



3RD QUARTER
SDBIP REPORT

2014 – 2015
FINANCIAL YEAR

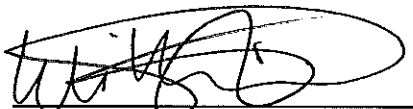
JOE GQABI
DISTRICT
MUNICIPALITY

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MUNICIPAL MANAGER'S QUALITY CERTIFICATE

I, ZOLU ALBERT WILLIAMS, the Municipal Manager of the Joe Gqabi District Municipality, hereby certify that this THIRD 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.



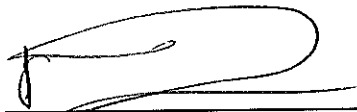
Z.A. Williams
Municipal Manager

30/04/15

Date

EXECUTIVE MAYOR'S APPROVAL

I, Z. Dumzela, the Executive Mayor of the Joe Gqabi District Municipality, hereby accept the **THIRD 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

30/04/15
Date

PART 1:

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 development agenda of 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 third 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.

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 Legislative Imperative

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.

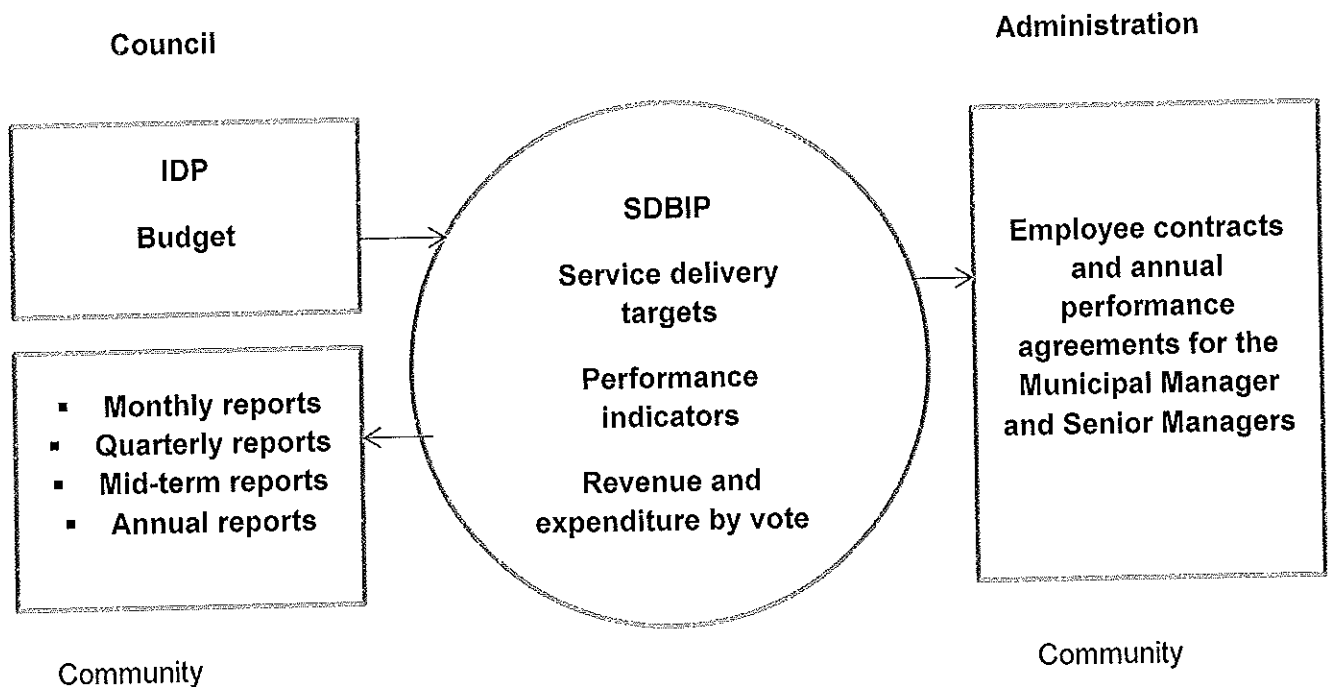
The SDBIP and these performance agreements therefore give effect to the Integrated Development Plan (IDP) and budget of the municipality in ensuring that the execution of the budget, performance of senior management and achievement of the strategic objectives set by the Council are monitored.

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 That the 3rd quarter report of THE 2014/2015 FINANCIAL YEAR on the implementation of the budget and financial affairs of the municipality be noted and approved.

1.4 SDBIP Cycle



1.5 Executive summary

1.5.1 Overall performance of the Municipality per Directorate

The table below illustrates the summary of overall performance of the Municipality for the quarter ending March 2015. 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 Office, 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>	10	6	2	2	60%	<ul style="list-style-type: none"> ▪ Results have not yet been released by DWS ▪ More KMs on grading of roads were limited by the remaining funds from DRPW as this period is the end of the National financial year.
<i>Local Economic Development</i>	10	8	2	0	80%	<ul style="list-style-type: none"> ▪ Maize Meat Hub Business plan still a draft
<i>Financial Management and Viability</i>	14	10	0	4	71.4%	<ul style="list-style-type: none"> ▪ The municipality underperformance in comparison to approved capital budget is attributed to invoices not submitted on time by service providers. ▪ The municipality collection rate has decreased. Customers are not fully paying the invoiced amount.
<i>Institutional Development and Municipal Transformation</i>	8	4	3	1	50%	<ul style="list-style-type: none"> ▪ There is a backlog in disciplinary cases due to numerous transgressions from water services transferees ▪ IT governance framework item is enroute to Council via the Standing & Mayoral Committees.
<i>Good Governance and Public participation</i>	14	13	0	1	93	<ul style="list-style-type: none"> ▪ None
Total	56	41	7	8	73.2%	

The tabulation above shows that the average municipal performance for all directorates is sitting at 73.2%

= 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 SDBJP

PART 2

Component 1 – Budget Information

Table C1 Consolidated Monthly Budget Statement Summary

Description	DC14 Joe Gqabi - Table C1 Monthly Budget Statement Summary - Q3 Third Quarter				Budget Year 2014/15						
	2013/14	Original Budget	Adjusted Budget	Monthly actual	Year TD actual	Year TD budget	YTD variance	YTD variance %	Full Year Forecast		
R thousands											
Financial Performance											
Property rates	-	-	-	-	-	-	-	-	-		
Service charges	40,425	55,946	67,113	8,635	38,285	50,293	(12,007)	-24%	44,499		
Investment revenue	3,240	2,394	4,353	153	2,639	3,179	(540)	-17%	4,997		
Transfers recognised – operational	247,308	254,204	245,989	54,292	200,881	228,798	(27,917)	-12%	162,708		
Other own revenue	13,827	7,109	8,263	677	(3,292)	5,830	(9,122)	-156%	(1,303)		
Total Revenue (excluding capital transfers and contributions)	304,799	319,653	325,719	63,756	238,513	288,100	(49,586)	-17%	210,900		
Employee costs	128,170	149,790	157,406	11,611	124,563	110,531	14,032	13%	146,159		
Remuneration of Councillors	5,022	5,743	5,743	413	3,721	4,440	(719)	-16%	4,456		
Depreciation & asset impairment	42,311	46,357	46,857	3,760	33,841	35,143	(1,302)	-4%	45,556		
Finance charges	3,968	4,121	2,752	56	595	401	193	48%	2,727		
Materials and bulk purchases	-	5,069	3,769	-	-	2,827	-	-100%	942		

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Transfers and grants	97,181	89,730	81,244	10,361	50,825	61,908	(2,827)	63,521
Other expenditure	236,908	178,097	211,851	10,985	90,129	166,795	(76,666)	(756,951)
Total Expenditure	513,560	478,908	509,623	37,187	303,675	382,045	(78,370)	(493,590)
Surplus/(Deficit)	(208,761)	(159,255)	(183,904)	26,569	(65,162)	(93,946)	28,784	704,490
Transfers recognised – capital	191,525	209,478	273,116	–	94,494	190,290	(95,796)	161,017
Contributions & Contributed assets	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	(17,236)	50,223	89,212	26,569	29,332	96,345	(67,013)	865,507
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–
Surplus/ (Deficit) for the year	(17,236)	50,223	89,212	26,569	29,332	96,345	(67,013)	865,507
Capital expenditure & funds sources								
Capital expenditure	–	120,105	190,255	9,286	59,821	151,992	(92,171)	190,281
Capital transfers recognized	–	93,549	137,353	6,307	34,155	109,816	(75,661)	–
Public contributions & donations	–	–	–	–	–	–	–	–
Borrowing	–	–	10,000	–	124	10,000	(9,876)	10,000
Internally generated funds	–	26,556	42,903	2,979	25,542	32,176	(6,634)	180,255
Total sources of capital funds	–	120,105	190,255	9,286	59,821	151,992	(92,171)	190,255
Financial position								
Total current assets	112,999	65,922	65,922	–	206,400	–	–	65,922
Total non-current assets	1,288,280	1,413,008	1,413,008	–	1,313,490	–	–	1,413,008
Total current liabilities	159,975	76,031	76,031	–	252,477	–	–	76,031
Total non-current liabilities	35,866	20,106	20,106	–	35,745	–	–	20,106

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	1,205,438	1,382,793	1,382,793			1,231,668								1,382,793
Community wealth/Equity														
Cash flows														
Net cash from (used) operating	101,449	105,576	(149)	10,401	51,748	128,034	(76,286)	-60%	105,576					
Net cash from (used) investing	(94,743)	(120,433)	107	(9,021)	(51,622)	(80,289)	28,667	-36%	(120,433)					
Net cash from (used) financing	(229)	(1,001)	-	-	(216)	(667)	451	-68%	(1,001)					
Cash/cash equivalents at the month/year end	23,846	(48,974)	(60)	-	38,134	13,962	24,171	173%	22,365					
Debtors & creditors analysis														
	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Dys	151-180 Dys	181 Dys-1 Yr	Over 1Yr	Total					
Debtors Age Analysis														
Total By Income Source	3,891	569	497	3,530	480	430	1,785	5,779	16,961					
Creditors Age Analysis														
Total Creditors	1,974	438	3	167	13	1	0	53	2,650					

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Table C2 Consolidated Monthly Budget Statement - Financial Performance (standard classification)

DC14 Joe Gqabi - Table C2 Monthly Budget Statement - Financial Performance (standard classification) - Q3 Third Quarter										
Description	Re f	2013/14	Budget Year 2014/15	Adjusted Budget	Monthly actual	Year TD actual	Year TD budget	YTD variance	YTD variance %	Full Year Forecast
		Audited Outcome	Original Budget							
R thousands	1									
Revenue – Standard										
<i>Governance and administration</i>		188,416	206,737	208,780	53,318	200,833	204,866	(4,033)	-2%	159,551
Executive and council		5,073	5,428	5,468	1,532	5,094	5,368	(275)	-5%	5,221
Budget and treasury office		182,863	200,100	202,096	51,625	195,233	198,947	(3,713)	-2%	153,214
Corporate services		479	1,209	1,216	160	506	551	(45)	-8%	1,116
<i>Community and public safety</i>		-	-	-	-	-	-	-	-	-
Community and social services		-	-	-	-	-	-	-	-	-
Sport and recreation		-	-	-	-	-	-	-	-	-
Public safety		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>		218,280	221,483	215,860	1,305	91,043	153,870	(62,826)	-41%	130,416
Planning and development		-	-	-	-	-	-	-	-	-
Road transport		196,945	206,862	204,588	325	95,561	145,415	(49,855)	-34%	133,107
Environmental protection		21,335	14,621	11,272	980	(4,517)	8,454	(12,972)	-153%	(2,691)
<i>Trading services</i>		93,491	100,911	174,195	9,134	41,131	119,654	(78,523)	-66%	80,586
Electricity		-	-	-	-	-	-	-	-	-
Water		80,382	-	-	9,593	36,200	-	(62,958)	-63%	70,231

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Waste water management			70,960	146,810	99,158	(15,565)	-76%	10,354		
Waste management	4	13,109	29,950	27,384	4,931	20,496				
Other		-	-	-	-	-				
Total Revenue – Standard	2	500,187	529,131	598,835	63,756	333,008	478,390	(145,382)	-30%	370,553
Expenditure – Standard	-	92,103	141,384	168,838	9,386	84,059	129,971	(45,913)	-35%	105,028
Governance and administration		36,634	34,349	37,147	3,017	26,162	30,221	(4,058)	-13%	30,572
Executive and council		21,888	67,311	83,119	3,852	24,797	63,762	(38,965)	-61%	30,983
Budget and treasury office		33,581	39,724	48,571	2,518	33,099	35,988	(2,890)	-8%	43,472
Corporate services		10,014	11,822	11,872	895	7,748	9,004	(1,256)	-14%	10,219
Community and public safety		-	-	-	-	-	-	-		-
Community and social services		-	-	-	-	-	-	-		-
Sport and recreation		10,014	11,822	11,872	895	7,748	9,004	(1,256)	-14%	10,219
Public safety		-	-	-	-	-	-	-		-
Housing		-	-	-	-	-	-	-		-
Health		-	-	-	-	-	-	-		-
Economic and environmental services		180,418	157,898	152,768	16,880	108,715	102,155	6,560	6%	135,706
Planning and development	1	155,283	130,740	126,945	14,511	95,976	80,082	15,894	20%	119,278
Road transport		25,134	27,158	25,823	2,370	12,739	22,073	(9,334)	-42%	16,428
Environmental protection		231,025	167,804	176,145	10,025	103,154	140,916	(37,761)	-27%	(744,542)
Trading services		-	-	-	-	-	-	-		-
Electricity		196,932	117,655	128,193	6,620	73,800	104,750	(30,950)	-30%	(784,895)
Water										

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Waste water management		34,092	50,148	47,951	3,405	29,354	36,165	(6,812)	-19%	40,352
Waste management		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Total Expenditure – Standard	3	513,560	478,908	509,623	37,187	303,675	382,045	(78,370)	-21%	(493,590)
Surplus/ (Deficit) for the year		(13,374)	50,223	89,212	26,569	29,332	96,345	(67,013)	-70%	864,143

Table C3 Consolidated Monthly Budget Statement - Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	DC14 Joe Gqabi - Table C3 Monthly Budget Statement - Financial Performance (revenue and expenditure by municipal vote) - Q3 Third Quarter									
		Budget Year 2014/14					Budget Year 2014/15				
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	Year TD actual	Year TD budget	YTD variance	YTD variance %	Full Year Forecast	
R thousands											
Revenue by Vote	1										
Vote 1 - MANAGEMENT SERVICES		5,073	5,428	5,468	1,532	5,094	5,368	(275)	-5.1%	5,221	
Vote 2 - FINANCIAL SERVICES		182,863	256,046	268,076	52,576	227,369	248,432	(21,063)	-8.5%	198,818	
Vote 3 - CORPORATE SERVICES		479	1,209	1,216	160	506	551	(45)	-8.2%	1,116	
Vote 4 - TECHNICAL SERVICES		290,436	251,827	312,802	8,508	104,556	215,584	(111,028)	-51.5%	168,088	
Vote 5 - COMMUNITY SERVICES		21,335	14,621	11,272	980	(4,517)	8,454	(12,972)	-153.4%	(2,691)	
Vote 6 - [NAME OF VOTE 6]		-	-	-	-	-	-	-	-	-	
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-	
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-	
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	

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Vote 15 - [NAME OF VOTE 15]	2	500,187	529,131	598,835	63,756	333,008	478,390	(145,382)	-30.4%	370,553
Total Revenue by Vote										
Expenditure by Vote	1									
Vote 1 - MANAGEMENT SERVICES		30,874	32,162	34,961	2,882	24,648	28,476	(3,827)	-13.4%	28,640
Vote 2 - FINANCIAL SERVICES		21,888	67,311	83,119	3,852	24,797	63,762	(38,965)	-61.1%	30,983
Vote 3 - CORPORATE SERVICES		33,581	39,724	48,571	2,518	33,099	35,988	(2,890)	-8.0%	43,472
Vote 4 - TECHNICAL SERVICES		385,478	293,532	290,861	24,048	196,640	211,865	(15,225)	-7.2%	(630,420)
Vote 5 - COMMUNITY SERVICES		41,740	46,179	52,110	3,887	24,491	41,954	(17,463)	-41.6%	33,734
Vote 6 - [NAME OF VOTE 6]		-	-	-	-	-	-	-	-	-
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	513,560	478,908	509,623	37,187	303,675	382,045	(78,370)	-20.5%	(493,590)
Surplus/ (Deficit) for the year	2	(13,374)	50,223	89,212	26,569	29,332	96,345	(67,013)	-69.6%	864,143

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Table C4 Consolidated Monthly Budget Statement - Financial Performance (revenue and expenditure)

Description	Re f	DC14 Joe Gqabi - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - Q3 Third Quarter												
		2013/14					Budget Year 2014/15					Full Year Forecast		
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	Year TD actual	Year TD budget	YTD variance	YTD variance %					
R thousands														
Revenue By Source														
Property rates		-	-	-	-	-	-	-	-	-	-	-	-	-
Property rates - penalties & collection charges		-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue		-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue		33,101	40,495	54,233	9,257	33,554	40,675	(7,121)	-18%	37,771				
Service charges - sanitation revenue		7,324	15,450	12,880	(622)	4,732	9,618	(4,886)	-51%	6,728				
Service charges - refuse revenue		-	-	-	-	-	-	-	-	-	-	-	-	
Service charges - other		-	-	-	-	-	-	-	-	-	-	-	-	
Rental of facilities and equipment		-	-	-	-	-	-	-	-	-	-	-	-	
Interest earned - external investments		3,240	2,394	4,353	153	2,639	3,179	(540)	-17%	3,633				
Interest earned - outstanding debtors		4,379	4,214	4,214	499	1,119	3,161	(2,042)	-65%	1,364				
Dividends received		-	-	-	-	-	-	-	-	-	-	-	-	
Fines		-	-	-	-	-	-	-	-	-	-	-	-	
Licences and permits		-	-	-	-	-	-	-	-	-	-	-	-	
Agency services		2,929	-	1,072	-	(1,012)	804	(1,816)	-226%	(1,012)				
Transfers recognised - operational		247,308	254,204	245,989	54,292	200,881	228,798	(27,917)	-12%	162,708				
Other revenue		6,542	2,895	2,977	178	(3,399)	1,865	(5,264)	-282%	(1,656)				
Gains on disposal of PPE		(24)	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue (excluding capital transfers and contributions)		304,799	319,653	325,719	63,756	238,513	288,100	(49,586)	-17%	209,536				

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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

Expenditure By Type													
Employee related costs	128,170	149,790	157,406	11,611	124,563	110,531	14,032	13%	146,159				
Remuneration of councillors	5,022	5,743	5,743	413	3,721	4,440	(719)	-16%	4,456				
Debt impairment	41,522	26,091	37,603	-	(1,603)	36,739	(38,342)	-104%	(1,154)				
Depreciation & asset impairment	42,311	46,357	46,857	3,760	33,841	35,143	(1,302)	-4%	45,556				
Finance charges	3,968	4,121	2,752	56	595	401	193	48%	2,727				
Bulk purchases	-	5,069	3,769	-	-	2,827	(2,827)	-100%	942				
Other materials	-	-	-	-	-	-	-	-	-				
Contracted services	17,312	43,020	44,762	2,567	25,203	33,705	(8,502)	-25%	34,695				
Transfers and grants	97,181	89,730	81,244	10,361	50,825	61,908	(11,083)	-18%	63,521				
Other expenditure	174,896	108,658	129,158	8,418	66,529	96,105	(29,576)	-31%	(790,575)				
Loss on disposal of PPE	3,177	328	328	-	-	246	(246)	-100%	82				
Total Expenditure	513,560	478,908	509,623	37,187	303,675	382,045	(78,370)	-21%	(493,590)				
Surplus/(Deficit)	(208,761)	(159,255)	(183,904)	26,569	(65,162)	(93,946)	28,784	(0)	703,126				
Transfers recognised -- capital	191,525	209,478	273,116	-	94,494	190,290	(95,796)	(0)	161,017				
Contributions recognised -- capital	-	-	-	-	-	-	-	-	-				
Contributed assets	-	-	-	-	-	-	-	-	-				
Surplus/(Deficit) after capital transfers & contributions	(17,236)	50,223	89,212	26,569	29,332	96,345	-	-	864,143				
Taxation	-	-	-	-	-	-	-	-	-				
Surplus/(Deficit) after taxation	(17,236)	50,223	89,212	26,569	29,332	96,345			864,143				
Attributable to minorities	-	-	-	-	-	-	-	-	-				

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Surplus/(Deficit) attributable to municipality	(17,236)	50,223	89,212	26,569	29,332	96,345	864,143
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-
Surplus/ (Deficit) for the year	(17,236)	50,223	89,212	26,569	29,332	96,345	864,143

Table C5 Consolidated Monthly Budget Statement - Capital Expenditure (municipal vote, standard classification and funding)

DC14 Joe Gqabi - Table C5 Monthly Budget Statement - Capital Expenditure (municipal vote, standard classification and funding) - Q3 Third Quarter

Vote Description	R thousands	Re f	2013/14	Budget Year	Adjusted Budget	Monthly actual	Year-TD actual	Year-TD budget	YTD variance	YTD variance %	Full Year Forecast
			Audited Outcome	2014/15							
Multi-Year expenditure appropriation		1									
		2									
Vote 1 - MANAGEMENT SERVICES		-	-	-	-	-	-	-	-	-	-
Vote 2 - FINANCIAL SERVICES		-	-	-	-	-	-	-	-	-	-
Vote 3 - CORPORATE SERVICES		-	-	-	-	-	-	-	-	-	-
Vote 4 - TECHNICAL SERVICES		-	-	-	-	-	-	-	-	-	-
Vote 5 - COMMUNITY SERVICES		-	-	-	-	-	-	-	-	-	-
Vote 6 - [NAME OF VOTE 6]		-	-	-	-	-	-	-	-	-	-
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-

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Vote 10 - [NAME OF VOTE 10]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Multi-year expenditure	4,7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Single Year expenditure appropriation	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 1 - MANAGEMENT SERVICES	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 2 - FINANCIAL SERVICES	-	-	250	-	250	-	-	-	-	-	-	-	-	-	-	-	-	-	250
Vote 3 - CORPORATE SERVICES	-	-	654	-	901	-	562	-	676	-	(114)	-	-	-	-	-	-	-	901
Vote 4 - TECHNICAL SERVICES	-	-	118,502	-	188,325	-	9,286	-	150,524	-	(91,266)	-	-	-	-	-	-	-	188,350
Vote 5 - COMMUNITY SERVICES	-	-	700	-	780	-	1	-	605	-	(604)	-	-	-	-	-	-	-	780
Vote 6 - [NAME OF VOTE 6]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 7 - [NAME OF VOTE 7]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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Vote 13 - [NAME OF VOTE 13]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital single-year expenditure	4	120,105	190,255	9,286	59,821	151,992	(92,171)	-61%	190,281										
Total Capital Expenditure	-	120,105	190,255	9,286	59,821	151,992	(92,171)	-61%	190,281										
Capital Expenditure - Standard Classification																			
Governance and administration		904	1,151	-	562	863	(301)	-35%	1,151										
Executive and council	-	-	-	-	-	-	-	-	-										
Budget and treasury office	-	250	250	-	-	187	(187)	-100%	250										
Corporate services	-	654	901	-	562	676	(114)	-17%	901										
Community and public safety		700	780	-	1	605	(604)	-100%	780										
Community and social services	-	-	-	-	-	-	-	-	-										
Sport and recreation	-	-	-	-	-	-	-	-	-										
Public safety	-	700	700	-	1	525	(524)	-100%	700										
Housing	-	-	-	-	-	-	-	-	-										
Health	-	-	80	-	-	80	(80)	-100%	80										
Economic and environmental services																			
Planning and development	-	-	-	-	-	-	-	-	-										
Road transport	-	-	-	-	-	-	-	-	-										

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Environmental protection	-	-	118,502	188,325	9,286	-	59,258	150,524	-	-	-61%	188,350
Trading services	-	-	-	-	-	-	-	-	-	-	-	-
Electricity	-	-	75,519	163,286	8,522	54,405	130,474	(76,069)	-58%	163,286		
Water	-	-	42,982	25,038	764	4,853	20,050	(15,197)	-76%	25,064		
Waste water management	-	-	-	-	-	-	-	-	-	-	-	
Waste management	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Capital Expenditure - Standard Classification	3	-	120,105	190,255	9,286	59,821	151,992	(92,171)	-61%	190,281		
Funded by:												
National Government	-	-	93,549	137,353	6,307	34,155	109,816	(75,661)	-69%	137,353		
Provincial Government	-	-	-	-	-	-	-	-	-	-	-	
District Municipality	-	-	-	-	-	-	-	-	-	-	-	
Other transfers and grants	-	-	-	-	-	-	-	-	-	-	(137,353)	
Transfers recognised -- capital	-	-	93,549	137,353	6,307	34,155	109,816	(75,661)	-69%	-		
Public contributions & donations	5	-	-	-	-	-	-	-	-	-	-	
Borrowing	6	-	-	10,000	-	124	10,000	(9,876)	-99%	10,000		
Internally generated funds	-	-	26,556	42,903	2,979	25,542	32,176	(6,634)	-21%	180,255		
Total Capital Funding	-	-	120,105	190,255	9,286	59,821	151,992	(92,171)	-61%	190,255		

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Table C6 Consolidated Monthly Budget Statement - Financial Position

Description	Ref	Budget Year 2014/15				Year TD actual	Full Year Forecast
		2013/14	Audited Outcome	Original Budget	Adjusted Budget		
R thousands	1						
ASSETS							
Current assets							
Cash		38,102	3,729	3,729	10,978	3,729	
Call investment deposits		35,091	20,000	20,000	120,413	20,000	
Consumer debtors		43,602	30,621	30,621	67,278	30,621	
Other debtors		(6,814)	-	-	5,313	-	
Current portion of long-term receivables		-	10,000	10,000	-	10,000	
Inventory		3,018	1,572	1,572	2,419	1,572	
Total current assets		112,999	65,922	65,922	206,400	65,922	
Non-current assets							
Long-term receivables		-	-	-	-	-	
Investments		3,195	3,619	3,619	3,266	3,619	
Investment property		2,621	3,078	3,078	2,587	3,078	
Investments in Associate		-	-	-	-	-	
Property, plant and equipment		1,280,256	1,403,453	1,403,453	1,305,896	1,403,453	
Agricultural		-	-	-	-	-	
Biological assets		-	-	-	-	-	
Intangible assets		2,208	2,858	2,858	1,742	2,858	
Other non-current assets		-	-	-	-	-	
Total non-current assets		1,288,280	1,413,008	1,413,008	1,313,490	1,413,008	
TOTAL ASSETS		1,401,279	1,478,930	1,478,930	1,519,890	1,478,930	
LIABILITIES							
Current liabilities							

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Bank overdraft		-	-	-	-	-	-
Borrowing		(878)	398	398	1,327	398	-
Consumer deposits		-	-	-	-	-	-
Trade and other payables		143,960	47,315	47,315	221,432	47,315	47,315
Provisions		16,893	28,318	28,318	29,719	28,318	28,318
Total current liabilities		159,975	76,031	76,031	252,477	76,031	76,031
Non-current liabilities							
Borrowing		5,740	6,054	6,054	5,893	6,054	6,054
Provisions		30,126	14,052	14,052	29,852	14,052	14,052
Total non-current liabilities		35,866	20,106	20,106	35,745	20,106	20,106
TOTAL LIABILITIES		195,841	96,137	96,137	288,222	96,137	96,137
NET ASSETS	2	1,205,438	1,382,793	1,382,793	1,231,668	1,382,793	1,382,793
COMMUNITY WEALTH/EQUITY							
Accumulated Surplus/(Deficit)		1,205,438	1,382,793	1,382,793	1,231,668	1,382,793	1,382,793
Reserves		-	-	-	-	-	-
TOTAL COMMUNITY WEALTH/EQUITY	2	1,205,438	1,382,793	1,382,793	1,231,668	1,382,793	1,382,793

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Table C7 Consolidated Monthly Budget Statement - Cash Flow

DC14 Joe Gqabi - Table C7 Monthly Budget Statement - Cash Flow - Q3 Third Quarter										
Description	Ref	2013/14	Budget Year 2014/15	Adjusted Budget	Monthly actual	Year TD actual	Year TD budget	YTD variance	YTD variance %	Full Year Forecast
		Audited Outcome	Original Budget	Budget	Actual	Actual	Budget			
R thousands	1									
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Ratepayers and other		47,817	81,939	29	163	1,186	54,626	(53,440)	-98%	81,939
Government – operating		311,264	254,204	244	23,936	382,144	230,268	151,876	66%	254,204
Government – capital		96,876	209,478	-	9,705	145,439	139,652	5,787	4%	209,478
Interest		4,535	2,394	3	16	584	1,596	(1,012)	-63%	2,394
Dividends		-	-	-	-	-	-	-	-	-
Payments										
Suppliers and employees		(345,992)	(348,588)	(361)	(16,936)	(436,807)	(236,227)	200,580	-85%	(348,588)
Finance charges		(764)	(4,121)	(8)	-	(350)	(2,060)	(1,710)	83%	(4,121)
Transfers and Grants		(12,286)	(89,730)	(56)	(6,483)	(40,448)	(59,820)	(19,373)	32%	(89,730)
NET CASH FROM/(USED) OPERATING ACTIVITIES		101,449	105,576	(149)	10,401	51,748	128,034	(76,286)	-60%	105,576
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE		150	-	-	-	-	-	-	-	-
Decrease (Increase) in non-current debtors		-	-	-	23	221	-	221	#DIV/0!	-

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 = target not achieved (< 74%).
 = information not yet available.
 = significant progress (75 - 90%) has been achieved.
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Sub-component 2- Adjustment Budget Statement Summary

Description	Budget Year 2014/15										Budget Year +1 2015/16	Budget Year +2 2016/17	
	Original Budget	Prior Adjusted	Accum. Funds	Multi-year capital	Unfore. Unavoid.	Nat. or Prov. Govt	Other Adjusts.	Total Adjusts.	Adjusted Budget	Adjusted Budget			
R thousands													
Financial Performance													
Property rates	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges	55,946	55,946	-	-	-	-	11,168	11,168	67,113	67,135	80,562	-	
Investment revenue	2,394	2,394	-	-	-	-	1,959	1,959	4,353	4,353	2,690	2,690	
Transfers recognised – operational	254,204	254,204	-	-	-	-	(8,215)	(8,215)	245,989	252,985	288,177	288,177	
Other own revenue	7,109	7,119	-	-	-	-	1,144	1,144	8,263	6,519	8,221	8,221	
Total Revenue (excluding capital transfers and contributions)	319,653	319,663	-	-	-	-	6,056	6,056	325,719	330,992	379,651	379,651	
Employee costs	149,790	147,254	-	-	-	-	12,002	12,002	159,256	159,377	168,940	168,940	
Remuneration of councillors	5,743	5,743	-	-	-	-	-	-	5,743	6,111	6,478	6,478	
Depreciation & asset impairment	46,357	46,357	-	-	-	-	500	500	46,857	49,107	51,580	51,580	
Finance charges	4,121	4,121	-	-	-	-	(1,369)	(1,369)	2,752	4,360	4,578	4,578	
Materials and bulk purchases	5,069	3,769	-	-	-	-	-	-	3,769	3,769	5,695	5,695	
Transfers and grants	89,730	80,319	-	-	-	-	924	924	81,244	84,749	52,830	52,830	
Other expenditure	178,097	191,354	-	-	-	-	18,627	18,627	209,981	217,217	204,079	204,079	
Total Expenditure	478,908	478,918	-	-	-	-	30,684	30,684	509,603	524,689	494,180	494,180	
Surplus/(Deficit)	(159,255)	(159,255)	-	-	-	-	(24,628)	(24,628)	(183,884)	(193,697)	(114,529)	(114,529)	
Transfers recognised – capital	209,478	209,478	-	-	-	-	63,638	63,638	273,116	-	-	-	
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-	-	-	-	

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 = target not achieved (< 74%).
 = information not yet available.
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Surplus/(Deficit) after capital transfers & contributions	50,223	50,223	-	-	-	-	-	-	-	39,010	39,010	89,232	(193,697)	(114,529)
	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate	50,223	50,223	-	-	-	-	-	-	-	39,010	39,010	89,232	(193,697)	(114,529)
Surplus/ (Deficit) for the year	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure & funds sources														
Capital expenditure	120,336	120,053	-	-	-	-	-	-	-	70,203	70,203	190,255	54,646	47,643
Transfers recognised – capital	(93,549)	(82,996)	-	-	-	-	-	-	-	(54,356)	(54,356)	(137,353)	(54,646)	(47,643)
Public contributions & donations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-	(15,000)	(15,000)	(37,902)	-	-
Internally generated funds	213,885	(37,340)	-	-	-	-	-	-	(562)	(562)	(37,902)	(190,255)	-	-
Total sources of capital funds	120,336	(120,336)	-	-	-	-	-	-	(69,919)	(69,919)	(190,255)	(54,646)	(47,643)	
Financial position														
Total current assets	65,922	-	-	-	-	-	-	-	(37,077)	(37,077)	28,845	83,776	105,258	
Total non-current assets	1,413,008	-	-	-	-	-	-	-	(121,460)	(121,460)	1,291,548	1,472,919	1,561,168	
Total current liabilities	76,031	-	-	-	-	-	-	-	80,201	80,201	156,232	80,593	82,268	
Total noncurrent liabilities	20,106	-	-	-	-	-	-	-	27,849	27,849	47,965	21,313	22,591	
Community wealth/Equity	1,382,793	-	-	-	-	-	-	-	(266,587)	(266,587)	1,116,205	1,454,790	1,561,566	
Cash flows														
Net cash from (used) operating	105,242	-	-	-	-	-	-	-	(20,844)	(20,844)	84,398	112,332	144,839	
Net cash from (used) investing	(120,105)	-	-	-	-	-	-	-	(69,688)	(69,688)	(189,793)	(108,995)	(140,002)	
Net cash from (used) financing	(1,001)	-	-	-	-	-	-	-	15,651	15,651	14,650	(1,001)	(1,001)	
Cash/cash equivalents at the year end	(48,980)	-	-	-	-	-	-	-	(36,658)	(36,658)	(85,638)	2,337	3,836	
Cash backing/surplus reconciliation														
Cash and investments available	27,348	-	-	-	-	-	-	-	(68,606)	(68,606)	(41,256)	28,107	29,145	
Application of cash and investments	(5,790)	-	-	-	-	-	-	-	71,525	71,525	65,735	(18,445)	(27,422)	
Balance - surplus (shortfall)	33,138	-	-	-	-	-	-	-	(140,131)	(140,131)	(106,993)	46,552	56,568	
Asset Management														
Asset register summary (W/DV)	1,403,453	-	-	-	-	-	-	-	-	-	1,403,453	1,463,765	1,552,390	

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Depreciation & asset impairment	46,357	46,357	-	-	-	-	-	-	500	-	500	46,857	49,107	51,580
Renewal of Existing Assets	-	300	-	-	-	-	-	-	-	-	-	300	-	-
Repairs and Maintenance	9,221	12,895	-	-	-	-	-	-	2,297	2,297	15,191	13,738	10,677	
Free services														
Cost of Free Basic Services provided	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Households below minimum service level														
Water:	39	-	-	-	-	-	-	-	-	-	39	34	29	
Sanitation/sewerage:	39	-	-	-	-	-	-	-	-	-	39	33	28	
Energy:	103	-	-	-	-	-	-	-	-	-	103	103	103	
Refuse:	70	-	-	-	-	-	-	-	-	-	70	70	70	

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Sub-component 3-Financial Ratios

STRATEGIC OBJECTIVE		RATIO		RATIO NUMBER		RATIO		BASELINE 2014		ANNUAL TARGET		REVIEW D ANNUAL TARGET		QUARTERLY TARGETS		QUARTERLY TARGETS		Snapshot		Audit Evidence		Reasons for variance		Mitigating Measures		Responsible	
R:01-01		R:01-02		R:01-03										QRT 3 Planned		QRT 3 Actual											
Ensure effective financial management and reporting		Comply with all statutory financial reporting and management																Snapshot		Audit Evidence		Reasons for variance		Mitigating Measures		Responsible	
Capital Expenditure to Total Expenditure		Impairment of Property, Plant and Equipment, Investment Property and Intangible assets (Carrying Value)		Repairs and Maintenance as a % of Property, Plant and Equipment Investment and Property (Carrying Value)														Income and expenditure report		Income and expenditure report		None		None		CFO	
20%		100%		5%														Income and expenditure report		Income and expenditure report		None		None		CFO	
20%		70%		13%														Income and expenditure report		Income and expenditure report		None		None		CFO	
N/A		0%		5%														Income and expenditure report		Income and expenditure report		None		None		CFO	
5%		0%		3%														Income and expenditure report		Income and expenditure report		None		None		CFO	
17%		0%		0.692262														Income and expenditure report		Income and expenditure report		None		None		CFO	
17%		0%		997%														Income and expenditure report		Income and expenditure report		None		None		CFO	
There was a new project that was introduced by Human Settlement with a top up of R 7.5 m, Barkly East Upgrade. The spending on the following projects occurred before target date.		None		Repairs and Maintenance are mostly done in-house, therefore costs are included in fixed monthly expenditure, e.g. Salaries														Income and expenditure report		Income and expenditure report		None		None		CFO	
None.		None		Expenditure to be closely monitored to meet the targets														Income and expenditure report		Income and expenditure report		None		None		CFO	

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STRATEGIC OBJECTIVE	RATIO		RATIO NUMBER	RATIO	BASELINE 2014	ANNUAL TARGET	REVIEWE D ANNUAL TARGET	QUARTERLY TARGETS		Snapshot	Audit Evidence	Reasons for variance	Mitigating Measures	Responsible
								QRT 3 Planned	QRT 3 Actual					
			R:01-04	Collection Rate	41%	70%	50%	20%	6.2%		Income and expenditure report	Municipality collection rate for water and sanitation is not positive.	Continuous monitoring of revenue collection	CFO
			R:01-05	Bad Debts Written-off as % of Provision for Bad Debt	New indicator	100%	21%	N/A	N/A		Income and expenditure report	N/A	N/A	CFO
			R:01-06	Net Debtors Days	488 days	50 days	N/A	50 days	172 days		Income and expenditure report	Customers take longer to paid their debts	Continuous monitoring of revenue collection	CFO
			R:01-07	Cash / Cost Coverage Ratio (Excl. Unspent Conditional Grants)	-1 Month	2 months	N/A	20 days	30 days		Income and expenditure report	The municipality currently has cash flow problems but is able to meet its fixed month obligations.	To improve cash-flow by monitoring expenditure. Ongoing monitoring of expenditure	CFO

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STRATEGIC OBJECTIVE		RATIO		RATIO NUMBER		ANNUAL TARGET		REVIEW D ANNUAL TARGET		QUARTERLY TARGETS		Snapshot	Audit Evidence	Reasons for variance	Mitigating Measures	Responsible										
				BASELINE 2014						QRT 3																
										Planned		Actual														
R:01-08	Current Ratio	Capital Cost (Interest Paid and Redemption) as a % of Total Operating Expenditure	1.6	6%	N/A	N/A	1.8	0.5	0.93		Income and expenditure report	The outcomes are below the norm which is 1.5-2.1. The municipality has cash flow problems which make it difficult for the institution to meet its fixed monthly obligations.	To improve cash-flow by monitoring expenditure. Ongoing monitoring of expenditure	CFO												
															R:01-09	Debt (Total Borrowings) / Revenue	1%	50%	30%	5%	15%		Income and expenditure report	Municipality has some short and long term obligations, though revenue is not dominated by borrowings.	None	CFO

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STRATEGIC OBJECTIVE	RATIO		RATIO NUMBER	RATIO	BASELINE 2014	ANNUAL TARGET	REVIEW/D ANNUAL TARGET	QUARTERLY TARGETS		Snapshot	Audit Evidence	Reasons for variance	Mitigating Measures	Responsible
								QRT 3 Planned	QRT 3 Actual					
			R:01-12	Net Operating Surplus Margin	-12%	5%	-12%	-7%	13%		Income and expenditure report	Municipality collection rate for water and sanitation is not positive. Cash flow management taking place as a means to try to restore reserves.	Continuous monitoring of revenue collection	CFO
			R:01-13	Net Surplus /Deficit Water	-281%	-56%	N/A	-14%	-90%		Income and expenditure report	Increase in expenditure incurred by the municipality in order to provide basic services to the community. Again, customers are not fully paying the invoiced amount.	Continuous monitoring of revenue collection	CFO
			R:01-14	Net Surplus /Deficit Sanitation and Waste Water	-1%	-76%	N/A	19%	-1697%		Income and expenditure report	Increase in expenditure incurred by the municipality in order to provide basic services to the community. Again, customers are not fully paying the invoiced amount.	Continuous monitoring of revenue collection	CFO

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STRATEGIC OBJECTIVE		RATIO		RATIO NUMBER		ANNUAL TARGET		REVIEWE D ANNUAL TARGET		QUARTERLY TARGETS		Snapshot		Audit Evidence		Reasons for variance		Mitigating Measures		Responsible					
										QRT 3 Planned		QRT 3 Actual													
		R:01-15		Water Distribution Losses (Percentage)		51%		48%		N/A		N/A				Income and expenditure report		N/A		N/A		CFO			
		R:01-16		Growth in Number of Active Consumer Accounts		51%				15%		15%		0%				Income and expenditure report		There was an increase of 31 in the number of new accounts		The municipality is busy installing water meters in areas that previously had no meters in Aliwal North. This will increase the number of consumer accounts.		CFO	
		R:01-17		Revenue Growth (%)		3%		10%		N/A		3%		-18%				Income and expenditure report		The municipality collection rate has decreased. Customers are not fully paying the invoiced amount.		Continuous monitoring of revenue collection		CFO	
		R:01-18		Revenue Growth (%) - Excluding capital grants		6%		12%		N/A		3%		-16%				Income and expenditure report		Municipality collection rate for water and sanitation is not positive.		CFO			

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STRATEGIC OBJECTIVE	RATIO		RATIO NUMBER	RATIO	BASELINE 2014	ANNUAL TARGET	REVIEWE D ANNUAL TARGET	QUARTERLY TARGETS		Snapshot	Audit Evidence	Reasons for variance	Mitigating Measures	Responsible
								QRT 3 Planned	QRT 3 Actual					
			R:01-19	Creditors Payment Period (Trade Creditors)	111 days	90 days	30 days	30 days	30 days		Income and expenditure report	None	None	CFO
			R:01-20	Irregular, Fruitless and Wasteful and Unauthorised Expenditure as a % of Total Operating Expenditure	0%	0%	0%	0%	1%		SCM Reports	Procurement was not done through SCM. Interests charged for late payments	To enforce SCM Policy. Continuous monitoring of procurement processes.	
			R:01-21	Remuneration as % of Total Operating Expenditure	34%	32%	N/A	8%	37%		Income and expenditure report			CFO
			R:01-22	Contracted Services % of Total Operating Expenditure	4%	5%	N/A	1%	9%		Income and expenditure report	Over performance of the municipality is attributable to the increase in services provided to the municipality, e.g. Honey Sucking and outsourcing of repairs and	None	CFO

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STRATEGIC OBJECTIVE	RATIO		ANNUAL TARGET	REVIEWE D ANNUAL TARGET	QUARTERLY TARGETS		Snapshot	Audit Evidence	Reasons for variance	Mitigating Measures	Responsible
	RATIO NUMBER	RATIO			BASELINE 2014	QRT 3 Planned					
	R:01-23	Own funded Capital Expenditure (Internally generated funds + Borrowings) to Total Capital Expenditure	2%	N/A	N/A	N/A		Income and expenditure report	N/A	N/A	CFO
	R:01-24	Own funded Capital Expenditure (Internally Generated Funds) to Total Capital Expenditure	New indicator					Income and expenditure report	N/A	N/A	CFO
	R:01-25	Own Source Revenue to Total Operating Revenue(Includin g Agency Revenue)	77%	86%	40%	20%	9%	Income and expenditure report	Revenue generated by the municipality is relatively low in comparison to the total revenue.	Implementatio n of revenue enhancement strategy	CFO

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STRATEGIC OBJECTIVE	RATIO	RATIO NUMBER	RATIO	BASELINE 2014	ANNUAL TARGET	REVIEW D ANNUAL TARGET	QUARTERLY TARGETS		Snapshot	Audit Evidence	Reasons for Variance	Mitigating Measures	Responsible
							QRT 3 Planned	QRT 3 Actual					
		R:01-26	Capital Expenditure Budget Implementation Indicator	53%	90%	N/A	25%	10%		Income and expenditure report	The municipality underperformance in comparison to approved capital budget is attributed to invoices not submitted on time by service providers.	Expenditure is expected to increase in the 4th quarter	CFO
		R:01-27	Operating Expenditure Budget Implementation Indicator	73%	95%	N/A	25%	18%		Income and expenditure report	Spending on approved budget is monitored as there is a cash flow problem in the institution and budget is not cash backed	None	CFO
		R:01-28	Operating Revenue Budget Implementation Indicator	81%	95%	N/A	25%	18%		Income and expenditure report	Municipality collection rate for water and sanitation is not positive.	Continuous monitoring of revenue collection	CFO
		R:01-29	Service Charges and Property Rates Revenue Budget Implementation Indicator	83%	95%	N/A	25%	13%		Income and expenditure report	Municipality collection rate for water and sanitation is not positive.	Continuous monitoring of revenue collection	CFO

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Sub-component 4- 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)						
	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
	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
Provide universal access to basic services						

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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

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IDP Objectives	Programme	Revenue	Operating Expenditure	Capital Expenditure	Total Expenditure	Service Name
	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)						
Ensure effective financial management and reporting	FM01 Comply with all statutory financial reporting and management	-195 885 905	29 108 448	250 000	29 358 448	Director: Financial Services

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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)					
	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
Improve human resource capacity						

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IDP Objectives	Programme	Revenue	Operating Expenditure	Capital Expenditure	Total Expenditure	Service Name
Ensure enhanced service delivery through efficient institutional arrangements	<u>ID05</u> Implement shared services on governance issues within the District	-	6 987 208	884 580	7 871 788	Director: Corporate Services
	<u>ID06</u> Ensure that funded vacant posts are filled.	-	13 481 523	-	13 481 523	Director: Corporate Services
	<u>ID07</u> Ensure legislative compliance and improved legal capacity of the District.	-	16 005 530	-	16 005 530	Director: Corporate Services
Continuously develop and strategically utilise information technology, legal services and other internal services to provide more efficient government	<u>ID08</u> Strategically utilise ICT to improve government efficiency.	-	6 987 208	884 580	7 871 788	Director: Corporate Services
	<u>ID09</u> 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)						

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IDP Objectives	Programme	Revenue	Operating Expenditure	Capital Expenditure	Total Expenditure	Service Name
Facilitate intergovernmental cooperation	<u>GG01</u> Promote intergovernmental cooperation initiatives.	-934 000	6 085 336	-	6 085 336	Chief Operations Officer
	<u>GG02</u> Regular and effective communications with communities.	-934 000	8 968 089	-	8 968 089	Chief Operations Officer
	<u>GG03</u> 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
Communicate effectively with communities	<u>GG04</u> Strengthen internal communications.	-934 000	8 968 089	-	8 968 089	Chief Operations Officer
	<u>GG05</u> Promote performance management amongst councillors and officials.	-934 000	6 085 336	-	6 085 336	Chief Operations Officer
	<u>GG06</u> Implement effective planning and reporting mechanisms.	-934 000	17 968 665	-	17 968 665	Chief Operations Officer
Ensure integrated planning and performance management						

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IDP Objectives	Programme	Revenue	Operating Expenditure	Capital Expenditure	Total Expenditure	Service Name
Facilitate the development of a healthy and inclusive society	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
	GG09 Facilitate Implementation of HIV and AIDS programmes.	-934 000	8 198 604	-	8 198 604	Chief Operations Officer
To capture additional objectives expand groups	GG10 Facilitate Implementation of programmes targeting the special groups (SPU).		8 198 604	-	8 198 604	Chief Operations Officer

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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

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PART 3

Quarterly Projections of Service Delivery Targets and Performance Indicators

2.1.1 KPA 1: Service Delivery and Infrastructure provision

Provide universal access to basic services		STRATEGIC OBJECTIVE									
SD01: Maintain and rehabilitate all water and sanitation infrastructure		PROGRAMME									
KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	APPROVED ANNUAL TARGET	REVIEWED ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBLE DIRECTORATE
					Qtr. 3 Planned	Qtr. 3 Actual					
SD01-01	Improvement in municipal green drop score (output)	33	50	N/A	N/A	N/A	Official Blue Drop report from DWVA		N/A	N/A	Community Services & WSP
SD01-03	Improvement in municipal blue drop score (Output)	87	87	N/A	87 N/A	N/A	Official Blue Drop report from DWVA		N/A	N/A	Community Services & WSP
SD01-04	% compliance with SANS 241 for drinking water quality as per BDS (Outcome)	97%	97%	N/A	97%	84.2%	BDS report on water quality		Increased frequency of sampling from a month to twice a month to meet the SANS241-2: 2011 requirements. Old	Ongoing application for funding and implementation of approved funds to replace the old and aging	WSP

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STRATEGIC OBJECTIVE		PROGRAMME		KPI NUMBER		KEY PERFORMANCE INDICATOR		BASELINE (JUNE 2014)		APPROVED ANNUAL TARGET		REVIEWED ANNUAL TARGET		QUARTERLY TARGETS		AUDIT EVIDENCE		SNAPSHOT		REASONS FOR VARIANCE		CORRECTIVE MEASURES		RESPONSIBLE DIRECTORATE					
														Qtr. 3 Planned		Qtr. 3 Actual													
		SD01-05				Review of WSDP and approved by Council (LGTAS) (Input)		Approved WSDP		Reviewed of WSDP and approved by Council		Reviewed WSDP approved by Council		Draft to the council N/A		N/A		Council resolutions				and aging infrastructure that compromises clean water when it is distributed to the consumers		N/A		Infrastructure			
SD01-06						Number Ratio of reported water and waste water incidents on asset management system on which action is taken (LGTAS) (Outcome)		01:01		01:01		N/A		01:01		01:01		Quarterly to Top Management				None		None		WSP			

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				STRATEGIC OBJECTIVE
SD03: Provide fire, emergency and rescue services		SD2: Support municipalities in the provision of municipal services		PROGRAMME
SD03-02	SD03-01	SD02-02	SD01-07	KPI NUMBER
				KEY PERFORMANCE INDICATOR
No drop score achievement (output)				
Number of Blue Drops achieved (Output)				
Number Ratio of fire incidents responded to as a proportion of entries recorded in the Occurrence Book (Outcome)				
Conduct S78 to determine best mechanism for delivering fire services (Input)				
S78 (1) Assessment	01:01	2	New indicator	BASELINE (JUNE 2014)
S78 Assessment	01:01	2	30	APPROVED ANNUAL TARGET
Approval of S78 by council	N/A	N/A	N/A	REVIEWED ANNUAL TARGET
Approval of S78 by council N/A	01:01	0	N/A	QUARTERLY TARGETS
	01:01			
Report to Mayo and Mayo resolution	Report to management as per incident books	Report from DWA	Report from DWA	AUDIT EVIDENCE
				SNAPSHOT
N/A	None	Results have not yet been released by DWS	N/A	REASONS FOR VARIANCE
N/A	None	Engage DWS and see if they will be released in Q4	N/A	CORRECTIVE MEASURES
Community Services	Community Services	Community Services & WSP	Community Services & WSP	RESPONSIBLE DIRECTORATE

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		STRATEGIC OBJECTIVE	
		PROGRAMME	
		KPI NUMBER	
		KEY PERFORMANCE INDICATOR	
		BASELINE (JUNE 2014)	
		APPROVED ANNUAL TARGET	
		REVIEWED ANNUAL TARGET	
		QUARTERLY TARGETS	
		AUDIT EVIDENCE	
		SNAPSHOT	
		REASONS FOR VARIANCE	
		CORRECTIVE MEASURES	
		RESPONSIBLE DIRECTORATE	
SD05: Expand and fast-track the provision of universal access to water and sanitation	SD04: Create and maintain stakeholder engagement initiatives to deal with service delivery challenges		
SD05-04	SD05-01	SD04-01	
% of households with access to basic level of sanitation (NKPI)	% of households with access to basic level of water (NKPI)	Number of District Water forum meetings (Outcome)	
55.2% (53897)	69.3% (67703)	2 meeting	
60.3% (58897)	74.5% (72703)	2 meetings per Forum	
N/A	N/A	N/A	
	N/A	1	Planned
	N/A	0	Actual
Report to Mayco	Report to Mayco	Minutes of meetings and attendance registers	
N/A	N/A	Issues on water were included in the IDP representative forum.	
N/A	N/A	The water forum meeting will sit in the 4 th quarter when there is a draft WSDP to present to the forum	
Community Services	Community Services	Community Services	

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

		STRATEGIC OBJECTIVE	
SD06: Provide and improve the quality of municipal health services		PROGRAMME	
SD06-02	SD06-01	SD05-05	KPI NUMBER
Number of inspections (visits) per quarter on each of the 13 urban waste sites (Outcome)	Number % of illegal waste dumping points where compliance was enforced (Output)	% of households earning less than R1100 per month with access to free basic services (MKP)	KEY PERFORMANCE INDICATOR
14 inspection	100% of all illegal waste dumping sites (411)	New indicator	BASELINE (JUNE 2014)
12 inspection per site	100%	100% of registered households (Indicants)	APPROVED ANNUAL TARGET
N/A	N/A	N/A	REVIEWED ANNUAL TARGET
			QUARTERLY TARGETS
3		100%	Qtr. 3 Planned
3		100% (of 420)	Qtr. 3 Actual
Inspection Reports to management	Monthly illegal Waste Reports to management	Report to Mayco	AUDIT EVIDENCE
			SNAPSHOT
None	Illegal waste dumping is continuing to increase in Gariep and Maleswai due to the inability of the municipalities to effectively provide the services	N/A	REASONS FOR VARIANCE
None		N/A	CORRECTIVE MEASURES
Community Services	Community Services	Finance	RESPONSIBLE DIRECTORATE

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 = Information not yet available,
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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)		APPROVED ANNUAL TARGET		REVIEWED ANNUAL TARGET		QUARTERLY TARGETS		AUDIT EVIDENCE		SNAPSHOT		REASONS FOR VARIANCE		CORRECTIVE MEASURES		RESPONSIBLE DIRECTORATE					
														Qtr. 3 Planned		Qtr. 3 Actual													
		SD06-03		SD06-04		% of sewage spills where compliance was enforced (Output)		100% of all sewage spills (114)		100%		N/A		100%		100% (of 181)		Sewage Inspection Reports to management				Out of 181 spillage monitored in the entire district 116(64%) complied this quarter, though we expect 100% but the compliance rate has improved from 51% of the Q2 to 64% of Q3 especially in Maletswai, Gariep and Senqu, however spillage points have increased from 177 in Q2 to 181 in Q3		Reliant on the WSP to improve on their sanitation management and incident control. The number of incidents is also indicative of significant infrastructure problems in Maletswai and Gariep		Community Services		Community Services	
				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		N/A		N/A		N/A											

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STRATEGIC OBJECTIVE		PROGRAMME		KPI NUMBER		KEY PERFORMANCE INDICATOR		BASELINE (JUNE 2014)		APPROVED ANNUAL TARGET		REVIEWED ANNUAL TARGET		QUARTERLY TARGETS		AUDIT EVIDENCE		SNAPSHOT		REASONS FOR VARIANCE		CORRECTIVE MEASURES		RESPONSIBLE DIRECTORATE			
SD8: Facilitate improvement of network and communications		SD07: Support rehabilitation of all gravel roads networks throughout the District		SD06-05		Number of Formal Food Premises inspections undertaken (input)		204 including some that are revaluation		204		N/A		51		63		Inspection Reports to management				Municipal Health Services embarked on a 3 day food safety awareness campaign started on 16 – 18 March 2015 to observe the World Health Day.		None		Community Services	
SD8-01		SD07-01				Number of km's per quarter graded as per the SLA (Outcome)		3314km		4000km				N/A		N/A		Monthly report to top management				Work that could be done was limited by the remaining funds from DRPW as this period is the end of the National financial year.		Work that can be done is dependent on the funding available from the DRPW		Technical Services	
						Number of engagement sessions held leading to installation/upgrading of communications towers (Outcome)		1		1		N/A		N/A		N/A		Minutes of meetings or proof of engagements				N/A		COO			

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Facilitate environmental management and conservation		STRATEGIC OBJECTIVE	
SD9: Implement working for water and working for wetlands		PROGRAMME	
SD9-02	SD9-01	KPI NUMBER	
% budget expenditure in the of the 2014/15 National FY allocation of alien plants eradication programme (Working for Water) (Outcome)		KEY PERFORMANCE INDICATOR	
100%	100%	BASELINE (JUNE 2014)	
100% expenditure	100% expenditure	APPROVED ANNUAL TARGET	
N/A	N/A	REVIEWED ANNUAL TARGET	
100% N/A		QUARTERLY TARGETS	
N/A		Qtr. 3 Planned	Qtr. 3 Actual
Reports to Mayco		AUDIT EVIDENCE	
Reports to Mayco		SNAPSHOT	
N/A		REASONS FOR VARIANCE	
N/A		CORRECTIVE MEASURES	
Community Services		RESPONSIBLE DIRECTORATE	

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2.1.2: Local Economic Development

Facilitate and implement job creation and poverty alleviation initiatives			STRATEGIC OBJECTIVE
LED2: Encourage improvement of access to government	LED01: Implement projects and programmes through labour intensive methods		PROGRAMME
LED02-01	LED01-02	LED01-01	KPI NUMBER
Number of information sessions held with farming communities (Outcome)	Number of job opportunities created through VMV and wetlands (Output)	Number of jobs created through municipality's local economic development initiatives including capital projects	KEY PERFORMANCE INDICATOR
1	1986	2723	BASELINE (JUNE 2014)
1	497 in each quarter	2000	ANNUAL TARGET
N/A	1659	N/A	REVIEWED ANNUAL TARGET
1	497	500	QUARTERLY TARGETS
1	168	608	
Minutes of meetings and attendance registers / proof of engagement	Report to Mayco	Quarterly report to Mayco	AUDIT EVIDENCE
			SNAPSHOT
None	77 (Jan) + 77(Feb) and 145 (March)	More jobs are created due to the fasttracking of the VIP toilet programme	REASONS FOR VARIANCE
None	None	It is beneficial for communities to create as many jobs as possible.	CORRECTIVE MEASURES
COO	Community Services	Technical Services	RESPONSIBLE DIRECTORATE

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

Facilitate and support regional economic development initiatives		STRATEGIC OBJECTIVE	
LED06: Identify, support and implement economic development flagship and anchor projects		LED05: Facilitate and actively participate in youth development programmes	
LED06-02	LED06-01	LED05-01	KPI NUMBER
JoGEDA: Maize Meat Hub Number of business plans approved (Output)	JoGEDA: Number of Status Quo reports on Gariep middle income housing, Elundini middle income housing, Senqu housing, and Senqu Plastic, and Senqu Commercial Property Development presented to mayoral committee (Output)	Number of business support meetings/ engagement facilitated for social groups (woman, youth, disabled) (Output)	KEY PERFORMANCE INDICATOR
Business Plan 2011	Feasibility study, Business Plan 2007,2013	12	BASELINE (JUNE 2014)
1	4	10	ANNUAL TARGET
N/A	N/A	N/A	REVIEWED ANNUAL TARGET
		QUARTERLY TARGETS	
		Qtr. 3 Planned	Qtr. 3 Actual
1	1	3	3
1 Draft business plan	Approved business plan by the Board. Proof of funding application	Report to Mayo and Mayo resolutions	AUDIT EVIDENCE
			SNAPSHOT
Business plan still a draft	None	Report not yet submitted to Mayo	REASONS FOR VARIANCE
To be submitted to the Board in the 4 th quarter 2014/15 FY	None	To be submitted in the next Mayo meeting during 4 th quarter 2014/15	CORRECTIVE MEASURES
COO	COO	COO	RESPONSIBLE DIRECTORATE

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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		REVIEWED ANNUAL TARGET		QUARTERLY TARGETS		AUDIT EVIDENCE		SNAPSHOT		REASONS FOR VARIANCE		CORRECTIVE MEASURES		RESPONSIBLE DIRECTORATE			
LED07: Facilitate and support local supplier development initiatives		LED06-04		LED06-03		JOGEDA: Investment Strategy Number of investment strategy developed by the Board (Input)		LED Strategy		LED strategy reviewed and adopted by Council		LED Strategy reviewed and approved by Council		Qtr. 3 Planned		Qtr. 3 Actual		Approved investment strategy, Board resolutions		Council resolutions		None		None		COO	
LED07-01						Number of Suppliers Day held (Outcome)		3		4		N/A														COO	
						LED strategy reviewed and adopted by Council (Input)		LED Strategy		LED strategy reviewed and adopted by Council		LED Strategy reviewed and approved by Council		4 N/A		N/A		Approved investment strategy, Board resolutions		Council resolutions		None		None		COO	
						Draft tabled to council		4 2		Draft tabled to council		2		Quarterly Reports to Mayco and Attendance registers		None		None		None		None		None		COO	

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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		REVIEWED ANNUAL TARGET		QUARTERLY TARGETS		AUDIT EVIDENCE		SNAPSHOT		REASONS FOR VARIANCE		CORRECTIVE MEASURES		RESPONSIBLE DIRECTORATE			
														Qtr. 3 Planned		Qtr. 3 Actual											
LED09: Participate and support initiatives geared towards revitalization of towns and settlements		LED08: Create and maintain stakeholder engagement initiatives		LED09-01		LED08-01		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 Mayo and Mayo resolutions								COO	
						Number of District Support Team forum Meetings held (Outcome)		3				2		N/A		N/A		Minutes and attendance registers of meetings								COO	

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

2.1.3 Financial Viability and Management

STRATEGIC OBJECTIVE		PROGRAMME		KPI NUMBER		KEY PERFORMANCE INDICATOR		BASELINE (JUNE 2014)		ANNUAL TARGET		REVIEWED ANNUAL TARGET		QUARTERLY TARGETS		AUDIT EVIDENCE		SNAPSHOT		REASONS FOR VARIANCE		CORRECTIVE MEASURES		RESPONSIBLE DIRECTORATE			
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%		N/A		25%		10%		Income and expenditure report		👍		The municipality underperformance in comparison to approved capital budget is attributed to invoices not submitted on time by service providers.		Expenditure is expected to increase in the 4th quarter		All Directors	
		FM01-02		FM01-03		FM01-04																					
		% of MIG Funding expenditure (Output)		Total actual trade creditors as a percentage of total actual revenue (Output)		% of tenders concluded in accordance with tender validity timeframe) (Output)		New indicator 100%		100%		N/A		25%		100%		Income and expenditure report		👍		None		None		Finance	
		100%		5%		100%		5%		5%		15%		5%		2%		Income and expenditure report		👍		None		None		Finance	
		N/A		N/A		N/A		N/A		N/A		N/A		N/A		N/A		Income and expenditure report		👍		None		None		Finance	

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STRATEGIC OBJECTIVE		PROGRAMME		KPI NUMBER		KEY PERFORMANCE INDICATOR		BASELINE (JUNE 2014)		ANNUAL TARGET		REVIEWED ANNUAL TARGET		QUARTERLY TARGETS		AUDIT EVIDENCE		SNAPSHOT		REASONS FOR VARIANCE		CORRECTIVE MEASURES		RESPONSIBLE DIRECTORATE																											
FM04: Implement revenue enhancement strategy		FM03: Implement anti-fraud and anti-corruption measures		FM04-01		FM04-02		FM03-01		Number of reports on the implementation of Anti-Fraud and anti-corruption strategy (Input)		% reduction in of water losses (Output)		MTRF Budget prepared and approved by council (Input)		MTRF Budget		Budget approved by council		N/A		48%		51%		N/A		4 reports		Anti-Fraud and anti-corruption strategy		N/A		1 report		1 report		Report to Mayco		None		None		None		Finance		Technical Services		COO	
				Draft approved by council		Draft approved by council		Council resolutions adopting the budget				None		None		None		None		None		None		None																											

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2.1.4 Institutional Development and Transformation

STRATEGIC OBJECTIVE		PROGRAMME		KPI NUMBER		KEY PERFORMANCE INDICATOR		BASELINE (JUNE 2014)		ANNUAL TARGET		REVIEWED ANNUAL TARGET		QUARTERLY TARGETS		AUDIT EVIDENCE		SNAPSHOT		REASONS FOR VARIANCE		CORRECTIVE MEASURES		RESPONSIBLE DIRECTORATE	
Improve human resource capacity		ID01: Effectively empower and develop the Council's workforce		ID01-01	ID01-02	ID01-04	ID01-05	100%	100%	100%	179	100%	100%	Qtr. 3 Planned	Qtr. 3 Actual	Quarterly report to Mayco		The item is enroute to Mayco via the top management	To be submitted in the next Mayco during 4 th quarter 2014/15	Corporate Services	Corporate Services	Corporate Services	Corporate Services	Corporate Services	
				Number of people from employment equity target groups employed in the three highest levels of management in compliance with EEP (Outcome)	5	100%	9	100%	5 new trained staff	N/A	100%	100%	100% (5)	5	Training report to Mayco		The item is enroute to Mayco via the top management	To be submitted in the next Mayco during 4 th quarter 2014/15	Corporate Services	Corporate Services	Corporate Services	Corporate Services	Corporate Services	Corporate Services	
				Number of staff who meet Minimum Competency Levels (MFMA) (Outcome)	28	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Corporate Services	Corporate Services	Corporate Services	Corporate Services	Corporate Services	

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STRATEGIC OBJECTIVE		PROGRAMME		KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	REVIEWED ANNUAL TARGET	QUARTERLY TARGETS		AUDIT EVIDENCE	SNAPSHOT	REASONS FOR VARIANCE	CORRECTIVE MEASURES	RESPONSIBLE DIRECTORATE
ID04: Maintain good working conditions for staff	ID03: Attract, retain and encourage skills transfer initiatives	ID02: Encourage and support capacity and skills building initiatives for communities	ID04-01					ID03-01	ID02-01					
				Number of training initiatives undertaken as per WSP (Outcome)	14	16	Removed	N/A	N/A	N/A		N/A	N/A	Corporate Services
				Review of staff attraction and retention strategy (Input)	4 annually	Staff attraction and retention strategy reviewed and adopted by council	Remove to 15/16 FY	Submission of the Draft to LLE for comments	N/A	N/A		N/A	N/A	Corporate Services
				Number of LLE meetings (Outcome)	4 meetings	Strategy implemented		1 meeting	1 meeting	Quarterly reports to Mayo and Mayo resolutions		None	None	Corporate Services
					N/A									Corporate Services

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STRATEGIC OBJECTIVE		PROGRAMME		KPI NUMBER		KEY PERFORMANCE INDICATOR		BASELINE (JUNE 2014)		ANNUAL TARGET		REVIEWED ANNUAL TARGET		QUARTERLY TARGETS		AUDIT EVIDENCE		SNAPSHOT		REASONS FOR VARIANCE		CORRECTIVE MEASURES		RESPONSIBLE DIRECTORATE	
														Qtr. 3 Planned Qtr. 3 Actual											
Ensure enhanced service delivery through efficient institutional arrangements		ID06: Ensure that funded vacant posts are filled		ID05: Implement shared services on governance issues within the District		ID06-01		ID05-01		3 months		3 months		N/A		N/A		N/A		None		None		Corporate Services	
				Conduct Study on the possible implementation of a Shared Services on IT within the District (Input)		The average length of time it takes to fill a post-(Output)		Draft Study completed		1 report compiled		Removed to 15/16 FY		N/A		N/A		Monthly report to Top Management				N/A		N/A	

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Continuously develop and strategically utilise information technology, legal services and other internal services to provide more efficient government		STRATEGIC OBJECTIVE	
ID08: Strategically utilise ICT to improve government efficiency	ID07: Ensure legislative compliance and improved legal capacity of the District	PROGRAMME	
ID08-01	ID07-01	KPI NUMBER	
Review District IT governance Framework (Input)	Ratio of disciplinary hearings concluded within 3 months of initiation	KEY PERFORMANCE INDICATOR	
IT governance Framework	New indicator	BASELINE (JUNE 2014)	
IT Governance f reviewed and adopted by council	01:01	ANNUAL TARGET	
IT Governance Framework reviewed and <u>approved</u> by council	N/A	REVIEWED ANNUAL TARGET	
	01:01	QUARTERLY TARGETS	
Draft to council	0	Qtr. 3 Planned	Qtr. 3 Actual
Report presented to standing committee		AUDIT EVIDENCE	
Council resolutions	Report to top management	SNAPSHOT	
		REASONS FOR VARIANCE	
The item is enroute to Council via the Standing & Mayoral Committees	There is a backlog in disciplinary cases due to numerous transgressions from water services transferees	CORRECTIVE MEASURES	
To be presented to Council by next Ordinary Council Meeting	All Managers trained as Prosecutors and Chairpersons to eradicate backlogs. All effort made to convene cases within 3 months. Legal Services Section requested to assist the HR Section in finalisation of cases.	RESPONSIBLE DIRECTORATE	
Corporate Services	Corporate Services		

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STRATEGIC OBJECTIVE		PROGRAMME		KPI NUMBER		KEY PERFORMANCE INDICATOR		BASELINE (JUNE 2014)		ANNUAL TARGET		REVIEWED ANNUAL TARGET		QUARTERLY TARGETS		AUDIT EVIDENCE		SNAPSHOT		REASONS FOR VARIANCE		CORRECTIVE MEASURES		RESPONSIBLE DIRECTORATE			
ID09-02		ID09-01		Number of council resolutions despatched and implemented tracked (input)		Number of ordinary Council meetings held (Outcome)		7		7 meetings		N/A		Qtr. 3 Planned		Qtr. 3 Actual											
		ID09-01		Number of council resolutions despatched and implemented tracked (input)		Number of ordinary Council meetings held (Outcome)		7		7 meetings		N/A		1 council and 2 mayoral		1 council and 2 mayoral		Council resolutions				None		None		Corporate Services	
		ID09-02		Number of ordinary Council meetings held (Outcome)		Number of ordinary Council meetings held (Outcome)		7		7 meetings		N/A		2 meetings		3 meetings		Agenda and minutes				3rd Meeting was not planned rather an urgent one to deal with the adjustment budget		None		Corporate Services	

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2.1.5 KPA 5: Good governance and public participation

Communicate effectively with communities		Facilitate intergovernmental cooperation		STRATEGIC OBJECTIVE
GG02: Regular and effective communications with communities		GG01: Promote intergovernmental cooperation initiatives		PROGRAMME
GG02-02	GG02-01	GG01-02	GG01-01	KPI NUMBER
Number of Community Outreach meetings held and reports on issues raised (Outcome)		Number of DIMAFO meetings sitting held (Outcome)		KEY PERFORMANCE INDICATOR
2 meetings and a report on each meeting prepared		1 meeting		BASELINE (2014)
2 meetings and 1 report for each LM		4 meetings		Annual Target
N/A		N/A		REVIEWED ANNUAL TARGET
N/A		1		QUARTERLY TARGETS
N/A		1		
Outreach report and attendance register		Minutes and attendance registers		AUDIT EVIDENCE
N/A		Council resolutions		SNAPSHOT
N/A		None		REASONS FOR VARIANCE
N/A		None		CORRECTIVE MEASURES
COO		COO		RESPONSIBLE DIRECTORATE

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STRATEGIC OBJECTIVE		PROGRAMME		KPI NUMBER		KEY PERFORMANCE INDICATOR		BASELINE (2014)		Annual Target		REVIEWED ANNUAL TARGET		QUARTERLY TARGETS		AUDIT EVIDENCE		SNAPSHOT		REASONS FOR VARIANCE		CORRECTIVE MEASURES		RESPONSIBLE DIRECTORATE			
GG04: Strengthen internal communications		GG03: Work closely with traditional leadership structures in the implementation of rural development programmes		GG04-01		GG03-01		Number of Traditional leaders forum meetings held (Outcome)		2		2		N/A		N/A		Attendance register and minutes				None		None		COO	
Review Communication Plan (Input)				Communication plan		Communication reviewed and Plan implemented		Communication Plan reviewed and approved by council		Communications Plan reviewed and approved by council		Communications Plan reviewed and approved by council		Council resolutions										COO			

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Ensure integrated planning and performance management				STRATEGIC OBJECTIVE
GG06: Implement effective planning and reporting mechanisms		GG05: Promote performance management amongst councillors and officials		PROGRAMME
GG06-03	GG06-02	GG06-01	GG05-01	KPI NUMBER
KEY PERFORMANCE INDICATOR				BASELINE (2014)
Performance Management System Policy reviewed and adopted-approved by council (Input)				
Number of signed performance agreements by Section 56 Managers (Outcome)				Annual Target
Number of reports on performance of service providers performance monitored (Input)				REVIEWED ANNUAL TARGET
16 annually				QUARTERLY TARGETS
5 annually				
17				Qtr. 3 Planned
N/A				Qtr. 3 Actual
1				AUDIT EVIDENCE
1				SNAPSHOT
SCM reports to Mayo				REASONS FOR VARIANCE
1 Signed Performance Obligations				CORRECTIVE MEASURES
1				None
None				None
Technical expert-Financial services appointed as acting CFO				None
None				None
No one acting as Technical expert-Financial services				None
None				None
Finance				RESPONSIBLE DIRECTORATE
COO				COO
COO				COO

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				STRATEGIC OBJECTIVE
GG07: Establish and support municipal oversight systems, mechanisms and processes				PROGRAMME
GG07-02	GG07-01	GG06-05	GG06-04	KPI NUMBER
Number of Audit and Performance Committee meetings (Outcome)	Number of Joe Gqabi Municipal Public Accounts Committee meetings (Outcome)	Annual Report prepared (Input)	Number of Quarterly performance reports and mid-year budget and annual performance report prepared (Input)	KEY PERFORMANCE INDICATOR
6	4 meetings	Annual Report prepared 2012/2013	4 Quarterly SDBIP Reports and 1 Annual Performance report	BASELINE (2014)
4	4	Annual Report prepared	4 Quarterly SDBIP Reports and 1 Annual Performance report	Annual Target
N/A	N/A	N/A	N/A	REVIEWED ANNUAL TARGET
		DRAFT ANNUAL REPORT PREPARED		QUARTERLY TARGETS
1	1	1 SDBIP report	1 SDBIP report	
		DRAFT ANNUAL REPORT PREPARED		AUDIT EVIDENCE
1	1	Council resolutions	Council minutes	
Minutes and attendance registers	Minutes and attendance registers			SNAPSHOT
None	None	None	None	REASONS FOR VARIANCE
None	None	None	None	
None	None	None	None	CORRECTIVE MEASURES
None	None	None	None	
COO	COO	COO	COO	RESPONSIBLE DIRECTORATE

= 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			
REVIEWED ANNUAL TARGET			
QUARTERLY TARGETS			
Qtr. 3 Planned	Qtr. 3 Actual		
AUDIT EVIDENCE			
SNAPSHOT			
REASONS FOR VARIANCE			
CORRECTIVE MEASURES			
RESPONSIBLE DIRECTORATE			
GG08: Ensure and maintain clean governance			
GG08-01	GG08-02	GG08-03	GG08-04
Attain clean audit outcomes (audit of financial information) (Input)	Attain clean audit outcomes (audit of performance information) (Input)	% of previous year's audit queries addressed (Output)	Number of updated risk register submitted Number of risk reports submitted (Report on the implementation of Strategic Risk Register) (Input)
Unqualified audit	Unqualified audit	100%	4 reports
Clean Audit	Clean Audit	100%	4 reports on implementation of agreed upon Strategic risk register
N/A	N/A	N/A	4 reports on updated risk register submitted
N/A	N/A	N/A	1
N/A	N/A	N/A	1
Audit report	Audit report	Audit action plan and report	Risk Committee report/ Risk management register to Mayco
N/A	N/A	N/A	None
N/A	N/A	N/A	None
Finance coordinates, All Directors	COO coordinates (all directors)	All Directors	COO

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Facilitate the development of a healthy and inclusive society				STRATEGIC OBJECTIVE
GG10: facilitate Implementation of programmes supporting the special groups (SPU)			GG09: facilitate Implementation of HIV and AIDS programmes	PROGRAMME
GG10-03	GG10-02	GG10-01	GG09-02	KPI NUMBER
Report on the facilitation of the Hosting of the District Sondela Youth Festival (Outcome)	Hosting of District Mayoral Cup (Outcome)	Number of reports on the implementation of the SPU Mainstreaming Strategy (Input)	Number of District AIDS Council meetings held (Outcome)	KEY PERFORMANCE INDICATOR
1	1	4 Reports	3 meetings	BASELINE (2014)
1	1	4 Reports	4 meetings	Annual Target
N/A	N/A	N/A	N/A	REVIEWED ANNUAL TARGET
		QUARTERLY TARGETS		
		Qt: 3 Planned	Qt: 3 Actual	
N/A	N/A	1	1	AUDIT EVIDENCE
Reports to Mayo	Reports to Mayo	Reports to Mayo	Minutes and attendance registers.	
				SNAPSHOT
N/A	N/A	None	None	REASONS FOR VARIANCE
N/A	N/A	None	None	CORRECTIVE MEASURES
COO	COO	COO	COO	RESPONSIBLE DIRECTORATE

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PART 4

4.1 Three Year Capital Works Plan

Project Name	Description	Budget	Funding Source	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	Maletswai	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 WWTV 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 was held on 2 October 2014.	2013/14 expenditure = 100% WWTV completed	Now that the WWTV has been completed, the old ponds need to be decommissioned and rehabilitated.
Sterkspruit Upgrading of Sewer Lines	The scope of work involves the upgrade of the Sterkspruit Water Treatment Works (WTV), construction of a new 5Ml reservoir, upgrade of a new 5Ml reservoir, upgrade of a new 5Ml reservoir, upgrade of a new 5Ml reservoir, upgrade of a new 5Ml reservoir.	Total: R48,000 With additional	MIG	enqu LM	01/01/2009	Planned: Feb 2013 Revised:	2013/2014 expenditure = 100% (MIG) 2013/14 exp = 100% (DWA Refurb. Grant), 2014/2015 =	DWS allocated R10m to Sterkspruit WTP in order for refurbishment work to be carried out. The plant

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Mt Fletcher Bulk Water Supply									
								steel doors and frames.	the use of its retention money to complete the project. A letter of concern was sent to the main contractor.
	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				Planned: 20/02/2015	2014/15 expenditure = 83,0% The project is under construction and at 98% complete. 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 due to late completion. The contractor has been informed of actions to terminate the contract due to none completion. The remainder of the communities will be served with the clean water as soon as a minor fault at the Booster Pumpstation is sorted where the Bernad valves do not communicate with the electrical control board. The contractor has indicated that it will be sorted by the 17 April 2015	
	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 100% complete. The Contractor has not submitted any certificate this year even though work has been done. A completion inspection was	100% of communities are benefiting already from the scheme. The contractor arranged for a final completion inspection which was done on 23 March 2015 out of which a snag list was done and a follow up inspection is scheduled for 27 April 2015.	
	Construction of 12,2km ductile iron pipes ranging from 80mm to 250mm diameter. Gravity Main B	Total: R5,684 2014/15 R1,56m	MIG	Elundini LM	23/02/2011	Planned: 20/04/2015	2014/15 expenditure = 122% The project is under construction and at 98% complete. The order of correct replacement fittings as well as leaks in the pipeline supplying Dengwane village has delayed the practical completion of this project.	Opening of water to Dengwane village is being delayed due to many leaks that are discovered each time tap is opened and currently the contractor is repairing one leak after which the water will be opened again.	

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<p>Error! Reference source not found. : Upgrading of Maclear WWTW and construction of a new</p>	<ul style="list-style-type: none"> ▪ 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 all contracts – Program Consultants, Contractor and Suppliers. 	<p>R19,265 2014/15 R3m</p>	<p>MIG</p>	<p>Elundini LM</p>	<p>11/03/2015</p>	<p>10/03/2018</p>	<p>2014/15 expenditure = 0%</p>	<p>A Consultant has been appointed and will start with designs as well as prepare tender documents for construction tenders. The date of appointment is 11 March 2015.</p>
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	<ul style="list-style-type: none"> ▪ Bulk Sanitation Infrastructure Upgrade for Maclear: Upgrading of WwTW (Phase 3) ▪ 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	27/03/2015	27/11/2015	2014/15 expenditure = 0%	A Contract has been appointed and the Consultant to arrange a site handover by the 17 April 2015. The date of appointment is 27 March 2015.
Senqu Rural Sanitation Programme	The project entails the construction of VIP toilets in all Senqu rural villages.	Total: R102,76 1m 2014/15: R27m	MIG	Senqu LM	July 2011	Planned: Dec 2016	2014/15 expenditure =35%	Work is progressing well. It is anticipated that the set target will be achieved end of 2014/2015 FY.
Elundini Rural Sanitation Programme	The project entails the construction of VIP toilets in all Elundini rural villages.	Total: R182,11 7m 2014/15: R27m	MIG	Elundini LM	July 2011	Planned: Dec 2016	2014/15 expenditure = 35%	Work is progressing well. It is anticipated that the set target will be achieved by end of 2014/2015 FY.

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Senqu Rural Water Programme	The project entails the provision of water to all villages in Senqu without any formal water supply.	Total: R75,349 2014/15: R28m	MIG	Senqu LM	TBA	TBA	2014/15 expenditure = 8%	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. A way forward has been scheduled on Friday, 16 January 2015 as to give a go ahead.
Elundini Rural Water Programme	The project entails the provision of water to all villages in Elundini without any formal water supply.	Total: R143,81 3 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 third 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 Joe Gqabi District area.