



1ST QUARTER SDBIP REPORT

2014 – 2015
FINANCIAL YEAR

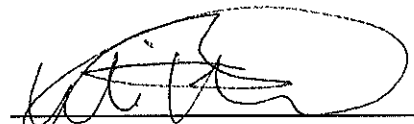
JOE GQABI
DISTRICT
MUNICIPALITY

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MUNICIPAL MANAGER'S QUALITY CERTIFICATE

I, ZOLUÉ ALBERT WILLIAMS, the Municipal Manager of the Joe Gqabi District Municipality, hereby certify that this FIRST QUARTER SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN REPORT for the 2014/2015 FINANCIAL YEAR has been prepared in accordance with the Municipal Finance Management Act of 2003 and regulations made under the Act.




Z.A. Williams
Municipal Manager

30/10/2014
Date

RECIPT BY THE EXECUTIVE MAYOR

I, Z. Dumzela, the Executive Mayor of the Joe Gqabi District Municipality, hereby accept the FIRST QUARTER SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN REPORT for the 2014/2015 FINANCIAL YEAR as prepared in accordance with the Municipal Finance Management Act of 2003 and regulations made under the Act.



Cllr Z.I. Dumzela
Executive Mayor

30/10/2014

Date

1.1 Executive Mayor's Report

When the new Council of the Joe Gqabi District Municipality came into office after the May 2011 elections, it was armed with the critical electoral mandate of addressing poverty, unemployment, providing access to basic life sustaining goods and services as well as the broader development of the municipal area. On the basis of the election manifesto that drove the process towards the 2011 local government elections, as well as the perspectives as advanced by the previous Council, the current Council of the Joe Gqabi District Municipality remains committed to the objectives and priorities that were crafted to guide this Council in its pursuit of an improved quality of life for all residents.

Through the development and adoption of the Integrated Development Plan for the District, as well as other concerted and sustained programmes of action of Council, this municipality has managed to deliver services and implement its programmes in terms of the Council approved budget, over the 1st Quarter of the 2014/15 financial year.

Although some accomplishments can be evidenced in certain areas, we recognise that multitudes of challenges still face our municipality and consequently the communities serviced by this municipality. In relation to this, the financial challenges that face the municipality have forced the institution to adopt a conservative approach to spending. This has meant that other programmes had to be delayed and others postponed to the next financial year. However, within these constraints, the administration has not compromised delivery in the key areas such as water and sanitation but has increased its efforts to bring about quality services to the people of the district.

1.2 Legal basis

In terms of Section 53 (1) of the Municipal Finance Management Act of 2003 (MFMA), the mayor of a municipality must take all reasonable steps to ensure that the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget.

Annual performance agreements as required in terms of section 57(1)(6) of the Municipal Systems Act for the municipal manager and all senior managers must also be concluded and they must be linked to the measurable performance objectives approved with the budget and to the service delivery and budget implementation plan.

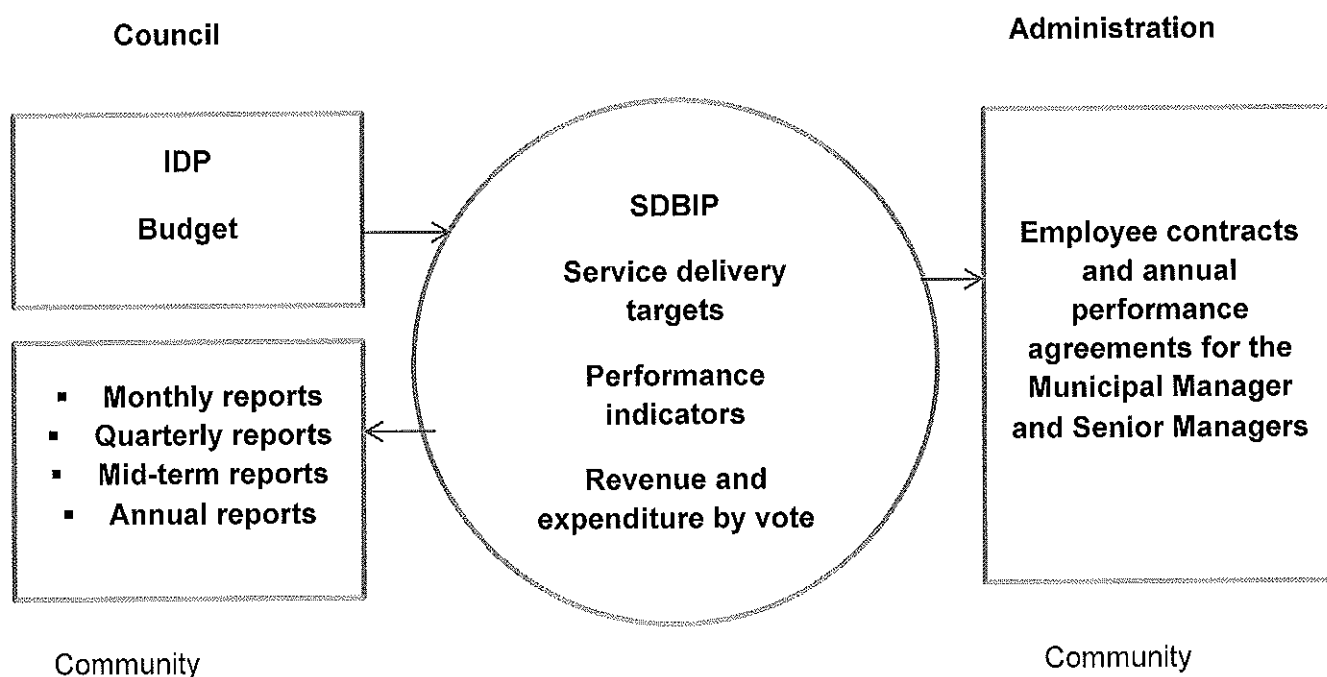
The SDBIP and these performance agreements therefore give effect to the Integrated Development Plan (IDP) and budget of the municipality in ensuring that the execution of the budget, performance of senior management and achievement of the strategic objectives set by the Council are monitored.

The MFMA stipulates general responsibilities of Mayors. Section 52 (d) of the Act requires that a Mayor of a municipality must, within 30 days of the end of each quarter, submit a report to the Council on the implementation of the budget and the financial state of affairs of the municipality.

1.3 Resolutions

- 1.3.1 The report on the First quarter SDBIP performance report of the 2014/15 financial year be noted.
- 1.3.2 That the First Quarter SDBIP Performance Report of the 2014/15 Financial Year be approved.
- 1.3.3 The Municipal Manager be authorised to include the outstanding financial information in the report prior to its publication for public information.

1.4 SDBIP Cycle



1.5 Executive summary

1.4.1 Overall performance of the Municipality per Directorate

The table below illustrates the summary of overall performance of the Municipality for the quarter ending September 2014. This means that it is a tabulation of the total number of targets set by all directorates combined, which then gives a picture of how the municipality has performed. *NB:* Analysis report of the Quarter is based on five Directorates i.e. Technical Services, Community Services, Chief Operations Officer, Finance and Corporate Services.

Analysis Results						
KPA	No. of Targets set	No. of Targets achieved	No. of Targets partially achieved	No. of Targets not achieved	% Achieved	Comments on non-achieved targets
<i>Service Delivery and Infrastructure Provision</i>	9	8	0	1	89%	▪ None
<i>Local Economic Development</i>	8	5	0	3	62.5%	<ul style="list-style-type: none"> ▪ The number of jobs achieved only reflects those under the Rural Sanitation Programme. The appointment of workers under EPWP Incentive Grant could not commence in the 1st quarter as the funding was only received late September. ▪ The service provider requested more time to get information to complete LED Strategy.
<i>Financial Management and Viability</i>	14	7	0	7	50%	▪ Severe cash flow challenges
<i>Institutional Development and Municipal Transformation</i>	7	6	0	1	86%	▪ SCM & LGSETA issues being finalized and trainings to be done in the second quarter
<i>Good Governance and Public participation</i>	12	11	1	0	92%	▪ None
Total	50	37	1	12	74%	

The tabulation above shows that the average municipal performance for all directorates is sitting at 74%

PART 2

2.1 Monthly financial performance for the 1st Quarter

2.1.1 Revenue by Source (Prescribed Format)

Description	Ref	DC14 Joe Gqabi - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - Q1 First Quarter									
		2013/14		Original Budget		Adjusted Budget		Budget Year 2014/15		YTD	
R thousands	Audited Outcome	Budget	Budget	Monthly actual	YearTD actual	YearTD budget	variance	variance %			
Revenue By Source											
Property rates	0	--	--	--	--	--	--	--	--	--	
Property rates - penalties & collection charges	--	--	--	--	--	--	--	--	--	--	
Service charges - electricity revenue	33,368	40,495	40,495	682	5,705	10,124	(4,419)	-44%	26,401		
Service charges - water revenue	6,208	15,450	15,450	--	2,395	3,863	(1,468)	-38%	8,295		
Service charges - sanitation revenue	--	--	--	--	--	--	--	--	--		
Service charges - refuse revenue	--	--	--	--	--	--	--	--	--		
Service charges - other	--	--	--	--	--	--	--	--	--		
Rental of facilities and equipment	--	--	--	--	--	--	--	--	--		
Interest earned - external investments	3,240	2,394	2,394	313	941	647	294	45%	3,549		
Interest earned - outstanding debtors	4,379	4,214	4,214	--	64	1,054	(989)	-94%	3,074		
Dividends received	--	--	--	--	--	--	--	--	--		
Fines	--	--	--	--	--	--	--	--	--		
Licences and permits	--	--	--	--	--	--	--	--	--		
Agency services	2,929	--	--	--	1,012	--	1,012	--	--		
Transfers recognised - operational	247,303	254,204	254,204	136	81,755	82,422	(667)	-1%	247,674		
Other revenue	6,267	2,895	2,895	59	4,574	1,007	3,567	354%	1,953		
Gains on disposal of PPE	(24)	--	--	--	--	--	--	--	--		
Total Revenue (excluding capital transfers and contributions)	303,659	319,653	319,653	1,170	96,446	99,117	(2,671)	-3%	290,947		

Above is a reflection of the municipality's revenue for the 1st quarter. To date the municipality has raised 97% of its revenue when compared to the year to date budget of R99.117 million and this can be attributable to government grants that were transferred to the municipality during the months of July and August.

2.1.2 Expenditure (Operating and Capital) and revenue for each vote

DC14: Joe Qqabi - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - Q1 First Quarter Budget Year 2014/15

Ref	Description	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
	Expenditure By Type									
	Employee related costs	128,150	149,844	148,747	11,429	33,680	34,640	(960)	-3%	131,772
	Remuneration of councillors	4,981	5,660	5,660	410	1,230	1,372	(142)	-10%	4,504
	Debt impairment	41,522	26,091	26,091	-	(4,273)	6,523	(10,796)	-166%	(11,424)
	Depreciation & asset impairment	42,363	46,357	46,357	3,760	11,280	11,589	(309)	-3%	46,049
	Finance charges	3,968	4,121	3,778	136	251	54	197	361%	3,778
	Bulk purchases	-	5,069	5,069	-	-	1,267	(1,267)	-100%	3,802
	Other materials	-	-	-	-	-	-	-	-	-
	Contracted services	17,318	38,698	35,928	2,255	6,054	8,721	(2,667)	-31%	34,753
	Transfers and grants	97,181	89,730	80,319	14,703	15,111	22,403	(7,292)	-33%	50,244
	Other expenditure	174,941	112,980	126,231	9,678	19,979	31,515	(11,536)	-37%	98,448
	Loss on disposal of PPE	3,177	328	328	-	-	82	(82)	-100%	246
	Total Expenditure	513,602	478,908	478,538	42,370	83,313	118,166	(34,853)	-29%	362,171
	Surplus/(Deficit)	(209,943)	(159,259)	(158,889)	(41,201)	13,132	(19,049)	32,182	(0)	(71,225)
	Transfers recognised - capital	191,525	209,478	209,478	20,263	28,291	44,916	(16,625)	(0)	144,890
	Contributions recognised - capital	-	-	-	-	-	-	-	-	-
	Contributed assets	-	-	-	-	-	-	-	-	-
	Surplus/(Deficit) after capital transfers & contributions	(18,417)	50,223	50,593	(20,937)	41,423	25,867			73,665
	Taxation	-	-	-	-	-	-	-	-	-
	Surplus/(Deficit) after taxation	(18,417)	50,223	50,593	(20,937)	41,423	25,867			73,665
	Attributable to minorities	-	-	-	-	-	-	-	-	-
	Surplus/(Deficit) attributable to municipality	(18,417)	50,223	50,593	(20,937)	41,423	25,867			73,665
	Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-
	Surplus/ (Deficit) for the year	(18,417)	50,223	50,593	(20,937)	41,423	25,867			73,665

👉 = Target achieved and or exceeded (> 90); 📉 = target not achieved (< 74); 🙅 = information not yet available. 📊 = significant progress (75 - 90%) has been achieved N/A = No target was set for the quarter in the approved SBPBP

The municipality has to date reported 70% of expenditure when compared to its year to date budget of R118 166 000. Most line items seem to be in line with the budget, although we are still in the 1st quarter of the financial year, the municipality will monitor its expenditure to avoid unauthorised expenditure.

☺ = Target achieved and or exceeded (> 90); ☹ = target not achieved (< 74); 📄 = information not yet available; 📈 = significant progress (75 - 90%) has been achieved; N/A = No target was set for the quarter in the approved SDBIP

2.1.3 Capital Expenditure (Standard Classification)

DC14 Joe Gqabi - Table C5 Monthly Budget Statement - Capital Expenditure (municipal vote, standard classification and funding) - Q1 First Quarter														
Budget Year 2014/15														
Vote Description	Ref	2013/14												
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast				
Capital Expenditure - Standard Classification														
<i>Governance and administration</i>														
Executive and council			904	904	12	12				226	(214)	-96%	904	
Budget and treasury office			250	250										
Corporate services			664	664	12	12				163	(151)	-93%	250	
Community and public safety			700	700						175	(175)	-100%	664	
Community and social services														
Sport and recreation														
Public safety			700	700						175	(175)	-100%	700	
Housing														
Health														
Economic and environmental services														
Planning and development														
Road transport														
Environmental protection														
Trading services														
Electricity			117,802	117,802						4,631	4,631			118,091
Water			74,819	74,819										
Waste water management			42,982	42,982						4,631	4,631			80,083
Waste management														
Other														
Total Capital Expenditure - Standard Classification	3		119,405	119,405	4,643	4,643	11,429	11,429	35,772	35,772	(24,343)	-68%	119,695	
Funded by:														
National Government			119,405	119,405	4,643	4,643	11,429	11,429	35,772	35,772	(24,343)	-68%	119,695	
Provincial Government														
District Municipality														
Other transfers and grants														
Transfers recognised - capital	5													
Public contributions & donations	6													
Borrowing														
Internally generated funds														
Total Capital Funding			119,405	119,405	4,643	4,643	11,429	11,429	35,772	35,772	(24,343)	-68%	119,695	

👉 = Target achieved and or exceeded (>= 90). 📄 = target not achieved (< 74). 📄 = information not yet available. 📄 = significant progress (75 - 90%) has been achieved. N/A = No target was set for the quarter in the approved SDBIP

The municipality has registered 32% of expenditure when compared to its year to date budget. Capital budget of the municipality is mostly funded from government grants and not all government grants were transferred to the municipality during July and as such, related expenditure is likely to be low. Nevertheless the municipality will expedite expenditure in order to reduce the risk of underspending at year end.

2.1.4 Budget Statement Summary

Description	2013/14 Financial Year					2014/15 Medium Term Revenue & Expenditure Framework			
	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17		
R thousands									
Financial Performance									
Property rates	-	-	-	-	-	-	-	-	-
Service charges	23 680	67 258	67 258	67 258	55 946	67 135	80 562		
Investment revenue	2 666	3 311	3 311	3 311	2 394	2 538	2 690		
Transfers recognised - operational	234 382	291 812	291 812	291 812	254 204	273 085	288 177		
Other own revenue	5 073	14 449	14 449	14 449	7 109	7 666	8 221		
Total Revenue (excluding capital transfers and contributions)	265 802	376 830	376 830	376 830	319 653	350 424	379 651		
Employee costs	124 102	135 812	135 812	135 812	149 844	159 434	169 000		
Remuneration of councillors	5 352	5 226	5 226	5 226	5 690	6 054	6 417		
Depreciation & asset impairment	44 812	45 982	45 982	45 982	46 357	48 899	51 580		
Finance charges	3 272	4 052	4 052	4 052	4 121	4 343	4 578		
Materials and bulk purchases	-	4 800	4 800	4 800	5 069	5 373	5 695		
Transfers and grants	61 743	83 058	83 058	83 058	89 730	87 818	52 830		
Other expenditure	186 208	240 708	240 708	240 708	178 097	189 788	204 443		
Total Expenditure	425 489	519 638	519 638	519 638	478 908	501 710	494 544		
Surplus/(Deficit)	(159 688)	(142 808)	(142 808)	(142 808)	(159 255)	(151 286)	(114 894)		
Transfers recognised - capital	195 294	192 052	192 052	192 052	209 478	201 703	200 337		
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-		
Surplus/(Deficit) after capital transfers & contributions	35 606	49 244	49 244	49 244	50 223	50 417	85 443		
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-		
Surplus/(Deficit) for the year	35 606	49 244	49 244	49 244	50 223	50 417	85 443		
Capital expenditure & funds sources									

☺ = Target achieved and or exceeded (> 90%) ☹ = target not achieved (< 74%) 🌀 = information not yet available. ☹ = significant progress (75 - 90%) has been achieved N/A = No target was set for the quarter in the approved SDBIP

Description	2013/14 Financial Year					2014/15 Medium Term Revenue & Expenditure Framework			
	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17		
R thousands									
Capital expenditure									
Transfers recognised – capital	106 519	150 885	150 885	150 885	120 336	109 212	140 207		
Public contributions & donations	106 519	150 894	150 894	150 894	114 602	108 502	139 482		
Borrowing	–	–	–	–	5 735	710	725		
Internally generated funds	–	15 000	15 000	15 000	–	–	–		
	–	(15 000)	(15 000)	(15 000)	–	–	–		
Total sources of capital funds	106 519	150 894	150 894	150 894	120 336	109 212	140 207		
Financial position									
Total current assets	24 943	28 035	28 035	28 035	65 922	83 776	105 258		
Total non-current assets	1 292 940	1 293 470	1 293 248	1 293 039	1 413 008	1 472 919	1 561 168		
Total current liabilities	80 378	85 332	85 332	85 332	76 031	80 593	82 268		
Total non-current liabilities	21 527	29 883	29 883	29 883	20 106	21 313	22 591		
Community wealth/Equity	1 215 978	1 206 290	1 206 067	1 205 858	1 382 793	1 454 790	1 561 566		
Cash flows									
Net cash from (used) operating	80 419	95 226	105 226	105 226	105 242	115 371	136 729		
Net cash from (used) investing	(109 162)	(150 885)	(150 885)	(150 885)	(120 105)	(108 995)	(140 002)		
Net cash from (used) financing	(396)	14 964	14 964	14 964	(1 001)	(1 001)	(1 001)		
Cash/cash equivalents at the year end	(2 420)	(43 116)	(33 116)	(33 116)	(48 980)	(43 605)	(47 879)		
Cash backing/surplus reconciliation									
Cash and investments available	27 310	7 817	7 817	7 817	27 348	28 107	29 145		
Application of cash and investments	68 599	35 448	32 684	32 684	13 338	792	(10 635)		
Balance - surplus (shortfall)	(41 289)	(27 630)	(24 866)	(24 866)	14 011	27 315	39 780		
Asset management									
Asset register summary (WDV)	1 289 090	1 289 620	1 289 398	1 409 389	1 409 389	1 469 517	1 557 970		
Depreciation & asset impairment	44 812	45 982	45 982	46 357	46 357	48 899	51 580		
Renewal of Existing Assets	–	–	–	–	–	–	–		

Description	2013/14 Financial Year				2014/15 Medium Term Revenue & Expenditure Framework			
	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17	
R thousands								
Repairs and Maintenance	18 687	194 755	194 755	177 412	177 412	188 961	201 167	
Free services								
Cost of Free Basic Services provided	-	-	-	-	-	-	-	-
Revenue cost of free services provided	-	-	-	-	-	-	-	-
Households below minimum service level								
Water:	39	39	39	39	39	34	29	
Sanitation/sewerage:	39	39	39	39	39	33	28	
Energy:	103	103	103	103	103	103	103	
Refuse:	70	70	70	70	70	70	70	

2.1.5 Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2013/14 Financial Year			2014/15 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousand							
Revenue by Vote	1						
Vote 1 - MANAGEMENT SERVICES		4 546	4 546	4 546	5 428	5 643	5 866
Vote 2 - FINANCIAL SERVICES		186 718	187 464	187 464	256 046	286 861	316 652
Vote 3 - CORPORATE SERVICES		920	1 208	1 208	1 209	1 210	1 211
Vote 4 - TECHNICAL SERVICES		251 086	353 839	353 839	251 827	242 915	239 830
Vote 5 - COMMUNITY SERVICES		17 826	21 825	21 825	14 621	15 499	16 428
Total Revenue by Vote	2	461 096	568 882	568 882	529 131	552 127	579 988
Expenditure by Vote to be appropriated	1						
Vote 1 - MANAGEMENT SERVICES		31 135	28 736	28 736	32 162	34 062	36 049
Vote 2 - FINANCIAL SERVICES		24 055	24 516	24 516	67 311	74 248	81 913

= Target achieved and or exceeded (> 90%).
 = target not achieved (< 74%).
 = information not yet available.
 = significant progress (75 - 90%) has been achieved.
 N/A = No target was set for the quarter in the approved SDBIP

Vote 3 - CORPORATE SERVICES		32 751	33 749	33 749	39 724	41 193	43 304
Vote 4 - TECHNICAL SERVICES		297 017	356 528	356 528	293 532	303 053	281 287
Vote 5 - COMMUNITY SERVICES		40 532	76 109	76 109	46 179	49 155	51 990
Total Expenditure by Vote	2	425 489	519 638	519 638	478 908	501 710	494 544
Surplus/(Deficit) for the year	2	35 606	49 244	49 244	50 223	50 417	85 443

2.1.6 Capital Expenditure (municipal vote, standard classification and funding)

Vote Description	Ref	2013/14 Financial Year			2014/15 Medium Term Revenue & Expenditure Framework			
		Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousand	1							
Capital expenditure – Vote	2							
Multi-year expenditure, to be appropriated								
Vote 1 - MANAGEMENT SERVICES		-	-	-	-	-	-	-
Vote 2 - FINANCIAL SERVICES		-	-	-	-	-	-	-
Vote 3 - CORPORATE SERVICES		-	-	-	-	700	-	-
Vote 4 - TECHNICAL SERVICES		-	-	-	-	79 825	78 947	113 166
Vote 5 - COMMUNITY SERVICES		-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	-	-	-	-	80 525	78 947	113 166
Single-year expenditure to be appropriated	2							
Vote 1 - MANAGEMENT SERVICES		378	618	618	618	-	-	-
Vote 2 - FINANCIAL SERVICES		250	250	250	250	700	710	725
Vote 3 - CORPORATE SERVICES		145	450	450	450	435	-	-
Vote 4 - TECHNICAL SERVICES		105 746	149 212	149 212	149 212	37 977	29 554	26 316
Vote 5 - COMMUNITY SERVICES		-	365	365	365	700	-	-
Capital single-year expenditure sub-total		106 519	150 894	150 894	150 894	39 812	30 264	27 041
Total Capital Expenditure – Vote		106 519	150 894	150 894	150 894	120 336	109 212	140 207
Capital Expenditure – Standard								
Governance and administration								
Executive and council		3 773	16 748	16 748	16 748	1 835	710	725
Budget and treasury office		-	110	110	110	-	-	-
Corporate services		3 498	15 928	15 928	15 928	250	260	275
Community and public safety								
Community and social services		275	710	710	710	1 585	450	450
Sport and recreation		100	526	526	526	700	-	-
Public safety		-	-	-	-	-	-	-
Housing		100	170	170	170	700	-	-
		-	-	-	-	-	-	-

= Target achieved and or exceeded (> 90);
 = target not achieved (< 74);
 = information not yet available;
 = significant progress (75 - 90%) has been achieved;
 N/A = No target was set for the quarter in the approved SDBIP

Vote Description	Ref	2013/14 Financial Year			2014/15 Medium Term Revenue & Expenditure Framework			
		Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousand	1							
Health		-	356	356	356	-	-	-
Economic and environmental services								
Planning and development		-	-	-	-	-	-	-
Road transport		-	-	-	-	-	-	-
Environmental protection		-	-	-	-	-	-	-
Trading services		102 646	133 612	133 612	133 612	108 502	139 482	
Electricity		-	-	-	-	-	-	
Water		83 769	105 105	105 105	105 105	65 519	80 702	
Waste water management		18 876	28 507	28 507	28 507	42 982	58 780	
Waste management		-	-	-	-	-	-	
Other		-	-	-	-	-	-	
Total Capital Expenditure – Standard	3	106 519	150 885	150 885	150 885	109 212	140 207	
Funded by:								
National Government		102 791	134 062	134 062	134 062	108 502	139 482	
Provincial Government		-	-	-	-	-	-	
District Municipality		-	-	-	-	-	-	
Other transfers and grants		3 728	16 833	16 833	16 833	-	-	
Transfers recognised – capital	4	106 519	150 894	150 894	150 894	108 502	139 482	
Public contributions & donations	5	-	-	-	-	710	725	
Borrowing	6	-	15 000	15 000	15 000	-	-	
Internally generated funds		-	(15 000)	(15 000)	(15 000)	-	-	
Total Capital Funding	7	106 519	150 894	150 894	150 894	109 212	140 207	

2.1.7 Financial Position

Description	Ref	2013/14 Financial Year				2014/15 Medium Term Revenue & Expenditure Framework			
		Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17	
ASSETS									
Current assets									
Cash		3 967	3 967	3 967	3 967	3 505	3 295		
Call investment deposits	1	19 493	-	-	-	21 200	22 652		
Consumer debtors	1	-	22 585	22 585	22 585	47 405	67 545		
Other debtors		-	-	-	-	-	-		
Current portion of long-term receivables									
Inventory	2	1 483	1 483	1 483	1 483	10 000	10 000		
Total current assets		24 943	28 035	28 035	28 035	83 776	105 258		
Non-current assets									
Long-term receivables									
Investments		3 850	3 850	3 850	-	3 402	3 198		
Investment property		3 943	3 706	3 484	3 850	2 894	2 720		
Investment in Associate					3 275				
Property, plant and equipment	3	1 281 601	1 282 367	1 282 367	1 282 367	1 463 765	1 552 391		
Agricultural									
Biological									
Intangible		3 547	3 547	3 547	-	2 858	2 858		
Other non-current assets					3 547				
Total non-current assets		1 292 940	1 293 470	1 293 248	1 293 039	1 472 919	1 561 168		
TOTAL ASSETS		1 317 883	1 321 505	1 321 283	1 321 074	1 556 695	1 666 426		
LIABILITIES									
Current liabilities									
Bank overdraft	1								
Borrowing	4	364	585	585	585	422	450		
Consumer deposits									

☺ = Target achieved and or exceeded (> 90); ☹ = target not achieved (< 74); 🙋 = information not yet available; 🏆 = significant progress (75 - 90%) has been achieved; N/A = No target was set for the quarter in the approved SDBIP

Description	Ref	2013/14 Financial Year				2014/15 Medium Term Revenue & Expenditure Framework			
		Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17	
R thousand									
Trade and other payables	4	68 599	58 033	58 033	58 033	47 315	50 154	50 000	
Provisions		11 415	26 715	26 715	26 715	28 318	30 017	31 818	
Total current liabilities		80 378	85 332	85 332	85 332	76 031	80 593	82 268	
Noncurrent liabilities									
Borrowing		6 475	5 913	5 913	5 913	6 054	6 418	6 803	
Provisions		15 051	23 970	23 970	23 970	14 052	14 895	15 789	
Total noncurrent liabilities		21 527	29 883	29 883	29 883	20 106	21 313	22 591	
TOTAL LIABILITIES		101 905	115 215	115 215	115 215	96 137	101 905	104 860	
NET ASSETS	5	1 215 978	1 206 290	1 206 067	1 205 858	1 382 793	1 454 790	1 561 566	
COMMUNITY WEALTH/EQUITY									
Accumulated Surplus/(Deficit)		1 215 978	1 206 290	1 206 067	1 205 858	1 382 793	1 454 790	1 561 566	
Reserves	4	-	-	-	-	-	-	-	
Minorities' interests									
TOTAL COMMUNITY WEALTH/EQUITY	5	1 215 978	1 206 290	1 206 067	1 205 858	1 382 793	1 454 790	1 561 566	

☞ = Target achieved and or exceeded (>= 90); ☞ = target not achieved (< 74); ☞ = information not yet available; ☞ = significant progress (75 - 90%) has been achieved; N/A = No target was set for the quarter in the approved SDBIP

2.1.8 Cash Flow

R thousand	Description	Ref	2013/14 Financial Year				2014/15 Medium Term Revenue & Expenditure Framework				
			Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17		
	CASH FLOW FROM OPERATING ACTIVITIES										
	Receipts										
	Ratepayers and other		28 753	81 707	91 707	91 707	91 707	82 434	88 017	88 643	
	Government – operating	1	234 382	291 812	291 812	291 812	291 812	254 204	273 085	288 177	
	Government – capital	1	195 294	192 052	192 052	192 052	192 052	209 478	201 703	200 337	
	Interest		2 666	3 311	3 311	3 311	3 311	2 394	2 538	2 690	
	Dividends										
	Payments										
	Suppliers and employees		(315 662)	(386 546)	(386 546)	(386 546)	(386 546)	(349 417)	(357 810)	(385 710)	
	Finance charges		(3 272)	(4 052)	(4 052)	(4 052)	(4 052)	(4 121)	(4 343)	(4 578)	
	Transfers and Grants	1	(61 743)	(83 058)	(83 058)	(83 058)	(83 058)	(89 730)	(87 818)	(52 830)	
	NET CASH FROM/(USED) OPERATING ACTIVITIES		80 419	95 226	105 226	105 226	105 226	105 242	115 371	136 729	
	CASH FLOWS FROM INVESTING ACTIVITIES										
	Receipts										
	Proceeds on disposal of PPE		-	-	-	-	-	-	-	-	
	Decrease (increase) in non-current debtors		-	-	-	-	-	-	-	-	
	Decrease (increase) other non-current receivables		-	-	-	-	-	-	-	-	
	Decrease (increase) in non-current investments		(2 643)	-	-	-	-	231	217	204	
	Payments										
	Capital assets		(106 519)	(150 885)	(150 885)	(150 885)	(150 885)	(120 336)	(109 212)	(140 207)	
	NET CASH FROM/(USED) INVESTING ACTIVITIES		(109 162)	(150 885)	(150 885)	(150 885)	(150 885)	(120 105)	(108 995)	(140 002)	
	CASH FLOWS FROM FINANCING ACTIVITIES										
	Receipts										
	Short term loans		-	-	-	-	-	-	-	-	
	Borrowing long term/refinancing		-	15 000	15 000	15 000	15 000	-	-	-	
	Increase (decrease) in consumer deposits		-	-	-	-	-	-	-	-	
	Payments										
	Repayment of borrowing		(396)	(36)	(36)	(36)	(36)	(1 001)	(1 001)	(1 001)	

= Target achieved and or exceeded (> 90). = target not achieved (< 74). = information not yet available. = significant progress (75 - 90%) has been achieved. N/A = No target was set for the quarter in the approved SDBIP.

NET CASH FROM/(USED) FINANCING ACTIVITIES		(396)	14 964	14 964	14 964	(1 001)	(1 001)	(1 001)
NET INCREASE/ (DECREASE) IN CASH HELD		(29 139)	(40 696)	(30 696)	(30 696)	(15 864)	5 375	(4 274)
Cash/cash equivalents at the year begin:	2	26 718	(2 420)	(2 420)	(2 420)	(33 116)	(48 980)	(43 605)
Cash/cash equivalents at the year end:	2	(2 420)	(43 116)	(33 116)	(33 116)	(48 980)	(43 605)	(47 879)

2.1.9 Financial Ratios

RATIO	FORMULA	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
				Qtr. 1 Planned	Qtr. 1 Actual					
Capital Expenditure to Total Expenditure	$\frac{\text{Total Capital Expenditure}}{\text{Total Expenditure (Total Operating expenditure + Capital expenditure)}} \times 100$	20%	20%	5%	14%	Income and expenditure report		Lower operating expenditure leading to a greater percentage	Expected to fall within target in next quarters	CFO
Impairment of Property, Plant and Equipment, Investment Property and Intangible assets (Carrying Value)	$\frac{\text{Property, Plant and Equipment + Investment Property + Intangible Assets Impairment}}{\text{Total Property, Plant and Equipment + Investment Property + Intangible Assets}} \times 100$	100%	70%	15%	100%	Income and expenditure report		Impairment not calculated	Calculated on completion of Infrastructure register	CFO
Repairs and Maintenance as a % of Property, Plant and Equipment and Investment Property (Carrying Value)	$\frac{\text{Total Repairs and Maintenance Expenditure}}{\text{Property, Plant and Equipment + Investment Property}} \times 100$	5%	13%	3%	13%	Income and expenditure report		Beginning of the financial year.	To normalise in subsequent quarters	CFO
Collection Rate	$\frac{\text{Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off}}{\text{Billed Revenue}} \times 100$	41%	70%	15%	74%	Income and expenditure report		Beginning of the financial year.	To normalise in subsequent quarters	CFO

= Target achieved and or exceeded (> 90%).
 = Target not achieved (< 74%).
 = Information not yet available.
 = Significant progress (75 - 90%).
 = No target was set for the quarter in the approved SDBIP.

RATIO	FORMULA	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
				Qtr. 1 Planned	Qtr. 1 Actual					
Bad Debts Written-off as % of Provision for Bad Debt	Bad Debts Written-off/Provision for Bad debts x 100	New indicator	100%	N/A	N/A	Income and expenditure report		N/A	N/A	CFO
Net Debtors Days	(Gross Debtors - Bad debt Provision)/ Actual Billed Revenue) x 365	487 days	50 days	50 days	55 days	Income and expenditure report		Lack of implementation of credit control	Commence with extensive credit control in 2nd quarter	CFO
Cash / Cost Coverage Ratio (Excl. Unspent Conditional Grants)	(Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure, excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets)	-1 Month	2 months	10 days	25 days	Income and expenditure report		Expenditure not in budget	To normalise in subsequent quarters	CFO
Current Ratio	Current Assets / Current Liabilities	1.6	1.8	0.4	1.04	Income and expenditure report		Financial constraints	Increase revenue. Cash management	CFO

RATIO	FORMULA	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
				Qtr. 1 Planned	Qtr. 1 Actual					
Capital Cost(Interest Paid and Redemption) / Total Operating Expenditure as a % of Total Operating Expenditure	$\text{Capital Cost(Interest Paid and Redemption) / Total Operating Expenditure} \times 100$	1%	6%	1%	0.30	Income and expenditure report		Expenditure not in budget	To normalise in subsequent quarters	CFO
Debt (Total Borrowings) / Revenue	$(\text{Overdraft} + \text{Current Finance Lease Obligation} + \text{Non-current Finance Lease Obligation} + \text{Short Term Borrowings} + \text{Long term borrowing}) / (\text{Total Operating Revenue} - \text{Operational Conditional Grants}) \times 100$	68%	50%	10%	88%	Income and expenditure report		Low revenue base	To normalise in subsequent quarters	CFO
Level of Cash Backed Reserves (Net Assets - Accumulated Surplus)	$(\text{Cash and Cash Equivalents} - \text{Bank overdraft} + \text{Short Term Investment} + \text{Long Term Investment} - \text{Unspent grants}) / (\text{Net Assets} - \text{Accumulated Surplus} - \text{Non Controlling Interest} - \text{Share Premium} - \text{Share Capital} - \text{Fair Value Adjustment} - \text{Revaluation Reserve}) \times 100$	25%	-47%	-11%	41%	Income and expenditure report		Severe cash flow challenges	Not expected to improve this year.	CFO
Net Operating Surplus Margin	$(\text{Total Operating Revenue} - \text{Total Operating Expenditure}) / \text{Total Operating Revenue}$	-12%	5%	1%	51%	Income and expenditure report		Beginning of the financial year.	To normalise in subsequent quarters	CFO

RATIO	FORMULA	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
				Qtr. 1 Planned	Qtr. 1 Actual					
Net Surplus /Deficit Water	$\frac{\text{Total Water Revenue less Total Water Expenditure}}{\text{Total Water Revenue}} \times 100$	-281%	-56%	14%	-201%	Income and expenditure report		Severe cash flow challenges	Not expected to improve this year.	CFO
Net Surplus /Deficit Sanitation and Waste Water	$\frac{\text{Total Sanitation and Waste Water Revenue less Total Sanitation and Waste Water Expenditure}}{\text{Total Sanitation and Waste Water Revenue}} \times 100$	-1%	-76%	-19%	-59%	Income and expenditure report		Low revenue base	To normalise in subsequent quarters	CFO
Water Distribution Losses (Percentage)	$\frac{\text{Number of Kilolitres Water Purchased or Purified} - \text{Number of Kilolitres Water Sold}}{\text{Number of Kilolitres Water Purchased or Purified}} \times 100$		TBD		N/A	Income and expenditure report				CFO
Growth in Number of Active Consumer Accounts	$\frac{\text{Period under review's number of Active Debtor Accounts} - \text{previous period's number of Active Debtor Accounts}}{\text{previous number of Active Debtor Accounts}} \times 100$	51%	60%	15%	30%	Income and expenditure report		Improvements in billing.		CFO
Revenue Growth (%)	$\frac{\text{Period under review's Total Revenue} - \text{previous period's Total Revenue}}{\text{previous period's Total Revenue}} \times 100$	3%	10%	2%	58%	Income and expenditure report		Low revenue base	To normalise in subsequent quarters	CFO

RATIO	FORMULA	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
				Qtr. 1 Planned	Qtr. 1 Actual					
Revenue Growth (%) - Excluding capital grants	(Period under review's Total Revenue Excluding capital grants- previous period's Total Revenue excluding capital grants)/ previous period's Total Revenue excluding capital grants) x 100	6%	12%	3%	-68%	Income and expenditure report		Low revenue base	To normalise in subsequent quarters	CFO
Creditors Payment Period (Trade Creditors)	Trade Creditors Outstanding / Credit Purchases (Operating and Capital) x 365	110 days	90 days	90 days	156	Income and expenditure report		Severe cash flow challenges	Not expected to improve this year.	CFO
Remuneration as % of Total Operating Expenditure	Remuneration (Employee Related Costs and Councillors' Remuneration) / Total Operating Expenditure x100	34%	32%	8%	42%	Income and expenditure report		Severe cash flow challenges	Not expected to improve this year.	CFO
Contracted Services % of Total Operating Expenditure	Contracted Services / Total Operating Expenditure x100	4%	5%	1%	7%	Income and expenditure report		Beginning of the financial year.	To normalise in subsequent quarters	CFO

RATIO	FORMULA	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
				Qtr. 1 Planned	Qtr. 1 Actual					
Own funded Capital Expenditure (Internally generated funds + Borrowings) / Total Capital Expenditure x 100	Own funded Capital Expenditure (Internally generated funds + Borrowings) / Total Capital Expenditure x 100	10%	2%	N/A	N/A	Income and expenditure report		Beginning of the financial year.	To normalise in subsequent quarters	CFO
Own funded Capital Expenditure (Internally Generated Funds) to Total Capital Expenditure	Own funded Capital Expenditure (Internally Generated Funds) / Total Capital Expenditure x 100	New indicator	2%	N/A	N/A	Income and expenditure report		Beginning of the financial year.	To normalise in subsequent quarters	CFO
Own Source Revenue to Total Operating Revenue(Including Agency Revenue)	Own Source Revenue (Total revenue - Government grants and Subsidies - Public Contributions and Donations)/ Total Operating Revenue (including agency services) x 100	77%	86%	20%	-4%	Income and expenditure report		Beginning of the financial year.	To normalise in subsequent quarters	CFO
Capital Expenditure Budget Implementation Indicator	Actual capital Expenditure / Budget Capital Expenditure x 100	53%	90%	20%	10%	Income and expenditure report		Beginning of the financial year.	To normalise in subsequent quarters	CFO

= Target achieved and or exceeded (>= 90%).
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 = No target was set for the quarter in the approved SDBIP.

RATIO	FORMULA	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
				Qtr. 1 Planned	Qtr. 1 Actual					
Operating Expenditure Budget Implementation Indicator	$\frac{\text{Actual Operating Expenditure}}{\text{Budgeted Operating Expenditure}} \times 100$	73%	95%	20%	17%	Income and expenditure report		Beginning of the financial year.	To normalise in subsequent quarters	CFO
Operating Revenue Budget Implementation Indicator	$\frac{\text{Actual Operating Revenue}}{\text{Budget Operating Revenue}} \times 100$	81%	95%	20%	24%	Income and expenditure report		None	None	CFO
Service Charges and Property Rates Revenue Budget Implementation Indicator	$\frac{\text{Actual Service Charges and Property Rates Revenue}}{\text{Budget Service Charges and Property Rates Revenue}} \times 100$	83%	95%	20%	14%	Income and expenditure report		Beginning of the financial year.	To normalise in subsequent quarters	CFO






2.1.10 Reconciliation of IDP Strategic Objectives and 2014-2015 Final Budget

IDP Objectives	Programme	Revenue	Operating Expenditure	Capital Expenditure	Total Expenditure	Service Name
KPA 1: Service Delivery and Infrastructure Provision (SD)						
Provide universal access to basic services	SD01 Maintain and rehabilitate all water and sanitation infrastructure	-274 594 104	301 387 998	117 801 756	419 189 754	Director: Technical Services, Director: Community Services
	SD02 Support municipalities in the provision of municipal services	-105 125 104	210 342 646	117 801 756	328 144 402	Director: Technical Services, Director: Community Services
	SD03 Provide fire, emergency and rescue services	-	14 009 204	700 000	14 709 204	Director: Community Services, Fire & Disaster Services
	SD04 Create and maintain stakeholder engagement initiatives to deal with service delivery challenges	-	7 060 720	-	7 060 720	Director: Community Services
	SD05 Expand and fast-track the provision of universal access to water and sanitation	-274 594 104	301 387 998	117 801 756	419 189 754	Director: Technical Services, Director: Community Services
	SD06 Provide and improve the quality of municipal health services	-	12 057 646	-	12 057 646	Director: Community Services
	SD07 Support rehabilitation of all road networks throughout the District	-37 393 000	39 694 952	-	39 694 952	Director: Technical Services

IDP Objectives	Programme	Revenue	Operating Expenditure	Capital Expenditure	Total Expenditure	Service Name
Facilitate environmental management and conservation	SD08 Facilitate improvement of network and communications towers throughout the District	-934 000	8 968 089	250 000	9 218 089	Chief Operations Officer
	SD09 Implement working for water and working for wetlands	-14 621 227	19 473 492	-	19 473 492	Director: Community Services
KPA 2: Local Economic Development (LED)						
Facilitate and implement job creation and poverty alleviation initiatives	LED01 Implement projects and programmes through labour intensive methods	-184 090 227	112 820 797	-	112 820 797	Director: Community Services, Director Technical Services
	LED2 Encourage improvement of access to government services in farming areas	-1 292 000	8 623 796	-	8 623 796	Chief Operations Officer
	LED03 Encourage and support initiatives geared towards mass job creation and sustainable livelihoods	-1 292 000	8 623 796	-	8 623 796	Chief Operations Officer
	LED04 Support and facilitate rural development and poverty alleviation programmes.	-1 292 000	8 623 796	-	8 623 796	Chief Operations Officer

IDP Objectives	Programme	Revenue	Operating Expenditure	Capital Expenditure	Total Expenditure	Service Name	
Facilitate and support regional economic development and support initiatives	LED05 Facilitate and actively participate in youth development programmes.	-358 000	2 538 460	-	2 538 460	Chief Operations Officer	
	LED06 Identify, support and implement economic development flagship and anchor projects.	-1 292 000	2 538 460	-	2 538 460	Chief Operations Officer , JoGEDA CEO	
	LED07 Facilitate and support local supplier development initiatives	-1 292 000	18 258 022	-	18 258 022	Chief Operations Officer,	
	LED08 Create and maintain stakeholder engagement initiatives.	-1 292 000	8 623 796	-	8 623 796	Chief Operations Officer	
	LED09 Participate and support initiatives geared towards revitalization of towns and settlements	-1 292 000	8 623 796	-	8 623 796	Chief Operations Officer	
	KPA 3: Financial Viability and Management (FM)						
	FM01 Comply with all statutory financial reporting and management		-195 885 905	29 108 448	250 000	29 358 448	Director: Financial Services




IDP Objectives	Programme	Revenue	Operating Expenditure	Capital Expenditure	Total Expenditure	Service Name
	FM02 Improve financial administrative capacity of the District.	-195 885 905	29 108 448	250 000	29 358 448	Director: Financial Services
	FM03 Implement anti-fraud and anti-corruption measures	-934 000	8 983 328	-	8 983 328	Chief Operations Officer
	FM04 Implement revenue enhancement strategy	-124 669 104	211 449 293	117 801 756	329 251 049	Director: Financial Services
	KPA 4: Institutional Development and Transformation (ID)					
Improve human resource capacity	ID01 Effectively empower and develop the Council's workforce.	-1 200 000	17 055 013	-	17 055 013	Director: Corporate Services
	ID02 Encourage and support capacity and skills building initiatives for communities.	-1 200 000	6 006 080	-	6 006 080	Director: Corporate Services
	ID03 Attract, retain and encourage skills transfer initiatives.	-	13 481 523	-	13 481 523	Director: Corporate Services
	ID04 Maintain good working conditions for staff	-	13 481 523	-	13 481 523	Director: Corporate Services

 = Target achieved and or exceeded (> 90%).
  = target not achieved (< 74%).
  = information not yet available.
  = significant progress (75 - 90%) has been achieved.
  = No target was set for the quarter in the approved SDBIP.

IDP Objectives	Programme	Revenue	Operating Expenditure	Capital Expenditure	Total Expenditure	Service Name
	ID05 Implement shared services on governance issues within the District	-	6 987 208	884 580	7 871 788	Director: Corporate Services
Ensure enhanced service delivery through efficient institutional arrangements	ID06 Ensure that funded vacant posts are filled.	-	13 481 523	-	13 481 523	Director: Corporate Services
Continuously develop and strategically utilise information technology, legal services and other internal services to provide more efficient government	ID07 Ensure legislative compliance and improved legal capacity of the District.	-	16 005 530	-	16 005 530	Director: Corporate Services
	ID08 Strategically utilise ICT to improve government efficiency.	-	6 987 208	884 580	7 871 788	Director: Corporate Services
	ID09 Ensure availability of office space and manage council buildings in an effective and efficient manner.	-8 764.00	18 022 790	700 000	18 722 790	Director: Corporate Services
KPA 5: Good Governance and Public Participation (GG)						

IDP Objectives	Programme	Revenue	Operating Expenditure	Capital Expenditure	Total Expenditure	Service Name
Facilitate intergovernmental cooperation	GG01 Promote intergovernmental cooperation initiatives.	-934 000	6 085 336	-	6 085 336	Chief Operations Officer
	GG02 Regular and effective communications with communities.	-934 000	8 968 089	-	8 968 089	Chief Operations Officer
Communicate effectively with communities	GG03 Work closely with traditional leadership structures in the implementation of rural development programmes.	-5 070 000	18 942 986	-	18 942 986	Chief Operations Officer
	GG04 Strengthen internal communications.	-934 000	8 968 089	-	8 968 089	Chief Operations Officer
Ensure integrated performance management	GG05 Promote performance management amongst councillors and officials.	-934 000	6 085 336	-	6 085 336	Chief Operations Officer
	GG06 Implement effective planning and reporting mechanisms.	-934 000	17 968 665	-	17 968 665	Chief Operations Officer

IDP Objectives	Programme	Revenue	Operating Expenditure	Capital Expenditure	Total Expenditure	Service Name
	GG07 Establish and support municipal oversight systems, mechanisms and processes.	-934 000	31 011 349	-	31 011 349	Director Financial Services, Director Corporate Services, Director Community Services, Chief Operations Officer, Director Technical Services
	GG08 Ensure and maintain clean governance.	-934 000	23 066 478	-	23 066 478	Director Financial Services, Director Corporate Services, Director Community Services, Chief Operations Officer, Director Technical Services
Facilitate the development of a healthy and inclusive society	GG09 Facilitate Implementation of HIV and AIDS programmes.	-934 000	8 198 604	-	8 198 604	Chief Operations Officer
	GG10 Facilitate Implementation of programmes targeting the special groups (SPU).		8 198 604	-	8 198 604	Chief Operations Officer
To capture additional objectives expand groups						

 = Target achieved and or exceeded (> 90%),
  = information not yet available,
  = significant progress (75 - 90%) has been achieved,
 N/A = No target was set for the quarter in the approved SDBIP

IDP Objectives	Programme	Revenue	Operating Expenditure	Capital Expenditure	Total Expenditure	Service Name
Total budgeted/actual expenditure/revenue		-1 433 079 444	1 621 308 915	475 126 184	2 096 435 099	0

PART 3

3.1 Quarterly Projections of Service Delivery Targets and Performance Indicators

3.1.1 KPA 1: Service Delivery and Infrastructure provision

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
						Qtr. 1 Planned	Qtr. 1 Actual					
Provide universal access to basic services	SD01: Maintain and rehabilitate all water and sanitation infrastructure	SD01-01	Improvement in municipal green drop score (output)	33	50	N/A	N/A	Official Green Drop report from DWA	N/A	N/A	N/A	Community Services & Technical Services
		SD01-02	Improvement in municipal blue drop score (Output)	87	87	N/A	N/A	Official Blue Drop report from DWA	N/A	N/A	N/A	Community Services & Technical Services
		SD01-04	% compliance with SANS 241 for drinking water quality as per BDS (Outcome)	97%	97%	97%	99%	BDS report on water quality	👍	None	None	Technical Services

= Target achieved and or exceeded (> 90%),
 = target not achieved (< 74%),
 = information not yet available,
 = significant progress (75 - 90%) has been achieved,
 = No target was set for the quarter in the approved SDBIP

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
						Qtr. 1 Planned	Qtr. 1 Actual					
		SD01-05	Review of WSDP and approved by Council (Input)	Approved WSDP	Review of WSDP and approved by Council	N/A	N/A	Council resolutions		N/A	N/A	Community Services
		SD01-06	Number of reported water and waste water incidents on asset management system on which action is taken (LGTAS) (Outcome)	01:01	01:01	01:01	01:01	Quarterly to Top Management		None	None	Technical Services
		SD01-07	No drop score achievement	New indicator	30%	N/A	N/A	Report from DWA		N/A	N/A	Community Services

= Target achieved and or exceeded (>90%).
 = target not achieved (<74%).
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 N/A = No target was set for the quarter in the approved SDBIP

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
						Qtr. 1 Planned	Qtr. 1 Actual					
	SD2: Support municipalities in the provision of municipal services	SD02-02	Number of Blue Drops achieved (Output)	2	2	N/A	N/A	Report from DWA		N/A	N/A	Community services & Technical Services
		SD03-01	Number of fire incidents responded to as a proportion of entries recorded in the Occurrence Book (Outcome)	01:01	01:01	01:01	01:01	Report to management as per incident books		None	None	Community Services
	SD03-02	Conduct S78 to determine best mechanism for delivering fire services (Input)	S78 (1) Assessment	S78 Assessment	N/A	N/A	Report to Mayco and Mayco resolution		N/A	N/A	Community Services	

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 = information not yet available.
 = significant progress (75 - 90%) has been achieved.
 N/A = No target was set for the quarter in the approved SDBIP

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
						Qtr. 1 Planned	Qtr. 1 Actual					
SD05: Expand and fast-track the provision of universal access to water and sanitation	SD05-01	SD05-01	% of households with access to basic level of water (NKPI)	69.3% (67703)	74.5% (72703)	N/A	N/A	Report to Mayco		N/A	N/A	Technical Services/Community Services
				55.2% (53897)	60.3% (58897)	N/A	N/A	Report to Mayco		N/A	N/A	Technical Services/Community Services
SD04: Create and maintain stakeholder engagement initiatives to deal with service delivery	SD04-01	SD04-01	Number of District Water forum meetings (Outcome)	2 meeting	2 meetings per Forum	1	1	Minutes of meetings and attendance registers		None	None	Community Services

= Target achieved and or exceeded (> 90%).
 = target not achieved (< 74%).
 = information not yet available.
 = significant progress (75 - 90%) has been achieved.
 N/A = No target was set for the quarter in the approved SDBiP

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY	
						Qtr. 1 Planned	Qtr. 1 Actual						
SD06: Provide and improve the quality of municipal health services		SD05-05	% of households earning less than R1100 per month with access to free basic services (NKPI)	New indicator	100% of registered households (indigents)	N/A	N/A	Report to Mayco		N/A	N/A	Finance	
		SD06-01	Number of illegal waste dumping points where compliance was enforced (Output)	100% of all illegal waste dumping sites (411)	100%	100%	100%	Monthly illegal Waste Reports to management		None	None	Community Services	
		SD06-02	Number of inspections (visits) per quarter on each of the 13 urban waste sites (Outcome)	14 inspection	12 inspection per site	3	3	3	Inspection Reports to management		None	None	Community Services
		SD06-03	% of sewage spills where compliance was enforced (Output)	100% of all sewage spills (114)	100%	100%	100%	100%	Sewage Inspection Reports to management		None	None	Community Services

= Target achieved and or exceeded (>90%)
 = target not achieved (<74%)
 = information not yet available
 = significant progress (75 - 90%) has been achieved
 N/A = No target was set for the quarter in the approved SDBIP

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
						Qtr. 1 Planned	Qtr. 1 Actual					
		SD06-04	Number of informal food vendors (hawkers, caterers, spaza shop owners) receiving Health and Hygiene education and or training (Output)	81 out of 400	80	N/A	N/A	Attendance registers from training sessions		N/A		Community Services
		SD06-05	Number of Formal Food Premises inspections undertaken (input)	204 including some that are revaluation	204	51	51	Inspection Reports to management		None	None	Community Services

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 = target not achieved (< 74%).
 = information not yet available.
 = No target was set for the quarter in the approved SDBIP.
 = significant progress (75 - 90%) has been achieved.
 = N/A

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
						Qtr. 1 Planned	Qtr. 1 Actual					
	SD07: Support rehabilitation of all road networks throughout the District	SD07-01	Number of km's per quarter graded as per the SLA (Outcome)	3314km	4000km	1000km	648km	Monthly reports to top management		Due to the non-favourable weather conditions (dry conditions with insufficient rainfall) for the grading of gravel surfaced roads.	The number of km's graded will most probably increase in the wetter season which falls within the 2nd Quarter 2014	Technical Services

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 = target not achieved (< 74%).
 = information not yet available.
 = significant progress (75 - 90%) has been achieved.
 N/A = No target was set for the quarter in the approved SDBIP

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
						Qtr. 1 Planned	Qtr. 1 Actual					
Facilitate environmental management and conservation	SD8: Facilitate improvement of network and communications towers throughout the District	SD8-01	Number of engagement sessions held leading to installation/upgrading of communications towers (Outcome)	1	1	N/A	N/A	Minutes of meetings or proof of engagements		N/A		COO
	SD9: Implement working for wetlands water and working for wetlands	SD9-01	% budget expenditure in the National FY on implementation of working for Wetland rehabilitation programme (Output)	100%	100% expenditure	N/A	N/A	Reports to Mayco		N/A		Community Services

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 = target not achieved (< 74%).
 = information not yet available.
 = significant progress (75 - 90%) has been achieved.
 N/A = No target was set for the quarter in the approved SDBIP

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
						Qtr. 1 Planned	Qtr. 1 Actual					
		SD9-02	% budget expenditure in the National FY of alien plants eradication programme (Working for Water) (Outcome)	100%	100% expenditure	N/A	N/A	Reports to Mayco		N/A		Community Services

= Target achieved and or exceeded (>90%).
 = target not achieved (<74%).
 = information not yet available.
 = significant progress (75 - 90%) has been achieved.
 N/A = No target was set for the quarter in the approved SDBIP.

3.1.2: Local Economic Development

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
						Qtr. 1 Planned	Qtr. 1 Actual					
Facilitate and implement job creation and poverty alleviation initiatives	LED01: Implement projects and programmes through labour intensive methods	LED01-01	Number of jobs created through municipality's local economic development initiatives including capital projects	2723	2000	500	144	Quarterly report to Mayco		The number of jobs achieved only reflects those under the Rural Sanitation Programme. The appointment of workers under EPWP Incentive Grant could not commence in the 1st quarter as the funding was only received late in September.	To start with the EPWP Incentive Grant projects during second quarter.	Technical Services

= Target achieved and or exceeded (> 90%).
 = target not achieved (< 74%).
 = information not yet available.
 = significant progress (75 - 90%) has been achieved.
 N/A = No target was set for the quarter in the approved SDBIP.

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
						Qtr. 1 Planned	Qtr. 1 Actual					
		LED01-02	Number of job opportunities created through WFW and wetlands (Output)	1986	497 in each quarter	497	285	Quarterly report to Mayco		These relate to the prior year funding and are the final completion of projects. No new work has started due to agreements not being signed	Agreement for WFWetlands to be signed in October 2014. (WFW)	Community Services
	LED2: Encourage improvement of access to government services in farming areas	LED02-01	Number of information sessions held with farming communities (Outcome)	1	1	N/A	N/A	Minutes of meetings and attendance registers / proof of engagement		N/A	N/A	COO

= target not achieved (< 74%) = information not yet available. = significant progress (75 - 90%) has been achieved. N/A = No target was set for the quarter in the approved SDBIP

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
						Qtr. 1 Planned	Qtr. 1 Actual					
LED04: Support and facilitate rural development and poverty alleviation programmes	LED03: Encourage and support initiatives geared towards mass job creation	LED03-01	Number of reports on job opportunities created through CWP (Input)	3 reports	2 reports	1 report	1 report	Report to Mayco and Mayco resolutions		None	None	COO
		LED04-01	Number of Reports on the implementation of Rural development programme and anti-poverty strategy (Input)	2	2 reports	1 report	1 report	Report to Mayco and Mayco resolutions		None	None	COO
	LED04-02	Number of funding applications submitted for cooperatives and SMMEs to potential funders (Outcome)	13	2	N/A	N/A	Proof of submission of applications		N/A	N/A	N/A	COO

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STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
						Qtr. 1 Planned	Qtr. 1 Actual					
	LED05: Facilitate and actively participate in youth development programmes	LED05-01	Number of business support meetings/ engagement facilitated for social groups (Outcome)	12	10	2	2	Report to Mayco and Mayco resolutions		None	None	COO
Facilitate and support regional economic development initiatives	LED06: Identify, support and implement economic development flagship and anchor projects	LED06-01	JoGEDA: Number of Status Quo reports on Gariep middle income housing, Elundini middle income housing, Senqu Plastic, and Senqu Commercial Property Development presented to mayoral committee (Output)	Feasibility study, Business Plan 2007,2013	4	1	1	Reports to Council		None	None	COO

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
						Qtr. 1 Planned	Qtr. 1 Actual					
		LED06-02	JoGEDA: Maize Meat Hub Number of business plans approved (Output)	Business Plan 2011	1	N/A	N/A	Proof of funding application		N/A	N/A	COO
		LED06-03	JoGEDA: Investment Strategy Number of investment strategy developed and approved (Input)	0	1	N/A	N/A	Approved investment strategy, Board resolutions		N/A	N/A	COO
		LED06-04	LED strategy reviewed and adopted by Council (Input)	LED Strategy	LED strategy reviewed and adopted by Council	Draft approved by council	Not achieved	Council resolutions		Draft Strategy not yet presented to council as service provider is still effecting changes	Draft to be submitted to council in the 2 nd quarter	COO

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STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
						Qtr. 1 Planned	Qtr. 1 Actual				
	LED07: Facilitate and support local supplier development initiatives	LED07-01	Number of Suppliers Day held (Outcome)	3	4	1	1	Quarterly Reports to Mayco and Attendance registers	None	None	COO
	LED08: Create and maintain stakeholder engagement initiatives	LED08-01	Number of District Support Team forum Meetings held (Outcome)	3	2	N/A	N/A	Minutes and attendance registers of meetings	N/A	N/A	COO

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STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
						Qtr. 1 Planned	Qtr. 1 Actual					
	LED09: Participate and support initiatives geared towards revitalization of towns and settlements	LED09-01	Number of reports on the implementation of District Branding and marketing strategy	District Branding and marketing strategy	2 reports	N/A	N/A	Report to Mayco and Mayco resolutions		N/A		COO

3.1.3 Financial Viability and Management

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
						Qtr. 1 Planned	Qtr. 1 Actual					
Ensure effective financial management and reporting	FM01: Comply with all statutory financial reporting and management	FM01-01	% of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	100%	100%	25%	14%	Income and expenditure report		Beginning of the financial year.	To normalise in subsequent quarters	All Directors
		FM01-02	% of MIG Funding expenditure (Output)	100%	100%	25%	18%	Income and expenditure report		Late submission of invoices at the end of September which could not be added to the expenditure.	Spending to be fast-tracked in the 2 nd quarter 2014	Technical Services
		FM01-03	Total actual trade creditors as a percentage of total actual revenue (Output)	5%	5%	5%	10%	Income and expenditure report		Beginning of the financial year.	To normalise in subsequent quarters	Finance
		FM01-04	% of tenders concluded in accordance with (tender validity timeframe) (Output)	New indicator	100%	100%	100%	Income and expenditure report		None	None	None

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STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPS HOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
						Qtr. 1 Planned	Qtr. 1 Actual					
		FM01-05	Irregular, Fruitless and Wasteful and Unauthorised Expenditure as a % of Total Operating Expenditure	0%	0%	0%	0%	Income and expenditure report, Audited AFS		None	None	Finance
		FM01-06	All creditors paid within 30 days of receipt of valid invoice (Output)	30 days	30 days	30 days	30 days	S71 Report to Council		None	None	Finance
		FM01-07	Cost coverage ratio (Output)	0.13	02.02	02.02	3.6	S71 Report to Council		Severe cash flow challenges	Not expected to improve this year	Finance
		FM01-08	% of budget actually spent on implementing workplace skills plan (LGSETA and internal training budget)	100%	100%	N/A	N/A	Income and expenditure report		N/A	N/A	Corporate Services
		FM01-09	% expenditure on repairs and maintenance against the budget (Input)	79%	100%	25%	6%	Income and expenditure report		Severe cash flow challenges	Not expected to improve this year	Finance (All Directors)

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STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY	
						Qtr. 1 Planned	Qtr. 1 Actual						
	FM02: Improve financial administrative capacity of the District	FM02-01	Debt coverage ratio (Output)	01:01	02.03	02.03	0.66	S71 Report to Council		Severe cash flow challenges	Not expected to improve this year	Finance	
		FM02-02	% reduction in municipal debtors related to service charges (Output)	50%	40%	10%	30%	Debtors Report		Beginning of the financial year	To normalise in subsequent quarters	Finance	
		FM02-03	Total outstanding service debtors (NKPI)	TBD	TBD			Debtors Report					Finance
		FM02-04	% of operational budget actually spent (Input)	100%	100%	25%	17%	Income and expenditure report, Audited AFS		Beginning of the financial year	To normalise in subsequent quarters		Finance (All Directors)

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 = information not yet available,
 = significant progress (75 - 90%) has been achieved,
 N/A = No target was set for the quarter in the approved SDBIP

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
						Qtr. 1 Planned	Qtr. 1 Actual					
	FM03: Implement anti-fraud and anti-corruption measures	FM03-01	Number of reports on the implementation of Anti-Fraud and anti-corruption strategy (Input)	Anti-Fraud and anti-corruption strategy	4 reports	1 report	1 report	Mayco reports		None	None	COO
		FM04-01	% reduction in water losses (Output)	TBD	5%	N/A	N/A	Report to Mayco		N/A	N/A	Technical Services
		FM04-02	MTRF Budget prepared and approved by council (Input)	MTRF Budget	Budget approved by council	Process plan developed and approved by council	Process plan developed and approved by council	Process plan developed and approved by council	Council resolutions adopting the budget		None	None

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 N/A = No target was set for the quarter in the approved SDBIP

3.1.4 Institutional Development and Transformation

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
						Qtr. 1 Planned	Qtr. 1 Actual					
Improve human resource capacity	ID01: Effectively empower and develop the Council's workforce	ID01-01	% of staff actually trained as per the WSP (Output)	100%	100%	100%	17%	Quarterly report to Mayco		Trainings on the scheduled trainings had to stop due to SCM and LGSETA related challenges. Delays by LGSETA to sign funding agreement.	SCM & LGSETA issues being finalized and trainings to be done in the second quarter	Corporate Services
		ID01-02	Number of people from employment equity target groups employed in the three highest levels of management in compliance with EEP (Outcome)	5	5	N/A	N/A	EE Reports to Mayco		N/A	N/A	Corporate Services
		ID01-04	Cumulative % of councillors actually trained as per the training programme	100%	100%	100%	100%	Training report to Mayco		None	None	None

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 = information not yet available;
 = significant progress (75 - 90%) has been achieved;
 N/A = No target was set for the quarter in the approved SDBIP

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
						Qtr. 1 Planned	Qtr. 1 Actual					
		ID01-05	Number of staff who meet Minimum Competency levels (MFMA) (Outcome)	9	5 new trained staff	N/A	N/A	Reports to Mayco		N/A		Corporate Services
	ID02: Encourage and support capacity and skills building initiatives for communities	ID02-01	Number of training initiatives undertaken as per WSP (Outcome)	14	15	N/A	N/A	Quarterly reports to Management		N/A		Corporate Services

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STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
						Qtr. 1 Planned	Qtr. 1 Actual					
	ID03: Attract, retain and encourage skills transfer initiatives	ID03-01	Review of staff attraction and retention strategy (Input)	Staff attraction and retention strategy reviewed and adopted by council	Strategy implemented	N/A	N/A	Council resolution		N/A	N/A	Corporate Services
	ID04: Maintain good working conditions for staff	ID04-01	Number of LLF meetings (Outcome)	4 annually	4 meetings	1 meeting	1 meeting	Quarterly reports to Mayco and Mayco resolutions		None	None	Corporate Services

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 = significant progress (75 - 90%) has been achieved
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STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
						Qtr. 1 Planned	Qtr. 1 Actual					
	ID05: Implement shared services on governance issues within the District	ID05-01	Conduct Study on the possible implementation of a Shared Services on IT within the District (Input)	Draft Study completed	1 report compiled	1 report compiled	N/A	Quarterly reports to Mayco and Mayco resolutions		N/A	N/A	Corporate Services
Ensure enhanced service delivery through efficient institutional	ID06: Ensure that funded vacant posts are filled	ID06-01	The average length of time it takes to fill a post-(Output)	3 months	3 months	3 months	3 months	Monthly report to Top Management		None	None	Corporate Services

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STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
						Qtr. 1 Planned	Qtr. 1 Actual				
Continuously develop and strategically utilise information technology, legal services and other internal services to provide more efficient government	ID7: Ensure legislative compliance and improved legal capacity of the District	ID07-01	Ratio of disciplinary hearings concluded within 3 months of initiation	New indicator	01:01	01:01	01:01	Report to top management	None	None	Corporate Services
	ID8: Strategically utilise ICT to improve government efficiency	ID08-01	Review District IT governance Framework (Input)	IT governance Framework	IT Governance Framework reviewed and adopted by council	N/A	N/A	Council resolutions	N/A	N/A	Corporate Services

= Target achieved and or exceeded (> 90). = target not achieved (< 74). = information not yet available. = significant progress (75 - 90%) has been achieved. N/A = No target was set for the quarter in the approved SDBIP

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
						Qtr. 1 Planned	Qtr. 1 Actual					
ID09: Ensure availability of office space and manage council buildings in an effective and efficient manner		ID09-01	Number of council resolutions despatched and implemented (input)	15	Every mayoral committee and council	1 council and 3 mayoral	1 council and 3 mayoral	Council minutes		None	None	Corporate Services
		ID09-02	Number of ordinary Council meetings held (Outcome)	7	7 meetings	1 meeting	1 meeting	Agenda and minutes		None	None	Corporate Services

= Target achieved and or exceeded (> 90%),
 = target not achieved (< 74%),
 = information not yet available,
 = significant progress (75 - 90%) has been achieved,
 N/A = No target was set for the quarter in the approved SDBIP

3.1.5 KPA 5: Good governance and public participation

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (2014)	Annual Target	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
						Qtr. 1 Planned	Qtr. 1 Actual					
Facilitate intergovernmental cooperation	GG01: Promote intergovernmental cooperation initiative	GG01-01	Number of DIMAFO meetings sifting (Outcome)	1 meeting	4 meetings	1	1	Minutes and attendance registers		None	None	COO
						GG01-02	IDP reviewed and adopted by council (Input)	IDP	IDP reviewed and adopted by council	Process plan developed and approved by council	Process plan developed and approved by council	Copy of the framework and Process Plan Council resolutions
		GG02-01	Number of newsletters publications released (Output)	4	4	1	1	Newsletter and distribution list		None	None	None

= Target achieved and or exceeded (>90%).
 = target not achieved (<74%).
 = information not yet available.
 = significant progress (75 - 90%) has been achieved.
 N/A = No target was set for the quarter in the approved SDBIP.

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (2014)	Annual Target	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
						Qtr. 1 Planned	Qtr. 1 Actual					
		GG02-02	Number of Community Outreach meetings held and reports on issues raised (Outcome)	2 meetings and a report on each meeting prepared	2 meetings and 1 report for each LM	N/A	N/A	Outreach report and attendance register		N/A		COO
	GG03: Work closely with traditional leadership structures in the implementation of rural development programmes	GG03-01	Number of Traditional leaders forum meetings (Outcome)	2	2	N/A	N/A	Attendance register and minutes		N/A		COO

= Target achieved and or exceeded (> 90%),
 = target not achieved (< 74%),
 = information not yet available,
 = significant progress (75 - 90%) has been achieved,
 = No target was set for the quarter in the approved SDBIP

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (2014)	Annual Target	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
						Qtr. 1 Planned	Qtr. 1 Actual					
Ensure integrated planning and performance management amongst councillors and officials	GG04: Strengthen internal communications	GG04-01	Review Communication Plan (Input)	Communication plan	Communication reviewed and Plan implemented	N/A	N/A	Council resolutions		N/A	N/A	COO
			Performance Management System Policy reviewed and adopted (Input)	Prior year review and adoption	Performance Management System reviewed and adopted	N/A	N/A	Council resolutions		N/A	N/A	COO

= Target achieved and or exceeded (> 90%),
 = target not achieved (< 74%),
 = information not yet available,
 = significant progress (75 - 90%) has been achieved,
 N/A = No target was set for the quarter in the approved SDBIP

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (2014)	Annual Target	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY	
						Qtr. 1 Planned	Qtr. 1 Actual						
GG06: Implement effective planning and reporting mechanisms		GG06-01	Number of signed performance agreements by Section 56 Managers (Outcome)	5 annually	5 annually	5 annually	5	5 signed performance agreements and proof of submission to province		None	None	COO	
		GG06-02	Number of signed performance obligations of middle management (Outcome)	16 annually	16	16	12	16 Signed Performance Obligations		4 performance obligations not signed			COO
		GG06-03	Number of reports on performance of service providers performance monitored (Input)	4 reports	4 reports	1	1	SCM report		None	None		Finance
		GG06-04	Number of Quarterly performance reports and mid-year budget and annual performance report prepared (Input)	4 Quarterly SDBIP Reports and 1 Annual Performance report	4 Quarterly SDBIP Reports and 1 Annual Performance report	1 SDBIP report and 1 annual performance report	1 SDBIP report and 1 annual performance report	Council minutes		None	None		COO
		GG06-05	Annual Report prepared (Input)	Annual Report prepared 2012/2013	Annual Report prepared	N/A	N/A	Council resolutions		N/A	N/A		COO

= Target achieved and or exceeded (> 90%). = target not achieved (< 74%). = information not yet available. = significant progress (75 - 90%) has been achieved. N/A = No target was set for the quarter in the approved SDBIP

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (2014)	Annual Target	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
						Qtr. 1 Planned	Qtr. 1 Actual					
GG08: Ensure and maintain clean governance	GG07: Establish and support municipal oversight systems, mechanisms and processes	GG07-01	Number of Joe Gqabi Municipal Public Accounts Committee meetings (Outcome)	4 meetings	4	1	1	Minutes and attendance registers		None	None	COO
		GG07-02	Number of Audit and Performance Committee meetings (Outcome)	6	4	1	1	Minutes and attendance registers		None	None	COO
	GG08-01	Attain clean audit outcomes (audit of financial information) (Input)	Unqualified audit	Clean Audit	N/A	N/A	Audit report		N/A	N/A	Finance coordinators, All Directors	
	GG08-02	Attain clean audit outcomes (audit of performance information) (Input)	Unqualified audit	Clean Audit	N/A	N/A	Audit report		N/A	N/A	COO-coordinates (all directors)	

= Target achieved and or exceeded (> 90%).
 = target not achieved (< 74%).
 = information not yet available.
 = significant progress (75 - 90%) has been achieved.
 = No target was set for the quarter in the approved SDBIP.

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (2014)	Annual Target	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
						Qtr. 1 Planned	Qtr. 1 Actual					
Facilitate the development of a healthy and inclusive society	GG09: facilitate Implementation of HIV and AIDS programmes	GG08-03	% of previous year's audit queries addressed (Output)	100%	100%	N/A	N/A	Audit action plan and report		N/A	N/A	All Directors
		GG08-04	Number of risk reports submitted (Report on the implementation of Strategic Risk Register) (Input)	4 reports	4 reports on implementation of agreed upon Strategic risk register	1 consolidated risk register report	1 consolidated risk register report	Risk Committee report	👍	None	None	COO
		GG09-02	Number of District AIDS Council meetings held (Outcome)	3 meetings	4 meetings	1	1	Minutes and attendance registers	👍	None	None	COO

= Target achieved and or exceeded (> 90%) |
 = target not achieved (< 74%) |
 = information not yet available. |
 = significant progress (75 - 90%) has been achieved |
 N/A = No target was set for the quarter in the approved SDBIP

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (2014)	Annual Target	QUARTERLY TARGETS		AUDIT EVIDENCE	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBILITY
						Qtr. 1 Planned	Qtr. 1 Actual				
GG10: facilitate implementation of programmes supporting the special groups (SPU)	GG10: facilitate implementation of programmes supporting the special groups (SPU)	GG10-01	Number of reports on the implementation of the SPU Mainstreaming Strategy (Input)	4 Reports	4 Reports	1	1	Reports to Mayco	None	None	COO
		GG10-02	Hosting of District Mayoral Cup (Outcome)	1	1	N/A	N/A	Reports to Mayco	N/A	N/A	COO
		GG10-03	Report on the facilitation of the hosting of the District Sondela Youth Festival (Input)	1	1	N/A	N/A	Reports to Mayco	N/A	N/A	COO

PART 4

4.1 Three Year Capital Works Plan






☞ = Target achieved and or exceeded (> 80), ☞ = target not achieved (< 74), ☞ = information not yet available, ☞ = significant progress (75 - 90%) has been achieved N/A = No target was set for the quarter in the approved SDBIP

Project Name	Description	Budgets ('000)	Funding Source	Location (Ward/Local Municipality)	Start Date	Completion Date	Progress	Comments
Jamestown Bucket Eradication And Sanitation Phase 2	Upgrading of the Waste Water Treatment works, outfall sewer and connection of all houses to the sewer network.	Total: R38,550 2014/15 R10m	MIG	Matielswai	21/01/2011	29/04/2014 Practical completion certificate for Stage 1 was signed on 06/05/2014. Completion dates for Stage 2 to be advised once contractor has been appointed.	Tender for Stage 2 of this project has been cancelled and re-tendering has been recommended.	The project was split into smaller contracts to benefit more SMME's. Stage 1 is the upgrading of the WWTW and construction of the outfall sewer. Stage 2 will consist of 4 contracts which will entail connecting households to the sewer system.
Steynsburg Waterborne Sanitation Phase 3	The project entails the construction of a new waste water treatment works, outfall sewers and the connection of all households to the sewer system. The existing ponds will be subsequently decommissioned and rehabilitated.	Total: R24,108 2014/15 R9m	MIG	Gariep LM	21/05/2012	30/06/2014 Practical completion was done on 30/06/2014. Final handover inspection scheduled for 2 October 2014.	2013/14 expenditure = 100% WWTW completed	Now that the WWTW has been completed, the old ponds need to be de-commissioned and rehabilitated.

Sterkspruit: Upgrading Wtw And Bulk Lines	The scope of work involves the upgrade of the Sterkspruit Water Treatment Works (WTW), construction of a new 5MI reservoir, upgrade Voyizana distribution pipeline and associated bulk distribution infrastructure	Total: Initial R48,000 With additional DWA Refurb funding: R60,283 2014/15 R7,5m (MIG) R10,000 (DWA Refurb.)	MIG	Sengu LM	10/2009	Planned: Feb 2013 Revised: Dec 2014	2013/2014 expenditure = 100% (MIG) 2013/14 exp = 50% (DWA Refurb. Grant) Construction of the 5MI reservoir and Voyizana completed in June 2012 and June 2011 respectively. Completion of work on WTW extended to Dec 2014 due to additional R10m funding received from the DWA Refurbishment Fund.	DWA allocated R10m to Sterkspruit WTP in order for refurbishment work to be carried out. The plant was previously operated by the DWA and transferred to JGDM in 2004.
Lady Grey Bulk Water Supply Scheme	Upgrading of the water treatment works and storage facilities, as well as the development of a new bulk water source.	Total: R25,450 2013/14: R9,591 2014/15 budget is R7,146m	MIG	Sengu LM	14/03/2010	Planned: 13 Dec 2013 Revised: August 2014 (WTW)	2013/14 expenditure = 100% Project is 99% complete. The construction of the new water treatment works is underway. However progress was very slow. The project was cessioned out to a sub-contractor for completion. The focus for the development of new bulk water source moved to the construction of a dam in the Transwilerspruit. This source according to the preliminary studies would be more sustainable.	I & R Construction was appointed to complete the Water Treatment Project. A funding application was made to RBIG. However, DWA rejected the application and required more information to re-evaluate the application.

The construction of sewer and water pipes, 23 new toilet structures and replace 465 VIP toilets with flush toilet	Total: R12,147 2012/13 R1,500	MIG	Sengu LM	17/05/2011	Planned: 10 Dec 2012 Revised: August 2014	2013/14 expenditure = 100% The initial scope of work has been completed and the contractor is busy finishing off work contained in Variation Order 3, which consists of refurbishing existing toilets (roof sheets, broken doors, painting etc.)	The project has been delayed due to late delivery of steel doors by the supplier and to date those steel doors have not been delivered. The contractor has been instructed to ensure that the materials are on site by not later than Friday, 17 October 2014.
Construction of 13,6km of primary gravity pipelines and 15,8 km of village reticulations and two reservoirs in Upper & Lower Tokwana	Total: R9,997 2013/14 R2,600 2014/15 R2,5m	MIG	Elundini LM	26/01/2011	Planned: 20/11/2014	2014/15 expenditure = 83.0% The project is under construction and at 98% complete. The contractor has completed all river crossings and the communities of lower and Upper Tokwana (70%) are already benefiting from the scheme. The contract is already under penalties.	The project is under penalties.
Construction of 13,3 km of primary gravity pipelines and village reticulations with pipe diameters ranging from 32mm to 250mm in Tsekong Village.	Total: R5,184 2013/14 R1,627 2014/15 R0,627m	MIG	Elundini LM	26/01/2011	Planned: 22/08/2014	2014/15 expenditure = 76.8% The project is under construction and at 100% complete. The Contractor has not submitted any certificate this year even though work has been done.	100% of communities are benefiting already from the scheme.

<p>Construction of 12.2km ductile iron pipes ranging from 80mm to 250mm diameter. Gravity Main B</p>	<p>Total: R5,684 2014/15 R1,56m</p>	<p>MIG</p>	<p>Elundini LM</p>	<p>23/02/2011</p>	<p>Planned: 30/11/2014</p>	<p>2014/15 expenditure = 122% More funding will be allocated. The project is under construction and at 98% complete. The contractor had ordered higher pressure fittings as the installed ones are of a lower pressure and the order delayed to be delivered but now it has been delivered, the contractor is replacing the fittings now and has indicated that by the 10/10/2014 the project will be finished.</p>	<p>The contractor is delayed by shortage of rubber gaskets for the ductile iron pipes at the last river crossing. These were used on repairing leaks in the main pipeline supplying Mt Fletcher town which have already been ordered.</p>
<p>The Contract involves construction of 5.7km of primary gravity pipelines and 7.3km village reticulations with pipe diameters ranging from 32mm to 250mm and Construction of 175kl reservoirs in Dengwane Village</p>	<p>Total: R6,983 2014/15 R1,57m</p>	<p>MIG</p>	<p>Elundini LM</p>	<p>13/05/2011</p>	<p>Planned: 14/10/2014</p>	<p>2014/15 expenditure = 106% The project is under construction and at 98% complete. The contractor is busy with the testing of pipelines.</p>	<p>The Gravity Main B contract has to be completed for this contract to realize its objective.</p>

 = Target achieved and or exceeded (> 90%).
  = target not achieved (< 74%).
  = information not yet available.
  = significant progress (75 - 90%) has been achieved.
  = No target was set for the quarter in the approved SDBIP.

Maclear Water Treatment and Distribution Upgrade : Turnkey project for the Provision of Bulk Water Supply to Sowetha Township	Construction of water treatment plants, pump stations, storage facilities, bulk water supply lines. R5m	2014/15	MIG	Eundini LM	TBA	TBA	2014/15 expenditure = 1% The tender is at Evaluation stage.	Awaiting the appointment of the consultant.
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<p>Civil Engineering Services for Maclear Water Treatment and Distribution Upgrade in the town of Maclear and surrounding townships of Elundini Local Municipality consisting of:</p> <ul style="list-style-type: none"> ▪ Design and supervision of Upgrading of Aucamp WTW to 3.5Ml per day. Maclear Water concrete reservoirs, ▪ Design and supervision of the Upgrade of the hospital supply system (pump station rising main and reservoir rehabilitation). ▪ Design and supervision of replacement of 18.4km asbestos pipes in the reticulation networks. ▪ Design and supervision of construction of Sonwabile Bulk Water supply. ▪ Design and supervision of construction of Greenfields Bulk Water supply. ▪ Responsible for determining the best water source. ▪ Responsible for identification of technical training program required for implementation and operation and maintenance (O&M) phases and conduct the training for identified and/ or selected trainees of various categories. ▪ Preparation of tender documents and process appointment of consultants (design and built) and construction contractors as necessary. ▪ Responsible for coordinating quality control of services and deliverables, contract management and construction supervision of contracts – Program Consultants, Contractors and 	<p>Total: R92,072</p> <p>2014/15 R5m</p>	<p>MIG</p>	<p>TBA</p>	<p>TBA</p>	<p>Elundini LM</p>	<p>2014/15 expenditure = 0% Finalization of the appointment of the Consultant not yet done. Tender advert went out in June 2014.</p> <p>Expenditure to commence in 2014/15.</p>	<p>Awaiting tender adjudication.</p>
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Error! Reference source not found. : Upgrading of Maclear WWTW and construction of a new Bulk Sewage pump station.	Professional Services for Maclear BSI Upgrade - Phase 4: <ul style="list-style-type: none"> ▪ Plan, design and construction supervision of bulk sanitation upgrade and reticulation for the entire Maclear to waterborne sewerage system and connecting houses and businesses to the system 	R19,265 2014/15 R3m	MIG	Elundini LM	TBA	TBA	2014/15 expenditure = 0%	Construction to start in the 2014/15 financial year.
Bulk Sanitation Infrastructure Upgrade for Maclear: Upgrading of WwTW (Phase 3) <ul style="list-style-type: none"> ▪ Completing the new WwTW of 700 kℓ/d to its full capacity of 1400 kℓ/d ▪ Construction of a new bulk sewerage pump station to receive all the sewage from Maclear Town and a rising main to convey the sewage to the new WwTW ▪ Rehabilitation of the existing sewerage ponds next to the Mooi River. ▪ Ensuring opening of blocked lines and connecting sewage flows from Greenfields and Clearview. ▪ Connection of Fourie Street to the existing sewer system. 	R29,662 2014/15 R10m	MIG	Elundini LM	TBA	TBA	2014/15 expenditure = 0%	Awaiting the tender adjudication.	

Sengu Rural Sanitation Programme	The project entails the construction of VIP toilets in all Sengu rural villages.	Total: R102,761m 2014/15: R27m	MIG	Sengu LM	July 2011	Planned: Dec 2016	2014/15 expenditure = 10%	Work is progressing well. .
Elundini Rural Sanitation Programme	The project entails the construction of VIP toilets in all Elundini rural villages.	Total: R182,117m 2014/15: R27m	MIG	Elundini LM	July 2011	Planned: Dec 2016	2014/15 expenditure = 10%	Work is progressing well. .
Sengu Rural Water Programme	The project entails the provision of water to all villages in Sengu without any formal water supply.	Total: R75,349 2014/15: R28m	MIG	Sengu LM	TBA	TBA	2014/15 expenditure = 5%	4 consultants were appointed for the project. The project area was subdivided into 4 identical parts. Prelim investigations on the status quo of water services infrastructure were carried out during Dec 2013 and the findings have been presented in March 2014 to the Standing Committee and Top Management. Quick wins have been identified and budget will be allocated in the 2014/15 financial year.
Elundini Rural Water Programme	The project entails the provision of water to all villages in Elundini without any formal water supply.	Total: R143,813 2014/15 R13m	MIG	Elundini LM	TBA	TBA	2013/14 expenditure = 0% Project has not started yet.	The Planning Phase was completed in 2013/14 and the ORIO agreement must still be signed by DWA and the Netherlands before the construction phase can start.

PART 5

5.1 Conclusion

This document represents the Joe Gqabi District Municipality's detailed report back to citizens and stakeholders on the municipality's performance over the first quarter of the 2014/2015 financial year. This report therefore provides a lens through which scrutiny of the progress and performance of the municipality can be made in terms of assessing achievements in efforts to realise the objectives as set by Council. As such, this report not only reflects on milestones and challenges experienced, but also on the on-going commitment to progressively deepen accountability to the citizens of the whole of the Joe Gqabi District area.