistant in our administration section.
- Lost the services of Mr Khumbulani Khumalo to Richmond LM. Board has determined that his position will not be filled however the post of GM Development will be advertised early in 2017.
- Concluded the marketing and communications contract with Ms. Nikki Tilley from The Media Mogul and have appointed Ms Kay Robertson as GM Marketing and Events whose role with USCT commences from 1 January 2017.
- Achieved a Clean Audit from the Auditor General for the 2015/2016 Financial Year.
- Completed certain Visitor Information Centre Upgrades at Scottburgh, Shelley Beach, Margate, Hibberdene and Munster.
- Concluded contractual arrangements with the Southern Explorer Association (SEA) for the 2017 Southern Explorer Route Guide and Wozani Africa in lieu of the South Coast Bike Fest in 2017.

- Entered into preliminary discussions in terms of a MoU with Eastern Cape Parks and Tourism for cross border cooperation.
- Acknowledged that the annual Tourism Strategy 2013-2017 effectively concludes at the end of this financial year and the Review and drafting of the next five year strategy will commence early in 2017.
- Complied with all MFMA, Audit Committee and Ugu DM reporting requirements.
- Continued with VIC Supervisor meetings to assist in the smooth administration of our outlets.
- Retained representation on the KZN Provincial Tourism Committee (PTC) and KZN Provincial Tourism Forum (PTF) - the latter has been functional but due to MEC transition a PTC meeting did not occur within the reporting period.
- Inter Government Relations (IGR) have continued via dealings with provincial/national tourism departments and with local government and relating to IDP, Town/Regional Planning, Municipal Manager's Forums, Coastal Management Planning and special product development (e.g. Mount Nebo in Umuziwabantu).
- Established a good working relationship with the newly established Ugu South Coast Development Agency, and entered agreements with them regarding the implementation of the Umzumbe River Trails project (from the SC Multi Trails proposal 2014) and finalization of the KwaXolo Cave Project aimed at being presented by March 2017

In terms of our Area Committees, 11 committees are functional and with varying degrees of success. Our 11th committee for Umzumbe is our first committee constituted solely of emerging tourism business members representing developmental tourism enterprises and product; albeit it has experienced slow start up results.

Through the CEO/Area Committee Chairs Forum:

- Sustained engagement with the private tourism sector proceeds however, they do experience frustration in certain respects regarding to supply chain regulations and payment processing.
- Localised tourism matters and issues are brought to the attention on USCT as well as feedback relating to safety and security.
- Committees have been briefed about MSCOA requirements and the need for each to ensure that their 2017/18 Business Plans are accurate and generally outlays from our grants are based on capital expenditure.
- The new board approved Area Committee Terms of Reference has been noted and will be fully explained to members at each Area Committee Forum's AGM early in 2017.

The CEO/Area Chair's Forum meetings are well attended by the private sector however there remains a dearth of attendance by certain LM officials. It is pleasing that regular attendance is being enjoyed by SAPS as an added point of reference within our Sunny and Safe campaign.

Our Visitor Information Centres/Outlets are still fully operational and well managed. USCT may within this financial year contemplate the privatisation of the Southbroom VIC as a cost saving measure.

Due to certain administrative and advertising sales delays the roll out of strategically located Info Laphas there remains 6 units to be installed before the end of this financial year. Designs are site ready for this purpose.

Company policies and other regulatory requirements are being met in full and are continually being monitored by Board, Audit Committee and Ugu DM Internal Audit. To date and for this reporting period no fundamental concerns have been made concerning our operations.

a. Grant income

Ugu District Municipality has allocated the amounts of R6 764 297 for Marketing and R5 411 436 Development grant funding to the company for the financial year.

Grant funding from the Local Municipalities as follows:

Ray Nkonyeni Municipality	1 911 022
Umdoni Municipality	741 430
Umuziwabantu Municipality	337 400
Umzumbe Municipality.....	427 170
Ugu DM total	12 175 733
Local Municipality total.....	3 417 022
Total grant revenue.....	15 592 755

A challenge has been to receive formal commitment from Ray Nkonyeni and Umdoni LMs relating to increases or adjusted grant allocations since the amalgamation of municipalities into each.

b. Membership income

At present 516 members are registered with USCT and invoiced for payment. Debt collection actions have been implemented to ensure that as many members pay any outstanding dues.

Apathy, enterprise closures, relocations and possibly financial stressors have resulted in a number of memberships being written off as approved by Board in the reporting period. We anticipate in the New Year, membership recruitment will exceed the targeted 50 new members for the financial year. Already 18 have been recruited and paid up and approximately a further 10 are pending.

To date the expected adjustment to the KZN Tourism Act whereby membership to a local Community Tourism Organisation is mandatory has not been formalised and as such USCT cannot enforce compulsory memberships until such time as the act is amended.

The membership's officer has been charged to ensure that higher levels of paid up members emanate from sales calls to prospective members- this to increase the size of membership and associated revenue flows.

Going forward it is probable that USCT may have to review membership subscriptions which have not been increased from the amount of R360.00 (incl. VAT) in for a number of years.

Membership Raised..... 162 778

c. Sponsorship

Total Revenue from Sponsors: Nil

Actual Expenditure of sponsorships: Nil

1. Our trade exchange with Cem Air, for no less than 26 return tickets to/from OR Tambo Airport continues and is a very useful arrangement in terms of our marketing and promotional activities.
2. We anticipate that we shall receive from the MEC (Department of Economic Development Tourism and Environmental Affairs) an amount of R4 million towards the 2017 South Coast Bike Fest and an additional R500 000 from the Ray Nkonyeni Municipality for the same event.

It should be noted that the expected sponsorship from TKZN for the 2016 Sardine Season did not, due to budget constraints materialise and USCT funds had to be utilised to implement the campaign.

Due to this sponsorship not being received in the 2016 year, the anticipation of a grant for the 2017 event has been removed from the adjustment budget. Expenditure has been reduced accordingly.

d. Other Income

The entity earns from commission on ticket sales, interest, kiosk advertising sales and small information office projects.

Other income raised 449 948

e. Expenditure to date

Operational and administration expenditure 3 921 067
Marketing expenditure: 2 566 284
Developmental expenditure: 2 576 830
Capital 109 736
Total expenditure to date: 9 173 917

f. Mid Term Budget Adjustments: January 2017

Mid Term Adjustments Budget : Income	Approved : 2017	Proposed Increase / (Decrease)	Adjusted 2017
Annual grant funding municipal	15 592 752	-	15 592 755
Other grant funding	374 005	(374 005)	-
SCBF funding	-	5 600 000	5 600 000
Other income	920 139	112 324	1 032 463
Reserves to be utilised	1 863 531	630 144	2 493 676
Total	18 750 427	5 968 467	24 718 894

Mid Term Adjustment Budget : Expenditure	Approved : 2017	Proposed increase / (Decrease)	Adjusted 2017
Operations - General	2 421 753	144 567	2 566 320
Maintenance & Repairs	434 645	(108 046)	326 599
Board fees	234 070	-	234 070
Salaries	5 341 752	(31 239)	5 310 513
Marketing	5 155 707	5 237 399	10 393 107
Development	4 622 500	1 011 050	5 633 550
Capital	540 000	(285 264)	254 736
Total	18 750 427	5 968 467	24 718 944

The above summary is the key component adjustments – the fully revised budget is contained within Annexure A.

Based on implementation trends for quarters 1 and 2, anticipated cost consumption for quarters 3 and 4, and the adjustment in the organisational structure, adjustments as submitted are considered necessary.

The primary increase in Marketing is due to the newly establish South Coast Bike Fest, which has an expenditure budget of R 6 200 000. Income related to this event through grant revenue is R4 500 000 and through sponsorships of approximately R1 100 000. Revenue from entry ticket sales, as well as bar takings has not been included in the annual income budget. Within the event budget there is an expected surplus for the year that will be carried forward as per the three year business plan.

The primary increase in the Development budget, is due to an amount of R1 000 000, which was paid to Ugu South Coast Development Agency towards the completion of the KwaXolo Cave Route Project, to fast track the completion of the rural development project by March 2017.

3. Tourism Development

The guiding principle for Ugu SCT's tourism development function and within the 2013-2017 Tourism Strategy is remains towards the enhancement of:

- **People** within the context of:
 - Capacity building and empowerment.
 - Inclusion and fusion from an informal tourism economy into the main stream tourism sector.
 - Awareness of the tourism industry, host community engagement with tourists and prospects for employment.
 - Socio-economic beneficiation through tourism within rural and hinterland areas and within each of our constituent municipal areas.
- **Product** in relation to:
 - Demand rather than supply driven needs and within a principle of feasibility and sustainability.
 - Ownership and/or equity prospects within emergent practitioner groups.
 - Value adding from an experiential perspective.
 - Integrated Development Planning (IDP) priorities at District and Local Municipality levels.
 - Collation of product development potentials into a routed coastal and hinterland trails network.
 - Compliance with regulations and accepted standards and practices.
- **Place** from a position of:
 - Tourism support infrastructure.
 - Destination and/or attraction footprints.
 - Accessibility and consumer comfort perspectives.
 - Urban and peri urban aesthetics.

The following summation highlights the developmental progressions for the entity for the first and second quarters referenced in the Strategic Objectives of the entity. Please refer to the Addendum B of the report for elements not achieved and corrective measures.

Strategic Objective 6: *Utilise Events as a Conduit for Profiling the South Coast and Contribution to Visitor Volume Growth: The hosting and presentation of events in conjunction with South Coast stakeholders and/or third party entities directly or through facilitation will be a fundamental thrust for the South Coast and hinterland*

Key developmental programmes and projects within this objective in Q1 and Q2 are:

- Host or supported local initiated events (sampling)
 - Gamalakhe Time Travel (RNM)
 - Umgobho Wezintombi Maidens Ceremony (Ezinqoleni LM)
 - Umzumbe Business Fair (Umzumbe LM)
 - World Tourism and Heritage Day (RNM)
 - Ingeli Sky Run (Umuziwabantu LM)
 - South Coast Music Festival (Umzumbe LM)
 - Umzumbe Maskandi Festival (Umzumbe LM)
 - Ntelezi Msani Memorial Event (Umzumbe LM)
 - Inkundla Theatre Arts Festival (RNM)
 - Mount Nebo Cultural Festival (Umuziwabantu LM)
 - Gamalakhe Flea Market (RNM)
 - Ugu Film Festival
 - Ugu District Arts Fair
 - Isiqothu Festival (Ugu Sport and Leisure)
 - Kwa Nzimakwe Heritage Competition (RNM)
 - Indigenous Music Festival (RNM)
 - Tamil Association Event (RNM)
 - Amakhono Arts Culture and Heritage Festival (RNM)
 - Ingeli Show (Umuziwabantu LM)
 - Xmas Truck Outreach (RNM)
 - Africa by Africans Cultural Expo (Ezinqoleni LM)
 - Alfred County 150 Year Celebrations (Umuziwabantu LM)

- Institute planning for new events
 - The conceptualized event and four year business plan for the new South Coast Bike Fest was completed, approved by Board and is now in its implementation phase.

Strategic Objective 7: ***Establish and Sustain Stakeholder Communications***

Key developmental programmes and projects within this objective are:

- Area Committee engagements
- Intergovernmental relations
- District engagement
- Membership communications

These are generally achieved via Ugu SCT attending IDP forums, LED forums, PTC and PTF meetings and planning for events in localised areas.

In early 2017 as part of our developmental mandate the new 2017-2022 Tourism Strategy will be crafted involving mainly the above communication spheres. Strategic Objective 8: ***Ensure Effective Awareness of Socio-Economic Conditions through Tourism***

Key developmental programmes and projects within this objective for Q1 and Q2 are as samples:

- Implementation of the Tourism Awareness Programme (TAP)
 - Co- hosted the Tourism Transformation Awareness Workshop for all LM area delegates.
- Schools information sessions
 - 12 Schools visits in all LM areas of the district which is a per midyear targets.
 - 18 Schools (600 pax) from the district attended the careers Expo at Gamalakhe.
- Presentations to prospective tourism practitioners
 - 5 Sessions occurred which exceeds midyear target by 2.
- Schools and or Tertiary Tours
 - Conducted 5 tours of our destination for rural schools throughout the district- target exceeded.

Institutionally we have established a sound working relationship with the Esayidi FET College with whom we have assisted in setting up a mock VIC on their Campus and will soon be formalising a MoU in terms of student development and collaborative projects.

Strategic Objective 9: ***Capacitate People for Sustaining Livelihoods through Tourism***

Key developmental programmes and projects within this objective (sampling) are:

- Mentorship and Skills development training- of the 8 events sampling includes
 - 2 Local rural women were sponsored to attend the Women in Tourism Conference in Pretoria.
 - Conducted event management workshops in rural areas of each LM.
 - SMME Marketing workshops were held in Umuziwabantu and Umdoni LMs- 34 aspirant enterprises attended.
 - Facilitated 10 local students to be utilized and remunerated in the CATHSETA programme.
 - Briefed beach stewards on the Wessa Blue Flag Programme on our Sunny and Safe campaign.
 - 170 District youth were hosted at the Zoomz Business day at Esayidi TVET College.
- Emerging enterprise participation at events- 13 opportunities for commercial opportunity were afforded to enterprises and a sampling includes:
 - Ingeli Show.
 - ISOCARP Conference Tour.
 - MECs Tourism Month Event at Marina beach.
 - Portuguese Festival.
 - Wessa Blue Flag national Announcements with Minister Hanekom.
- Tourism Graduate support
 - 11 Interns have been retained within our operational structures and VICs and access to CVs on our databases have been made available to the tourism sector in the district. Furthermore 4 previously deployed interns are being utilized as casuals on an ad hoc basis.
- Free advertising support to emerging businesses
 - Sponsored 20 developmental adverts in the Southern Explorer Route Guide.

Strategic Objective 10: *Ensure participation in tourism management and ownership of tourism products by local communities*

Key developmental programmes and projects within this objective are:

- PDI representation of local area committees which is an ongoing objective – in this mid year there has been a drop of in representation which will be rectified through each area and via our memberships officer and following from Area Committee AGMs.
- 8 Emergent product feasibility studies have been undertaken to assist SMMEs which exceeds midyear targets.

Strategic Objective 11: *Develop unique and sustainable tourism products and events*

Key developmental programmes and projects within this objective are:

- Multi Trails project has been activated via the Umzumbe River Trail which has been mandated to the Ugu South Coast Development Agency via a MoU and about which USCTA is in a fund sourcing phase.
- Product development: Kwa Xolo Caves- on going- USCT has committed to marketing collateral support once actual management and ownership of the product has been finalised under the auspices of the Ray Nkonyeni's facilitation actions.
- Product development: Ntelezi Msani- Phase 1 has been completed and USCT awaits Phase 2 input requirement from Umzumbe LM.
- Developmental events support- in this reporting period USCT has rendered direct support to no less than 9 such events.

Strategic Objective 12: *Ensure that DM/LM coastal management/ development projects are activated*

Key developmental programmes and projects within this objective are:

- Beach product development and upgrades
 - USCT conducted its annual beach facilities inspection for reporting upgrade and maintenance requirements to local municipalities. Reports were submitted to each coastal LM for consideration and rectification actions.

Strategic Objective 13: *Create an enabling environment for tourism investment*

Key developmental programmes and projects within this objective are:

- Partnerships with our funding institutions:
 - We maintain our services so sit on PSCs for initiatives such as Mount Nebo.
 - Contributed towards consultancy outcomes for aspects such as coastal tourism economies and proposed Marine Protected Areas and the rounding of the Turton Beach development assignment.

Strategic Objective 14: *Ensure that tourism support infrastructure is adequately provided and/or maintained*

Key developmental programmes and projects within this objective are:

- Partnership with stakeholders for infrastructure support
 - Relocated the bird hide to the Umdoni area at Vernon Crookes Nature Reserve.
 - Committed resources for a visitor walkway at Kwa Xolo.
 - Allocated monies towards repair costs for the whale deck in Margate and mini bridge repairs for the Park Run trail at St Michaels Beach.
 - Repaired the info lapha at St Michaels Beach.

Based on the fact that all but one mid-term developmental targets have been achieved or bettered, I am satisfied that our existing actions are as per quarterly schedules and that by the end of this financial year all our strategic objectives will be fully realised.

Within the developmental rationale for USCT, will be further emphasis on the transformative requisite.

4. Marketing and Eventing

USCT's destination marketing mandate essentially falls within promotional, marketing communications and eventing as the conduit for higher levels of destination brand awareness and translation into actual visitor spend in the district.

For quarters 1 and 2, the following sampled highlights indicate the actions undertaken. Please refer to the Addendum B of the report for elements not achieved and corrective measures.

Strategic Objective 5: *To contribute to the growth in the District tourism economy through visitor volume growth and the application of the Marketing Action Plan (MAP)*

Key marketing programmes and projects within this objective are:

- The Marketing Action Plan within strategic objectives continues and will have additions being prepared for the 2017/8 year and subsequent 5 year cycle.
- South Coast Brand and slogan consistency has been retained at 100% of applications.
- Event and promotional activity continued to high levels which included this sampling of:
 - Gauteng Getaway Show
 - KZN Travel and Adventure Show in Durban
 - South Coast Lions Show
 - Portuguese Festival
 - South Coast Wedding festival
 - South Coast MTB Series (4)
 - Teddy Bear Picnic at Scottburgh
 - World Junior Golf Championship
 - Sports and Events Tourism Exchange Conference
 - Mayor's Welcome Roadblock (RNM)
 - All KZN Bowls Championships
 - Matat 2 Pont Enduro Event
 - Tourism Awards Evening 2016
 - Sardine Season Programme- district wide
 - Southbroom Mixed Classic
 - Ramsgate Literary Festival
 - Lake Eland Swim
 - Lake Eland Quattro Classic
 - Silence of the Sharks campaign
 - Race to the Coast horse event
 - Ugu Film Festival
 - KZN Seniors Tennis Tournament

For this half year, USCT has maintained a high level of event support and involvement which added to our developmental support actions reinforces our reputation as an event filled destination and calendar.

- Sustained our distribution of the official Tourism route Guide- the Southern Explorer with a further print run being expedited prior to the summer season 2016.
- 42 Video/Images have been attained as per target and an audio visual demo is being prepared for use in promotional activity.
- Free media exposure continues to exceed target and 90 media platforms profiled our destination- one the Silence of the Sharks initiative realized about R1.5 million in publicity value.
- Promotional billboards have been sourced with as per target 4 being presented and including 3 at one of our key source market areas- Pietermaritzburg. Furthermore we have used digi boards at Port Shepstone and also branded both our new company vehicles.
- Media placements have been very active with no less than 28 strategic inserts amongst others:
 - Fever and Herald – Sardine Festival and Summer Season Programmes.
 - Beeld Newspaper

- Mzansi Travel
- AA Traveller (print and online)
- What Where & When- official TKZN guide
- Signature Golf
- Tee and Sandwedges Golf Monthly
- Travel Ideas
- Rock Surf and Deep
- Leading Venues
- Cemair in flight magazine
- Screen Africa
- Kuluma in flight Magazine
- Call sheet movie magazine
- SA Caravan and Camping
- AA Traveller –Online
- Equinox

International- of the 8 recorded some include:

- Screen Africa
- Sud Afrika
- Explore SA
- Intrepid Explorer

In depressed times, USCT remains committed to advertising in both print and electronic media to ensure suitable visitor flows throughout the year.

- 34 Media press releases were released and for South Coast Bike Week 2017 alone some R850 000 in media value has been already realized.
- Television exposure was realized from not less than 7 broadcasts including ANN7 TV, SABC, Ignition TV, and 1 KZNTV.
- Radio exposure – national and regional were realized from:
 - Radio Jacaranda
 - Mix FM
 - East Coast Radio
 - Metro FM
- Local Community Radio retainers have been continued for
 - Ugu Youth Radio
 - Radio Sunny South
- Familiarisation trips have continued for the tourism trade and media with 15 itineraries/tours concluded- these trips are considered as an invaluable part of our marketing mix.
- Members newsletters, newsflashes, and CEO communications have been distributed and to target.
- Research continues and with TKZN completing a Tourism Economic Impact Study for the South Coast and the seasonal snapshot surveys of our Sardine Season and Spring break periods were completed.

Strategic Objective **6: *Utilise Events as a Conduit for Profiling the South Coast and Contribution to Visitor Volume Growth: The hosting and presentation of events in conjunction with South Coast stakeholders and/or third party entities directly or through facilitation will be a fundamental thrust for the South Coast and hinterland***

Key marketing programmes and projects within this objective and applied are:

- Seasonal events programmes have been presented as per contract with Wozani Africa.
- Ad hoc events support as per listings already cited within Objective 5.
- The new South Coast Bike Fest for 2017 and about which outlays and implementation schedules have been activated in quarters 1 and 2.

5. Conclusion

For this mid-year report period USCT was within our operational, marketing/events and developmental mandate expected to complete 70 targeted Strategic Objectives.

Based on the performance attainments as per Annexure B, 89% were bettered or achieved which remains a high performance percentile and of the non achieved all have very high probability of attainment within the remaining two quarters.

Personnel will be continually be encouraged to ensure that the balance of annual plan targets are met or bettered and that accurate evidences are presented for audit purposes.

In our forthcoming planning for the 2017-2021 Tourism Strategy, targets may in instances be increased to enhance performances and play significant attention to our development mandate which by the time of introduction will be driven by a newly appointed GM Development.

I principle element of our attainment levels has been focused attention towards administration and controls without losing sight of the need to be creative and working within a collaborative approach and attention to the broader societal needs in a developmental context.

Based on this submission, I hereby request that USCT's Mid Term Adjustment Budget and Report be approved by Board for subsequent submission to Ugu District Municipality as parent.

JUSTIN MACKRORY
Chief Executive Officer
19 January 2017

6. Addendums:

- i) **Annexure A: Mid Term Adjustment Budget 2016 / 2017**
- ii) **Annexure B: Mid – Term Performance Assessment Report with Annual amendments**

Approved : 19 January 2017

	2016/2017 Budget : APPROVED 16 May 2016	Actual to December 2016	Estimate to June 2017	Proposed Increase / Decrease	2016 / 2017 Adjusted Budget for Approval Jan 2017	% Increase (Decrease) on Original 2016 budget
OTHER INCOME						
Subscriptions	180 528	162 778	4 737	-13 014	167 515	-7%
Accumulated surplus				0	0	
Commissions / Promotions / Office projects	236 726	104 462	100 000	-32 264	204 462	-14%
Info Laps (6)	30 450	0	45 000	14 550	45 000	48%
Interest Received	468 476	342 854	270 000	144 378	612 854	31%
Sundry Income				0	0	
Branding recovery	3 959	2 632		-1 327	2 632	-34%
Corporate Sponsorship	0			0	0	
TOTAL OTHER INCOME	920 139	612 726	419 737	112 324	1 032 463	12%
BOARD MEMBERS SALARIES AND ALLOWANCES						
Basic	207 000	66 400	140 800	0	207 000	
Travel reimbursement - Motor Vehicle	25 000	2 435	22 585	-0	25 000	
Contribution - Skills Development Levy	2 070	664	1 406	0	2 070	
TOTAL BOARD MEMBERS SALARIES	234 070	69 499	164 571	-0	234 070	0%
SALARIES AND ALLOWANCES						
Basic	3 820 133	1 815 899	2 153 841	149 606	3 969 740	4%
Bonus	345 374	167 035	201 669	23 330	368 704	7%
Allowance - Standby			0	0	0	
Overtime	253 635	70 374	156 096	-27 164	226 470	-11%
Allowance - Long Service		15 000	0	15 000	15 000	
Housing/Rental Subsidy	31 933	5 817	8 725	-17 391	14 542	-54%
Company Secretary			0	0	0	
Allowance - Telephone	45 228	19 823	42 405	17 000	62 228	38%
Allowance - Acting			0	0	0	
Legal			0	0	0	
Contribution - Pension Contribution	111 250	56 473	84 707	29 930	141 180	27%
Leave Encashed		3 971	3 000	6 971	6 971	
Contribution - Medical Aid	199 864	108 785	98 331	7 252	207 116	4%
Contribution - UIF	28 895	12 906	16 866	2 677	29 672	10%
Contribution - Skills Development Levy	41 855	21 102	22 283	1 729	43 384	4%
Marketing & Eventing contractor	368 232	175 313	1	-193 919	175 313	-53%
Casual staff	96 553	16 764	33 528	-46 261	50 292	-48%
TOTAL SALARIES AND ALLOWANCES	5 341 752	2 489 261	2 821 252	-31 239	5 310 513	-0.58%
GENERAL EXPENSES						
Advertising	108 299	38 136	61 864	-8 299	100 000	-8%
Audit Fee (AG)	247 815	253 600	40 000	45 785	293 600	18%
Audit Committee & Shared Services	131 229	48 554	72 831	-9 844	121 385	-8%
Accommodation, Conferences & Travel	17 385	8 067	9 318	0	17 385	0%
Bank Charges	49 204	30 320	36 384	17 500	66 704	36%
Cleaning - offices	19 109	11 826	11 826	4 543	23 652	24%
Cancelled membership	13 470	0	13 470	-0	13 470	0%
Electricity	90 017	52 975	52 975	15 934	105 950	18%
Delivery Fees	5 513	0	5 513	0	5 513	0%
Legal Fees	19 630	17 902	20 000	18 272	37 802	93%
Loss on scrapping of FA	7 875	388	7 487	0	7 875	0%
Membership Expenses	70 739	45 485	25 254	0	70 739	0%
Insurances	45 526	42 962	10 000	7 436	52 962	16%
Postage - General	604	101	503	0	604	0%
Professional Fees	40 000	60 526	20 526	20 526	60 526	51%
Printing & Stationery	87 175	41 807	46 790	1 422	88 597	2%
Refreshments & In house meetings	54 785	20 097	35 000	332	55 097	1%
Rent : Offices	529 200	281 412	285 000	37 212	566 412	7%
Rent : Equipment	25 137	9 624	15 513	0	25 137	0%
Rent : Internet (data)	39 690	0		-39 690	0	-100%
Rent : Website hosting	33 600	27 050	27 050	20 500	54 100	61%
Staff Training	60 000	16 555	60 000	16 555	76 555	28%
Subscriptions	12 924	7 806	5 116	-0	12 924	0%
Telephones	262 358	105 396	156 962	-0	262 358	0%
Staff Travel reimbursement	111 748	44 572	58 972	-8 204	103 544	-7%
Uniform/Protective Clothing	56 940	0	56 940	-0	56 940	0%
Workman's Compensation	21 879	0	35 000	13 121	35 000	60%
TOTAL GENERAL EXPENSES	2 161 830	1 165 163	1 149 787	153 100	2 314 930	7%
CONTRACTED SERVICES						
Security Services	39 420	19 890	21 000	1 470	40 890	
Security - Alarm Monitoring System						
TOTAL CONTRACTED SERVICES	39 420	19 890	21 000	1 470	40 890	4%
COLLECTION COSTS						
Collection Costs	0			0	0	
TOTAL COLLECTION COSTS	0	0	0	0	0	
INTEREST EXPENSE						
Interest	1 500	0	500	-1 000	500	
TOTAL INTEREST EXPENSE	1 500	0	500	-1 000	500	-67%
DEPRECIATION						
Current assets depreciation	169 003	95 616	114 384	40 997	210 000	
New Assets Depreciation					0	
TOTAL DEPRECIATION	169 003	95 616		40 997	210 000	24%

Approved : 19 January 2017

WORKING CAPITAL
Doubtful Debts Provision
Leave Reserve

2016/2017 Budget : APPROVED 16 May 2016	Actual to December 2016	Estimate: to June 2017	Proposed Increase / Decrease	2016 / 2017 Adjusted Budget for Approval Jan 2017	% Increase (Decrease) on Original 2016 budget
50 000	0	0	-50 000	0	
			0		
TOTAL WORKING CAPITAL	50 000	0	-50 000	0	-100%

REPAIRS AND MAINTENANCE

Buildings & Structures	99 980	47 340	35 000	-17 920	82 040	-18%
Airconditioners	2 100	839	1 261	0	2 100	0%
Electrical	5 513	1 982	1 903	-1 628	3 885	-30%
Plumbing	1 103		1 000	-103	1 000	-9%
Computer Equipment : Software	37 673	12 504	25 169	0	37 673	0%
Furniture & Fittings - Repairs	13 183	3 505	9 678	0	13 183	0%
Signage	148 396		60 000	-88 396	60 000	-60%
Development Signage	78 750		78 750	0	78 750	0%
Garden	3 221	701	2 520	-0	3 221	0%
Vehicle & Fuel	44 747	15 067	29 680	0	44 747	0%
TOTAL REPAIR & MAINTENANCE	434 645	81 638		-108 046	326 599	-25%

SUB TOTAL : ADMINISTRATION

-7 512 081	-3 308 341	-3 737 155	107 043	9 469 964	-226%
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MARKETING GRANT INCOME

Ugu District Municipality Contribution	6 764 297	3 382 148	3 382 149	0	6 764 297	0%
- Allocation to development				0	0	
Ray Nkonyeni Municipality	899 304	955 511		56 207	955 511	6%
Umdoni Municipality	222 705		370 715	148 010	370 715	68%
Ezingolweni Municipality - reallocated RNM	56 207		0	-56 207	0	-100%
Vulamehlo Municipality - reallocated to Umdoni	148 010	0	0	-148 010	0	-100%
uMuziwabantu Municipality	168 699	168 700		1	168 700	0%
uMzumbane Municipality	213 585	213 585		0	213 585	0%
Other Direct Marketing Income (TKZN & Other)	300 000	0	0	-300 000	0	-100%
EDTEA - SCBF			4 000 000	4 000 000	4 000 000	
Other - SCBF			1 100 000	1 100 000	1 100 000	
Ray Nkonyeni Municipality - SCBF	0		500 000	500 000	500 000	
Revenue : SCBF						
TOTAL MARKETING GRANT INCOME	8 772 807	4 719 944	9 352 864	5 300 001	14 072 808	60%

MARKETING GRANT EXPENDITURE

Branding	75 000	880	74 120	0	75 000	0%
Promotional Items	140 000	4 556	135 444	0	140 000	0%
Brochures (SEA)	253 340	174 500	78 840	0	253 340	0%
Image & Video library	20 000		20 000	0	20 000	0%
Adv: Advert Design	61 350	29 480	31 870	0	61 350	0%
Adv: Website Maintenance & TV & Media Monitoring & Social	145 000	54 400	270 600	180 000	325 000	124%
Adv: Dazzi Agreement						
Adv: Office branding materials - Revamp						
Adv: Publications	920 000	531 418	388 582	-0	920 000	0%
Adv: Billboards	105 000	4 122	100 878	0	105 000	0%
Radio	100 000	14 454	85 546	0	100 000	0%
Trade & Consumer Shows & Mail Activations	623 453	248 452	375 000	-0	623 452	0%
Media Educationals	180 000	60 616	119 384	0	180 000	0%
Marketing sponsorship commission (15%)	45 000	0	45 000	0	45 000	0%
Beach Program	474 965	231 690	243 275	0	474 965	0%
ME : Sardine Festival	500 000	42 000	158 000	-300 000	200 000	-60%
ME : Portuguese Festival	100 000	40 000	0	-60 000	40 000	-60%
ME : Africa Expedition	80 000		0	-80 000	0	-100%
ME : Harley - Davidson (Africa Bike Week)	682 600	914 716	5 285 284	5 537 400	6 200 000	836%
ME : Lake Eland Enduro - TV - international	20 000		20 000	0	20 000	0%
ME : SA W Golf (NEED INTERNATIONALLY ORIENTATED EVENTS)	80 000		80 000	0	80 000	0%
ME : Bowls Festivals (Hbb / Scott / SC Bowls Fest)	100 000		100 000	0	100 000	0%
ME : Lake Eland Mile Swim	30 000	30 000		0	30 000	0%
ME : MTB / MTB Series	90 000	110 000		20 000	110 000	22%
ME : Scottburgh events (TBC)	60 000	15 000	45 000	0	60 000	0%
ME : Ramsgate Literary Festival	30 000	30 000		0	30 000	0%
ME : Summer Heat	0	8 000		8 000	8 000	
ME : Fishing competitions (2)	30 000		30 000	0	30 000	0%
ME : Matat 2 Pont (TV exposure -)	10 000	10 000		0	10 000	0%
ME : Dewall Festival		10 000		10 000	10 000	
ME : Golf (2)	40 000	2 000	38 000	0	40 000	0%
ME : Other : UNALLOCATED ADHOC SUPPPORT (moved to develop)	180 000		102 000	-78 000	102 000	-43%
TOTAL MARKETING EXPENDITURE	5 155 707	2 566 284	7 826 823	5 237 399	10 393 107	102%

SUB TOTAL : MARKETING

3 617 100	2 153 661	1 326 041	32 602	3 679 702	
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Approved: 19 January 2017

	2016/2017 Budget : APPROVED 16 May 2016	Actual to December 2016	Estimate to June 2017	Proposed Increase / Decrease	2016 / 2017 Adjusted Budget: for Approval Jan 2017	% Increase (Decrease) on Original 2016 budget
DEVELOPMENT						
Ugu District Municipality Contribution	5 411 435	2 705 718	2 705 718	1	5 411 436	0%
- allocation Ugu Marketing to 50%				0	0	
Ray Nkonyeni Municipality	899 304	955 511		56 207	955 511	6%
Umdoni Municipality	222 705		370 715	148 010	370 715	66%
Ezingceni Municipality - reallocated RNM	56 207	0	0	-56 207	0	-100%
Vulamehlo Municipality - reallocated to Umdoni	148 010		0	-148 010	0	-100%
uMuziwabantu Municipality	168 699	168 700		1	168 700	0%
uMzombe Municipality	213 585	213 585		0	213 585	0%
Other Direct Development Income	74 005			-74 005	0	-100%
				0	0	
TOTAL DEVELOPMENT GRANT INCOME	7 193 950	4 043 514		-74 003	7 119 947	-1%
DEVELOPMENT GRANT EXPENDITURE						
Training : Staff (moved to ops)	0			0	0	
Promotional Items	200 000	8 175	191 825	0	200 000	0%
Advertising : Local radio : RSS / Ugu Youth	63 000	23 625	39 375	0	63 000	0%
Film Tourism (Propectus)	60 000		0	-60 000	0	-100%
Research reports	150 000		200 000	50 000	200 000	33%
DE - Unallocated (New Concepts proposed ie: Surfing Jamboree)	200 000		200 000	0	200 000	0%
DE : Umdoni - Scott/Pennington Festival Events	200 000		200 000	0	200 000	0%
DE : Participant sport Events - SOUTH AFRICAN (2)	200 000		200 000	0	200 000	0%
DE : Schools Netball / Korfball	50 000		50 000	0	50 000	0%
DE : Umuziwabantu Show	100 000	100 000		0	100 000	0%
DE : Maidens Ceremony	60 000	49 785		-10 215	49 785	-17%
DE : Umzombe iVisivane Ushaka / Time Travel	R45 000	10 000	R35 000	0	45 000	0%
DE : Vulamehlo (TBC) Awareness : Tourism month	R45 000	8 500	R36 500	0	45 000	0%
DE : Ingell Mountain biking				0	0	
DE : Tourism Month Activities	40 000			-40 000	0	-100%
DE : Summer Music Festival - Turton Beach	60 000	60 000		0	60 000	0%
DE : Amakhono arts	65 000	61 687		-3 313	61 687	-5%
DE : Lions Show	80 000	80 000		0	80 000	0%
DE : Surfing	0	10 000		10 000	10 000	0%
DE : Orchid Show	10 000	10 000		0	10 000	0%
DE : Inkundla	15 000	15 000		0	15 000	0%
DE : Recycling	80 000		30 000	-50 000	30 000	-63%
DE : Ugu Film Festival	50 000	50 000		0	50 000	0%
DE : Other - UNALLOCATED DEVELOPMENTAL EVENTS	378 160		R300 000	-78 160	300 000	-20%
DE : unallocated (ex - staff training)	60 000			-60 000	0	
: Twinning		10 000		10 000	10 000	0%
: One Way Christmas Truck		10 000		10 000	10 000	0%
: Kids & Teens		10 000		10 000	10 000	0%
: Fam Fest		20 000	(R5 000)	15 000	15 000	0%
Sub-Committee funding (12) R420000				0	0	
: Ezinqoleni	35 000	0	65 000	30 000	65 000	86%
: Hibberdene	35 000	1 740	63 260	30 000	65 000	86%
: Margate	35 000	0	65 000	30 000	65 000	86%
: Munster	35 000	5 698	59 302	30 000	65 000	86%
: Ramsgate	35 000	3 700	34 300	3 000	38 000	9%
: Pennington	35 000	0	65 000	30 000	65 000	86%
: Port Shepstone	35 000	5 700	59 300	30 000	65 000	86%
: Shelly Beach	35 000	20 287	42 713	28 000	63 000	80%
: Southbroom	35 000	0	38 850	3 850	38 850	11%
: Umdoni	35 000	274	60 863	26 136	61 136	75%
: Umuziwabantu	35 000	15 000	50 000	30 000	65 000	86%
: Umzombe	35 000	0	35 000	0	35 000	0%
: Conferencing & Awareness	80 000	16 800	63 100	0	80 000	0%
: Training : Schools Project	240 000	59 488	180 512	0	240 000	0%
: Training : Capacity building training & SMME	200 000	73 198	161 052	34 250	234 250	17%
: Training : Cadet program	320 000	146 211	173 789	0	320 000	0%
: Development Adverts : Brochure Southern Explorer	253 340	174 500	78 840	0	253 340	0%
: D Project : Multi Trails (USCDA)	500 000	500 000		0	500 000	0%
: D project : KwaXolo Cave Route Development	100 000	1 000 000		900 000	1 000 000	900%
: D Project : Ntsezi Msani Memorial Project	100 000	8 862	91 138	0	100 000	0%
: D Project : Adhoc development initiatives	200 000		192 000	-8 000	192 000	-4%
: Hydes		8 500		8 500	8 500	0%
: Tourism Investment prospectus (USCDA)				0	0	
				0	0	
TOTAL DEVELOPMENT EXPENDITURE	4 622 500	2 576 830	3 056 720	1 011 050	5 633 550	22%
SUB TOTAL DEVELOPMENT	2 571 450	1 466 664	-3 056 720	-1 085 053	1 486 397	
TOTAL OPERATIONAL BUDGET	18 210 427	9 064 181	15 040 632	6 253 730	24 464 158	34%
CAPITAL EXPENSES						
Offices / Info Kiosk	150 000	97 280	0	-52 720	97 280	
Office Furniture, Fixings and Equipment	130 000	0	80 000	-70 000	80 000	
Computer	80 000	6 579	70 000	-3 421	76 579	
Intangibles	30 000	5 877	15 000	-9 123	20 877	
Signage (Dazzle)				0	0	
Vehicles (1)	150 000	0		-150 000	0	
Total Capital Expenditure	540 000	109 736	145 000	-285 264	254 736	-53%
Balancing amount prior years Surplus utilised	-1 863 531	202 268	-5 413 031	-630 144	-2 493 676	
TOTAL ANNUAL BUDGET	18 750 427	9 173 917	15 185 632	5 968 487	24 718 894	32%

S/C #	KPA #	Ugu DM IDP Ref	PROGRAMME	PROJECT	KPI	ANNUAL TARGET 30 June 2017	MID YEAR TARGET ADJUSTMENT: Jan 2017	Check	ADJUSTED ANNUAL TARGET: 30 June 2017	ACTUAL ACHIEVEMENT (Year to Date)	AR UNDER REVIEW 2016/2017		ANNUAL TARGET	MID YEAR TARGETS	ACTUAL	Evidence	Achieved / Not Achieved	Corrective measures // Comments	OWNER	PORTFOLIO OF EVIDENCE
											Q3	Q4								
											TARGET	TARGET								
Strategic Objective 1: To ensure that the entity's operations are compliant with all relevant regulatory requirements																				
S/O 1.1	2	Page134, Chapter 3.7.6	Enterprise Risk Management & Compliance	Comprehensive Risk register	Completed Risk Register by deadline	30-Nov-16			30-Nov-16	06-Oct-16	4A	NA	Operational	30-Nov-16	06-Oct-16	Risk Register submitted to Board	ACHIEVED		GM: Fin & HR	Register and proof of completion date
S/O 1.2	2	Page134, Chapter 3.7.6	Risk Management Policy	Risk Policy review	Reviewed Risk Management Policy by deadline	30-Oct-16			30-Oct-16	06-Oct-16	4A	NA	Operational	30-Oct-16	06-Oct-16	Board approved Risk Management Policy	ACHIEVED		GM: Fin & HR	Record of review and recommendation to Board with proof of date
S/O 1.3	2	Page134, Chapter 3.7.6	Internal Audit & Auditor General queries	AG & Internal Audit queries resolution	Percentage of AG / Internal Audit queries resolved per quarter	100%			100%	100%	100%	100%	Operational		100%	Management Corrective Measures	ACHIEVED		GM: Fin & HR	Corrective actions summation
S/O 1.4	5	Page134, Chapter 3.7.6	In-year Annual Performance Plan	Annual Performance Plan / Organisational Scorecard revision	Revised scorecard by deadline	30-Nov-16			30-Nov-16		NA	NA	Operational	30-Nov-16			Strategic session to take place in January 2017 for new 5 year Strategy	NOT ACHIEVED	GM: Fin & HR	Approved Performance Plan and proof of date
S/O 1.5	5	Page134, Chapter 3.7.6	Performance Management System (PMS)	Q1 & 3 verbal, Half-year and Annual performance appraisals	Periodic performance appraisals by deadline	Quarter specific: Annual by 30 January 2017			Quarter specific: Annual by 30 January 2017	Q2: 2 reviews done 19 October 2016	1	2	Operational		2	Verbal performance reviews completed at 29 Oct 2016	ACHIEVED		GM: Fin & HR	Record of evaluations completed and proof of dates
S/O 1.6	5	Page134, Chapter 3.7.6	Stakeholder and Area Committees Participation via CEOs Forum	Needs extraction for 2016/2017 adjusted budget, 2017/2018 budget and annual PMS tools	Number of presentations to CEO Forums	2			2	1	NA	1	Operational		1	15 12 2016	ACHIEVED		GM: Fin & HR	CEO Forum minutes and dates
S/O 1.7	5	Page134, Chapter 3.7.6	Annual PMS Tool- Public Accessibility	Annual PMS tools migration to entity's website	Website appearance of in-year review of annual performance plan by deadline	31-Jul-16			31-Jul-17	29-Jul-16	NA	NA	Operational		29-Jul-16	Email instructions	ACHIEVED		GM: Fin & HR	Annual PMS tools submitted for uploading and proof of date
S/O 1.8	5	Page134, Chapter 3.7.6	IT and Communication Policy	Policy review	Policy Review by deadline	30-Nov-16			30-Nov-16	06-Oct-16	NA	NA	Operational	30-Nov-16	06-Oct-16	Board approved IT & Communication Policy	ACHIEVED		GM: Fin & HR	Reviewed policy and proof of date
S/O 1.9	5	Page134, Chapter 3.7.6	Municipal Entity Website	Legislated SCM notices publication	Percentage potential notifications actually uploaded	100%			100%	100%	100%	100%	Operational		100%	See schedule	ACHIEVED		GM: Fin & HR	Instruction record to service provider
S/O 1.10	4	Page134, Chapter 3.7.6	S71 Financial Reporting	Monthly financial report production	Monthly reports by deadline	12			12	6	3	3	Operational		6	Completed reports	ACHIEVED		GM: Fin & HR	Reports and proof of submission dates
S/O 1.11	4	Page134, Chapter 3.7.6	PMS Reporting	Quarterly performance report production	Quarterly reports by deadline	4			4	2	1	1	Operational		2	Completed reports	ACHIEVED		GM: Fin & HR	Report submission and date
S/O 1.12	4	Page134, Chapter 3.7.6	Financial Planning	Mid-year adjusted budget review	S72 report produced by deadline	20-Jan-17			20-Jan-17	NA	NA	NA	Operational		NA				GM: Fin & HR	Mid-year budget review report and proof of submission date
S/O 1.13	4	Page134, Chapter 3.7.6	Budget Policy	Budget Policy review	Reviewed policy by deadline	31-May-17			31-May-17	NA	NA	NA	Operational		NA				GM: Fin & HR	Approved policy and proof of submission date
S/O 1.14	4	Page134, Chapter 3.7.6	Annual Financial Statements	Annual Financial Statements Production	AFS adoption by deadline	31-Dec-16			31-Dec-16	09-Dec-16	NA	NA	Operational	31-Dec-16	09-Dec-16	AFS and Annual Report adopted by Board	ACHIEVED		GM: Fin & HR	AFS adoption and proof of date

including the Annual Target Review by Board : 19 January 2017

S/O #	KPA #	Ugu DM IDP Ref	PROGRAMME	PROJECT	KPI	ANNUAL TARGET 30 June 2017	MID YEAR TARGET ADJUSTMENT: Jan 2017	Check	ADJUSTED ANNUAL TARGET: 30 June 2017	ACTUAL ACHIEVEMENT (Year to Date)	Q3 TARGET	Q4 TARGET	ANNUAL BUDGET	MID YEAR TARGETS	ACTUAL	Evidence	Achieved / Not Achieved	Corrective measures, // Comments	OWNER	PORTFOLIO OF EVIDENCE
S/O 1.15	4	Page134, Chapter 3.7.6	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-16			31-Aug-16	31-Aug-16	NA	NA	Operational	31-Aug-16		Draft annual report & AFS - Letter receipt AG	ACHIEVED		GM: Fin & HR	Submission and confirmation from the AG (SA)
S/O 1.16	4	Page134, Chapter 3.7.6	Audit Compliance	A-G Report	Unqualified Audit Opinion	Unqualified Audit Opinion			Unqualified Audit Opinion	AG Audit report : CLEAN AUDIT	NA	NA	Operational	1	1	AG Audit report CLEAN AUDIT	ACHIEVED		GM: Fin & HR	Audit report from the AG (SA)
S/O 1.17	4	Page134, Chapter 3.7.6	MFMA Compliance	Fruitless and wasteful expenditure	Controlled Fruitless & Wasteful expenditure as a % of Total Expenditure reported to Board	< 1%			< 1%	Nil	Nil	Nil	Operational	Nil	Nil	See schedule	ACHIEVED		GM: Fin & HR	Board reports, with Register if fruitless & wasteful expenditure - with calculations
S/O 1.18	4	Page134, Chapter 3.7.6	Budget Planning in terms of the MFMA	Draft 2015/2016 budget	Drift by deadline	25-Mar-17			25-Mar-17	NA	25-Mar-17	NA	Operational	NA	NA				GM: Fin & HR	Entity Budget submission to Ugu DM and proof of submission date
S/O 1.19	4	Page134, Chapter 3.7.6	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-17			31-Mar-17	NA	31-Mar-17	NA	Operational	NA	NA				GM: Fin & HR	Approved policy and date
S/O 1.20	4	Page134, Chapter 3.7.6	Supply Chain Management Policy	SCM Policy review	Reviewed SCM Policy by deadline	30-Jun-17			30-Jun-17	NA	NA	30-Jun-17	Operational	NA	NA				GM: Fin & HR	Approved policy and date
S/O 1.21 (NEW)	4	Page134, Chapter 3.7.6	Treasury Compliance	MSCOA implementation	MSCOA ready for implementation by deadline	30-Jun-17			30-Jun-17	NA		30-Jun-17	Operational	NA	NA	Dignity - IDP submitted 30 November 2016			GM: Fin & HR	Approved MSCOA and date
Strategic Objective 1: To ensure the company's compliance with the organisational programme																				
S/O 2.0	2	Page134, Chapter 3.7.6	Recruitment	Appointments of personnel	Number of appointments made	0	3	3	3	NA	3	NA	Operational	NA	NA				GM: Fin & HR	Signed Contracts
Strategic Objective 2: To ensure the company's compliance with the organisational programme																				
S/O 3.1	2	Page134, Chapter 3.7.6	Visitor Information Centres	VICs Operations	Number of VIC's maintained as operational	13	-2	11	11	NA	NA	11	Operational	NA	NA				GM: Fin & HR	Referral to payroll and operational spend
S/O 3.2	2	Page134, Chapter 3.7.6	New developmental VIC's at strategic geographic sites	New VIC's	Number of new VIC's (NA for 2015/2016)	NA			NA	NA	NA	NA	Operational	NA	NA				GM: Fin & HR	NA 2015/2016
Strategic Objective 3: To ensure the company's compliance with the organisational programme																				
S/O 4.1	2	Page134, Chapter 3.7.6	Staff development	Short course attendance	Number of days	20			20	14	5	5	Operational	10	14	See schedule			GM: Fin & HR	Training registration documents
Strategic Objective 4: To contribute to the growth in the District tourism economy through visitor spending, promotion and marketing																				
S/O 5.1	3	Page134, Chapter 3.7.6	Application of marketing actions	Marketing Action Programme (MAP)	Review of 2013/2014 MAP	NA			NA	NA	NA	NA		NA	NA					Board minutes NOTING the MAP, and proof of date of submission
S/O 5.2	3	Page134, Chapter 3.7.6	South Coast brand & Chapter	Brand Manual for Ugu South Coast Tourism and including the South Coast Brand	2013/2014								NA	NA	NA					

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S/O 5.3	3	Page134, Chapter 3.7.6	Brand application	Brand translation into tools	Percentage utilisation of selected marketing tools	80%			80%	100%	80%	80%	R 415 000	50%	100%	See schedule	ACHIEVED		MKT & DEV PC // CEO	Record of selected tools using brand DNA
S/O 5.4	3	Page134, Chapter 3.7.6	Official tourism guide	Southern Explorer Route Guide	Number of editions per FY	1			1	NA	NA	1	R 253 940	NA	NA			Publication due Q4	MKT PC // CEO	Southern Explorer Route Guide publications
S/O 5.5	3	Page134, Chapter 3.7.6	Video / image library	Library development	Number of images	50			50	42	10	20	R 20 000	10	42	Photos & Videos	ACHIEVED		MKT PC // CEO	Image portfolio with dates
S/O 5.6	3	Page134, Chapter 3.7.6	Information kiosks	Kiosk application	Installed kiosks by number	6			6	0	0	0	Capital	0	0		NOT ACHIEVED	Twelve / Southport / Hibberdene is not installed by 30 January 2017	MKT PC // CEO	Record of installed kiosks
S/O 5.7	3	Page134, Chapter 3.7.6	Tourism Databases	Centralised database library	Library by deadline	30-Jun-17			30-Jun-17	NA	NA	30-Jun-17	Operational	NA	NA			Ongoing database collation	MKT PC // CEO	Database portfolio with dates
S/O 5.8	3	Page134, Chapter 3.7.6	Publication distribution	Distribution agreement	Agreement by deadline	30-Jun-17			30-Jun-17	NA	NA	30-Jun-17	Operational	NA	NA			Due in Q4 on receipt of publication	MKT PC // CEO	Final agreement and proof of date
S/O 5.9	3	Page134, Chapter 3.7.6	Free media exposure	Talking tourism / Tourism 360	Number of articles	45			45	90	10	15	Operational	20	90	See schedule	ACHIEVED	Target to be reviewed.	MKT PC // CEO	Physical Clippings / Extracts / Articles
S/O 5.10	3	Page134, Chapter 3.7.6	Ad hoc media releases	Media releases	Number of media releases submitted	64			64	34	13	22	Operational	23	54	See schedule	ACHIEVED		MKT PC // CEO	Copy of release with date / Emailled out to database
S/O 5.11	3	Page134, Chapter 3.7.6	Free TV exposure - generic and niche	TV	Number of broadcasts	8			8	7	2	2	Operational	4	7	See schedule	ACHIEVED		MKT PC // CEO	Confirmation / Notification schedule
S/O 5.12	3	Page134, Chapter 3.7.6	Radio exposure - generic and niche	Radio	Number of broadcasts	12			12	6	1	3	link 5.17	8	6	See schedule	NOT ACHIEVED		MKT PC // CEO	Confirmation-Email communication / Notification schedule
S/O 5.13	3	Page134, Chapter 3.7.6	Local community radio - multi lingual	Community radio	Number of campaigns broadcast	12		12	12	5	3	3	R 63 000	5	5	See schedule	NOT ACHIEVED	Looking for additional local station that is registered on CSO, or Target will be reduced in Review	MKT PC // CEO	Confirmation / Notification schedule
S/O 5.14	3	Page134, Chapter 3.7.6	Domestic market	Print and online media	Number of inserts	37			37	28	10	9	R 1 306 350	18	28	See schedule	ACHIEVED		MKT PC // CEO	Publication
S/O 5.15	3	Page134, Chapter 3.7.6	Overseas market & international media exposure	Print and online media	Number of inserts	13			13	8	3	4		6	8	See schedule	ACHIEVED		MKT PC // CEO	Publication
S/O 5.16	3	Page134, Chapter 3.7.6	Billboard type or specific marketing tools	Use of bill boards and similar tools	Number of billboards utilised	8			8	4	2	2	R 105 000	4	4	See schedule	ACHIEVED		MKT PC // CEO	Photograph and supplier confirmation of installation
S/O 5.17	3	Page134, Chapter 3.7.6	Domestic market radio campaigns	Radio campaigns	Number of campaigns	2			2	NA	NA	2	R 100 000	NA	NA				MKT PC // CEO	Confirmation / Notification schedule
S/O 5.18	3	Page134, Chapter 3.7.6	Tourism Consumer, Trade, Niche Mass Participation Events	Participation at events	Number of events	17			17	7	8	5	R 623 453	4	7	See schedule	ACHIEVED		MKT PC // CEO	Participation report

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S/O5.19	3	Page134, Chapter 3.7.6	Film Prospectus	Sample Prospectus	Sample Prospectus by deadline	30-Jun-17			30-Jun-17	NA	NA	30-Jun-17	Operational	NA	NA				MKT PC // CEO	Prospectus and proof of date of submission
S/O5.20	3	Page134, Chapter 3.7.6	National / Regional Media	Trip facilitation	Number of trips	8			8	9	2	2		4	9	See schedule	ACHIEVED		MKT PC // CEO	Participation report / Email correspondence
S/O5.21	3	Page134, Chapter 3.7.6	International Media	Trip facilitation	Number of trips	2			2	3	1	NA	R 180 000	1	3	See schedule	ACHIEVED		MKT PC // CEO	Participation report / Email correspondence
S/O5.22	3	Page134, Chapter 3.7.6	Tour Operators / Wholesalers	Trip facilitation	Number of trips	4			4	3	3	1		2	3	See schedule	ACHIEVED		MKT PC // CEO	Participation report / Email correspondence
S/O5.23	3	Page134, Chapter 3.7.6	Member Newsletters	Newsletters	Number of releases	4			4	2	1	1	Operational	2	2	Newsletters	ACHIEVED		MKT PC // CEO	Copy of Newsletter and Email instruction
S/O5.24	3	Page134, Chapter 3.7.6	Member News flashes	News Flashes	Number of releases	20			20	17	5	5	Operational	10	17	See schedule	ACHIEVED		MKT PC // CEO	Copy of News flash and Email instruction
S/O5.25	3	Page134, Chapter 3.7.6	Distribution of CEO letters to members	CEO communication	Number of releases	4			4	3	1	1	Operational	2	3	CEO letters	ACHIEVED		MKT PC // CEO	Copy of CEO letter and Email instruction
S/O5.26	3	Page134, Chapter 3.7.6	Distribution of Tourism Trade Newsletters	Tourism trade	Number of releases	4			4	2	1	1	Operational	7	2	Trade Newsletters	ACHIEVED		MKT PC // CEO	Copy of Trade letter and Email instruction
S/O5.27	3	Page134, Chapter 3.7.6	Sponsorships	Sponsorship Agreements	Number of sponsorship agreements	1			1	NA	1	0	R 45 000	NA	NA				MKT PC // CEO	Physical document
S/O5.28	3	Page134, Chapter 3.7.6	Summer Season Performance	Research Report	Report by deadline	31-Mar-17			31-Mar-17	NA	31-Mar-17	NA		NA	NA				Dev PC // CEO	Report tabled at Board and submission date
S/O5.29	3	Page134, Chapter 3.7.6	Visitor Perception Study (Consumer Survey)	Research Report: Event performance - LED and Visitor Perception Study	Report by deadline	End Dec 2016 and End June 2017			End Dec 2016 and End June 2017	09-Dec-16	NA	30-Jun-17		31-Dec-16	09-Dec-16	Portuguese VRS	ACHIEVED		MKT & DEV PC // CEO	Report tabled at Board and submission date
S/O5.30	3	Page134, Chapter 3.7.6	Seasonal Status Quo Snapshots	Snapshots Reports	Number of snap shot reports	4			4	2	1	1	R 200 000		2	2 Snapshots reports	ACHIEVED		Dev PC // CEO	Snapshots reports
S/O5.31	3	Page134, Chapter 3.7.6	Tourism product audit	Research Report	Report by deadline	NA			NA	NA	NA	NA		NA	NA				Dev PC // CEO	N/A
S/O5.32	3	Page134, Chapter 3.7.6	Holistic South Coast LED Tourism Study	Completed study	Completed LED Study by deadline	NA			NA	NA	NA	NA		NA	NA				N/A	Completed LED study and date
Strategic Objective #10: Drive Events as a Condition for Profiling the South Coast and Contribution to Visitor Growth & Volume																				
S/O6.1	3	Page134, Chapter 3.7.6	In Season Events	Event support	Number of seasonal campaigns	4			4	2	1	1	R 474 905	2	2	Reports	ACHIEVED		MKT PC // CEO	Co-ordinator Closeout report
S/O6.2	3	Page134, Chapter 3.7.6	Assistance to ad hoc events	Ad hoc events	Number of events supported	4			4	2	1	1	R 640 000	2	2	See schedule	ACHIEVED		MKT & DEV PC // CEO	Closeout report
S/O6.3	3	Page134, Chapter 3.7.6	Internationally oriented events	Individual events support	Number of events	4			4	4	1	1	R 6 300 000	2	4	See schedule	ACHIEVED		MKT PC // CEO	Closeout report
S/O6.4	3	Page134, Chapter 3.7.6	South African oriented events	Individual events support	Number of events	6			6	4	2	1	R 480 000	3	4	See schedule	ACHIEVED		MKT & DEV PC // CEO	Closeout report

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S/O 6.5	3	Page 134, Chapter 3.7.6	Ugu district oriented events	Individual events support	Number of events	6			6	3	2	1	R 329 785	3	3	See schedule	ACHIEVED		MKT & DEV PC // CEO	Area Committee minutes and / or Closeout report
S/O 6.6	3	Page 134, Chapter 3.7.6	Developmental events support	Ad hoc support	Number of events supported	10			10	9	2	3	R 861 887	5	9	See schedule	ACHIEVED		Dev PC // CEO	Closeout report
S/O 6.7	3	Page 134, Chapter 3.7.6	Event concept planning	Concept Descriptions Feasibility and Recommendation	Number of concepts by deadline	2 Concepts by 30 June 2017			2 Concepts by 30 June 2017	1: 9 December 2016	1	NA	Operational	1 31 December 2016	1 9 December 2016	SC Site Festival 9.12.2016	ACHIEVED		CEO	Concept and proof of date
Strategic Objective # 7: Establish and Sustain Stakeholder Communications																				
S/O 7.1	3	Page 134, Chapter 3.7.6	Hosting of Board Meetings between DM and LM officials and the private sector	Board Meetings	Number of meetings	6			6	4	2	2	Operational	2	4	Minister	ACHIEVED		CEO	Minutes
S/O 7.2	3	Page 134, Chapter 3.7.6	AGM With UDM as sole shareholder	Board AGM	AGM by deadline	30-Apr-17			30-Apr-17	NA	30-Apr-17	NA	Operational	NA	NA				CEO	Agenda and prior year minutes
S/O 7.3	3	Page 134, Chapter 3.7.6	CEO / Area Committee Chairs Forum	Forum meetings	Number of meetings	6			6	3	2	1	Operational	3	3	Minutes	ACHIEVED		CEO	Minutes
S/O 7.4	3	Page 134, Chapter 3.7.6	Area Committee compliance	Collation of AGM records	Number of Area Committee record books	10			10	NA	10	NA	R 690 988	NA	NA				CEO	Physical documents
S/O 7.5	3	Page 134, Chapter 3.7.6	Area Committee Cluster Functions	Member engagements	Number of functions	6			6	3	NA	NA	Operational	6	3	See schedule	NOT ACHIEVED	Patronised to 13 - in conjunction with AGMT	CEO	Function record
S/O 7.6	3	Page 134, Chapter 3.7.6	Operational management meetings	In-year monitoring of ops and prospects of referral to Board	Number of meetings	6			6	3	2	1	Operational	3	3	Minutes	ACHIEVED		CEO	Operation notes and presentations / minutes
S/O 7.7	3	Page 134, Chapter 3.7.6	Ugu DM Development Agency Meetings	Inter entity cohesion	Number of meetings															
S/O 7.8	3	Page 134, Chapter 3.7.6	CEO Tourism Presentations To DM and LM Councils	Cohesion with political principals	Number of meetings	7	-2	5	5	2			Operational					Pending Council confirmation for Unisa-wabembe & Unzumba Target will also be reduced due to Amalgamation of LMs	CEO	DM & LM Agendas and presentations
S/O 7.9	3	Page 134, Chapter 3.7.6	DM / LM officials engagement	Inter institutional cohesion	Number of engagements	28			28	31	7	7	Operational	14	31	See schedule	ACHIEVED		CEO	Contact record
S/O 7.10	3	Page 134, Chapter 3.7.6	Provincial / DM / LM LED & IDP Forum meetings	Inter-sectoral cohesion	Number of meetings	8			8	11	2	2	Operational	4	11	See schedule	ACHIEVED		CEO	Attendance register / Contact record
S/O 7.11	3	Page 134, Chapter 3.7.6	VIC Visitation	Head office / VIC ops cohesion	Number of visits	120			120	137	30	30	Operational	60	137	See schedule	ACHIEVED		Dev PC // CEO	Contact record

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S/O 7.1.2	3	Page 134, Chapter 3.7.6	New member prospects	Membership recruitment	Number of calls on prospective members	120			120	63	30	30	Operational	60	63	See schedule	ACHIEVED		Dev PC // CEO	Call log
S/O 7.1.3	3	Page 134, Chapter 3.7.6	Direct Calls to existing members	Member satisfaction and relations	Number of calls	150			150	94	30	60	Operational	60	94	See schedule	ACHIEVED		Dev PC // CEO	Call log
S/O 7.1.4	3	Page 134, Chapter 3.7.6	Recruitment of new members	Confirmation of New Paid Up Members	Number of new members	50			50	20	12	14	Operational	24	20	See schedule	NOT ACHIEVED	This area to focus on in Q3 and Q4	Dev PC // CEO	New members list
Strategic Objective 8:0: Ensure participation in tourism products by local communities																				
S/O 8.1.1	3	Page 134, Chapter 3.7.6	District wide programmes	District Tourism Awareness Programme (TAP)	Number of TAP Implementation reports by deadline 30 June	4			4	3	1	1	Operational	3	3	TAP reports to Board	ACHIEVED		Dev PC // CEO	Report and proof of submission date
S/O 8.1.2	3	Page 134, Chapter 3.7.6	District wide programmes	Schools information Sessions	Number of school sessions in DMs	24			24	12	6	6	Operational	12	12	See schedule	ACHIEVED		Dev PC // CEO	Record of Presentations / Principal sign-off
S/O 8.1.3	3	Page 134, Chapter 3.7.6	District wide programmes	Updated presentations to prospective tourism practitioners	Number of presentations	6			6	5	2	1	R 80 000	5	5	See schedule	ACHIEVED		Dev PC // CEO	Record of Presentations / Attendance registers
S/O 8.1.4	3	Page 134, Chapter 3.7.6	District wide programmes	School and/or tertiary tours within the South Coast	Number of tours	6			6	5	0	2	R 240 000	4	5	See schedule	ACHIEVED		Dev PC // CEO	Record of tours / Attendance registers
Strategic Objective 9:0: Ensure participation in tourism products by local communities																				
S/O 9.1	6	Page 134, Chapter 3.7.6	Emergent tourism practitioners	Mentorship and skills development	Number of training events	6			6	8	2	NA			8	See schedule	ACHIEVED		Dev PC // CEO	Record of Engagement
S/O 9.2	6	Page 134, Chapter 3.7.6	Emergent businesses	Emerging enterprise participation at events - facilitation	Number of events	3			3	13	1	1	R 234 250	1	18	See schedule	ACHIEVED		Dev PC // CEO	Record of promotion
S/O 9.3	6	Page 134, Chapter 3.7.6	Graduates for the tourism sector	Mentorship / placement of graduates	Number of graduates listed for placement	75			75	40	15	30	R 320 000	30	40	CV received	ACHIEVED		Dev PC // CEO	Record of Mentorship/Placement capability
S/O 9.4	6	Page 134, Chapter 3.7.6	Emergent businesses within Southern Explorer	Free advertising for emerging tourism practitioners	Number of adverts	20			20	NA	NA	20	R 253 340	NA	NA		working on new lists - currently 20	Dev PC // CEO	Record of Placement	
S/O 9.5	6	Page 134, Chapter 3.7.6	South Coast Tourism Empowerment Protocol	Adoption of Protocol	NA 2015/2016	NA 2017	30-Jun-17	30-Jun-17	30-Jun-17	NA	NA	30-Jun-17	Operational	NA	NA			CEO	Adoption of Empowerment Protocol and proof of date.	
Strategic Objective 10:0: Ensure participation in tourism products by local communities																				
S/O 10.1	5	Page 134, Chapter 3.7.6	PDI representation on Ugu South Coast Tourism Area Committees	Appropriate reps identification	Number of PDI reps on area committees	11			11	9	NA	NA	Operational	11	8	See schedule	NOT ACHIEVED	Continuous participation in the AC meetings currently 8	Dev PC // CEO	Record of PDI representation on Area Committee in minutes
S/O 10.2	5	Page 134, Chapter 3.7.6	Emergent products and services (mainly hinterland) within each LM	Feasibility/ viability template utilisation	Number of templates completed	12			12	8	3	3	Operational	8	8	See schedule	ACHIEVED		Dev PC // CEO	Hard copies of template completed

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Strategic Objective #1: Develop products and services to enhance tourism products and services																				
S/O 11.1	3	Page 134, Chapter 3.7.6	Eco-Cultural / Activity Trails Network (hinterland and coastal) for the District	Concept Document formulation for stakeholder engagement	2013/2014	N/A			N/A	NA	NA	NA		NA	NA				N/A	
S/O 11.2	3	Page 134, Chapter 3.7.6	Roll Out Phases for 11.1 above	Individual product support	Number of products	4			4	3	1	1	R 500 000	2	3	'AN' reports to Board	Achieved		Dev PC // CEO	Quarterly report on Product
S/O 11.3	3	Page 134, Chapter 3.7.6	Product development	Kwakolo Caves	Number of Progress reports to Board	4			4	3	1	1	R 1 000 000	7	3	TAP reports to Board	Achieved		Dev PC // CEO	Quarterly reports
S/O 11.4	3	Page 134, Chapter 3.7.6	Product development	Ntsezi (Main) Heritage Project	Number of Progress reports to Board	4			4	3	1	1	R 100 000	2	3	TAP reports to Board	Achieved		Dev PC // CEO	Quarterly reports
S/O 11.5	3	Page 134, Chapter 3.7.6	Product Development	Big 5 (Enaweni)	Completed					0										N/A
S/O 11.6	3	Page 134, Chapter 3.7.6	Product development	New Projects Identified	Quarterly reports	4			4	1	1	2	R 200 500	1	1	Board report 26 Oct 2016	Achieved	Great Drives Out - Ntandale	Dev PC // CEO	Quarterly reports
S/O 11.7	3	Page 134, Chapter 3.7.6	Development Events	Responses to requests for support	Percentage of ad hoc requests that are supported that meet the criteria	80%			80%	94%	60%	80%	Operational	8%	94%	See schedule	Achieved		Dev PC // CEO	Quarterly reports
Strategic Objective #1.2: Ensure that DM/LM coastal management / development projects are achieved																				
S/O 12.1	3	Page 134, Chapter 3.7.6	Beach product development and upgrades	Overnight contribution to beach upgrades	CEO's collation of Annual status quo reports for 3 LMs with beaches by deadline	30-Jun-17			30-Jun-17	NA	NA	30-Jun-17	Operational	NA	NA				Dev PC // CEO	Record of Status Quo Reports from DM/LMs and Communication with DM/LMs and other facilitating agencies
Strategic Objective #1.3 Create an enabling environment for tourism investment																				
S/O 13.1	3	Page 134, Chapter 3.7.6	Partnership with Development Agency	Portfolio of Desired Tourism Investment Initiatives / Projects	2013/2014															
S/O 13.2	3	Page 134, Chapter 3.7.6	Partnership with Development Agency	Investment prospectus	As per number and prospectus date															
S/O 13.3	3	Page 134, Chapter 3.7.6	Partnership with Development Agency	Tourism sector support to Development Agency	Percentage of ad hoc requests for input that are met															
Strategic Objective #1.4: Ensure that tourism support infrastructure is adequately provided and/or maintained																				
S/O 14.1	3	Page 134, Chapter 3.7.6	Partnership with stakeholders	Tourism support infrastructure	Percentage of ad hoc requests for tourism infrastructure that are taken to conclusion	80%			80%	100%	80%	80%	Operational	90%	100%	See schedule	Achieved		Dev PC // CEO	Record of requests and facilitation assistance

**MID-TERM REVIEW
BUDGET AND PERFORMANCE ASSESSMENT
FOR THE PERIOD 1 JULY 2016 TO 31 DECEMBER 2016**

Submission: January 2017

Prepared by:

Mandla Mabece – Acting Chief Executive Officer; and
Ntando Duma – Manager: Finance and Investment Promotion

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.

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SECTION 1 – INTRODUCTION

Purpose

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 2016/17 financial year; and to recommend to the board whether an Adjustment Budget is necessary.

Background

In terms of section 88 of Local Government: Municipal Finance Management Act, 2003 (ACT 56 of 2003):

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)

Ugu South Coast Development Agency operated in a difficult environment during the first half of the financial year due to:

- Funding committed by Local Municipalities Umuziwabantu, Umdoni and Ray Nkonyeni not paid to the entity. It is expected that through continuous engagements committed funding will be made available to the entity.
- Funding from Umdoni that does not include commitments from erstwhile Vulamehlo Municipality.
- Managerial vacancies and inefficiencies which are being addressed through the recruitment process.
- Resolutions enabling the Agency to deal in properties belonging to the Ray Nkonyeni having expired.
- USCDA's weak balance sheet caused the entity to scramble for money to fund the purchase of land for Ifafa Industrial Park.
- KZNEDTEA have not honoured their commitment to transfer R1million USCDA to cover the urgent work that needed to be done to enable Polar Refrigerator (Anchor Tenant) to take occupation of their site.
- Delays in transferring the agreed amount of R1 million by KZNEDTEA will affect Polar Refrigerator timelines.
- No formal agreement has been signed with KZNEDTEA for Ifafa Industry Park (IIP).

Budget

Approved Budget

The Approved Budget was set prior to the commitment to the urgent purchase of land for the development of Ifafa Industrial Park.

The revised budget assumed financial commitments made by all local municipalities and KZNEDTEA will be honoured.

Adjustment Budget

The Adjustment Budget prepared in this Mid-Term Review makes the same assumptions regarding grant income from local municipalities and reflects changes in respect of increased interest earned, purchase of land for Ifafa Industrial Park and increased capital expenditure and the requirement to balance the budget. (Refer Annexure A).

As at December 2016, the agency seems to have collected more than what was budgeted for because of the District and USCT transferring monies early to facilitate purchase of Ifafa Industrial Park Land. Over all expenditure is at 22%.

Draft 2018 Budget

Annexure A reflects Draft Budget 2018 required for approval by the Board and submission to the parent. The Draft budget anticipates funding from the district and all local municipalities.

Recruitment

In responding to the Organisational Structure as approved by the board, managerial and administrative vacancies have progressed as follows:

- Acting CEO – Mandla Mabece secondment from Ray Nkonyeni Municipality. Fixed-term contract expires 30 March 2017.
- The process of appointment of CEO, shortlisting and interviewing is currently underway and within the domain of the Board.
- Development Manager: Property Development – Samuel Mosikili appointed effective 03 January 2017 on a 5-year fixed-term contract. He has since withdrawn his acceptance of the offer given to him by USCDA citing personal reasons. An item will be sent to Corporate Services proposing a way forward.
- Manager: Investment Promotion and Marketing – has accepted USCDA offer and will assume her duties 1 February 2017.

Performance Plan

In responding to the above-mentioned limitations and challenges faced by the Agency, certain targets have been delayed or removed from the Annual Performance Plan Q2 (refer Annexure B) and are summarised as follows:

SO1 - Institutional Compliance:

SO 1.2 Risk Policy Review - Moved from Q2 to Q4 as all USCDA policies will be reviewed in Q4.

SO 1.3 AG and Internal Audit Query Resolution – 3 internal audit findings raised for Q1 will be resolved in Q3.

SO2 - Capacity Building:

SO 2.2 Recruitment: One managerial post will be filled in Q3.

SO3 - Investment Promotion:

Incentives for the locals and a district municipality will be attended to in quarter three. An item has been submitted to the MMs forum for discussion. The province is also working on the guidelines.

A notices alerting tourist of what Ugu District has to offer was placed on the newspapers in December 2016, serious enquiries have since been received as a result.

SO4 - Agriculture: To promote small scale farming in Ugu District

SO 4.1.1 to 4.1.4 Support the growth of local emerging farmer and encourage market for their product

- Not implemented due to DoE unavailability to discuss prices adjustment ;
- Identified farmers for NSNP are still supported by the agency, however capital injection is still a challenge ;

- Supported farmers will be linked with RASET (Radical Agrarian Socio-Economic Transformation) programme to benefit from the food chain; individual small producers (subsistence growers) will be supported.
- UFPM is still under the management of the parent-Ugu District;
- Seven agro-processors recognised in the district and have been trained on HCCPP, but no budget available to assist further;
- Mobile Tea Tree project was not viable; this project will then be removed from the annual performance plan.

SO5 - Manufacturing: to facilitate skills development and training for small business development and entrepreneurship

- SO 5.1 Facilitate internships: Place interns in private sector business for a period of 12 months
- The Agency managed to place all ten (10) interns as according to plan, to gain their work experience. NPC artisan training centre wants to partner with USCDA on trades that are not offered by TVET colleges.
- SO 5.2 Give a voice to small enterprises via community local radio stations and promote awareness of USCDA.
- The Agency achieved the target for the Q2 and the SMMEs benefit from the programme.

SO6 - Property Development:

SO 6.1.1 Hinterland property Development:

- Two desktop studies are scheduled for Q3&4.

SO 6.2 Transport tourism hub:

- A desktop study of the most suitable site for this project will be completed in Q4. The site that was identified by the entity belongs to DoT and when the entity approached DoT with the proposal their response was "great idea, wrong site".

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

SO 7.1 to 7.3 – Implement maritime tourism project mandated by Ugu South Coast Tourism

- Aquaculture Feasibility study for the province is in progress by EDETEA appointed service provider;
- Establishment of Experimental Fish Farm. A feasibility study will be done in the second half of the financial year.

SO 8 Catalytic Projects: facilitate catalytic within the Ugu District

- SO 8.1 Establish the viability of rezoning the remainder of Portion 1 of the farm Elysium No 15582 from agriculture to industrial (Ifafa Industrial Park);
- The Agency appointed the Town Planner to do preliminary rezoning but the application to convert agricultural land to industrial land is still underway.
 - Transfer of ownership of the farm to USCDA has been completed. USCDA will follow up with KZNEDTEA to ensure that they honour their commitments.

SO9 - Renewable Energy:

- The Agency met with the eThala biofuels at the Gunn's drift for site.

Note:

John Mason Park, Hibberdene Mix Use, Port Shepstone and Margate Urban renewal will be added to our Annual Performance Plan since a way forward has been agreed with the MM from Ray Nkonyeni Municipality.

Directors' fees and travel reimbursement

In light of the correspondence received from National Treasury an allocation has been made in the budget to cater for adjustment in board fees. Indications are that an item has been submitted to the Ugu council for approval on this matter. USFDA will implement the adjusted board fees once approved by parent.

SECTION 3 - ADMINISTRATION

Assessment of the MFMA section 87 financial reports against approved Annual Budget for the first half of the financial year

REVENUE

Total revenue earned as at 31 December 2016 amounts to R10 710 581.00 and includes:

• Interest received	R 176 370.49
• Grant Income: UGU, USCT & LMs	R6 512 500.00
• Investment by USCT	R4 000 000.00
• Other Income	R 21 710.51

The Budget cash flow anticipated receipt of R6 842 000 by the end of the first half of the year.

OPERATING EXPENDITURE

Overall operating expenditure for the first half of the year amounts to R3 064 362 which is 22% of the approved budget of R13 678 020. Projected operating expenditure for the first half of the year was estimated at 50% of the approved operational expenditure budget.

Directors Fees

The agency budgeted R440 000 under this category. As at December 2016 R136 288.15 had been spent which represents 31% of the budget.

Salaries and Wages

R5 600 000 was budgeted under this category and R 1 895 176 (34%) was spent in the first half of the 2016/17 financial year.

CAPITAL EXPENDITURE (Fixed Assets)

R41 550 was spent on Capital Expenditure in the first half of the year against the approved budget of R50 000.

CASH FLOW

The opening bank balance in July 2016 was R8 485 33.

USFDA received R5 710 000 from USCT; R570 000 from Umzumbe Municipality, R6 284 250 from Ugu District Municipality. R10 657 000 was transferred to Investec bank for them to issue a bank guarantee for the purchase of land for Ifafa Industrial park. The balance on the investments account was R1 452 070.91 at 31 December 2016.

DEBTOR'S ANALYSIS

Total of R3.9 million by Ray Nkonyeni, uMuziwabantu and Umdoni municipalities.

MONTHLY BUDGET STATEMENT (as required by Treasury)

The table provides an overview of the monthly actual, year to date actual and year to date budget of revenue by source and expenditure by type.

Ugu South Coast Development Agency - Table F1 Monthly Budget Statement Summary - M06 December

Description	2015/16	Current Year 2016/17							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
Financial Performance									
Property rates	-	-	-	-	-	-	-	-	-
Service charges	-	-	-	-	-	-	-	-	-
Investment revenue	119	100	-	45	192	50	0	283%	-
Transfers recognised - operational	6 882	10 584	-	-	6 375	5 292	1	20%	-
Other own revenue	-	3 000	-	4	4 004	1 500	3	167%	-
Total Revenue (excluding capital transfers and contributions)	7 001	13 684	-	49	10 570	6 842	3 728	0	-
Employee costs	3 169	5 600	-	338	1 699	2 800	(1 101)	(0)	-
Remuneration of Board Members	437	440	-	19	176	220	(44)	(0)	-
Depreciation and asset impairment	-	48	-	3	18	24	(6)	(0)	-
Finance charges	-	-	-	-	-	-	-	-	-
Materials and bulk purchases	-	-	-	-	-	-	-	-	-
Transfers and grants	-	-	-	-	-	-	-	-	-
Other expenditure	1 453	7 590	-	357	1 171	3 795	(2 624)	(0)	-
Total Expenditure	5 059	13 678	-	717	3 064	6 839	(3 775)	(0)	-
Surplus/(Deficit)	1 942	6	-	(668)	7 505	3	7 502	3	-
Transfers recognised - capital	-	50	-	-	-	-	-	-	-
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	1 942	56	-	(668)	7 505	3	7 502	3	-
Taxation	-	-	-	-	-	-	-	-	-
Surplus/ (Deficit) for the year	1 942	56	-	(668)	7 505	3	7 502	3	-
Capital expenditure & funds sources									
Capital expenditure									
Transfers recognised - capital	138	50	-	63	8	25	(17)	(0)	-
Public contributions & donations	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-
Internally generated funds	-	-	-	-	-	-	-	-	-
Total sources of capital funds	138	50	-	63	8	25	(17)	(0)	-
Financial position									
Total current assets	4 065	4 065	-	-	4 124	-	-	-	-
Total non current assets	304	304	-	-	332	-	-	-	-
Total current liabilities	1 024	1 024	-	-	509	-	-	-	-
Total non current liabilities	-	-	-	-	-	-	-	-	-
Community wealth/Equity	3 345	3 345	-	-	3 947	-	-	-	-
Cash flows									
Net cash from (used) operating	(1 076)	7 526	-	(668)	8 121	3 763	4 358	0	-
Net cash from (used) investing	(125)	1 770	(133)	54	63	885	(822)	(0)	-
Net cash from (used) financing	-	-	-	-	-	-	-	-	-
Cash/cash equivalents at the year end	(1 068)	9 429	(0)	(614)	8 184	4 648	3 536	0	132
Debtors & creditors analysis	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
Debtors Age Analysis									
Total By Revenue Source	-	-	-	3 986	-	-	-	-	3 986
Creditors Age Analysis									
Total Creditors	271	-	-	-	-	-	-	-	271

SECTION 4 - ISSUES RAISED IN THE ANNUAL/AUDIT REPORT

A schedule listing the findings of the Auditor General and the Corrective Actions required of the entity is appended at Annexure D of this report. Three audit findings will be addressed during Q3 & Q4.

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 2016/17 is required;
- That the Board approves the Adjustment Budget for submission to the parent.
- That the Board approves the Draft Budget 2018 for submission to the parent.

SECTION 6 – ADDENDUMS

The following documents form an integral part of this report:

- 6.1 Annexure A – Adjustment Budget & Draft Budget 2018
- 6.2 Annexure B – Annual Performance Plan Q2
- 6.3 Annexure C – Strategic Plan 2016-2017.
- 6.4 Annexure D – Audit findings June 2016 and Corrective Actions

UGU SOUTH COAST DEVELOPMENT AGENCY

STRATEGIC PLAN – 2016/2017

UPDATED BY BOARD ON 20 MAY 2016



PLANNING APPROACH

USCDA's approach to this planning document is that this is only a start to a lengthy planning discussion, which will culminate into a final and realistic funding model and formula for the USCDA in the long term. The USCDA Board and management is committed to doing everything in its power to put the Agency on a stable growth path.

(REVISED 30 May 2016)

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ACRONYMS & ABBREVIATIONS

AFS	-	Annual Financial Statements
AG	-	Auditor General
AGSA	-	Auditor General South Africa
APP	-	Annual Performance Plan
CEO	-	Chief Executive Officer
CoGTA	-	Co-operative Governance Traditional Affairs
DDA	-	District Development Agency
DGDP	-	District Growth and Development Plan
DoE	-	Department of Education
DTI	-	Department of Trade and Industry
EXCO	-	Executive Committee
HCDA	-	Hibiscus Coast Development Agency
HCM	-	Hibiscus Coast Municipality
IDC	-	Industrial Development Corporation
IGR	-	Inter-Governmental Relations
KPA	-	Key Performance Area
KZN	-	KwaZulu-Natal
LED	-	Local Economic Development
LM	-	Local Municipality
MFMA	-	Municipal Finance Management Act
Mol	-	Memorandum of Incorporation
MSA	-	Municipal Systems Act
MTSF	-	Medium Term Strategic Framework
NDP	-	National Development Plan
PEC	-	Provincial Executive Council
PEMP	-	Poverty Eradication Master Plan
PGDP	-	Provincial Growth and Development Plan
PMS	-	Performance Management System
PMU	-	Project Management Unit
PPP	-	Public Private Partnership
PRASA	-	Passenger Rail Agency of South Africa
RDP	-	Reconstruction and Development Programme
SCCCI	-	South Coast Chamber of Commerce and Industry
SDP	-	Service Delivery Plan
SLA	-	Service Level Agreement
SMMEs	-	Small, Medium and Micro-Sized Enterprises
SOC	-	State Owned Company
TIKZN	-	Trade and Investment KwaZulu-Natal
UguDM	-	Ugu District Municipality
USCDA	-	Ugu South Coast Development Agency
USCT	-	Ugu South Coast Tourism
VIC	-	Visitor Information Centre

CHAIRPERSON'S OVERVIEW

Ugu South Coast Development Agency (USCDA) is entrusted with the critical mandate of driving growth and development in the Ugu district.

Per the Memorandum of Incorporation (MoI), the District Development Agency (DDA) has been formed to promote social and economic development and to introduce commercial management practices to the delivery system in line with the policies established by National Government.

Ugu District Municipality (UguDM) is the parent and has entered into a Service Level Agreement (SLA) with USCDA in terms whereof UguDM will delegate certain of its powers and functions of promoting social and economic development to USCDA.

USCDA is a Special Purpose Vehicle that must:

- Be geared to build on opportunities that recognise competitive strengths of the economy,
- Leverage public and private sector resources for development,
- Foster and develop innovation and entrepreneurial potential, and
- Strengthen the economic environment in order to enable business to compete effectively for capital investment that improves economic potential.

In terms of the parent's mandate, USCDA is to focus on strategic project implementation and investment promotion whilst the parent's Local Economic Development (LED) unit will focus mainly on policy, strategy formulation and poverty alleviation projects. Expected activities will be found in the following economic sectors: agriculture, manufacturing, maritime, mining, property development, wholesale trade, retail, catering, accommodation and renewable energy.

The organisational structure of USCDA has been designed for delivery against the focused mandate and a full range of programmes and projects that will be implemented during the period 2015 – 2017 are detailed in the Annual Performance Plan (APP).

Amilcar Cabral said: *"Tell no lies. Claim no easy victories."*

To radically transform, develop and grow the district economy will not be easy. There is a lot to be done and USCDA will need to work closely with both government structures and organised business to forge Public Private Partnerships (PPP's). It will also need to position itself as a relevant, effective and efficient institution that can strategically leverage the capabilities and competencies of society to address the triple challenges of poverty, unemployment and inequality.

USCDA received a strong mandate from the Forum of District Mayors held on 31 August 2015. Going forward the Agency will work closely with local authorities to enhance economic delivery and co-ordinate more effectively around issues of investment facilitation and business development. USCDA will work tirelessly in contributing to the service excellence of our district and our staff will be performance focused and results based to ensure that the mandate is effectively realised.

DR SIPHO J. NZIMANDE

CHAIRPERSON: UGU SOUTH COAST DEVELOPMENT AGENCY

OFFICIAL SIGN-OFF

It is hereby certified that this revised Strategic Plan for Ugu South Coast Development Agency:

- was developed in 2015 by the Board and management of USCDA with the assistance of Rohan Persad of CoGTA and Dr Naren Ramsamooj of KZN Provincial Treasury; and was revised in 2016 under the facilitation of Khayo Mpungose of Africa Mayibuye Leadership (Pty) Ltd;
- takes into account all relevant policies, legislation and other mandates for which USCDA is responsible, and
- accurately reflects the strategic outcome oriented goals and objectives which USCDA will endeavour to achieve during the 2016/2017 term of governance.

NTANDO DUMA
FINANCIAL MANAGER

Signature: _____
Date: _____

JOY CRUTCHFIELD
ACTING CEO

Signature: _____
Date: _____

DR SIPHO J NZIMANDE
CHAIRPERSON OF THE BOARD

Signature: _____
Date: _____

Approved by:

DD NAIDOO
MUNICIPAL MANAGER:
UGU DISTRICT MUNICIPALITY

Signature: _____
Date: _____

COUNCILLOR N. H. GUMEDE
MAYOR: UGU DISTRICT
MUNICIPALITY

Signature: _____
Date: _____

PART A: STRATEGIC OVERVIEW

1. DISTRICT DEVELOPMENT AGENCIES

STRATEGIC IMPLEMENTERS OF ECONOMIC DEVELOPMENT PROGRAMMES AND INITIATIVES IN THE PROVINCE *(Excerpt: Moving KZN Forward – CoGTA)*

District Development Agencies (DDAs) are special purpose vehicles expected to play a catalytic role in building the economic capacity of our districts and to improve their economic future. Through this vehicle, the public, business and non-governmental sector partners are invited to work collectively with government to create better conditions for economic growth and employment generation.

The purpose of DDAs is to create an enabling environment in which local people, institutions and businesses can take realistic and practical decisions to strengthen the local economy, create more jobs at local level, promote new enterprises in municipalities and improve the quality and prospects of life for all.

Within this context, DDAs are expected to:

- enhance socio-economic development,
- create wide-ranging opportunities for sustainable and inclusive employment,
- increase economic activity,
- work closely with all the relevant stakeholders,
- develop policies which create the space at local level for such actions,
- work in partnership to transform local economies to become engines of growth,
- infuse new bottom-up approach to balanced development, inclusive growth and shared prosperity,
- assist municipalities in developing new funding instruments for local economic development, and
- continue to improve efficiency, effectiveness and accountability of funding for local economic development.

The continually changing times in which we live require constant innovation to transform our economy while simultaneously creating significant numbers of new jobs and to strengthen the delivery of basic services.

DDAs are an important part of government's effort to support innovation and economic growth. Through DDAs government seeks to bridge the disconnect between areas that have, over time, come to be known as economic centres and those that remain largely neglected strips with little or no economic activity.

The roles and functions of development agencies may be generalised as follows:

- To promote and develop the economic potential of the UGU district through the development of economic opportunities that are in line with the unique competitive strengths of the local economy,
- To leverage public and private resources for the development of opportunities,
- To foster and develop the innovation and entrepreneurial potential and activities within a local area through the realisation of key strategic investment projects and programmes, and
- To use the strengths of the district's economic environment created by the LED initiatives of the municipalities so that the region can compete effectively for investment.

2. OUR VISION

A leading catalyst in unlocking economic growth and development potential of the Ugu District to the benefit of all.

3. OUR MISSION

We transform the economy of Ugu District through integrated and sustainable job creation, investment promotion and vibrant stakeholder engagement.

4. OUR VALUES

As a development agency, we subscribe to the following values:

- I** - Innovation
- S** - Stakeholder-driven
- I** - Integrity
- D** - Delivery-focused
- E** - Excellence

5. OUR GOAL (PURPOSE STATEMENT)

To transform, develop and grow the district economy

6. OUR STRATEGIC OBJECTIVES

- Agriculture
- Manufacturing
- Maritime
- Investment Promotion / One Stop Shop
- Property development
- Renewable Energy
- Infrastructural development

7. OUR MANDATE

USCDA is a DDA and is a State Owned Company (SOC) which is wholly owned by the UguDM. The Chairperson of the Board reports to the Mayor. The Chief Executive Officer (CEO) reports to the Board and liaises with the Municipal Manager of the parent municipality (shareholder).

UguDM appoints the Board and the Board appoints its Chairperson and the CEO. USCDA is a RF (Ring Fenced) company as the authority of the Board is limited by the MoI, the MFMA, the MSA and the mandate received from UguDM.

(NB: HCDA changed its name to SCDA in 2014 and was formally replaced by USCDA, a (RF) SOC [ring-fenced state-owned company], on 1 July 2016. Once the 2015/2016 audit is complete, SCDA will be deregistered.)

EXCERPT: UGU DISTRICT MUNICIPALITY 'SECTION 78 REPORT'

A DDA is a special purpose vehicle with defined goals and objectives. It is a service delivery vehicle designed to unlock the development and economic potential of the district through promoting investment and implementing and facilitating economically viable, regionally impacting, economic development projects.

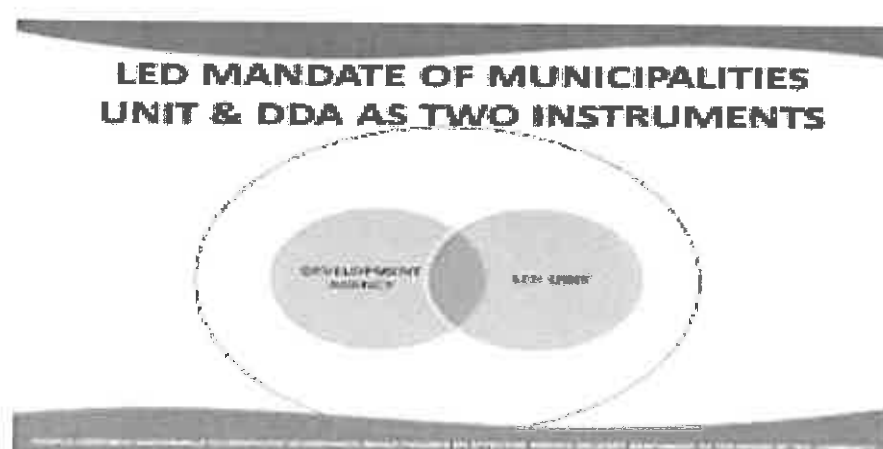
It follows that the LED unit of the municipality and the DDA will work in coordination with each other, each with its specific functions and responsibilities as appropriate to that municipality.

The recommended option suggested by the KZN DDA Programme is Option Two where the DDA functions as a special purpose vehicle outside the municipality with the specific and focused mandate to implement strategic district sustainable economic development investment projects.

MANDATE RECEIVED FROM PARENT MUNICIPALITY *(NB: As received from UguDM)*

Distinction is made between the roles of the DDA and LED units:

- DDA: Special purpose vehicle with focus on strategic projects implementation and investment promotion.
- LED units: Focus mainly on policy, strategy formulation and poverty alleviation projects.



LED UNIT AND DDA ACTIVITIES

DEVELOPMENT AGENCY ACTIVITIES	LED UNIT ACTIVITIES
• Special purpose vehicle • Catalytic and strategic projects • Implementation of sustainable economic development projects • Investment promotion	• Policy and strategy development • Economic development, community-based poverty alleviation projects • Training and capacity building programmes • Cooperatives and SMME's development • Ugu District LED Unit 2015/16 Service Delivery Plan (SDP) aligns this strategic direction

EXPECTED ACTIVITIES PER SECTOR

ECONOMIC SECTOR	PROGRAMME
• Agriculture	• Agro processing • Development of production in subsistence farms to commercial farms • Development of livestock and vegetable production to commercial products. • Development of markets and collaboration with private sector to receive product outputs • Expansion of dominant products to emerging farmers such as sugar-cane, banana, macadamia nuts and timber
• Manufacturing	• Beneficiation of agricultural products e.g. Timber • Furniture and clothing sector support • Upgrading and development of new industrial parks
• Maritime	• Small craft harbour/marina development • Beachfront upgrading and development
• One stop service centre / investment promotion	• Link business and government • Link business: various sectors and value chains • Market business offerings of the district • One stop shop for business support: opportunities and information: Business information on registration, proposal/concept or business plan development service. • Link emerging business with funding opportunity agencies (women and youth empowerment funds) • Attraction of big business: and forging of partnerships between big business, foreign and local business
• Property development, wholesale, trade, retail, catering and accommodation, renewable energy	• Support business expansion in these sectors • Package business opportunities in these sectors • Support new ventures • Share information on potential and new opportunities • Lobby for infrastructure development on behalf of business with local and provincial government.

COMMUNICATION AND REPORTING LINES

REPORTING STRUCTURE TO PARENT MUNICIPALITY

Reports to be submitted by CEO to Board, after which they are presented to UguDM EXCO and then to UguDM Council

- **Budget:** Draft and final budget and mid-year budget adjustment and review
- **Quarterly Performance Reports:** Submission to parent municipality on a quarterly basis and presented in a parent municipality review session
- **Annual Report:** Final report submitted at the same time/period with parent municipality
- **IDP and Service Delivery Plans:** Submitted at the same time/period with parent municipality
- **Management:** Performance bonus and annual salary increase

REPORTING LINES TO THE PARENT AND LOCAL MUNICIPALITIES

Information flow and management:

- **Board Chairperson:** Table quarterly reports to the mayors' forum
- **DDA CEO:** Table quarterly reports to the municipal managers' forum
- **DDA CEO:** Official member at District LED Forum and Economic Development Forum

OBSERVERS FROM PARENT MUNICIPALITY

Political:

Mayor of the District (*currently Mayor Gumede*)

Alternate with Portfolio Chair: Economic Development (*currently Councillor Ian Mavundla*)

Administration:

GM: IED and (*currently Zakithi Mbonane*)

Senior Manager Economic Development and Environment (*currently Sipho Khuzwayo*)

Administration observer's responsibility: Cascading information from USCDA to Portfolio Committee, through to EXCO and Council.

FUNDING PROPOSAL

USCDA will service the whole district, all six local municipalities.

- Funding mechanisms and sources for the Agency
 - **Administration & Operations:** UguDM and LMs are expected to fund the DDA.
 - **Project Implementation:** Funding sourced for project implementation from government agencies and partners to be on the Agency's account.
 - **3% Project Management Fee:** To be deducted per project undertaken
- Development agency financial sustainability plan:
 - Agency to deliver on projects that will lead to self-sustaining and non-grant-reliant entity.

8. AIMS AND OBJECTIVES OF THE STRATEGIC PLAN

The purpose of this strategic plan is to provide a roadmap for USCDA over the Medium Term Strategic Framework (MTSF) period. The aim is to guide the Agency on how to make a positive contribution to the priorities of the NDP and focus its efforts towards making a meaningful contribution towards poverty eradication, employment opportunities and the reduction of inequalities in South Africa through radical economic transformation.

The objectives of the USCDA strategic plan are:

- To position USCDA as the DDA that promotes social and economic development within the Ugu district and introduces contemporary commercial management practices to the delivery system,
- To make a meaningful contribution towards realising the key priorities of the NDP vision 2030,
- To align the Agency's programmes and projects to support the implementation actions required to achieve its objectives of economic transformation and poverty alleviation,
- To facilitate efficiencies of scale to support effective outcomes of internal processes of the Agency in order to support the stated outcomes of the strategy, and
- To provide the necessary financial and non-financial resources to achieve the stated outcomes of the Agency's strategic plan.

9. SITUATIONAL ANALYSIS

9.1. Performance Environment

The Ugu District Municipality (DC21) is situated along the coastline in the southern region of the KwaZulu-Natal Province. It is one of the eleven district municipalities of the province and is commonly known as the South Coast of KZN. The district boasts a coastline of 112 kilometres. The geographical area is 5,866 square kilometres and is currently divided into six local municipalities:

- Ezingoleni Local Municipality,
- Hibiscus Coast Local Municipality,
- Umdoni Local Municipality,
- Umuziwabantu Local Municipality,
- Umzumbe Local Municipality, and
- Vulamehlo Local Municipality.

Following the 2016 local government elections, realigned demarcation will result in Ezingoleni Local Municipality and Hibiscus Coast Local Municipality being combined to form the Ray Nkonyeni Local Municipality and Vulamehlo Local Municipality will be incorporated into Umdoni Local Municipality and eThekweni Municipality. Hence the number of local municipalities within the district will reduce from six to four.

The region is bordered on the north by eThekweni Municipality and the Eastern Cape to the south. Spatially the district is divided into an urbanised coastal zone and large tracts of underdeveloped fertile Ingonyama Trust and communal land that could be developed for commercial agriculture small grower and poverty alleviation projects.

The economy of UguDM is relatively diversified with strong representation of the tourism, agricultural, manufacturing, retail and mining sectors. However despite these advantages the UguDM economy is seen as one that is underperforming and following a trajectory of growing unemployment and deepening poverty. One of the traditional mainstay economic sectors, agriculture, has shed jobs at an alarming rate over the past decade primarily due to restrictive

legislation that has affected the agricultural investment appetite. These jobs have been lost to the local economy due to the inability of other sectors to absorb or replace them.

In an effort to change and address the identified socio-economic challenges and to change the current development trajectory, UguDM has developed the District Growth and Development Strategy that sets the development and growth vision over the next 15 years.

The following economic indicators, which have bearing on the USCDA Strategy, have been taken from a recent report compiled by Nonhlanhla Msomi. The report aims to provide statistics to assist in strengthening the economic development knowledge base of UguDM and also to make information about the economic trends of the UguDM freely available to potential investors and other crucial stakeholders. *(Estimates are based on Quantec Standardised Regional Dataset)*

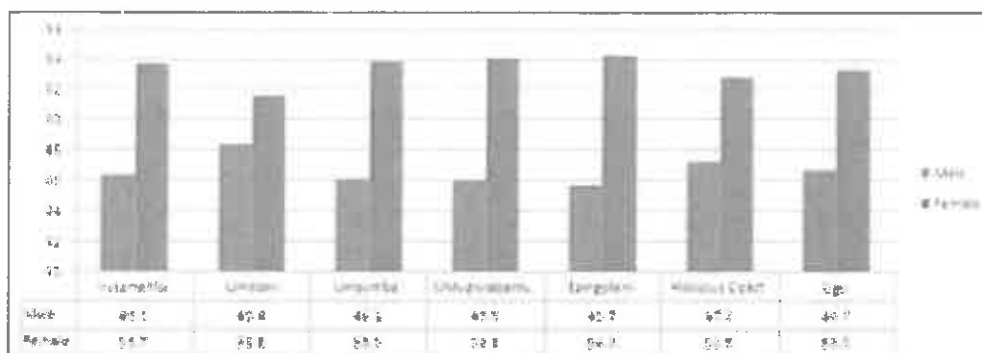
POPULATION GROWTH RATES 2008 - 2013

Municipality	2008	2009	2010	2011	2012	2013
Vulamehlo	80 960	79 876	79 122	78 852	79 797	80 770
Umdoni	73 503	75 528	77 398	79 010	79 837	80 665
Umzumbe	189 118	187 327	186 057	185 652	187 454	189 245
Umuziwa-bantu	104 175	106 221	108 106	109 757	110 830	111 935
Ezingoleni	58 009	58 522	59 031	59 543	60 139	60 725
Hibiscus Coast	233 388	235 001	236 720	238 642	241 084	243 529
Ugu	739 154	742 476	746 434	751 456	759 140	766 869

RACIAL PROFILE 2013

Municipality	African	Coloured	Asian	White	Total
Vulamehlo	79 745	194	558	272	80 770
Umdoni	64 845	1 062	9 120	5 638	80 665
Umzumbe	188 525	550	61	109	189 245
Umuziwa-bantu	106 896	2 315	1 936	788	111 935
Ezingoleni	59 372	270	379	704	60 725
Hibiscus Coast	201 815	1 738	16 620	23 355	243 529
Ugu	701 199	6 129	28 675	30 866	766 869

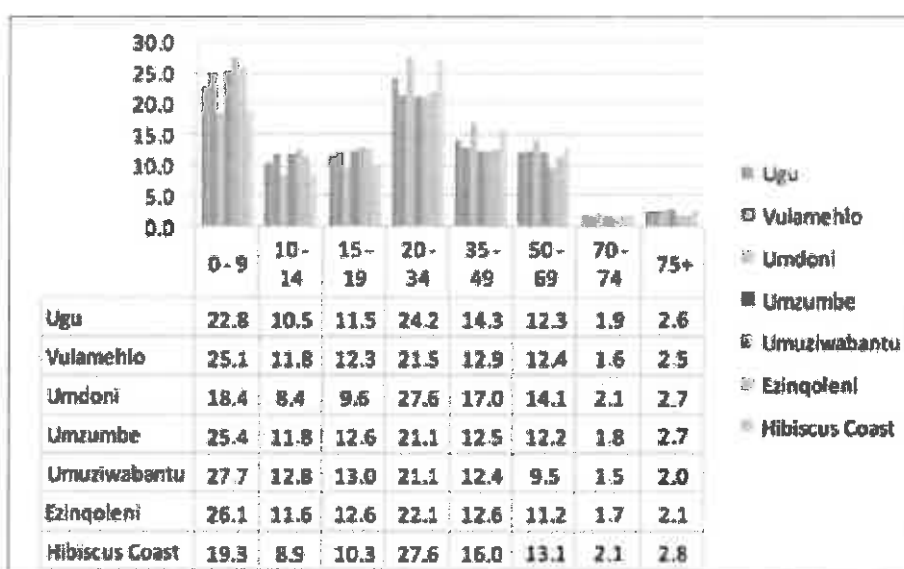
GENDER PROFILE 2013



POPULATION SUMMARY 2013 – GENDER, HOUSEHOLDS, MEAN HOUSEHOLD SIZE

	Gender Characteristics				Number of Households	Mean Household Size
	Males	Females	Total	Gender Ratio		
Vulamehlo	37 024	43 746	80 770	84.6	14 334	5.6
Umdoni	39 722	40 943	80 665	97.0	18 082	4.5
Umzumbe	85 875	103 370	189 245	83.1	44 710	4.2
UMuziwabantu	50 248	61 687	111 935	81.5	22 662	4.9
Ezingoleni	27 408	33 316	60 724	82.3	12 274	4.9
Hibiscus Coast	113 727	129 802	243 529	87.6	55 574	4.4
Ugu	354 004	412 864	766 868	85.7	167 636	4.6

AGE PROFILE 2013



UNEMPLOYMENT STATUS 2013

	Ugu
Population – Total (number)	766 869
Population – Working age (number)	427 558
Labour force/Economically active (number)	195 077
Employed – Formal and informal – Total (number)	138 041
Unemployment rate (percentage)	29.2
Labour force participation rate (percentage)	45.6
Absorption rate (percentage)	32.3

COMPARATIVE UNEMPLOYMENT RATE

	2013
South Africa	24.7
KwaZulu-Natal	21.0
Ugu	29.2
Vulamehlo	58.7
Umdoni	19.6
Umzumbe	45.7
Umuziwabantu	31.7
Ezingoleni	49.6
Hibiscus Coast	17.5

9.2. Policy Environment

RECONSTRUCTION AND DEVELOPMENT PROGRAMME (RDP)

The dawn of democracy in 1994 brought hope to South Africans particularly those who had been previously disadvantaged because of apartheid policies. This new hope was premised on a vision of creating a people centred society and a better life for all expressed in the RDP, whose goals were to eliminate poverty and inequalities from decades of apartheid.

NATIONAL DEVELOPMENT PLAN (NDP)

The NDP contends that eighteen years into democracy, South Africa remains a highly unequal society where too many people live in poverty and too few are employed. The quality of school education for most black learners is poor. The apartheid spatial divide continues to dominate the landscape. A large proportion of young people feel that the odds are stacked against them. Moreover, the legacy of apartheid continues to determine the life opportunities for the vast majority.

The NDP is a plan for the whole country, which offers a long-term perspective to address challenges identified in the Planning Commission's Diagnostic Report released in 2011. It defines a desired destination and identifies the role different sectors of society need to play in reaching that goal. According to the plan, South Africa can realise these goals by drawing on the energies of its

people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society.

The NDP proposes a multidimensional framework to bring about a virtuous cycle of development, with progress in one area supporting advances in others. In particular, young people deserve better educational and economic opportunities, and focused efforts are required to eliminate gender inequality. Promoting gender equality and greater opportunities for young people are integrated themes that run throughout this plan.

NDP Policy Directive

One specific policy directive from the NDP is that we must expand employment and entrepreneurial opportunities in a more inclusive economy. Specifically by 2030, we are charged to ensure that our region boasts a more diversified economy with a higher global share of dynamic products.

The Six Pillars of the NDP

The NDP is founded on 6 pillars that represent the broad objectives of the plan to eliminate poverty and reduce inequality:

1. **Uniting South Africans** of all races and classes around a common programme to eliminate poverty and reduce inequality,
2. **Encouraging citizens to be active in their own development**, in strengthening democracy and in holding their government accountable,
3. **Raising economic growth**, promoting exports and making the economy more labour absorbing,
4. **Focusing on key capabilities** of both people and the country with focus on skills, infrastructure, social security, strong institutions and partnerships both within the country and with key international partners,
5. **Building a capable and developmental state**, and
6. **Strong leadership** throughout society that work together to solve our problems.

PROVINCIAL / DISTRICT GROWTH & DEVELOPMENT PLAN (PGDP / DGDP)

By 2030 KZN will be a prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the World. To achieve this, the strategic goals and objectives are as follows:

STRATEGIC GOALS	STRATEGIC OBJECTIVES
1. JOB CREATION	• Unleashing the agricultural sector • Enhance industrial development through trade, investment and exports • Expansion of government-led job creation programmes • Promoting SMME, entrepreneurial and youth development • Enhance the Knowledge Economy
2. HUMAN RESOURCE DEVELOPMENT	• Early childhood development, primary and secondary education • Skills alignment to economic growth • Youth skills development and life-long learning
3. HUMAN & COMMUNITY DEVELOPMENT	• Poverty alleviation & social welfare • Enhancing health of communities and citizens • Enhance sustainable household food security

	- Promote sustainable human settlements - Enhance safety & security - Advance social capital
4. STRATEGIC INFRASTRUCTURE	- Development of harbours - Development of ports - Development of road and rail networks - Development of ICT infrastructure - Improve water resource management & supply - Develop energy production & supply
5. ENVIRONMENTAL SUSTAINABILITY	- Increase productive use of land - Advance alternative energy generation - Manage pressures on biodiversity - Adaptation to climate change
6. GOVERNANCE AND POLICY	- Strengthen policy & strategy coordination & Inter-Governmental Relations (IGR) - Building government capacity - Eradicating fraud and corruption - Promote participative, facilitative & accountable governance
7. SPATIAL EQUITY	- Actively promoting spatial concentration - Facilitate integrated land management & spatial planning

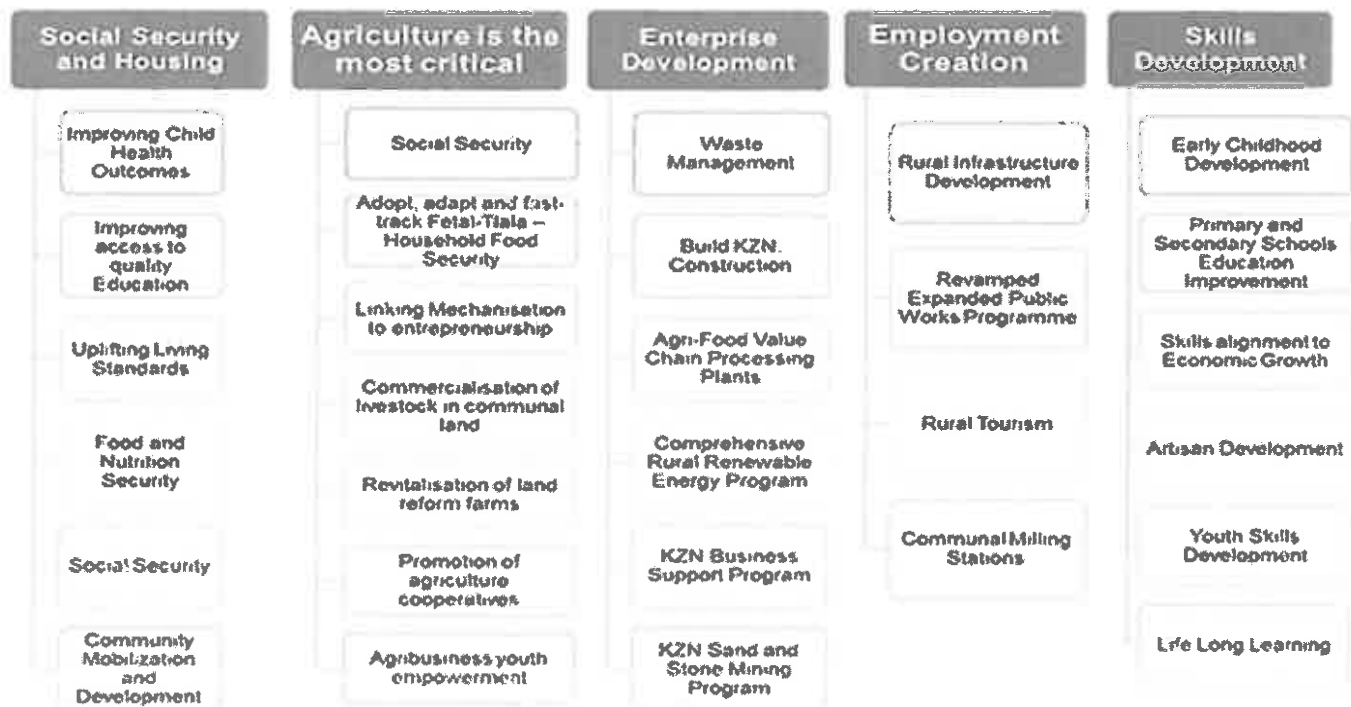
POVERTY ERADICATION MASTER PLAN (PEMP)

The PEMP prepared through an Operation Phakisa Labs approach, was adopted by the PEC and is ready for implementation.

The three illustrations below bring into sharp focus the challenges faced by Ugu District and the significant contribution that USCDA can make in mitigating the identified challenges:

- PEMP: 5 Pillars and 29 Game Changers,
- Map 6: Priority Wards & PGDP Catalytic Projects: Ugu, and
- Ugu most deprived Wards.

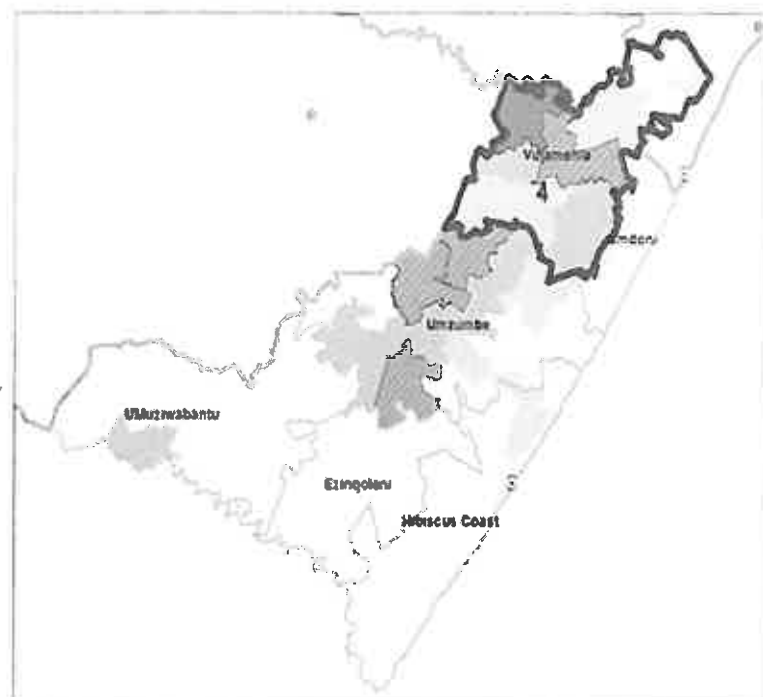
PEMP 5 Pillars and 29 Game Changers



Map 6: Priority Wards & PGDP Catalytic Projects: Ugu

•Poverty Eradication Plan: 169 Priority Wards

•Also Top 5 Poorest per District



Ugu most Deprived Wards

District	Municipality	Ward Code	Deprived Ward Ranking Number
Ugu	Vulamehlo	52101005	10
Ugu	Umzumbe	52103001	18
Ugu	Umzumbe	52103008	25
Ugu	Umzumbe	52103007	35
Ugu	Vulamehlo	52101007	36
Ugu	Umuziwabantu	52104009	56
Ugu	Umdoni	52102009	58
Ugu	Vulamehlo	52101010	59
Ugu	Umzumbe	52103006	62
Ugu	Umzumbe	52103009	63
Ugu	Vulamehlo	52101008	72
Ugu	Umzumbe	52103002	75
Ugu	Vulamehlo	52101004	79
Ugu	Umzumbe	52103012	80
Ugu	Vulamehlo	52101009	117
Ugu	Umdoni	52102006	131
Ugu	Umzumbe	52103013	132
Ugu	Vulamehlo	52101006	138
Ugu	Umzumbe	52103011	144
Ugu	Vulamehlo	52101002	147
Ugu	Hibiscus Coast	52106015	169

SUMMARY STATEMENT

The PGDP, DGD, PEMP and the UDM mandate to USCDA provide the Agency with strategic insight and guidance in its unique opportunity to contribute towards the NDP2030.

Acknowledging that USCDA has been in existence since 1 July 2014, the critical questions are:

- what impact has USCDA had in its mandated areas, and
- to what extent can USCDA contribute in addressing the NDP challenges going forward.

This strategic plan seeks to address those questions.

9.3. Organisational Environment

USCDA FINANCIAL BASE

Whilst KZN-Legislature resolved that each District Municipality within the Province should establish a development agency, the intention that KZN-Treasury grant R7 million to each such Agency as seed funding did not materialise.

In establishing the DDA, UguDM accepted transfer of the Hibiscus Coast Development Agency (HCDA) from the Hibiscus Coast Municipality (HCM) and HCM agreed to pay budgeted funds to the Agency in line with the SLA concluded between HCM and the Agency.

Grants from the other 5 local municipalities have not been budgeted and it was anticipated that adjustment budgets in January 2016 would give rise to increased financial support for USCDA. Contributions were committed by Vulamehlo, Umuziwabantu and Ezingoleni. Umdoni and Umzumbe undertook to start contributions in the 2016/17 financial year.

It is anticipated that:

- certain projects will be transferred to the Agency as funded mandates;
- the Agency will develop linkages with Government and Public Institutions that enable the Agency to tap into finance available to specialist programmes and initiatives. All of these sources need to be identified and include the likes of the Industrial Development Corporation (IDC), Department of Trade and Industry (DTI), Trade and Investment KwaZulu-Natal (TIKZN) and the KZN Department of Rural Development and Land Reform.

Over time, USCDA is expected to become a self-sustaining entity. Efforts will be made to realise this ambition through attracting and earning:

- Project management fees, and
- Property rentals.

USCDA REVIEW

During the financial year ended 30 June 2016, USCDA worked towards improved compliance, financial discipline and capacitating the organisation to receive projects and programmes from the parent, local municipalities and sister entity Ugu South Coast Tourism.

Development Manager: Agriculture and Development Manager: Special Projects were appointed and meaningful progress was made in respect of:

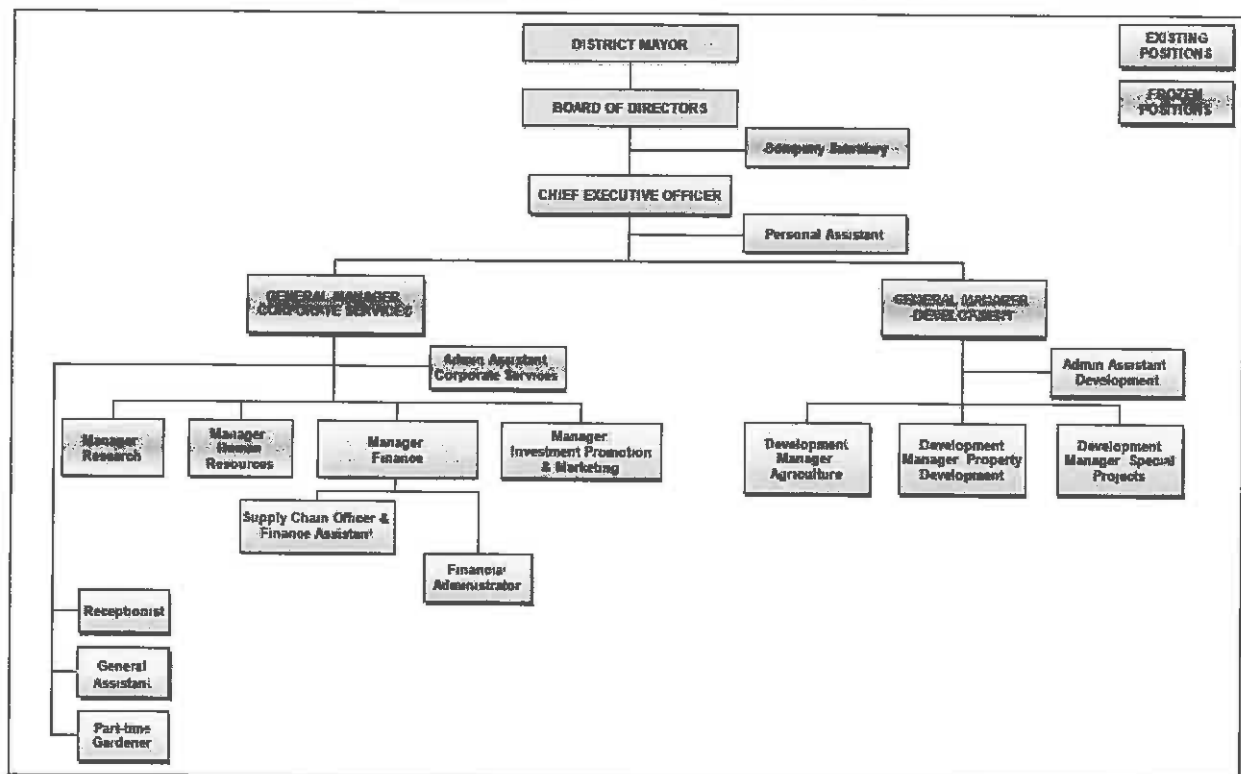
- National School Nutritional Programme which is a Provincial initiative that seeks to cause school feeding schemes to become a captive market to grow small scale farming;
- Umzumbe River Trail which is a proposed R20 million Tourism product that will bring economic development to the rural communities of Umzumbe Municipality; and
- Building the profile of USCDA and emerging SMME's through informative programmes flighted on local Community Radio Stations.
- Assisting emerging SMME's with CIPC registrations.
- Assisting eThala Bio Fuels in their renewable energy initiative.

USCDA ORGANISATIONAL STRUCTURE

The Organisational Structure was developed to include the necessary skill-set to ensure optimal delivery. Were all posts to be filled for the year 2016/2017, it would result in an estimated annual staff cost of R8,990,000.

ORGANISATIONAL STRUCTURE

AS APPROVED AT STRATEGIC PLANNING/BOARD MEETING ON 19-20 MAY 2016



In view of the current austerity measures implemented in the Province, due consideration is given to making use of shared services, freezing certain posts and for staffing provisioning to grow incrementally. These measures have resulted in a reduction of the estimated annual cost from R8,990,000 to R5,600,000.

At the time of drafting the Strategic Plan:

Six posts were frozen due to budgetary constraints and resultant austerity measures:

- Company Secretary
- General Manager: Corporate Services
- General Manager: Development
- Admin Assistant: Corporate Services
- Manager: Research, and
- Manager: Human Resources

Certain services are shared or incorporated into other posts:

- The CEO is to perform the duties of Company Secretary and Public Officer.
- Shared Services with the Parent include Legal and Internal Audit.
- Shared Committees with the Parent include Audit Committee.

Three Board committees have been established:

- Corporate Services Committee
- Project Development Committee
- Social & Ethics Committee

The staff complement and budget scenarios are as follows:

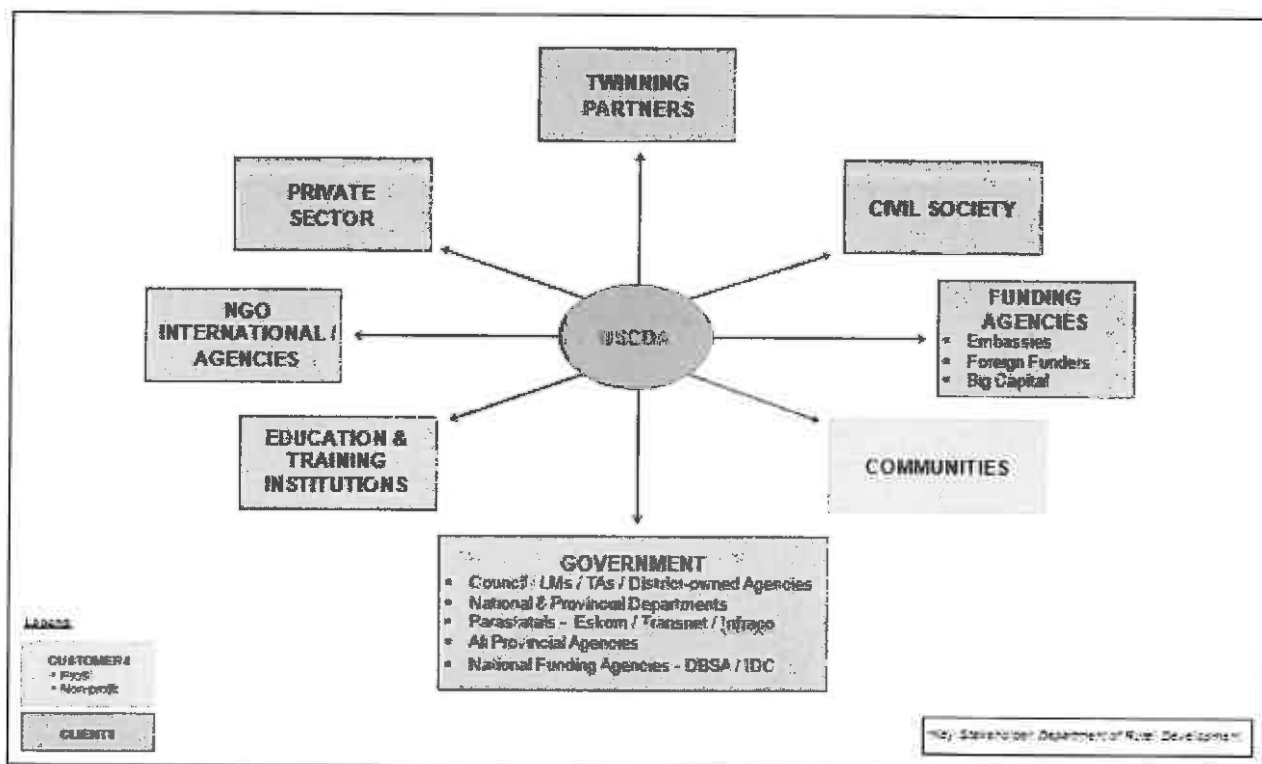
- Current - R3,019,000 - 11 employees
- Austerity - R5,600,000 - 13 employees
- Complete - R8,990,000 - 19 employees

The following vacancies will be filled during the 2016/2017 financial year:

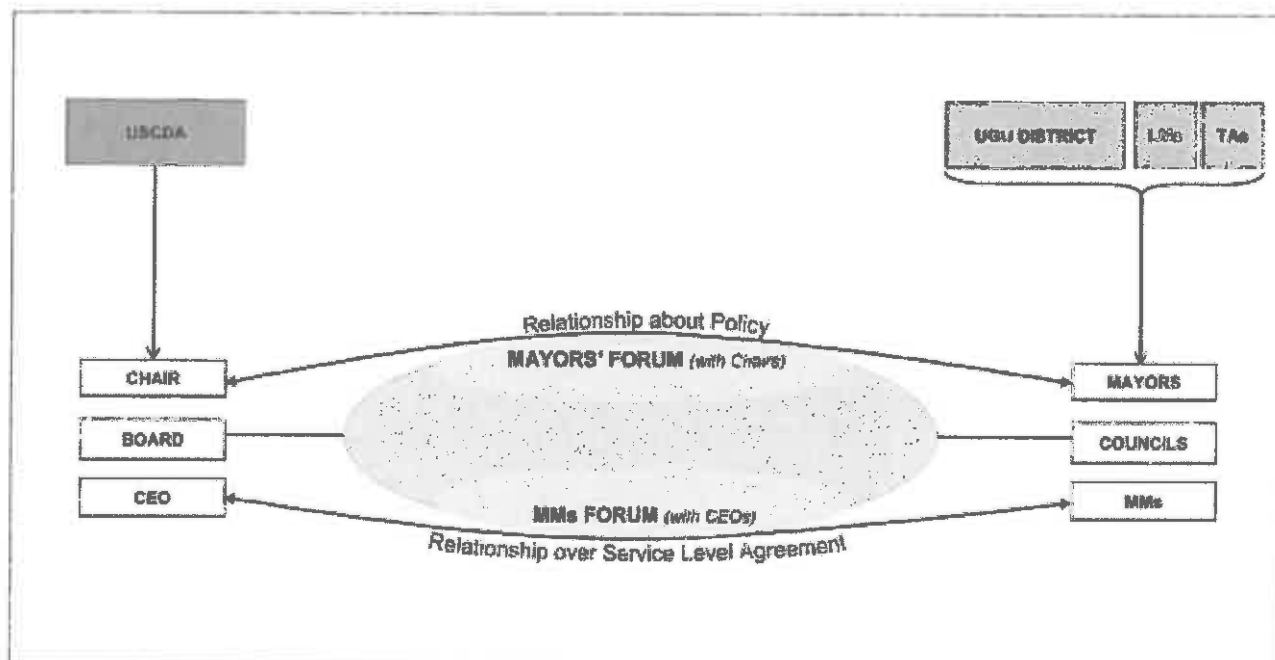
- Chief Executive Officer
- Development Manager: Property Development
- Manager: Investment Promotion & Marketing

USCDA STAKEHOLDER MAP

Stakeholder management is a critical component to the successful delivery of any project, programme or activity. A stakeholder is any individual, group or organisation that can affect, be affected by, or perceive itself to be affected by a programme.



USCDA GOVERNANCE & INSTITUTIONAL FRAMEWORK



9.4. SWOT Analysis

9.4.1 Strengths

- Depth of support from parent municipality
- Robust Board and management equipped with key competencies

9.4.2 Strengths

- Delayed implementation on filling CEO vacancy
- Current funding model
- Blurred lines between the Board and management due to lack of delegations

9.4.3 Opportunities

- Ugu District is underdeveloped
- Plenty of idling land
- Tourist attractions
- Agricultural potential
- Access to available grants and other funding mechanisms

9.4.4 Opportunities

- Shaky economy
- Competition from other districts
- Political interference
- Potential clashes between parent municipality's LED priorities and those of USCDA
- Poor execution of projects and strategy
- Unfunded mandates
- Cash flow management of parent municipality

9.5. Description of the Strategic Planning Process

In line with the requirements of Treasury Regulations 30.1, each year USCDA embarks on a review of the strategic planning process.

Members of the Board, managerial staff and UGU GM LED attended the Strategic Planning Review Workshop on 19 May 2016. The process was facilitated by Khayo Mpungose of Africa Mayibuye Leadership (Pty) Ltd.

STATED EXPECTATIONS

1. Execute strategic objectives effectively and efficiently
2. Formulate SMART objectives coupled with monitoring and evaluation
3. Have a document from which to develop operational plans for management
4. Towards delegations of authority
5. Agree on an organisational structure
6. Achieve unity of purpose and clear and practical strategies. One mind, one focus.
7. From consultation to critical engagement with parent municipality
8. Strategies with positive impact on communities linked to budget for implementation
9. Vision, mission and clear projects to develop the community
10. Strategies to eliminate political and administrative challenges that hinder service delivery
11. Ensure that we will work together

PRESENTATION BY PARENT

Ugu District Municipality was represented by GM Ms Zakithi Mbonane who presented projects being considered by parent municipality for the 2016/2017 financial year and ensuing local government term.

WAY FORWARD/RECOMMENDATIONS

1. USCDA should consider filling the CEO position within the next 3 months.
2. The parent municipality should enable Ugu Local House of Traditional Leaders to have Board representation within the next 6 months.
3. USCDA should consider entering into a Memorandum of Understanding with Ugu Local House of Traditional Leaders, with a view to ensuring that the Board non-representation (to be addressed through recommendation 8.2 above) does not impede the work of USCDA in traditional areas.
4. USCDA Strategic Plan 2016/2017 will be finalised 30th June 2016 for implementation with effect from 1 July 2016.
5. In pursuance of recommendation 4 above, it is noteworthy that the 2015 Strategic Plan will serve as a source document from which the new Strategic Plan will be developed. The new document will reflect amendments, including details of the reduced number of municipalities in the Ugu District.

CONCLUSION

USCDA is poised for unprecedented success that could yield exponential economic growth and turn the South Coast economy around. Needless to say, a visionary CEO would enable the administrative team to implement USCDA's strategic plan.

PART B: STRATEGIC OBJECTIVES

10. USCDA PROGRAMMES

PROGRAMME 1: INSTITUTIONAL COMPLIANCE

- To ensure that USCDA operations are compliant with all regulatory frameworks

PROGRAMME 2: CAPACITY BUILDING

- To capacitate USCDA to deliver and implement its core functions efficiently and effectively

PROGRAMME 3: INVESTMENT PROMOTION

- To promote the growth and development of the Ugu District (Vision 2030)
 - To implement the Growth and Development Strategy of the Ugu District
 - To implement the Investment Promotion & Facilitation Strategy for the Ugu District
 - To establish a business support desk for big, small and emerging business (One stop shop)

PROGRAMME 4: AGRICULTURE

- To support the growth of local emerging farmers and encourage markets for their products
 - National School Nutritional Programme
 - Ugu Fresh Produce Market
 - Assist the growth of secondary co-operatives

PROGRAMME 5: MANUFACTURING

- To facilitate skills development and training for small business development and entrepreneurship
 - Facilitate internships in commerce and industry within the Ugu District
 - Give a voice to small enterprises via Community Radio Stations

PROGRAMME 6: 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
 - To identify property development opportunities within the 4 local municipal jurisdictions that comprise the Ugu District
 - To implement property development opportunities identified by USCDA

PROGRAMME 7: MARITIME

- To promote economic development within the coastal and riverine zones
 - To implement maritime tourism project mandated by Ugu South Coast Tourism – Umzumbe River Trail
 - To establish an experimental terrestrial fish farm (Aquaculture & Aquaponics) within the Ugu District
 - To participate in the production of the Ugu District Maritime Strategy

PROGRAMME 8: CATALYTIC PROJECTS

- To implement catalytic projects as mandated by the District and/or Local Municipalities
 - Ifafa Industrial Park
 - Perishable Goods Hub

PROGRAMME 9: RENEWABLE ENERGY

- To identify, attract, support or assist renewable energy initiatives within the Ugu District.

11. BUDGET

The 2017 Adopted Budget was prepared in line with commitments made by the District and Local Municipalities and ahead of advice of projects and programmes to be delegated to USCDA by these bodies. It responds to the objectives of the Strategic Plan and was crafted as a “zero-based budget” where each and every expense was interrogated and arrived at through proper consideration of need (purchase plan).

The 2016/2017 Approved Budget makes the following assumptions:

- That the three vacant senior posts of CEO, Development Manager: Property Development and Manager: Investment Promotion & Marketing will be filled by 31 December 2016.
- That, in addition to the grants to be received from UguDM of R5,512,500 and LMs of R4,571,500, funded mandates will generate a further income of R3,500,000. Of this, R500,000 has been secured through Ugu South Coast Tourism’s Umzumbe River Trail project. The remaining R3,000,000 has yet to be secured.
- Interest will be earned and is reflected at R100,000

The Project Budget Allocation of R5,826,501 balances the Budget and allocations have been made to confirmed projects and programmes anticipated in the Annual Performance Plan. The intention is that, as projects roll out, budget will be allocated to the specific expenditure incurred within the project cost centre.

Until such time as the R3,000,000 mentioned above has been secured, an equal amount will be withheld from Project Budget Allocation.

The Chart of Accounts has been redesigned to accommodate cost accounting which will improve managerial control and Board oversight. Cost accounting is also provided for in the new MSCOA (Municipal Standard Chart of Accounts) which is a National imperative to scheduled to commence 1 July 2017.

The cash flow for the period under review will remain positive throughout due to the initial cash reserve (working capital) at 1 July 2016.

	APPROVED BUDGET 2016	ADJUSTMENT BUDGET 2016	ADOPTED BUDGET 2017	VARIANCE 2017 VS 2016
TOTAL PROFIT & LOSS	492 366	506 219	5 980	-500 239
INCOME	6 650 000	9 965 000	13 684 000	3 719 000
INCOME: OTHER	50 000	100 000	100 000	0
INCOME : GRANTS MUNICIPAL	6 600 000	9 350 000	10 084 000	734 000
Development Grant - Ezinqoleni	0	500 000	Ray Nkonyeni	-500 000
Development Grant - Hibiscus Coast	1 600 000	1 600 000	Ray Nkonyeni	-1 600 000
Development Grant - Ray Nkonyeni	0	0	2 521 500	2 521 500
Development Grant - Ugu	5 000 000	5 250 000	5 512 500	262 500
Development Grant - Umdoni	0	500 000	1 025 000	525 000
Development Grant - Umziwabantu	0	500 000	525 000	25 000
Development Grant - Umzumbe	0	500 000	500 000	0
Development Grant - Vulamehlo	0	500 000	Umdoni	-500 000
INCOME : GRANTS OTHER (USCT)	0	500 000	500 000	0
INCOME : PROJECTS	0	15 000	3 000 000	2 985 000
EXPENDITURE	6 157 634	9 458 781	13 678 020	4 219 239
ADVERTISING	74 200	125 000	50 000	-75 000
AUDIT	477 000	578 617	600 000	21 383
BANK CHARGES	12 720	18 000	20 000	2 000
CLEANING	0	12 648	13 500	852
CONFERENCES	137 800	30 985	30 000	-985
COURIERS & POSTAGE	954	2 170	2 400	230
DEPRECIATION	47 700	50 000	50 000	0
DIRECTORS FEES	265 000	409 070	440 000	30 930
ELECTRICITY & WATER	31 800	23 119	25 500	2 381
INSURANCE	21 200	20 897	22 000	1 103
IT EXPENSES	201 400	66 252	24 000	-42 252
LEGAL FEES	68 900	0	0	0
MARKETING	79 500	52 000	100 000	48 000
PRINTING & STATIONERY	111 300	89 185	95 000	5 815
PROFESSIONAL FEES - PROJECTS	0	10 000	6 000	-4 000
PROJECT BUDGET ALLOCATION	600 000	2 950 000	5 826 501	2 876 501
REFRESHMENTS	0	11 907	12 000	93
RENTAL	196 308	179 412	496 499	317 087
REPAIRS & MAINTENANCE	31 800	13 853	15 000	1 147
SECURITY	10 600	7 633	8 000	367
SIGNAGE	0	3 500	4 000	500
STAFF EXPENDITURE	3 196 912	4 615 865	5 600 000	984 135
SUBSCRIPTIONS	53 000	300	320	20
SUBSISTENCE & TRAVEL	413 400	68 634	100 000	31 366
SUNDRY	6 360	0	0	0
TELEPHONE & COMMUNICATIONS	116 600	110 296	130 000	19 704
TELEVISION	3 180	3 488	3 700	212
WEBSITE	0	5 950	3 600	-2 350
% STAFF COST/TOTAL EXPENDITURE	52%	49%	41%	
Number of employees	9		13	
% PROJECT EXP/TOTAL EXPENDITURE	10%	31%	43%	
CAPITAL EXPENDITURE	30 000	132 500	50 000	-82 500

12. RISK MANAGEMENT

The following risks have been identified by USCDA as having a potential to prevent achievement of objectives listed in the Strategic Plan and the Annual Performance Plan. The matrix below consists of identified risks, ratings and mitigating controls. These were considered the top risks emanating from the risks tolerance assessment conducted.

RISK #	WHAT THREATENS ACHIEVEMENT OF OBJECTIVES	ABSOLUTE RISK (Scoring)	CURRENT (What control is in place)	CONTROL RISK (Scoring)	FUTURE (Corrective action to be implemented)	RISK OWNER
1	Increased and regressing regulatory and internal audit findings	High	>Audit turnaround strategy >Internal Audit assessments >AGSA Dashboard audits	High	>Performance monitoring & evaluation >Institutional risk management processes >Strengthened internal controls	M:FIN
2	Inadequate financial resources to fully implement the USCDA mandate	High	>Implemented effective cost containment strategy >Implemented SCM value focus	High	>Establishment of PMU resource mobilisation	CEO M:FIN SCO
3	Inadequate human resources to fully implement the USCDA mandate	High	>Monitoring sick leave >Monitoring attendance register >Issuing time based tasks	High	>Fill vacancies >Ensure adequately qualified staff with exemplary track record	BOARD CEO
4	Poor organisational performance and lack of accountability	High	>Performance Management System audit and assessment	High	>Punitive performance management and accountability >Skills training and development plan	CEO M:DEV M:FIN SCO
5	Poor service delivery track record	High	>Meaningful attendance at all public and private sector forums	High	>Identify and deliver quick wins (low hanging fruit)	CEO M:DEV M:FIN
6	Non-compliance with laws and regulations	High	>Corrective action and condonation by Board >Procurement - monthly exception report >Internal audits >Detailed Chart of Accounts >Zero based (purchase driven) Budget	High	>Assess at monthly management meetings >Corrective measures against transgressors >Strengthen capacity in Supply Chain Management >Strengthen capacity in Pastel Evolution	CEO M: FIN SCO
7	No name recognition	High	>Tender and vacancy adverts in press > Radio slot on both community radio stations	High	>Prepare & implement Communication Strategy >Prepare & implement Marketing Strategy	CEO

13. ANNUAL PERFORMANCE MANAGEMENT PLAN
UGU SOUTH COAST DEVELOPMENT AGENCY

TO BE INCLUDED HERE ONCE APPROVED



To obtain additional copies of this document please contact:

Om addisionele afskrifte van hierdie document te bekom tree asseblief in verbinding met:

Ukuthola amanye amakhopi alomqulu, ungathintana nathi, ema hhovisini ethu:

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UGU SOUTH COAST DEVELOPMENT AGENCY
ANNUAL PERFORMANCE PLAN - 2016/2017

YEAR UNDER REVIEW 2016/2017																	
S/O#	NDP #/4#	UdP M IDP Ref	PROGRAMME	PROJECT	MPI	YE 2017 ANNUAL TARGET		Q1		Q2		CORRECTIVE MEASURE	Q3 TARGET	Q4 TARGET	ANNUAL BUDGET	OWNER	POE
						TARGET	ACTUAL	TARGET	ACTUAL	POE	ACHIEVED/NOT ACHIEVED						
Institutional Compliance To ensure that USODA operations are compliant with all regulatory frameworks																	
SO 1	4	3.7	Risk Management	Comprehensive Risk Register	Complete risk register by 30 November	1		1	1	Yes	Achieved				Operational	M/Fin	Register & proof of completion date
SO 1.1	4	3.7	Risk Management	Risk Policy Review	Review and approve Risk Management Policy by 31 December	1		1	0	No	Not Achieved	The policy will be reviewed by the board in February 2017			Operational	M/Fin	Copy of approved policy by deadline
SO 1.2	4	3.7	Internal Audit & AG Queries	AG & Internal Audit queries resolution	Percentage of AG/Internal Audit queries resolved per quarter	100%	100%	100%	0%	No	Not Achieved	Resolve Internal audit issues raised in Q1 report by end of February.	100%	100%	Operational	M/Fin	Quarterly Corrective Actions Summation
SO 1.3	4	3.7	Performance Management System (PMS)	Q1 & 3 verbal; Half-year and Annual performance appraisal	Quarterly performance appraisals of CEO	4	1	1	0	No	Not Achieved		1	1	Operational	Board/CEO	Record of evaluations completed by deadline
SO 1.4	4	3.7	Municipal Entity Website	Legislated SCM notices publication	Percentage potential notifications uploaded	100%	100%	100%	100%	Yes	Achieved		100%	100%	Operational	M/Fin	Screen shot of updates
SO 1.5	4	3.7	Financial Reporting	Monthly management accounts production	Management reports, ledger and reconciliations by 5th working day of the following month commencing Sept 2016	10	1	1	3	Yes	Achieved		3	3	Operational	M/Fin	Reports & Proof of submission to CEO
SO 1.6	4	3.7	S&P Financial Reporting	Monthly financial report production	Monthly reports by the 7th working day of the following month	12	3	3	3	Yes	Achieved		3	3	Operational	M/Fin	Reports & Proof of submission to parent
SO 1.7	4	3.7	PMS Reporting	Quarterly performance report production	Quarterly reports	4	1	1	1	Yes	Achieved		1	1	Operational	M/Fin	Reports & Proof of submission to parent
SO 1.8	4	3.7	Financial Planning	Mid-year adjusted budget review	S&P report produced by 20 January	1							1		Operational	M/Fin	Reports & Proof of submission to parent
SO 1.9	4	3.7	Finance Policies	Budget, Finance and Supply Chain Policy review	Review Policies by 31 May	1								1	Operational	M/Fin	Reports & Proof of submission to parent
SO 1.10	4	3.7	Annual Report	Annual Report	Annual Report Adoption by 31 December	1		1	1	Yes	Achieved				Operational	M/Fin	Annual Report Adoption & Proof of Date
SO 1.11	4	3.7	Annual Financial Statements	Draft AFS & Performance Report to AG	AFS and Annual PMS report by 31 August	1	1	1	1						Operational	M/Fin	Submission & confirmation from AG
SO 1.12	4	3.7	Audit Compliance	AG Report	Unqualified Audit Opinion	1			1	Yes	Achieved				Operational	M/Fin	AG Audit Report
SO 1.13	4	3.7	MFMA Compliance	Fruitless & Wasteful and Irregular Expenditure - Section 102 report	F&W exp <1% of total exp reported to Board	<1%	0	0	<1%	Yes	Achieved		<1%	<1%	Operational	M/Fin	Board Reports
SO 1.14	4	3.7	Budget Planning in terms of the MFMA	Draft 2018/2020 budget	Draft by 31 January 2017	1							1		Operational	M/Fin	Draft budget submission to parent and proof of submission date
SO 1.15	4	3.7	MSCOA Implementation	Actively participate in MSCOA steering committee and meet deadlines set for implementation	Quarterly compliance with MSCOA targets	4	1	0	0	Yes	Not Achieved	Target is not SMART and will be reviewed. Progress report on MSCOA are submitted to the corporate services committee	1	1	Operational	M/Fin	Quarterly reports submitted to board and parent plus copies of attendance registers
SO 1.16	4	3.7	CPIC Compliance	Submit AFS and all corporate changes	CPIC up to date by year end	1								1	R20 000	M/Fin	CPIC print out verified on deadline

UGU SOUTH COAST DEVELOPMENT AGENCY
ANNUAL PERFORMANCE PLAN - 2016/2017

YEAR UNDER REVIEW 2016/2017																										
S/OW	NDP/PPM	UgD M IDP Ref	PROGRAMME	PROJECT	KPI	YE 2017 ANNUAL TARGET				Q1				Q2				CORRECTIVE MEASURE	ACHIEVED/NOT ACHIEVED	POE	OWNER	ANNUAL BUDGET	Q4 TARGET	Q3 TARGET	Q2 TARGET	
						TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL											
Capacity Building To Capacitate USCDA to deliver and implement its core functions efficiently and effectively																										
SO 2																					USCDA					
SO 2.1	1	3.7	Recruitment	Fill Board approved posts on Organogram	Appoint CEO by 1 January 2017	1															Board	R 100 000		1		Signed letter of appointment by deadline
SO 2.2	1	3.7	Recruitment	Fill Board approved posts on Organogram	Appoint senior managers - Prop Dev and Investment Promotion	2															Board/CEO	R 100 000		1		Signed letters of appointment by deadline
SO 2.3	1	3.7	Staff Development	Pastel Evolution SCOA development & training	Train 3 finance personnel on Pastel Evolution Chart of Accounts and Project Accounting design	3															M/Fin	R 30 000				Letter of attendance from Coastal Accounting by deadline
SO 2.4	1	3.7	Staff Development	MFMP	MFMP to attend MFMP training monthly	11															M/Fin	R 40 000		3		Monthly attendance registers by deadline
SO 2.5	1	3.7	Staff Development	Short course / conference attendance	Number of days	12															M/Fin/CEO	R 45 000		3		Attendance registers by deadline
SO 2.6	1	3.7	Corporate Identity	Source new web-designer and update USCDA website	Update USCDA website	1																R 30 000		1		New website at www.uscda.org.za
SO 2.7	1	3.7	Corporate Identity	Ensure all brand & marketing material compliant with USCDA and Strat Plan 2016/2017	Review & produce brand & marketing material	1															CEO	R 150 000		1		Branded materials in stock by deadline
Investment Promotion To promote the growth and development of the Ugu District Vision 2030																										
SO 3																					UDM					
SO 3.1	3	3.7.9	Investment promotion	Convene implementation workshops and include Urban Econ to present GDS and IPRS to Board and Management	Number of workshops convened	1															M/Dev/CEO	R 50 000				Copy of attendance register by deadline
SO 3.1.1	3	3.7.9	GDS	Survey at least 90% of the 85 Ward Councilors serving the 4 local municipalities - Ray Nkomo, uMuziwabantu, Umsobomveni and Umhombeni	Number of ward councillors surveyed	77															M/Dev/CEO	R 20 000				Signed copy of survey produced with each Ward Councilor by deadline
SO 3.1.2	3	3.7.9	GDS																							
SO 3.1.3	3	3.7.9	GDS	Develop Implementation plan and obtain board approval	Approved GDS Implementation plan by deadline	1															M/Dev/CEO	Operational			1	Copy of approved GDS Implementation plan by deadline
SO 3.1.4	3	3.7.9	GDS	Present Implementation plan and progress report to 5 municipalities within the Ugu District	Number of presentations	5															M/Dev/CEO	R 5 000			5	Attendance Register and copy of presentation
SO 3.1.5	3	3.7.9	GDS	Identify, establish and convene GDS Focus Groups	Number of GDS Focus Groups identified and convened	30															M/Dev/CEO	R 100 000		10	10	Attendance registers of focus groups convened
Investment Promotion To promote the growth and development of the Ugu District Vision 2030																										
SO 3.2	3		Investment promotion	Formulate Investment Incentives with all municipalities within the Ugu District	Investment Incentives documented with UDM and 4 LMs	5															UDM					
SO 3.2.1	3	3.7.9	Investment promotion	Understand the role and requirements of Investment Promotion units		2															M/Dev/CEO	R 100 000			1	Close out report of study tours by deadline
SO 3.2.2	3	3.7.9	Investment promotion	Promote the Ugu Business Proposition		1															M/Dev/CEO	R 250 000			1	Evidence of logo, website and branding material
SO 3.2.3	3	3.7.9	Investment promotion	Market Ugu District at Trade Shows		2															M/Dev/CEO	R 100 000			1	Close out report of Trade Shows attended
SO 3.2.4	3	3.7.9	Investment promotion																							

YEAR UNDER REVIEW 2016/2017																
S/OW	NDP/PPAF M IDP Ref	PROGRAMME	PROJECT	KPI	VE 2017 ANNUAL TARGET	Q1		Q2		POE	CORRECTIVE MEASURE	Q3 TARGET	Q4 TARGET	ANNUAL BUDGET	OWNER	POE
						TARGET	ACTUAL	TARGET	ACTUAL							
SO 3.3	3	Establish a business support desk for big, small and emerging business (One stop shop)											TIKZN			
SO 3.3.1	3	Investment promotion	Assist big and small business to establish in the Ugu District	Number of businesses assisted	12	3	3	6	No	Achieved		3	3	R 100 000	MDDev/McPWP/C CEO	Proof of engagement by deadline
SO 3.3.2	3	Investment promotion	Facilitate CIPC, CSD and B-BB-EE Affidavits services for young entrepreneurs and emerging SMEs's	Process requests within a week of receipt	4	1		1	Yes	Achieved		1	1	Operational	MDDev/CEO	Quarterly report to include copies of CIPC and CSD submissions by deadline
SO 4		Agriculture To promote small scale farming in the Ugu District														
SO 4.1	3	Support the growth of local emerging farmers and encourage markets for their products											KZN			
SO 4.1.1	3	3.7.5	National School Nutritional Project (NSNP)	Prepare a strategic plan to guide USODA in the implementation of the NSNP in the Ugu District	Number of strategies prepared	1		2	Yes	Achieved				R 10 000	MiDev/CEO	Copy of strategy by deadline
SO 4.1.2	3	3.7.5	Ugu Fresh Produce Market (UFPAM)	Prepare a proposal on USODA managing the Ugu Fresh Produce Market for presentation to Ugu District Municipality	Number of proposals prepared by deadline	1	1							R 10 000	MiDev/CEO	Copy of proposal by deadline
SO 4.1.3	3	3.7.5	Agri-processing	Encourage establishment of Agri-Processing plants and upskill farmers to participate	Number of farmers trained	7		7	Yes	Achieved				R 35 000	MiDev/CEO	Copy of attendance register and course agenda
SO 4.1.4	3	3.7.5	Agri-processing	Encourage the establishment of a mobile tea tree oil distillation rig	Feasibility and business plan by deadline	1						1		R 25 000	MiDev/CEO	Copy of feasibility & business plan
SO 5		Manufacturing To facilitate skills development and training for small business development and entrepreneurship														
SO 5.1	3	Facilitate internships in commerce and industry within the Ugu District and promote awareness of USODA											USODA			
SO 5.1.1	3	3.7.4	Skills development & training - Internships	Place interns in private sector businesses for a period of 12 months	Number of interns placed	10		10	Yes	Achieved				R 200 000	MiDev/CEO	Signed agreements with interns and mentors by deadline
SO 5.2	3	Give a voice to small enterprises via Community Radio Stations and promote awareness of USODA											USODA			
SO 5.2.1	3	3.7.4	Marketing emerging businesses and SMEs's	Establish a fortnightly programme schedule with both UGU Youth Radio and Radio Sunny South	Number of weekly programmes of 15 minutes	48	12	12	Yes	Achieved		12	12	R 120 000	MiDev/CEO	Signed agreements with Community Radio Stations by deadline
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	Heritage Property Development	Identify and promote property development opportunities in each local municipality	Desktop studies of at least one opportunity in each local municipality	2						1	1	R 200 000	MiDev/CEO	Copy of desktop study by deadline
SO 6.2		Implement property development opportunities identified by USODA											USCDA			
SO 6.2.1	3	3.7.6	Transport & Tourism Hubs	Identify suitable sites	Desktop study of suitable sites for approval by LM and Port	1							1	R 100 000	MiDev/CEO	Copy of desktop study by deadline
SO 6.3		Implement property development projects mandated by Ray Nkonyeni Municipality (Previously Hibiscus Coast Municipality)											RNM			
SO 6.3.1	3	3.7.9	Hibiscus Mixed Use	SLA NOT YET SIGNED	TBA											
SO 6.3.2	3	3.7.9	John Mason Park	SLA NOT YET SIGNED	TBA											
SO 6.3.3	3	3.7.7	Marburg Industrial Park	SLA NOT YET SIGNED	TBA											
SO 6.3.4	3	3.7.7	Kwailolo Caves	SLA NOT YET SIGNED	TBA											
SO 6.4		Facilitate property development projects mandated by Ray Nkonyeni Municipality (Previously Hibiscus Coast Municipality)											RNM			
SO 6.4.1	3	3.7.9	@ Leisure Bay	SLA NOT YET SIGNED	TBA											

UGU SOUTH COAST DEVELOPMENT AGENCY
ANNUAL PERFORMANCE PLAN - 2016/2017

YEAR UNDER REVIEW 2016/2017																			
S/DW	NDP IPAM N IDP Ref	PROGRAMME	PROJECT	IPM	YE 2017 ANNUAL TARGETS		Q1		ACTUAL	TARGET	ACHIEVED/NOT ACHIEVED	CORRECTIVE MEASURE	Q2		Q3	Q4	ANNUAL BUDGET	OWNER	POE
					TARGET	ACTUAL	TARGET	ACTUAL					TARGET	TARGET					
SO 7			Marine To promote economic development within coastal and riverine zones															UDM	
SO 7.1	3		Implement maritime tourism project mandated by Ugu South Coast Tourism															USCT	
SO 7.1.1	3	Multi Trails Network	Umtumbe River Trail		Award tender - Professional team	1	1	1									R 60 000	M/Dey/CEO	Copy of tender award by deadline
SO 7.1.2	3	Multi Trails Network	Umtumbe River Trail		Appoint Environmental Practitioner	1	1	1									R 50 000	M/Dey/CEO	Copy of written quotation and award by deadline
SO 7.1.3	3	Multi Trails Network	Umtumbe River Trail		Agree PSC and operational plan	1			1	1	Achieved						R 40 000	M/Dey/CEO	Signed agreement by deadline
SO 7.1.4	3	Multi Trails Network	Umtumbe River Trail		Source project funding	1										1	R 200 000	M/Dey/CEO	Signed funding agreement by deadline
SO 7.1.5	3	Multi Trails Network	Umtumbe River Trail		Advertise tender for construction	1										1	R 40 000	M/Dey/CEO	Copy of advertised tender by deadline
SO 7.2	3		Establish an experimental terrestrial fish farm (Aquaculture & Aquaponics) within the Ugu District															USCDA	
SO 7.2.1	3	Fish Farming	Establish a community-based aquaculture & aquaponics experimental farm within the Ugu District		Establish an experimental farm by 30 June 2017	1										1	R 2 000 000	M/Dey/CEO	Copy of close out report by deadline
SO 7.3	3		Participate in the production of the Ugu District Maritime Strategy																
SO 7.3	3	Maritime Strategy	Play a meaningful role in the production of the Ugu District Maritime Strategy		Quarterly progress reports	4	1	1	1	1	Achieved				1		R 20 000	M/Dey/CEO	Copy of report by deadline
SO 8	3		Facilitate catalytic projects within the Ugu District															USCDA	
SO 8.1	3	Investment Promotion	Secure land suitable for industrial investment promotion with good access to highway, rail and harbour		Signed Agreement of Sale by deadline	1	1	1									R 10 000	M/Dey/CEO	Copy of signed Agreement of Sale by deadline
SO 8.2	3	Industrial Park Development	Establish the viability of rezoning Port of the Farm Elysium No 15582 from agriculture to industrial		Viability study including township layout, property yield and cost estimate (if any)	1		1	1	1	Achieved						R 50 000	M/Dey/CEO	Copy of viability study by deadline
SO 8.3	3	Perishable Goods Hub	Rejuvenate the proposal of KZN Province establishing a Perishable Goods Hub within the Ugu District		Engage KZN Province regarding the Elysium opportunity and identify alternatives (if any)	4	1	1	1	1	Achieved						R 30 000	M/Dey/CEO	Quarterly reports by deadline
SO 8.4	3	Margate Airport Expansion	SLA NOT YET SIGNED		TBA													RMA	
SO 9	3		Renewable Energy To identify, attract, support or assist renewable energy initiatives within the district															UDM	
SO 9.1	3	Renewable energy	To support and assist the proposed Bio Fuels Initiative at Gunn's Drift		Quarterly progress reports	4	1	1	1	1					1		R 25 000	M/Dey/CEO	Copy of report by deadline
			TOTAL BUDGET														R 5 015 000		
						ANNUAL	Q1												
						ACHIEVED	23	22		19					0	0			
						NOT ACHIEVED	31	2		10					28	30			
						TOTAL	54	24		29					28	30			
						% ACHIEVED	42.6%	95.7%		65.5%					0.0%	0.0%			

AVAILABLE	R 5 826 501
APPROVED	R 5 015 000
BALANCE	R 811 501

SOUTH COAST DEVELOPMENT AGENCY
RESPONSES TO THE AUDIT REPORT BY THE AUDITOR GENERAL FOR PERIOD ENDING 30 JUNE 2015

No	Finding	USCDA-Corrective Actions 2015-16					Status		
		Description of Required Management Action	Accountable Person	Reviewer	Preparer	Start date	Targeted Completion Date	Resolved (Yes/No/In Progress)	Evidence or an update available
Other Matters									
1	Differences between AFS and General Ledger	Management will ensure that reconciliations are done and reviewed on monthly basis to eliminate the risk of differences between Annual Financial Statements and General Ledger.	CEO	CEO	Manager Finance	Dec-16	Jan-17	NO	
2	Budget vs Actual Statement misstated.	Management will ensure that a proper review of annual financial statements is done before submission to Auditor General.	CEO	CEO	Manager Finance	Jul-17	Aug-17	No	
3	Reconciliation of actual amount on the face of statement of comparison of budget and actual misstated.	The agency will ensure that service level agreements are in place with current system providers.	CEO	CEO	Manager Finance	Jul-17	Aug-17	No	