(Registration number 2012/033437/30)

Midterm Report for the year ended 30 June 2022

20 January 2022

The midterm budget and performance report is a legislated requirement and a key reporting tool to applicable stakeholders and residents of the Chris Hani District, on the service delivery performance of the Chris Hani Development Agency SOC Ltd during the review period of the first half of 2021-2022, namely 1 July – 31 December 2021. This report is based on the approved 2021-2022 service delivery or organisational performance commitments and budget implementation plan, which details the progress of implementation against key service delivery areas and the budget for the financial year, in compliance with the Municipal Finance Management Act (MFMA).

The advantage of such a report is that it allows for timely identification of performance and financial weaknesses or underperformance that need to be effectively addressed for the organisation to meet its service delivery and financial commitments by the end of the financial year of 30 June 2022. This report then allows for management and the board to effectively implement required improvements or put in place necessary mechanisms early on to allow the realisation of these organisation's commitments.

The report is underpinned by the CHDA's approved 4 strategic programmes, as well as approved budget. A detailed performance report against targets is annexed to this report, as well as a detailed financial report against approved budget.

These reports show that in the first half of the year, the agency encountered a number of performance and financial challenges, that have to be addressed to allow the organisation to achieve its development mandate and realise its objectives for the year.

This can be summarised in the tables below:

CHRIS HANI DEVELOPMENT AGENCY BUDGET PERFORMANCE REPORT 2021/22 MIDTERM PERIOD ENDING: 31 DECEMBER 2021

BUDGETTED INCOME					
Source	Budget 2021-2022	Actual 2021-2022 31Dec2021	Variance	% Received	% of Budget Total Income
TOTAL BUDGETTED INCOME	74 833 974.83	103 628 083.92	- 28 794 109.09	138.48	138.48

		BUDGETTED E	ХP	ENDITURE		TANK	
Source	В	udget 2021-2022		Year To Date Movement	Balance	% Spent	% of Total Exp
Operational Expenditure	•	39 373 332.64	•	19 598 704.35 -	19 774 628.29	49.78	25.51
Project Expenditure	-	37 458 518.70	-	82 301 026.51	44 842 507.81	219.71	107.12
TOTAL BUDGETTED EXPENDITURE		76 831 851.34		101 899 730.86	25 067 879.52	132.63	132.63

TOTAL BUDGET SURPLUS / DEFICIT at MIDYEAR :

1 728 353.06

98%

Unfunded surplus, as most income set-off against equivalent movement in grant expenditure No cash-backed unspent grants, due to overspending on critical budget votes

- The agency has received 138% of its budget, which is an anomaly caused by the under-budgetting for infrastructure implementation causing a large spike in the actual movement, despite 100% of contractor fees paid have been passed over to contractors. Also, funds not budgetted for received for irrigation-schemes/livestock/mech-workshop _ THIS WOULD RESULT IN ONLY 35% OF PROGRAMMING FUNDS BEING RECEIVED IF UNBUDGETTED AMOUNTS WERE EXCLUDED. Thus far, less than budgetted income has been received due to challenges with third party funding approvals, budget cuts, delays in SARS VAT refund processes, offtake agreements due to limitations in farmer support and QMC activities; CHDA will have to put measures in place to collect overdue revenue, and possible reduce some income estimates in midterm adjustment process
- The CHDA adjusted is project grant exp budget to 39% of initial budget exp estimate to align to reduction of income to 42%. The agency has spent 219% of its programming budget, which is an anomaly caused by the under-budgetting for infrastructure implementation causing a large spike in the actual movement, despite 100% of contractor fees paid have been passed over to contractors. Also, funds not budgetted for received for irrigation-schemes/livestock/mech-workshop, have corresponding project expenditure totals which have inflated expenditure will have to be accommodated in midterm budget adjustment

							Status at 31 December 2020
				Achieved	Part	No	
	No	New		100% of >	Achieved	Movement	
Strata ail a		Targets			75-99.99%		
Strategic		for 2021-				30/6/2021	
Programmes	2022	2022	Due Dates			00/0/2021	Challenges
PP00 4 TO PPUT OF							_organogram approval delays, with budget cuts affecting ability to
PROG 1: TO DEVELOP A							implement organogram
PROFICIENT, VIABLE AND SELF-							_own revenue generation challenges
SUSTAINABLE ENTITY BY 2025							_internal audit plan delays due to adhoc assignments and budget
	3	0	31/12/2021	0	2	1	limitations
PROG 2: TO MOBILISE FUNDING							_delays in confirmation of fundraising by third parties
AND FACILITATE INVESTMENT							_investors not secured due to challenges with investor summit and
PROMOTION INTO THE DISTRICT	2	0	30/06/2022	0	0	2	lack of investment strategy
							_budget cuts ahave affected LED implementation across a number of
							areas, from technical studies and masterplan development
PROG 3: TO DEVELOP							_hectorage limits by DRDAR in the district have affected
ECONOMICALLY VIABLE AND	4		31/12/2021				mechanisation ability and cut in funds have affected ability to support
SUSTAINABLE RURAL CORRIDORS							farmers with cropping programmes
BY 2025							_skills programme implementation also affected by lack of funds and
							inability to recruit participants on bursary supprot and artisan
	6	0	30/06/2022	0	0		programmes
PROG 4: TO SUPPORT							_agency tracking well on current infrastructure implemntation on water
IMPLEMENTATION OF ENABLING							projects - the movement has resulted in overspending by midyear and
INFRASTRUCTURE PROJECTS IN							over-stating of income against budget due to movement on
THE DISTRICT BY 2025	0	1	30/06/2022	1	0		infrastructure contractor claims
7	15	1		1	2	13	
	1	6		6%	13%	81%	

- The agency is battling with completion of planned targets due to mainly cashflow / funding issues
- The agency operations were also affected in the first half of the year as budget cuts have affected the ability to hire in line with approved organogram, and thus maintaining reliance on external consultants for key studies and LED planning work, for which the agency does not have any funding
- The agency strategy has as yet not been approved, on which an APP for 2021-2022 was developed and thus not approved, as a result forcing management to carry forward unachieved targets from prior audit period, which could also not be fully achieved due to the financial crisis of the organisation
- The agency is currently relying on the CHDM's water infrastructure implementation support for own revenue generation, and this has funded agency budget shortfalls in the first half of the year

Detailed reports on the summary tables above are annexed to this item for reference.

Concluding Remarks

The key areas of non-performance up to the end of December 2021 are due to areas within the CHDA's area of control, and outside of its control:

Non-Performance Issues Within Agency's Area of Direct Control 1) Improvement in own This will improve budgetary performance, and Fundraising and investment fund-raising for improve LED / service delivery aspects of the strategy programmes CHDA's business Revised targets on fundraising efforts Agency to consider: Designated office for business development / Building internal skills associated with fundraising to investigate programme conceptualization, feasibility where CHDA is currently analysis, business planning and funding falling short in funding applications to help reduce reliance on applications, and place handed-over projects, and non-receipt of current staff with funding promised funds. This will help build a application and business solid project pipeline, as well as create plan capacity in key project autonomy, and alternative sources fundraising roles of programme implementation funds Consider cutting of unfunded projects as this leads to nonperformance and reputational risk 2) Investment in skills This will improve LED / service delivery Due to current financial and capacity of aspects of the CHDA's business constraints, CHDA may implementing consider conducting a skills Agency to invest more in: resources audit to place under-utilised staff with skills to project Attracting and recruiting the right implementation and candidates with the right set of skills, monitoring roles, to boost which are needed for building distinct current PMU capacity at no competencies and build organizational additional cost strengths Look into improved project Training and development for planning, monitoring and implementation staff, to ensure that those evaluation methods to better who drive programmes are well-equipped manage projects and report with technical, financial and projecton impact to motivate valuemanagement capabilities add by CHDA as opposed to activity-based reporting 3) Improvement in This will improve LED / service delivery Performance resource to monitoring and aspects of the CHDA's business work actively with project evaluation resources in planning, Agency to consider: processes conceptualizing, and reporting on projects as part Allocating the responsibility of a strategic of ongoing knowledge manager / performance officer or senior management and an M+E operations to a single individual on a fulltime basis to ensure that programme and performance planning, monitoring and

- management of programme risks is managed daily and prioritized, so performance can be championed within the agency
- Design improved methods of reporting by project implementers, linked to preapproved key performance indicators on programmes. This function has to be driven and monitored by a key resource in the agency, so all reporting is not only reactive, but linked to solutions and counter-measures, and monitoring of high importance / high impact areas that could result in poor performance
- Assisting with documenting lessons learned so mistakes of the past are not replicated
- Link project planning and reporting with risk framework as LED projects major source of non-performance risk

- Investment in advanced monitoring and evaluation training for those involved in project implementation
- Investment in a monitoring and evaluation baseline study to identify benchmarks for performance planning, and performance review. This will help motivate a business case for the agency, and highlight key achievements

Improvement in partner selection and evaluation

This will improve budgetary performance, and improve LED / service delivery aspects of the CHDA's business

Agency needs to:

- Create a formal method of selecting partners for development projects, so as to enter in meaningful MOU's and SLA's, given CHDA's disappointments from third parties in the past.
- All partnerships must be based on distinctive competencies the agency does not have access to, so all partnerships are mutually beneficial, and reduce the likelihood of non-performance on both parties
- A formal method of vetting partners, and monitoring their performance under the terms of the MOU are necessary, so un-

- Review current partner
 SLA's and review partner
 performance on active
 projects
- Legal action should be sourced on partners not performing on project objectives but CHDA has incurred expense

5)	project Planning, Implementation Management, Reporting and Evaluation Processes	beneficial partnerships are cancelled timeously to mitigate associate strategic risk from non-performance This will improve LED / service delivery aspects of the CHDA's business Agency needs to: - Develop a standard framework based on approved project management methodologies, such as PMBOK, on which to base project planning, implementation, reporting and monitoring processes	- Performance resource to work actively with project resources in planning, conceptualizing, and reporting on projects as part of ongoing knowledge management and an M+E
6)	Improvement in disaster management and business continuity processes	This will improve LED / service delivery aspects of the CHDA's business The Covid19 pandemic outbreak affected a number of activities, and had there been a comprehensive disaster management and business continuity strategy in place, negative impact on some performance targets and indicators could have been reduced or prevented. Since this, the agency has committed to improving ICT capacity and infrastructure to allow for virtual means of stakeholder engagement, as well as allowing staff to work remotely	 Innovative methods of working need to be investigated to cut operating costs but allow performance Poor planning and Covid being reasons for non-performance should have consequences as by now pandemic is established and key resources should be equipped to plan around pandemic constraints Covid still a source of possibility in cost savings so this can be leveraged further

Non-Performance Issues Outside of Agency's Area of Direct Control

- 1) Default on MOU terms by third parties, or non-performance by technical partners legal action to be taken in those found to be reneging on signed SLA's
- 2) Non-receipt of approved funding for programme implementation adjust budgetary processes to budget for confirmed funds, and cut expenditure and operational commitments in line with budget availability / introduce scenarios in budgeting
- 3) Handover of projects by the parent municipality which may be difficult to fully have control and power over anticipated outcomes manage legal issues raised by infrastructure projects
- 4) Social issues in irrigation schemes, which affect how well the agency is able to fulfil its mandate in these areas key role involving community mobilization to be explored

Recommendation:

It is recommended that the midterm status against budget and performance be accepted and noted by applicable stakeholders.

Signed:

A A Hat Abongile Hala, Mr

Chief Executive Officer (Acting)

A detailed performance report for the year is attached as

ANNEXURE B-1: Detailed Annual Performance Report _ 2020-20

CHRIS HANI DEVELOPMENT AGENCY ACTUAL BUDGET VS ACTUAL EXPENDITURE FOR THE YEAR 2021/22 2021-3022 As at 31 December 2021 (per approved budget)

SAGE EVO GL ACCOUNT		ACCOUNT DESCRIPTION	DRAFT ORIGINAL BUDGET 2021-2022	FINAL BUDGET 2021-2022	ACTUAL / YTD 2021-2022 (31Dec2021)	VARIANCE	COMMENTS ON BUDGET LINE ITEM	CHALLENGES	MITIGATIONS THUS FAR AND PROPOSED INTERVENTIONS
1000/012	1	CHOM CONTROL COME	8 329 000.00	2 500 000 00	2 500 000 on		CHCDC center operations operating grant	_Co-operative support limitations	_CHDA committed to fund CHCDC with R4m from agency fee income, which CHDA is battling to meet
1000/006	2	CHDM Cooperative Centre Grant CHDM Komani Industrial Park Grant	2 082 000.00	2 000 000 00	1 033 605 50	966 394,50	KIP operational grant	_infrastructure challenges / dilapidated structures _inability to attract investors, and ability to generate rental	_Security deployment to safeguard assets but CHDA unable to keep up with payments
		CHDM Irrigation Schemes/Mechanisation		20000000			Irrigation scheme farmer support, inputs, social	commission _Operating lease and identified irregularities in occupancy _Budget cut, affecting extent of farmer support and mechanisation activities, but R750k received to be adj for Vat	Valuations conducted New leases signed, but rental set-off against R+M Budget shortfall was accomodated by the QMC own income target of R4m, which is also lagging behind
1000/007	3	Grant	2 602 500.00		896 407.30	- 896 407.30	facilitation and mechanisation activities Scarce skills development	and included in adjoudget (funds received used to cover diesal, tractor R+M for GMC, pomearantle support). Standing commitment to students. The cut in prior year resulted in R1.4m unauthorised expenditure to be submitted for	_Suspended all bursary activities in 2021-2022 Reliance on Sela funded f
	5	CHDM Bursary Skills Grant CHDM Coal Exploration Mining Grant	1 041 000.00		•		Mining establishment in district	write-off, funded by agency fees and ops grant _The mining project delayed as SP engaged to apply for mining license and conduct studies delayed	
	6	CHDM Biltong Factory Grant	6 000 000.00		-	•	Operationalisation of Eyethu biltong factory in Molteno	_The building standing vacant on CHDA insurance, no movement on project due to no equipment	review (CHDA could generate revenue as owners of mining license in a income agreement with operator) _Property registered under CHDA and insured to safeguard Social facilitation and legal assistance via CHCDC to assist co-
	7	CHDM Livestock Improvement Grant	1 041 000.00				RAFI beef livestock placement	_Challenges with co-op members _Costs of security expenditure	Op with institutional agreements _CHDA incurring security related costs to guard lovestock farms _Look into transferring security costs to implementor
1100/014	8	(RAFI) CHDM Beef Livestock Improvement Grant (animal health)	2 706 600.00		810 220 79	- 810 220.79	Vaccination and animal health programme for emerging farmers	_The support grant was cut, affecting programming and vaccination services, but R500ir received to be adj for Val and included in adj budget (funds received used to cover Dicla costs on vaccinations from 07/20/21)	Look into possibly invreasing the rate charged per farmer / reduce subsidy per vaccine to allow SP to continue with current numbers _May need to cut vaccines and invoke clause in SLA of R2.5m
1100/022	9	CHDM Mechanical Workshop Grant	181		545 723 35	- 545 723.35	Youth project by district	The project is ongoing, but no funds, and SP affected as requested to adjust billing invoice - funds received from CHDM thus far cover actual costs of implementation, with current	fundraising larget by SP to bridge the funding oap _Due to budget issues affecting CHDM this project may have to be scrapped
1100/023	10	CHDM Economic Infrasructure Programme Grant		8	5 668 768.23	- 5 668 768.23	New project looking at Nat Treasury infrastructure support to support LED	shortfall of +R700k _Unfunded line item / potential unauthonsed exp - R5.6m funds paid to CHCDC to cover ops/EIA/packhouse, etc from agency fees	_To be included in adj budget _Med-LT income potential
1100/019	11	CHDM infrastructure implementation Grant	56 675 000.00	22 500 000.00	69 389 144 88	- 46 889 144.88	CHDM infrastructure support implementation costs	CHDA received more due to under-budgetting linked to CHDM final adjusted amount in guarantee letter- agency fee linked to 10% of actual implementation costs	_n/a
1000/001	12	CHDA - Operational Grant	26 577 402.40	13 500 000 00	13 500 000 00		Agency operational and administartive grant	_Ops grant cut, so admin and internally funded programmes also cut to be within available budget for year	Cost containment to reduce admin and operational costs Salary and other costs funded from agency fee estimates Gap identified to further cut payroll costs as a major cost driver
1100/021	13	DEDEAT_ICT Digital Hub Grant	*	6 421 200.00		6 421 200.00	ICT hub establishment at KIP	The funder has renaged on this funding due to mativity to insure the KIP by CHDA and EMLM, so will be removed in adjustiget.	Look into insurance costs to raise funds for insurance cover and re-engage the funder Look at EMLM agreement as custodians of park to fund required
1100/009	14	DRDAR_Irrigation Schemes Grant	2 378 004.19	1 987 193.70	988 680 96	998 512.74	DRDAR implementation funds received to cover irr-scheme payroll until end 03-2022	Department has not funds, and ECRDA also limited budget so may not ploceed beyong end 03/2021	incurance
1100/012	15	CETA_Apprenticeship Grant	1 717 650.00	2 050 125,00	331 375.50	1 718 749.50	Skills devolopment for local youth - 2 projects active Ngcolio/ Inxyethemba	_CETA does not pay infront, and CHDA has to incur costs and claim - delays in claims processing	Dolay CHDA making stipond payment to beneficiaries until CETA pays transfess overdue _CHDA may need to scrap these skills projects as the 2.5% fee not worthwise.
1100/017	16	HWSETA- Skills implementation programme	196 749.00		4 500 00	- 4 500.00	The amount received linked to final refund due from prior year project	_n/a	_n/a
1100/002		DEA - Lukhanji Waste EPIP Grant			132 600 00	- 132 600 00			
TOTAL GR	ANT	6.00	121 345 905.59	50 958 518.70 100%	95 801 026.51 188%	- 44 709 907,81	The agency has received 1789	I come budget to 42% of initial budget estimate % of its budget, which is an anomaly caused by the under-budgett % of contractor fees paid have been passed over to contractors. /	ing for infrastructure implementation causing a large spike in the
RECEIPTS	AC	RUALS - OTHER INCOME AND OWN REV	ENUE	,,,,,,			workshop _ THIS WOULD RE	SULT IN ONLY 35% OF PROGRAMMING FUNDS BEING RECE	IVED IF UNBUDGETTED AMOUNTS WERE EXCLUDED
2715	2	Komani Industrial Park_Rental Agency Fee	1 823 520.00	1 823 500 00	-	1 823 500.00	Commission from EMLM lease administration	Fenants paying to EMLMMsonated assets/authre leases signed on 3-yr payment break to offset repairs+maintenance costs covered by tenants Properties distpictated and major costs being incurred on security	Security deployment to safeguard assets but CHDA unable to keep up with payments Valuations conducted to asset with fair rentals New leases signed, but rental set-off upainst R+M
1200/005	3	Mechanization Center Own Income	4 000 000,00	4 000 000.00	1 023 041.42	2 976 958 53	GMC center ops income	Jieos tariffs snijstemented from 07/2021, but sariff structure stall highly subsidisch, being at almost 50% of commercial rates _Center fleet limited;	Revise lariff structure to profil-majking conter, so that surplus funds a Cappe to dupler for allow for re-investment into fired and running costs. Neopotales allocation of annual hectorage with department at political fived to commit minimum conter reviews Expand services beyond CHD Legal collections pricias on old debtors.
1200/007	11	CHDM_Infrastructure Implementation Agency Fee	6 550 000.00	2 500 000 00	6 780 972 84	- 4 280 972.84	Project fees from CHDM water project implementation	_CHDA received more due to under-budgetting linked to CHDM final adjusted amount in guarantee letter- agency fee linked to 10% of actual implementation costs: _Bulk of agency fees in first half used to cover PMU costs	_Agency fee collection account setup from 11/2021 to deposit agency fees to fund salary costs
1100/009	14	DRDAR_Irrigation Scheme Agency Fee	*	198 719.37	-	196 719 37	Project fees from DRDAR irr scheme payroll administration function	EIA/backhouse costs amounting to R5 6m _n/a	_n/a
1200/006	15	CETA_Agency Fee		1 211 175.00		1 211 175.00	Project fees on Seta skills implementation	_CETA does not pay upfront, and CHDA has to incur custs and claim - delays in claims processing	_Delay CHDA making stipend payment to beneficiaries until CETA pays trancties overdue _CHDA may need to scrap these skills projects as the 2.5% fee not worthwhite
2750		CHDA INCOME - Interest Received	392 061.76	392 061.76	23 043 15	369 018 61	Bank interest from positive balances	Cashflow and tack of accumulation of reserves has affected ability to collect interest in bank reserves - large sums of money are infrastructure implementation costs, and these paid out within 24hrs so do not mour interest.	Agency fee collection account setup from 11/2021 to denosal
2720		CHDA INCOME - Tender Fees	250 000.00	250 000.00		250 000.00	Tender document sales	No bids issued in current year due to cost-containment - panel limited bidding for existing curtificture and duce not sold	Need to adj down as most infrastructure bidding is limited panel bidding process
1200/001	17	CHDA INCOME - Other Income	200 000.00	200 000 00		200 000,00	Miscallaneous incurne from insurance claims, etc	_n/e	Extra controls in place to minimise insurance claims/prevent losses su no payouts received
1200/003		CHDA INCOME - Commission from Offtakes, VAT Refunds, Other	10 000 000.00	8 500 000 00		8 500 000.00	Miscallaneous income agricultural sales commission, VAT refunds, etc	_VAT refunds owed by SARS amounting to R2.35m after R338k received for 08/2021 _No marketing and offishes in place on agricultural support and projects _Quarry mining project under legal dispute	_SARS should finalise VAT audits and payout by end 01/2022 _Revise custing SLA's on pamegrante, shibly grape project, paggary, act to allow for offlake commission on sales by emerging farmers _Quarry mining legal dispute finalised to unlock operations for seemy to commence billing
2705	18	UIF_Implementation Fees	×	4 800 000 00		4 809 000 00	Project implementation from UIF job creation project implementation		Fees may need to be adjusted down as shared implementation with CHCDC
TOTAL OT	HER	NCOME AND OWN REVENUE	23 215 581.76	23 875 456.13	7 827 057.41 33%	16 048 398.72	Thus far, only 32% has been re limitations in farmer support an	Bed budget from other sources of income in lieu of ops grant fundin societed due to challenges with third party funding aprovals, delay of QMC activities; CHDA will have to put measures in place to col	s in SARS VAT refund processes, offtake agreements due to lect overdue reveneue, and possible reduce some income
			7-1-1	74 833 974.83	103 628 083.92	- 28 794 109.09	Spikes from infrastructure gran	SULT IN ONLY 17% OF OWN REVENUE FUNDS BEING RECEI It and agency fees to be disregarded as these line items distorting	IVED IF UNBUDGETTED AMOUNTS WERE EXCLUDED income scenario as agency has not collected 132% of estimated
TOTAL EST	IMA.	FED BUDGETTED INCOME	144 561 487.35	100%	138%	-38%		nds and 17% own revenue targets received) It revenue collection line items, and reliance currently on the CHD	M infrastructure - not sustianable
PROJECT	XPE	NDITURE		52%					
PROGRAM 2125	1	CHDM_Cooperative Centre Expenditure	- 8 328 000.00	- 2 500 000 00	- 2 500 000.00		CHCDC center operations operating grant	_Co-operative support limitations	_CHDA committed to fund CHCDC with R4m from agency fee income, which CHDA is battling to meet
2242	2	CHDM_ Komani Ind Park Expenditure	- 3 905 520.00	- 2 000 000 00	- 1 033 605.50	- 966 394 50	KIP operational grant	_High security costs, high R+M costs requirement due to vandatism, and EIA and valuation costs may not be fully	_Focus security deployment to entical areas of park _Rental commission to fund budget shortfalls
2110/2110/-	3	CHDM Irrigation schemes expanditure	- 10 000 000.00		- 896 407.30	896 407.30	Irrigation scheme farmer support, inputs, social facilitation and mechanisation activities	covered by budget Budget cut, affecting extent of farmer support and mechanisation activities, but R750k received to be adj for Vat and included in adj budget (funds received used to cover diesel, tractor R+M for QMC, purparanté support)	QMC portion being offset against QMC own income received Irr sch portion offset against R750k received, so there will be a shortfall, which can be funded from DRDAR agency fees
2200/001		Planning and Management Fee Costs			- 132 600.00	132 600.00		учинания воруши	
	4	CHDM Bursary Skills Grant	- 2 602 500.00				No budget allocation	_No budget allocation - performance item affected	_Skills programme costs funded internally - skills facilitation/career exhibitions
	5	CHDM Coal Exploration Mining Grant	- 1 041 000.00	-	-	-	No budget allocation	_No budget allocation - performance item affected	_Mining programme costs funded internally - value chains mining
	6	CHDM Biltong Factory Grant	- 6 000 000.00		-		No budget allocation	_No budget allocation - performance item affected	_Project costs part funded internally - value chains agribusiness
	7	CHDM Livestock Improvement Grant (RAFI)	- 1 041 000.00	-			RAFI beef livestock placement	Costs of security expenditure too high and supplier cannot be paid	
2241	8	Beef Investock Improvement	- 2 706 600.00	9	- 810 220.79	810 220.79	Vaccinations	_The support grant was cut, affecting programming and vaccination services, but R500k received to be adj for Vat and included in adj budget (funds received used to cover Dicla costs on vaccinations from 07/2021)	_Funding by additional budget and rollover fromo prior year Supplier engaged to limiticap vaccinations May look into the R2.5m fundraising target as part of appointment to secure additional implementation budget
	_						1	A TOO TOO TOO TOO TO TOO TO TOO TO TOO TO T	

	9	CHDM Mechanical Workshop expenditure			- 545 723.35	545 723.35	Mech workshop payments to SP	_Exp offset by refund from CHDM _Delays in processing of claim 2 due to CHDM budget cuts	_Include in adj budget _Scrap project
2126	10	CHDM- Economic Infrastructure programme			- 5 668 768 23	5 668 768.23	EIA, packhouse establishment, etc	_No budget and item fubded from agency fees collected	_Include in adj budget _CHCDC to fasttrack operationalisation of packhouse to realise reveneu to cover some costs
2243	11	CHDM_infrastructure implementation	- 56 675 000.00			46 RR9 144 RR	CHDM water project implementation costs	_CHDA received more due to under-budgetting linked to CHDM final adjusted amount in guarantee letter-agency fee linked to	-Offtakes from emerging farmers to offset costs incurredn/a
		Expenditure	- 56 675 000.00	- 22 500 000.00	- 69 389 144,88	10 000 14100	ICT hub phase1 costs -	10% of actual implementation costs; _No budget received as funder putting out due to insurance	_Look at rental collection to cover insurance costs from
100/001		DEDEAT_ICT Digital Hub Expenditure DRDAR Management of Irrigation		- 6 421 200.00		6 421 200.00	travelling for benchmarkinig exercise/Ekuruleni Irr schemes payrolls	Issues _Budget challenges and DRDAR/ECRDA may not fund	commission generated EMLM engaged to cover park insurance _DRDAR does not have budgte so ECRDA approached for
201	14	Schemes Expenditure	- 2 378 004.19	- 1 987 193 70	- 988 680 96	998 512.74	Ngcoba/ Inx Yeth	programme after 03/2022 _CETA does not pay upfront, and CHDA has to incur costs and	assistance as entity, but they too have challenges with funding
2236	15	CETA_Apprenticeship Expenditure	- 1 717 650.00	- 2 050 125 00	- 331 375.50	1 718 749.50	apprenticeship progs	claim - delays in claims processing	CETA pays tranches overdue _CHDA may need to scrap these skills projects as the 2.5% fee not worthwhile
2160	16	HWSETA Internship programme	196 749.00	-	- 4 500.00	4 500.00	Programme implementation costs	_Paid by funder	_Include in adj budget _n/a as project ended before end 06/2021
TOTAL EXT	TERN	IALLY FUNDED PROG EXP	- 96 592 023.19	- 37 458 518.70 100%	- 82 301 026.51 220%	44 842 507.81 -120%	The agency has spent 217% o	grant exp budget to 39% of initial budget exp estimate to align to r f its programming budget, which is an anomaly caused by the und despite 100% of contractor fees paid have been passed over to c	er-budgetting for infrastructure implementation causing a large
PROGRAM	ME E	EXPENDITURE - INTERNALLY FUNDED			22070	-1.00	sch/livestock/mech-workshop	have corresponding project expenditure totals which have inflated	expenditure
000/006	1	CHDA - Own Funds Expenditure to Support Co-operatives	*	- 1 080 000.00	- 1 046 813.50	- 33 186 50	psyroli, co-operative support (cropping)	Challenges with agency fee and failure to collect other income by CHDA will affect ability to cover internally funded operations / programmes, so delayed expenditure overall _Most excess from agency fees channelled to EIA/Nat Treasury initiative	CHCDC look at operationalising the packhouse, fee income from UIF, and other joint programmes being implemented _Funds of RS 6m paid to CHCDC to supplement operational costs and finalise Nat Treasury application/EIA's
245	2	CHDA_Industrial Park Own Revenue Expenditure	Ľ.	- 1 823 500.00		- 1 823 500 00	KIP activities - R+M	_No budget for KIP so item for R+M and other funded from own revenue generated from rental collections - no movement as nil rental collected	CHIDA may need to fast-track leases paying to EMEM to CHIDA to allow for rental commission. CHIDA can look at active leases and encourage tenants to pay rental and CHIDA facilitates the R+M compenent, so rentals can be recorded and commission on rentals received used to build the reserve account.
100/005	3	Mechanisation Center- Own Funds Expenditure	- 3 123 000.00	- 3 456 500.00	- 655 160 68 :	2 801 339 32	QMC operations exp (diesel, spares. R+M, inputs)	No budget for ir schemes and GMC ops -Limitations in GMC income generation, and any expenditure realised is offset against what has been billed by center	Revise taff structure to profit-making center, so that surplus funds a Caper budget to allow for re-investment into flaet and running costs. Reported allocation of annual hectorage with department at political level to commit minimum center revenue. Expand services beyond CHD Legal collections process on old debtors.
220/002	4	Skills Development and Career Exhibitions	- 256 804.16	- 250 000.00	- 44 639 29	205 360.71	Skills programmes and bursary support exp	Challenges with agency fee and failure to collect other income by CHDA will affect ability to cover internally funded operations / programmes, so delayed expenditure overall _Most access from agency fees channelled to EIA/Nat Treasury intuitive.	Current bursary commitments met through internally funded programine by agency fee _Look at Sata funding opportunities for bursaries and private sector and apply on behalf of CHD youth
000/005	5	Mining Value Chains	-	- 510 000.00	- 120 007.95	389 992 05	Coal mining activities	Challenges with agency fee and feature to collect other income by CHDA will affect ability to cover internally funded operations / programmes, so delayed expenditure overall _Most excess from agency fees channelled to EIA/Nat Treasury initiative	_LED contractor Hiabizulu contract terminated and 12/2021 and services can be accessed from LM
231	11	CHDM_infrastructure Implementation - Own Funds Expenditure	-	- 2 500 000.00	- 366 518.62	2 133 481 38	QMC payroll / Infrastructure PMU payroll	Excess on agency fees channelled to EIA/Nat Treasury initiative, and QMC expenditure limited to available revenue generated by center (excl payroll which is part of CHDA	_Account for QMC payroll as project costs against project expenditure line item?
000/001	14	Drdar_Agency Fee Expenditure		- 198 719.37		198 719 37	For patching QMC expenses	emolovee costs as staff and assets were taken over) The agency fee has not yet been realised - journalised at end of the project and any expenditure will be offset against this revenue amount	_n/a
000/003	17	CHDA Own Funds SMME Dev and Inv Promotion	- 1 353 300.00		-	500	SMME and inv promotion / summit events	_No budget and item delayed	_investor events to be done in collaboration / virtual methods to save on event costs
000/003	17	CHDA Own Funds Livestock Development	- 109 305,00	- 100 000 00	Se .	-	Al to support livestock production	_Delays in signing SLA with FarmVision to conduct Af _Challengas with againcy fee and failure to collect other income by CHDA will affect ability to cover internally funded operations / programmes, so delayed expenditure overall	Invastor strateav developed to quide inv promotion activities _Oraft SLA to be adopted by end user department
TAL INT	ERNA	ALLY FUNDED PROG EXP	- 4 842 409.16	- 9 918 719.37	- 2 233 140.04		the CHDM agency fees which i	would be channelled to other LED projects not funded to assist an	affected by external grant funding cuts, with reliance of this being ency fulfil its mandate
		205%		- 47 377 238.07	- 84 534 166.55	77% 37 156 928.48	Nati reasury application, as wi	fected by delays in agency fee receipts, as well as failure to collect all as cover payroll costs anditure and agency fees exenditure to be disregarded as these for	
OTAL BUI	DGET	TTED PROG EXP	- 101 434 432 34	100%	178%	-78%	132% of estimated budget (onl)	y 35% external funds and 17% own revenue targets received) I project expenditure line items, and reliance currently on the CHD	
				47%			, , , , , , , , , , , , , , , , , , , ,	project experience and reality and reality and reality and an area	m minastrocom v - 165 sostamajaro
ENERAL A	AND A	EXPENDITURE - GRANT FUNDED ADMINISTRATIVE EXPENSES Accounting fees	- 89 982.05				No budget allocation	n/a	
000/009		Consulting fees	- 83 227.13		- :	·	No budget allocation	_n/a	_No outsourced accounting functions - AFS inhouse _No outsourced professionals
00/003		Audit Fees - Internal	925 173.56	- 650 000.00	90 953 60	559 046 40	IA outsourced	_IA plan lagging behind due to adhoc assignments _Adhoc assignments on Xonxa probity review, SCM risk review, CFO duty to disclose not costed - +-R300k	_Review IA plan and discard non-value adding risk-based assignments in response to revised agency risk assessment and emerging risk areas
000/002	Н	Audit Fees - External / AG	- 869 054.11	- 1 150 000.00	1 140 260 53	9.739.47	MFMA audit Board sitting fees paid	_Cashflow affecting ability to pay MFMA audit extended to 15/01/2022 _Some fees unpaid to members due to cashflow	_Requested deferred payment arrangement Calculate final balance of fees owing
000/005		Board - Fees	- 1 873 800.00	- 680 000 00	- 380 000 00	300 000 00	board sitting rees para	_some rees unpaid to manibers able to cashillow _some fees not yet recorded due to non-submission of claim forms for processing _Affected by non-string of committees and board for Q1	_acculate tinal balance of rees owing Cose to lossist with unprocessed claim forms _Sittings held in 12/2021 _Reduce no of committees and eliminate special sittings _Shareholder to look into reducing number of board members
000/006 555/000				- 35 000 00	- 25 451.13 - 27 931.81	25 451.13 7 068.19	Virtual data costs	_Covid / save on travel costs	_May need to adjust budget and continue with virtual methods
		Board Travel & Accommodatio Board tools of trade	- 51 825.41			7.5	None		
000/007		Board tools of trade Board-Training and Development	- 23 911.28			The second	Litigation and related	_n/a _Xonxa tender award court and legal fees - R516k	_n/a _May need to adjust budget to accommodate legal costs
00/007		Board lools of trade Board-Training and Development Legal Expenses	- 23 911.28 - 250 000.00	- 100 000.00	- 339 067 99	239 067 99		_Xonxa tender award court and legal fees - R516k _Former employee labour court bonus - R47k _Disciplinary labour issue - R30k	May need to adjust budget to accommodate legal costs
00/007 00/014 00/008		Board tools of trade Board-Training and Development Legal Expenses Board - Secretariat and Admin	- 23 911.28	- 100 000.00 - 400 000.00 - 45 000.00	- 339 067 99 - 336 840.00	63 160 00	Litigation and related Company secretariat SCM bids	Xonxa tender award court and legal fees - R516k Former employee labour court bonus - R47k	
00/007 00/014 00/008 00/001 50/001		Board tools of trade Board-Training and Development Legal Expenses Board - Secretariat and Admin Advertising (SCM) Annual Report	- 23 911.28 - 250 006.00 - 520 500.00 - 104 100.00 - 64 720.61	- 400 000.00 - 45 000.00 - 50 000.00	336 840,00	63 160,00 45 000 00 50 000 00	Company secretariat SCM bids AR design fees	_Xonxa tender award court and legal fees - R516k _Former employee labour court bornus - R47k _Disciplinary labour issue - R30k _Affected by non-sitting of committees in Q1	May need to adjust budget to accommodate legal costs _Sitings made up in 12/0021 _n/a _n/a
00/007 00/014 00/008 00/001 50/001		Board tools of trade Board-Training and Development Legal Expenses Board - Secretarist and Admin Advertising (SCM)	- 23 911.28 - 250 006.00 - 520 500.00 - 104 100.00	- 400 000.00 - 45 000.00		63 160,00 45 000 00 50 000 00	Company secretariat SCM bids	Jonus tonde award court and legal fees - R515k - Former employer labour court boxus - R47k - _Descipinary labour issue - R30k - _Affected by non-siting of committees in Q1 - _N6 formal SCH processes to date - all imited panel bols _MFMA audit still in progress - will expend by 03/2021	May need to adjust hudget to accommodate legal costs Satings made up in 12/2021 _n/a _n/a _n/a _fra
000/007 000/014 000/008 000/001 000/001 000/004		Board forling and Development Legal Expenses Board - Secretariat and Admin Adventising (SCM) Annual Report Bank Charges	- 23 911.28 - 250 000.00 - 520 500.00 - 104 100.00 - 64 720.61 - 41 247.68	- 400 000.00 - 45 000.00 - 50 000.00 - 40 000.00	336 840,00	63 160.00 45 000 00 50 000 00 12 201.49	Company socratanat SCM bids AR design feos Bank charges PR/marketing	Jonus lander award court and legal fees - R516st Frame employee black court from s- R57c Disciplinary labour issue - R30st Affected by non-direct got committees in C1 No format SCM processes to date - all insteed panel beigt JRHA acidst shift in anogress - well expend by 03/0201 JRHA acidst shift in ongress - well expend by 03/0201 JRHA acidst shift in ongress - well expend by 03/0201 JRHA formation of the state of	May need to adjust budget to accommodate legal costs _Sitings made up in 12/021 _n/a _n/a _n/a _n/a _n/a _n/a _n/a _n/a
000/007 000/014 000/008 200/001 250/001 000/004 250/001 250/001		Beard fools of trade Board-Training and Development Legal Expenses Board - Secretariat and Admin Advertising (SCM) Annual Report Bank Charges Brand Promotion Couner and Postage Cleaning stores and materials	- 23 911.28 - 250 000.00 - 520 500.00 - 64 720.61 - 41 247.60 - 263 309.56 - 3 472.72 - 22 348.55	- 400 000.00 - 45 000.00 - 50 000.00 - 40 000.00 - 150 000.00 - 2 000.00 - 22 500.00	- 27 798.51 - 277.77 - 21 385 61	63 160 00 45 000 00 50 000 00 12 201.49 150 000 00 1 722 23 1 114 39	Company secretarial SCM bids AR design fees Bank charges PR/marketing Postage Office cleaning	Jonus broder award court and legal fees - R516s Femme employee black court from se - R516s Descriptory black results of the R516s Affected by non-ching of committees in G1 Affected by non-ching of committees in G1 Affected with a committee of the set inside panel bots MFMA and S16f in incorpasa - will expend by D3/G021 Delays in communications plan development Pfe difficer in hospital from 07/G021 Jng	May need to adjust audjust to accommodate legal costs Sittings made up in 12/2021
000/007 000/008 000/008 200/001 250/001 000/004 200/002 150/001 000/010		Beard fools of trade Board-Training and Development Legal Expenses Board - Secretariat and Admin Advertising (SCM) Annual Report Bank Charges Brand Promotion Courser and Postage	- 23 911.28 - 250 000.00 - 520 500.00 - 104 100.00 - 64 720.61 - 41 247.66 - 263 309.56 - 3 472.72	- 400 000.00 - 45 000.00 - 50 000.00 - 40 000.00 - 150 000.00 - 2 000.00	27 798.51 - 27 798.51 - 277.77 - 21 385.61 - 13 787.91	63 160.00 45 000 00 50 000 00 12 201.49 150 000 00 1 722.23 1 114 39	Company secretariat SCM birds AR dissign foos Bank charges PRImarketing Postage Office cleaning Office colore etc	Jonus lander award court and legal fees - R516st Frame employee black court from s- R57c Disciplinary labour issue - R30st Affected by non-direct got committees in C1 No format SCM processes to date - all insteed panel beigt JRHA acidst shift in anogress - well expend by 03/0201 JRHA acidst shift in ongress - well expend by 03/0201 JRHA acidst shift in ongress - well expend by 03/0201 JRHA formation of the state of	May need to adjust audyet to accommodate legal costs Sittings made up in 12/00/1 _n/a _n/a _n/a _file _fil
200/007 200/014 200/008 200/001 250/001 200/004 200/002 200/002 200/001 200/019		Board fools of trade Board-Training and Development Legal Expenses Board - Secretariat and Admin Adventising (SCM) Annual Report Bank Charges Brand Promotion Couner and Poslage Cleaning stores and materials Entertainment Health and safety Staff gifts and welfare	- 23 911.28 - 250 000.00 - 520 500.00 - 104 100.00 - 64 720.61 - 41 247.60 - 263 309.56 - 3 472.72 - 22 348.55 - 158 418.90	- 400 000.00 - 45 000.00 - 50 000.00 - 40 000.00 - 150 000.00 - 2 000.00 - 22 500.00 - 20 000.00	- 27 798.51 - 277.77 - 21 385 61	63 160 00 45 000 00 50 000 00 12 201.49 150 000 00 1 722 23 1 114.39 6 212 00 36 163 60	Company secretariat SCM birds AR design foos Bank charges PRimarkeling Postage Office colaming Office college etc Courd PP No budget allocation	Jonus lander award court and legal fees - R\$16tic Former employee bader court from ser R\$7tic Descriptory labour issue - R\$3ki. Affected by non-clining of committees in G1 Affected by non-clining of committees in G1 Affected with non-clining of com	May need to adjust audjust to accommodate legal costs Sittings made up in 12/20/21
000/007 000/014 000/008 000/001 50/001 000/004 000/002 50/001 000/002 000/019 000/019		Board tools of trade Board-Training and Development Legal Expenses Board - Secretarial and Admin Advertising (SCM) Annual Report Bank Charges Brand Promotion Courier and Poulage Cleaning stores and materials Entertainment Health and safety Staff gift and welfare Interest and penalties paid	- 23 911.28 - 250 900.00 - 520 500.00 - 104 100.00 - 64 720.61 - 41 247.66 - 263 309.56 - 3 472.72 - 22 348.53 - 153 418.90 - 60 608.39 - 9 366.36	- 400 000.00 - 45 000.00 - 50 000.00 - 40 000.00 - 150 000.00 - 2 000.00 - 22 500.00 - 20 000.00 - 40 000.00	- 27 798.51 - 27 798.51 - 277.77 - 21 385.61 - 13 787.91 - 3 816.40 - 169.511.01	63 160 00 45 000 00 50 000 00 12 201.49 150 000 00 1 722 23 1 114 39 6 212 09 30 163 00 169 511.01	Company secretarist SCM bets AR design fees Bank charges Philariteting Phostage Office cleaning Office college Covist PP No bedget allocation Fruitiess and wasteful	Jonus tonder award court and legal fees - R516st	May need to adjust budget to accommodate legal costs Sittings made up in 12/2021 All All All Plan submitted to board for approval in 12/2021 Home acting on behalf of absent resource Lock at ahead commissionizes with CHDM to save on costs Eloc All All barried commissionizes with CHDM to save on costs Eloc All All May need to say budget question All May need to say budget question Locancel office coffice and staff to staff bringing own supplies to office - Reep for Evo vistoris only "No No giffs and service awards Deferred payment arrangement for SARIS employee lax debt accorded to all to to emments used in 60 80/2022
000/007 000/014 000/008 000/001 500/001 000/002 500/001 000/002 000/003 000/003		Board fools of trade Board-Training and Development Legal Expenses Board - Secretariat and Admin Adventising (SCM) Annual Report Bank Charges Brand Promotion Couner and Poslage Cleaning stores and materials Entertainment Health and safety Staff gifts and welfare	- 23 911.28 - 250 000.00 - 520 500.00 - 104 100.00 - 64 720.61 - 41 247.66 - 263 309.56 - 3 472.72 - 22 348.53 - 158 418.90 - 60 608.39 - 9 366.36	- 400 000.00 - 45 000.00 - 50 000.00 - 40 000.00 - 150 000.00 - 2 000.00 - 20 000.00 - 40 000.00	27 796.51 - 27 796.51 - 277.77 - 21 385.61 - 13 787.91 - 3 816.40	45 000 00 45 000 00 50 000 00 12 201 49 150 000 00 1 7722 23 1 114 29 6 212 09 36 163 00 	Company secretariat SCM birds AR design foos Bank charges PRimarkeling Postage Office colaming Office college etc Courd PP No budget allocation	Jonus broder award court and legal fees - R\$16s Former employee bloom crourf bows - R\$17s Disciplinary labour issue - R\$30s Alfected by non-stage of committees in G1 No formal SCM processes to date - all limited panel bots MFMA audit still in progress - will exposed by 03/0021 No flormal SCM processes to date - all limited panel bots MFMA audit still in progress - will exposed by 03/0021 NFMA audit still in progress - will expose by 03/0021 NFMA flormal scale still expose to the scale still expose the scale still expose to the scale still expose the scale scale still expose the scale still expose the scale scale still expose the scale still expose the scale scale still expose the scale still expose the scale scale still expose the scale still expose the scale scale still expose the scale still expose the scal	May need to adjust budget to accommodate legal costs Sittings made up in 12/02/1 "r/a "r/a "r/a Fitan submitted to board for approval in 12/02/1 Infam acting to absolute of absolute resource Look at shared comms services with CHDM to save on costs EMO Office healing function "r/a May need to sail budget upwards Sanitars services to be included for sha-bins Cancel office college and staff to staff bringing own supplies to dities keep for Exco visitors of saff bringing own supplies to dities keep for Exco visitors of saff bringing own supplies to dities keep for Exco visitors of saff bringing own supplies to diffice keep for Exco visitors of saff bringing own supplies to diffice and saff or saff bringing own supplies to diffice and saff or saff bringing own supplies to diffice and saff or saff bringing own supplies to diffice and saff or saff bringing own supplies to diffice and saff or saff bringing own supplies to diffice and saff or saff bringing own supplies to diffice and saff or saff bringing own supplies to diffice and saff or saff bringing own supplies to diffice and saff or saff bringing own supplies to diffice and saff or saff bringing own supplies to diffice and saff or saff bringing own supplies to diffice and saff or saff bringing own supplies to diffice and saff or saff bringing own supplies to diffice and saff or saff bringing own supplies to diffice and saff or s
00/007 00/014 00/008 00/001 50/001 00/002 50/001 00/002 50/001 00/019 00/019 00/019 00/013 50/007 00/003 00/007		Board fools of trade Board-Training and Development Legal Expenses Board - Secretant and Admin Advertising (SCM) Annual Report Bank Charges Brand Promotion Course and Postage Cleaning stores and materials Entertainment Health and safety State and welfare Interest and penalte paid Security Expenses - Office	- 23 911.28 - 250 000.00 - 520 500.00 - 104 100.00 - 41 247.60 - 263 309.56 - 3 472.72 - 22 348.53 - 158 418.90 - 60 608.39 - 9 366.36 - 556 081.07	- 400 000 00 - 45 000 00 - 50 000 00 - 40 000 00 - 150 000 00 - 2 000 00 - 20 000 00 - 40 000 00 - 40 000 00 - 106 500 00	277.77 2136561 13767.91 3816.40 169511.01 85583.78	63 160 00 45 000 00 50 000 00 12 201 49 150 000 00 1 772 23 1 114 39 6 212 09 36 183 60 169 51 01 30 949 22	Company secretariat SCM bets AR design fios Bank charges PR/marketing Postage Office colore etc Covid PP No budged allocation Finitions and wasteful Office security Office security	Jonus tonder award court and legal fees - R516si Framer employee black orout from se R516si Descriptory black rissue - R30k Affected by non-stage of committees in C1 Jiko Ermat SCM processes to class - all instead panel bods Jiko Ermat SCM processes to class - all instead panel bods Jiko Ermat SCM processes to class - all instead panel bods Jiko Ermat SCM processes to class - all instead panel bods Jiko Ermat SCM processes to class - all instead panel bods Jiko Ermat SCM processes to class - all instead panel bods Jiko Ermat SCM processes to class - all instead panel bods Jiko Ermat SCM processes to class - all instead panel bods Jiko Ermat SCM processes - all instead panel bods Jiko Ermat SCM processes - all instead panel bods Jiko Ermat SCM processes - all instead panel bods Jiko Ermat SCM processes - all instead panel bods Jiko Ermat SCM processes - all instead panel bods Jiko Ermat SCM processes - all instead panel bods Jiko Ermat SCM processes - all instead panel bods Jiko Ermat SCM processes - all instead panel bods Jiko Ermat SCM processes - all instead panel bods Jiko Ermat SCM processes - all instead panel bods Jiko Ermat SCM processes - all instead panel bods Jiko Ermat SCM panel panel bods Jiko Ermat SCM processes - all instead panel bods Jiko Ermat SCM processes - all instead panel bods Jiko Ermat SCM processes - all instead panel bods Jiko Ermat SCM processes - all instead panel bods Jiko Ermat SCM processes - all instead panel bods Jiko Ermat SCM processes - all instead panel bods Jiko Ermat SCM processes - all instead panel bods Jiko Ermat SCM processes - all instead panel bods Jiko Ermat SCM processes - all instead panel bods Jiko Ermat SCM processes - all instead panel bods Jiko Ermat SCM processes - all instead panel bods Jiko Ermat SCM processes - all instead panel bods Jiko Ermat SCM processes - all instead panel bods Jiko Ermat SCM processes - all instead panel bods Jiko Ermat SCM processes - all instead panel bods Jiko Ermat SCM processes - all instead panel bods Jiko Ermat SCM processes -	May need to adjust budget to accommodate legal costs Sittings made up in 12/2021 Alb Alb Alb Plan submitted to board for approval in 12/2021 Inhem acting on behalf of abbent resource Lock at ahared comms services with CHDM to save on costs ELOS of the healing fraction Alby need to sit hutget carease with CHDM to save on costs ELOS of the healing fraction Alby need to sit hutget carease with CHDM to save on costs ELOS of the healing fraction Alby need to sit hutget carease with CHDM to save on costs ELOS of the healing fraction Alby need to sit hutget daywards Sanders services to be included for she-birs. Cancel office office and staff to staff bringing own supplies to office - legal for Eco violation only Alby need to one when the site of the staff to staff bringing own supplies to office - legal for Eco violation only Alby need to site of the staff to staff bringing own supplies to office - legal for Eco violation only Alby need to site of the staff to staff bringing own supplies to office - legal for Eco violation only Alby need to site of the staff to staff bringing own supplies to office - legal for Eco violation only Alby need to site of the staff to staff bringing own supplies to office - legal for Eco violation only Alby need to select the staff to staff bringing own supplies to other accounts of the staff to staff bringing own supplies to other accounts.
200/007 200/0014 2000/008 2000/001 2000/001 2000/002 2000/002 2000/002 2000/002 2000/002 2000/002 2000/003 2000		Board tools of trade Board-Tranning and Development Legal Expenses Board-Secretainal and Admin Advertising (SCM) Annual Report Bank Charges Brand Promotion Courier and Postage Cleaning stores and materials Entertainment Health and safety Staff gifs and welfare Inderest and penalties paid Security Expenses - Office Recultiment Costs Redocation of staff Coefferences and visist Redocation of staff Coefferences and visist	23 911,29 250 000,00 252 500,00 20 250 500,00 20 250 500,00 20 250 500,00 20 250 500,00 250 250 250 250 250 250 250 250 250 2	- 400 000 00 - 45 000 00 - 50 000 00 - 40 000 00 - 150 000 00 - 2 000 00 - 20 000 00 - 20 000 00 - 40 000 00 - 40 000 00 - 40 000 00	236 840 00 27 766 51 27 766 51 27 766 51 27 776 51 27 776 51 27 365 61 37 87 86 60 31 60 511 01 65 563 76 26 141 57 62 84 45 428 84 428 84 84 428 84 84 84 84 84 84 84 84 84 84 84 84 84	100 00 00 45 000 00 12 2014 150 000 00 12 2014 150 000 00 17 22 20 11 14 39 6 212 09 30 183 50 169 515 01 20 916 22 13 656 43 1 654 571.16	Company secretariat SCM bids AR design foos Bank charges PRimarkeling Postage Office college etc Covid PP No budget allocation Fruitless and wasteful Office secretify Employment processes Staff training	Jonus tonder award court and legal fees - R\$16tic Former employee bader court from ser R\$7tic Descripting Whore issue - R\$8tic Affected by non-chaining of committies in G\$1 Affected by non-chaining of committees in G\$1 Affected when SCM processes to date - all instead panel bods Affected when SCM processes to date - all instead panel bods Affected when SCM processes to date - all instead panel bods Affected when SCM processes to date - all instead panel bods Affected when SCM processes to date - all instead panel bods Affected when school is processes to date - all instead panel bods Affected when school is processed to date of panel panel bods Affected when school is processed in the school is panel instead Affected when school is panel - suppliers, SARS non-compliance on late payment - suppliers, SARS non-compliance on section of suppliers, suppliers, SARS non-compliance on section of suppliers, suppliers, SARS non-compliance on section of section of suppliers, supplie	May need to adjust audiget to accommodate legal costs Sittings made up in 12/20/21 All Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti- Anti-
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	Domestic Milegae		-					agency need for submission material
OTAL GE	ENERAL AND ADMIN EXP	- 10 117 289.46	- 5 899 584.96	- 3 557 098.47 -	2 342 486.49	Admin expenses were cut to 5	5% after final budget approval	
	58%		100%	60%	40%	Cost containment efforts have	minimal effort as expenditure at midyear at 61% - Key expenses	relate to board expenditre, ICT and connectivity, as well as au-
EPAIRS /	AND MAINTENANCE COSTS		100.0	***	40.0	and legal fees		
150/009	17 Repairs and Maintenance - Computers	- 40 000,00	- 40 000.00	2 500 35	-2	Repairs and maintenance,	n/a	n/a
150/005	18 Equipment Repairs and Maintenance - Furniture	- 20 000.00	- 40 000.00	- 2 588.75 -	37 411.25	exclusing tractor equipment		_Maintenance plans in place for vehicles and building
		-			22			_Focus on reducing malicious/negcligent damage by imposit penalties on responsible staff as consequence management
250/004	Repairs and Maintenance - Vehicles Repairs and Maintenance - Buildings	- 100 000.00 - 588 485.00	- 200 000 00	- 14 264.07 -	185 735.93			processes
	PAIRS AND MAINTENANCE	- 748 485.00	- 341 000.00	- 33 866 50 -	67 133 50	2.4		
O I AL ILL	46%	- 746 403,00	100%	- 50 719.32 -	290 280,68 85%	R+M expenses were cut to 54:	% after final budget approval ce, and assets only repaired as and when required - there is foci	
EPRECIA	TION AND AMORTISATION		100%	13%	85%	Cost containment enorts or pla	ce, and assets only repaired as and when required - there is roct	is on errective use of assets
855/000	CHDA - IMPAIRMENTS EXPENSE			-		Assel deon expense	_depn under-provision due to non-factoring of QMC tractors	
700/001	CHDA Depreciation - Office Equip	- 250 420 05	- 13 000.00	- 181 595 92	168 595 92	Asset depit expense	and Molteno factory building in FAR at budgetting stages	Obsolete assets taken off the insurance policy and FAR New items to FAR added to issurance policy
700/002	CHDA Decreciation - Computer Equip	- 259 076 65	- 259 076 65	- 43 620.35 -	215 456 30	1	_There will be a shortfall in depreciation exp for L+B, and	_Budget adj to accommodate the additional dep'n costs
700/003	CHDA Depreciation - Vehicles	- 151 835 18	- 200 000.00		200 000.00	1	Machinery	_boogst doj to accommodate the additional depth costs
700/006 700/004	CHDA Depreciation - Office Building	- 432 184 97	- 432 184.97	- 296 023 47 -	136 161.50]		The agency wishes to get to a stage where the monthly
700/007	CHDA Depreciation - Intangibles CHDA Depreciation- Machinery	- 107 693 99	- 107 693 99	- 178 825.04 - 2 402 390 58	71 131 05			depn'n expenditure is cash-backed as a deposit against a
	PRECIATION AND AMORTISATION EXPENSE	1 201 210.84	- 1 011 955.61	- 3 102 455,36	2 402 390 58	Depn adjusted to 84% after bu		asset replacement reserve account to fund future CAPE)
WINE DE	84%	1 201 210.04				There is a shortfall as QMC as	oget approval sels / addition to PPE and Molleno factory to FAR not included -	need to adjust at miduous
APEY EV	PENDITURE - ASSET FINANCE RESERVE		100%	307%	-207%			note to adjust at indybar
250/010	Computers and softwre	- 460 314.00	- 177 755 61 I	- 1.	177 755 61	Asset replacement		
-	Office building Extension	- 208 200,00	177 735 01		177 733.01	Asset replacement	_Poor reserves affecting ability to build an asset finance reserve account	_Collection account for agency fees from 11/2021
350/010	Furniture and Equipment	- 208 200.00	- 208 200 00		208 200.00	1	reserve account	_Financial turnaround plan and cost-containment _Own revenue generation strategy
200/010	Vehicles	- 5 616 400,00	- 600 000.00		600 000 00			2 2
APEX / TO	OTAL ASSET FINANCE RESERVE	- 6 493 114.00	- 985 955.61		985 955.61	AFR account adjusted down to projects and payroll costs	15% after budget approval as bulk of surplus funds generated fr	om own revenue and savings channelled to fund internally fund
	15%		100%	0%	100%		to date, no movement as there are no reserves to build the assi	
MPLOYEE	COSTS	The second second				THE AC IN WAIT TOTAL CAP-EX, and	to date, no movement as there are no reserves to build the assi	nt replacement reserve account
						Basic and allowances	_Key cost driver of agency where staff costs make up almost	_Delay filling of vacant pocitions
		1					60% of ops budget	_LED contractors trminated end 12/2021
300/004	Salaries and Wages - CTC	- 20 644 638,46	- 19 298 297.09	- 9 281 788 80 -	10 036 508 29		J-Higher number of interns engaged to what was planned CMC ops staff costs included in agency employee budget and center not yet breaking even to cover own salary bill _Salary bit not covered by approved audget - delays in other revenue sources so becuring more difficult to must payroll needs	QMC larif increase Limit on overtime worked Phasing out non-core functions and making use of shred services with CHDM _Delay SALGBC wage increase
300/004	Salaries and Wages - CTC	- 20 644 638.46 - 250 000.00	- 19 298 297.09	- 9 261 788 80 - -	10 036 508 29	Leave payrout / encashments	QMC ops staff costs included in agency employee budget and center not yet breaking even to cover own salary bill Salary bill not covered by approved budget - delays in other revenue sources so becurring more difficult to meet payroll.	Limit on overtime worked Phasing out non-core functions and making use of shred services with CHDM _Delay SALGBC wage increase
300/004				- 9 261 788 80 -	10 036 508 29	Leave payrout / encashments Performance incentive	CMC cost staff costs included in agency employee budget and center not yet beneating even to cover one salary bill Salary sit not covered by approved budget - delays in other resetup sources so abocuming more difficult to much payroll needs. Not furnied and apency unable to paycut leave days to staff Provision not funded.	Limit on overtime worked Phasing out non-core functions and making use of shred services with CHDM Delay SALGBC wage increase Mandatory taking leave days or else they lapse to reduce it
300/004	Leave accrual			- 9 261 788 80 - - - - 96 237 24	10 036 508 29		OMFC ops staff costs included in agency employee budget and center only of mealing even to cover our salary pill "Salary side not covered by approved sudget - delays on other meads" some benoming more official to medi payroll needs some benoming more official to medi payroll needs some benoming more official to medi payroll for furnishing and agency unable to payrout feave days to staff Provision not funded	Limit on rowfrine worked Philating out no row functions and making use of shred services with CHDM Lobery SALGEC wage increase Mandator taking leave days or else they lapse to reduce in labelity Delay FMS paramets _Fird other methods of revairding staff performance
300/014	Leave accrual Performance bonuses Acting Allowance Expense Staff Benefits - Medical Aid	- 250 000.00 - 124 920.00 - 1 587 444.55	5		10 036 508 29	Performance incentive Acting allowances @ 10%	CMC ope staff costs included in agency employee budget and center only be bearing even to cover on salary bid and center only be bearing even to cover on salary bid . Salary is in circovered budget - delays in other research sources so abocuming medical to meet payers in color research sources on a bocuming medical to meet payers in the formation of the control of the color of th	Limit on overfries worked. Phissing out one one functions and making use of shred services with CHDM . Libely SALGEC wage increase . Mandator taking livere days or else they lapse to reduce in liability. Juliany FALGEC payments. Find other methods of revairding staff performance . Budget and to cover overspend and limit acting to key starte prostors. Reduce medical and provident contractors by 90%. Reduce medical and provident contractors by 90%. Reduce medical and provident contractors by 90%.
300/014 300/010 300/011	Leave accrual Performance bonuses Acting Allowance Expense Staff Benefits - Medicul Aud Staff Benefits - Provident / Penson	- 250 000.00 - 124 920.00 - 1587 444.55 - 1695 071.54	98 237.24 - 792 567.51 - 669 015.25	- 98 237 24 - 449 165 50 - 669 015 25		Performance incentive Acting allowances @ 10% basic for extended periods	CMC ops staff costs inclusion in agency employee budget and center only of enabling even to cover one staffy pill and center only of enabling even to cover one staffy pill and center of yet extended to cover one staffy and center of yet extended to cover one of yet extended to payout feave days to staff. Provision not funded Provision not funded Provision not funded Provision not funded to cover one of yet extended to yet	Limit on rowfrine worked Phissing out no row functions and making use of shred services with CHDM
300/014 300/010 300/011 300/008	Leave accrual Performance bonuses Acting Allowance Expanse Staff Benefits - Medical Aid Staff Benefits - Prodefert, Penson Staff Leave	- 250 000.00 - 124 920.00 - 1587 444.55 - 1695 071.54 - 102 200.18	98 237.24 - 792 567.51 - 669 015.25 - 96 000.00	98 237.24 - 449 165 50 - 669 015 25 - 43 196 16 -	343 402.01 52 803 85	Performance incentive Acting allowances @ 10% basic for extended periods	CMC ope staff costs included in agency employee budget and center only be bearing even to cover on salary bid and center only be bearing even to cover on salary bid . Salary is in circovered budget - delays in other research sources so abocuming medical to meet payers in color research sources on a bocuming medical to meet payers in the formation of the control of the color of th	Limit on rowfrine worked Phissing out no row functions and making use of shred services with CHDM
300/014 300/010 300/011 300/008 800/005	Leave accrual Performance bonuses Acting Allowance Expense Staff Benefits - Medical Aid Staff Benefits - Provident / Penson Stafforv - UIF Leves Staff Staff Leaves	- 250 000.00 - 124 920.00 - 1 587 444.55 - 1 695 071.54 - 102 200.18	98 237.24 - 792 567.51 - 669 015.25 - 96 000.00 - 156 000 00	- 98 237 24 - 449 165 50 - 669 015 25	343 402.01	Performance incentive Acting allowances @ 10% basis for extended periods Employer contribution plans	CMC ops staff costs included in agency employee budget and center only of enabling own to cover on salary bid and center only of enabling own to cover on salary bid and centered by garved outgits - delays in clinical sections of the control section of the center specific in most specific in most payed. Not funded and agency unable to payced leave days to staff. Provision not funded	Limit on overfries worked. Phissing out no one functions and making use of shield services with CHCMI. Jahry SALGES regard interests and the services with CHCMI. Jahry SALGES regard interests. Jahridatory taking leave days or else they lapse to reduce is lability. Jahridatory taking leave days or else they lapse to reduce is lability. Jellind Other methods of rewarding staff parformance. Jind other methods of rewarding staff parformance and the services of the services of the services of the services. Jahridatory and to cover overspend and limit acting to key starte positions. Jahridatory and to cover overspend and limit acting to key starte. Jahridatory and the services overspend and limit acting to key starte. Jahridatory and the services of the services are serviced and provident controllations by services.
300/014 300/010 300/011 300/005 300/005 300/020	Leave accrual Performance bonuses Acting Allowance Expense Staff Benefits - Medical M Staff Benefits - Provident / Penson Statutor- LIF Leave Softin SSL, Leave Lung Service Award	- 250 000.00 - 124 920.00 - 1587 444.55 - 1695 071.54 - 102 200.18	98 237.24 - 792 567.51 - 669 015.25 - 96 000.00	98 237.24 - 449 165 50 - 669 015 25 - 43 196 16 -	343 402.01 52 803 85	Performance incentive Acting allowances @ 10% basic for extended periods	CMC ope staff costs included in agency employee budget and center only be bearing even to cover on salary bid and center only be bearing even to cover on salary bid . Salary is in circovered budget - delays in other research sources so abocuming medical to meet payers in color research sources on a bocuming medical to meet payers in the formation of the control of the color of th	Limit on rowfrime worked. Philating out no confunctions and making use of shred services with CHDM Lober's ALGOS requirements and the services with CHDM Lober's ALGOS requirements. Altandator taking leave days or else they lapse to reduce it liability. Delay PRS payments - Fird other methods of rewarding staff performance - Budget and to cover overspend and limit acting to key start positions. Endodes methods of rewarding staff performance with the services of the servi
300/014 300/010 300/011 300/005 300/005 300/020	Leave accrual Performance bonuses Acting Allowance Expense Staff Benefits - Medical Aid Staff Benefits - Provident / Penson Stafforv - UIF Leves Staff Staff Leaves	- 250 000.00 - 124 920.00 - 1 587 444.55 - 1 695 071.54 - 102 200.18	98 237.24 - 792 567.51 - 669 015.25 - 96 000.00 - 156 000 00	98 237.24 - 449 165 50 - 669 015 25 - 43 196 16 -	343 402 01 52 803 85 22 111.78 6 000.00	Performance incentive Acting allowances @ 10% basic for extended periods Employer contribution plans Long service awards Employee costs cut to 86% afti	CMC ops staff costs inclusión in agency employee budget and content my de treating even to cover on salary bill and center my de treating even to cover on salary bill and center my de treating even to cover on salary bill content appeared to the content appeared to cover on the content appeared to cover on the content appeared to the cover of the cover o	Limit on overfries worked. Phissing out no one functions and making use of shield services with CHCMI. Jahry SALGES regard interests and the services with CHCMI. Jahry SALGES regard interests. Jahridatory taking leave days or else they lapse to reduce is lability. Jahridatory taking leave days or else they lapse to reduce is lability. Jellind Other methods of rewarding staff parformance. Jind other methods of rewarding staff parformance and the services of the services of the services of the services. Jahridatory and to cover overspend and limit acting to key starte positions. Jahridatory and to cover overspend and limit acting to key starte. Jahridatory and the services overspend and limit acting to key starte. Jahridatory and the services of the services are serviced and provident controllations by services.
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300/014 300/010 300/015 300/005 300/020 DTAL EMI	Leave accrusi Performance bonuses Acting Allowance Expense Staff Benefits - Proxident / Penson Staff Leave Staff Staff Leave Staff Staff Leave Long Service Austral LOYEE COSTS B8%, BRATOMAL EXPENDITURE 65%,	- 250 000.00 - 124 920.00 - 1 587 444.55 - 1 695 071.54 - 102 200.18 - 119 302.15 - 15 615.00 - 24 530 301.89	96 237.24 792 597.51 - 699 015.25 - 99 0000 00 - 15 000 00 - 20 116 117.09 100%	98 237 24 449 165 50 669 015 25 43 196 15 133 885 22 10 655 291.16 50%	343 402 01 55 803 85 22 1117/8 6 000 00 10 460 825.93 50% 11 989 051.62 41%	Parformance incentive Acting allowances @ 10% basis for extended periods Employer contribution plans Long service awards Employee costs cut to 86% all Employee costs cut to 86% all Conselle cuts in budget, agency Overall admin costs cut to 68% Appropriate of the propriate cuts of 60% Appropriate of 80% of amusal budget, agency Conselle admin costs cut to 60% Appropriate at 56% of amusal budget, and such as	CMC ops staff costs inclusion in agency employee budget and center only be abening even to cover on salary bid and center only be abening even to cover on salary bid and center only be abening even center on salary bid salary to cover on the center of th	Limit on rowfrime worked. Phisang out no one functions and making use of shred services with CHDM Johns of the constructions and making use of shred services with CHDM Johns Shadish organ primases. Jahandalory laking heave days or else they lapse to reduce is liability. Delay PMSS payments. Find other methods of revailing staff porformance. Find other methods of revailing staff porformance and the construction of the

Total external arrant Income:

Total external project expanditure:

Total income on revenue en:

Total ond admini expanditure:

1 728 356.13 Unfundad surplus, as most income set-off abarred equivalent movement in creat expanditure

No cash-backed unspend grants, the to oversending on critical budget votes

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