



Tswelopele Local Municipality



1/25/2017

# 2016/ 2017 Financial Year

Mid-Year Budget and Performance  
Assessment Report



Office Of The Municipal Manager

Office of the municipal Manager
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To: Mayor: Tswelopele Local Municipality  
Cllr. T F Matsholo

From: Municipal Manager  
Mr. Mkhwane

Re: Submission of the 2016/17 mid-year budget and  
performance assessment of Tswelopele Local  
Municipality

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Honourable Mayor

In accordance with section 72 of the Municipal Finance Management Act [MFMA], I submit the required statement assessing the performance of Tswelopele Local Municipality during the first half of the 2016/17 financial year.

Section 54 of the MFMA requires the Mayor of a municipality to take certain actions on the receipt of this report to ensure that the approved budget is implemented in accordance with the projections contained in the Service Delivery and Budget Implementation Plan.

The information contained in this report has been reviewed and it is evident that adjustments to the SDBIP will be necessary. Furthermore, adjustments to the capital and operating budgets will also be necessary.

In terms of section 72 of the MFMA the SDBIP projections will have to be revised and the Budgets amended to ensure that the planned services will be rendered. Therefore,

the recommendations that are linked to the responsibilities of the Mayor under S54 of the MFMA are also included in this report for your consideration.



25 January 2017

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Mr. TL. Mkhwane  
Municipal Manager

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Date



25 January 2017

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Cllr. T F Matsholo  
Mayor

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Date



**TSWELOPELE**  
LOCAL MUNICIPALITY  
A MUNICIPALITY IN PROGRESS

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## QUALITY CERTIFICATE

I, Tshemedi Lucas Mkhwane, the Municipal Manager of Tswelopele Local Municipality, hereby certify that the mid-year budget and performance assessment for the period 01 July 2016 to 31 December 2016 has been prepared in accordance with Section 72 of the Municipal Finance Management Act and Regulations made under the Act and accordingly submit the required report on the state of Tswelopele Local Municipality's performance.

Name: Tshemedi Lucas Mkhwane

Position: Tswelopele Local Municipality

Signature:

Date: 25 January 2017

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## **1. Purpose**

The purpose of the report is to comply with section 52[d] and 72[1][a] of the Municipal Finance Management Act [MFMA] and the requirements as promulgated in the Government Gazette No. 32141 of 17 April 2009 on Municipal Budget and Reporting Regulations, which requires that specific financial particulars be reported on and in the formats prescribed. Sec 72 report is prepared in the format as prescribed in section 33 of the MBRR. Furthermore, this report also incorporates the second quarter performance report.

## **2. Legislative requirements**

Section 72[1] [a] of the Municipal Finance Management Act [MFMA] inter alia, states: "The Accounting Officer of a Municipality must by 25 January of each year assess the performance of the municipality during the first half of the financial year, and submit a report on such assessment to the Mayor, National Treasury and Provincial Treasury as per section 72[1] [b] of the Act...".

Section 69[2] of the Municipal Finance Management Act [MFMA] stipulates that "when necessary, the Accounting Officer must prepare an adjustment budget and submit it to the Mayor for consideration and tabling in the municipal council".

The assessment of the budget and performance of the municipality for the first six months of the financial year was undertaken in line with the above legislative imperatives and as part of the municipality's internal performance management processes. The assessment included a detailed review of:

1. the actual revenue billed / collected from all main sources for the period 1 July 2016 till 31 December 2016;
2. the actual operating expenditure incurred for all votes and types expenditure for the period 1 July 2016 till 31 December 2016;

3. the actual expenditure in the capital budget for the period 01 July 2016 till 31 December 2016,
4. debtors age analysis as at 31 December 2016;
5. creditors age analysis as at 31 December 2016;
6. actual cash-flow and investments for the period ended 31 December 2016;
7. actual performance of each department against the pre-determined objectives stated in the 2016/17 SDBIP for each Key Performance Area.

The outcomes of the above-mentioned analysis are presented in this report and are unaudited.

### **3. Executive summary**

Council of the Municipality approved the annual budget in terms of Municipal Finance Management Act circulars 78 and 79, and Municipal Budget and Reporting Regulations as promulgated in 2009. The Budget document was submitted to both National Treasury and Provincial Treasury in both hard and soft copies as required by the MFMA. In terms of section 28 of the Municipal Budget and Reporting Regulations [MBRR], the municipality must prepare the in-year reports in terms of Schedule C of the regulations. The Schedule C states that the Municipality must report on its overall performance with specific reference to financial and non-financial information.

Section 71[1] of the Municipal Finance Management Act [MFMA] requires from the Municipal Manager, as Accounting Officer of the Municipality, to submit a report in a prescribed format to the Mayor within 10 working days after the end of each month on the state of the municipality's budget for that month and for the financial year up to the end of that month. The assessment shows that Management need to put measures in place to prioritise spending to ensures that the Municipality continues to deliver services as outlined in Section 152 of the Constitution. Mentioned below are some of the key issues that happened during 2016/17 financial year [until December 2016].



### **3.1. Operating revenue budget and Operating Expenditure**

Council approved an annual revenue budget of R136.07 million which is made up mainly of the Grants at R62.4 million, service charges at R52.15 million and property rates at R 15.75 million. This is an increase of R 5.02 million from the previous year's revenue budget.

Council approved an operating expenditure budget of R158.2 million (excluding depreciation and debt impairment of R 22.1 million the total approved budget is R 136, 03 million). This is an increase of R 1.28 million from the previous financial year when the debt impairment and depreciation are excluded. The main expenditure items are salaries and wages [R 60.4 million including councillors remuneration], bulk purchases [R 31.3 million] and repairs & maintenance [R6.75 million].

### **3.2. Capital expenditure budget**

Council approved a capital budget of R44.9 million. The main appropriation is towards water network [R24.1 million], upgrading of the sports facilities [R2.39 million], upgrading of waste treatment plant [R 6.4 million], the upgrading of electricity network [5 million] and rehabilitation of roads [R 6.85 million]. The capital budget is funded from MIG of R 16.07 million, and Electricity distribution grants of R 5 million and RBIG of R 24.1 million.

## **4. Revenue Performance**

Municipal Finance Management Act requires municipalities to set out realistically anticipated revenues for the budget year from each revenue source. This is to ensure that municipalities compile credible and funded budgets. One of the most important and basic priorities of a municipality would then be to collect all its revenue as budgeted. Failure to collect the revenue may weaken the municipality's ability to deliver services in a sustainable manner as well as the financial sustainability of the municipality.

The revenue collection of the municipality must be closely monitored to ensure that the targets in the Service Delivery and Budget Implementation Plan are achieved. Where there is material

variance, an explanation must be provided together with the remedial actions. Below is the performance of the municipality on the monthly projections of revenue to be collected per source.

#### 4.1. Property rates and service charges

The table below provides a summary of the actual revenue billed for the first six months of the 2016/17 financial year compared to the annual budget. Revenue generated from property rates and service charges forms a significant percentage of the revenue source of the municipality. For the period under review the actual billed revenue on property rates and service charges amounts to R 37.7 million.

PROPERTY RATES AND SERVICE CHARGES AS AT 31 DECEMBER 2016									
Revenue Source	Approved	July 16	Aug 16	Sep 16	Oct 16	Nov 16	Dec 16	Total	%
	Budget	Billing	Billing	Billing	Billing	Billing	Billing	Billing	
Property rates	15 000 000	10 427 455	522 692	493 042	557 477	330 033	479 245	12 809 944	85%
Service charges: electricity	33 608 952	2 983 175	2 987 452	3 290 272	2 665 739	2 275 495	2 471 772	16 673 905	50%
Service charges: water	8 154 793	421 326	439 415	483 357	504 405	471 919	503 111	2 823 533	35%
Service charges: waste water management	6 631 061	559 058	569 650	566 501	571 665	570 160	377 927	3 214 961	48%
Service charges: waste management	3 750 258	370 336	377 889	377 470	378 417	377 739	377 927	2 259 778	60%
<b>Total</b>	<b>67 145 064</b>	<b>14 761 350</b>	<b>4 897 098</b>	<b>5 210 642</b>	<b>4 677 703</b>	<b>4 025 346</b>	<b>4 209 982</b>	<b>37 782 121</b>	<b>56%</b>

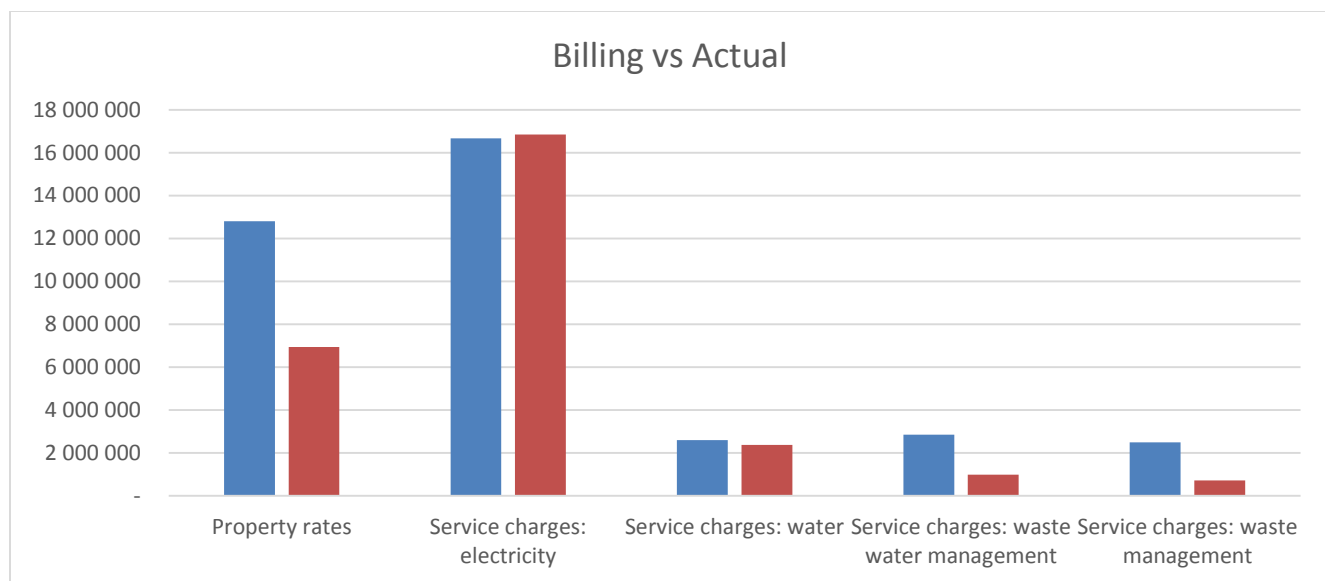
On average, at least 50% of the budgeted amount should have been billed as of the 31st December 2016. As depicted by the table above, revenue sources are above the average. The billing for 'service charges: electricity', 'service charges: waste water management and service charges waste management' looks satisfactory as they are at 50%, 48% and 60% respectively.

It can be noted that the billing for property rates shows 85% year to date. This is because of billing on property rates on farms, as farm's property rates is billed only once in a financial year in order for them to take advantage of 5% discount that the Municipality give if your account is paid within 60 days after the beginning of the financial year.

**PROPERTY RATES AND SERVICE CHARGES AS AT 31 DECEMBER 2016**

Revenue Source	Approved Budget	July Actual Receipts	Aug Actual	Sep Actual	Oct Actual	Nov Actual	Dec Actual	Total Billing		Total Actual	
								R	%	R	%
Property rates	15 000 000	395 887	799 048	2 283 122	1 036 277	1 062 748	1 361 558	12 809 944	85%	6 938 639	54%
Service charges: electricity	33 608 952	1 518 681	2 188 315	3 466 759	2 880 488	2 522 465	4 278 541	16 673 905	50%	16 855 249	101%
Service charges: water	8 154 793	242 177	311 996	377 844	313 676	430 051	694 922	2 823 533	35%	2 370 666	84%
Service charges: waste water management	6 631 061	140 459	120 168	182 210	134 574	156 003	254 200	3 214 961	48%	987 615	31%
Service charges: waste management	3 750 258	104 556	86 265	128 561	103 530	114 193	181 097	2 259 778	60%	718 201	32%
<b>Total</b>	<b>67 145 064</b>	<b>2 401 759</b>	<b>3 505 792</b>	<b>6 438 495</b>	<b>4 468 545</b>	<b>4 285 461</b>	<b>6 770 318</b>	<b>37 782 121</b>	<b>56%</b>	<b>27 870 371</b>	
Weighted Average Exchange transactions - 1 July 2016 - 31 December 2016 - Receipts compared to 6 months billing											<b>84%</b>

The table shows low collection rates that have been realised by the municipality during the period under review. The municipality was able to collect a weighted average of 84% of the billed revenue on exchange transactions [this is all services excluding property rates].



Poor payment rates are evident in waste water management and water management. With the current performance on the above services it is clear that the initial expected cash-flow will have to be adjusted in line with the current performance. The above situation means that the credit control policy of the municipality should be strengthened and implemented.

## 4.2. Other income

The approved budget for the 'other income: operational' is R68.8 million. The year to date collections is as depicted in the table below.

OTHER INCOME AS AT 31 DECEMBER 2016									
Revenue Source	Budget	Jul '16	Aug '16	Sep '16	Oct '16	Nov '16	Dec '16	Total	%
Penalties imposed and collection charges on rates	750 000	-	-	-	-	-	-	-	0%
Rent of facilities and equipment	428 500	87 382	8 350	15 207	105 343	38 517	24 254	279 053	65%
Interest earned - external investments	760 000	9 296	40 784	15 820	10 461	11 106	7 295	94 762	12%
Interest earned - outstanding debtors	-	-	-	-	115 227	111 882	110 291	337 400	
Dividends received	100 000	-	-	201 877	-	-	-	-	202%
Fines	140 000	29 500	6 800	6 250	5 376	44	18	47 988	34%
Licenses and permits	-	13 297	9 000	4 500	-	2 500	1 500	30 797	
Agency services	-	7 623	-	-	7 066	7 088	7 310	29 087	
Grants and subsidies received - operating	62 464 000	24 828 000	-	1 825 000	-	-	18 353 000	45 006 000	72%
Grants and subsidies received - capital	-	-	-	-	-	-	-	-	
Other revenue	2 145 055	364 277	134 276	6 211 174	156 866	49 630	11 881	-	323%
Gain on Disposal of PPE	2 077 000	-	-	-	-	-	-	-	
<b>Total</b>	<b>68 864 555</b>	<b>25 339 375</b>	<b>199 210</b>	<b>8 279 828</b>	<b>400 339</b>	<b>220 767</b>	<b>18 515 549</b>	<b>45 825 087</b>	

The table above shows a quite non-satisfactory performance on most of the revenue sources. Grants and subsidies are currently at 65% and the total amount is expected to be realised during March 2017 when the last trench of Equitable Share is transferred. Interest on investment is very low at 12%. This is a result of the municipality redeeming investments [that were supposed to earn interest] and funding capital expenditure. During the previous financial year, the municipality earned R 1.1 million [audited 2015/2016 AFS] and based on the current performance, the initial budget of R760 000 will have to be adjusted down.

Fines are also low at 34% which could be associated with public complying with the relevant legislation / regulations / by-laws. There is also a need to make an estimate where there was no expected revenue and but revenue was realised. These includes on sources like 'interest earned on outstanding debtors', 'licenses and permits' and agency fees.

A budget of R750 000 has been made for the 'penalties imposed and collection charges on rates' which is an amount earmarked from penalties. This is in line with a Council resolution where council

resolved that interest and penalties should only be imposed on property rates [and not on trading services].

## 5. Debtors Age Analysis

The debtors of the municipality arise from the households, government, business and other consumers. These debtors arise from property rates, water, electricity, sewerage, refuse removals and housing that are provided by the municipality. The table below shows the total outstanding debtors of the municipality as at 31 December 2016 which was standing at R58.4 million.

Detail	0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days - 1 Year	Over 1 Year	Total -
<b>Debtors Age Analysis By Income Source</b>									
Trade and Other Receivables from Exchange Transactions - Water	468 453	289 214	233 527	204 165	202 163	183 141	843 441	5 454 200	7 878 304
Trade and Other Receivables from Exchange Transactions - Electricity	2 792 091	1 304 508	1 148 026	829 052	770 720	402 741	1 206 957	1 666 657	10 120 752
Receivables from Non-exchange Transactions - Property Rates	562 291	340 747	307 386	273 338	243 117	6 524 391	794 946	9 189 173	18 235 389
Receivables from Exchange Transactions - Waste Water Management	469 009	384 886	345 345	334 856	310 981	302 156	1 308 005	9 012 703	12 467 941
Receivables from Exchange Transactions - Waste Management	315 862	254 625	226 223	218 679	203 113	195 011	847 072	5 768 290	8 028 875
Receivables from Exchange Transactions - Property Rental Debtors	0	0	0	0	0	0	0	0	0
Interest on Arrear Debtor Accounts	0	0	0	0	0	0	0	0	0
Recoverable unauthorised, irregular or fruitless and wasteful Expenditure	0	0	0	0	0	0	0	0	0
Other	21 460	14 098	57 708	7 264	7 264	334 013	104 183	1 170 579	1 716 569
<b>Total By Income Source</b>	<b>4 629 166</b>	<b>2 588 078</b>	<b>2 318 215</b>	<b>1 867 354</b>	<b>1 737 358</b>	<b>7 941 453</b>	<b>5 104 604</b>	<b>32 261 602</b>	<b>58 447 830</b>

The table above shows the debtors age analysis per services that are offered by the municipality to the consumers. The outstanding debtors of the Municipality as at 31st December 2016 were R58.4 million and R48.9 million relates to debtors that are over 90 days. These are debtors that are likely going to be impaired / written off as irrecoverable. The table below illustrates the debtor's age analysis by group / customer classification.

DEBTORS AGE ANALYSIS BY GROUP																		
CUSTOMER	0 - 30 DAYS	%	31 - 60 DAYS	%	61 - 90 DAYS	%	91 - 120 DAYS	%	121 - 150 DAYS	%	151 - 180 DAYS		181 - 365 DAYS	%	>365	%	TOTAL	%
Government	406 556	9%	274 304	11%	339 059	15%	286 874	15%	248 054	14%	3 367 172	42%	728 144	14%	1 591 711	5%	7 241 874	12%
Business	1 921 507	42%	1 125 585	43%	963 840	42%	695 475	37%	721 246	42%	3 591 714	45%	1 322 241	26%	8 516 039	26%	18 857 647	32%
Households	2 229 230	48%	1 149 847	44%	956 337	41%	874 951	47%	752 867	43%	737 503	9%	2 928 851	57%	20 930 235	65%	30 559 821	52%
Other	71 873	2%	38 342	1%	58 979	3%	10 054	1%	15 191	1%	245 064	3%	125 368	2%	1 223 617	4%	1 788 488	3%
<b>TOTAL</b>	<b>4 629 166</b>	<b>8%</b>	<b>2 588 078</b>	<b>4%</b>	<b>2 318 215</b>	<b>4%</b>	<b>1 867 354</b>	<b>3%</b>	<b>1 737 358</b>	<b>3%</b>	<b>7 941 453</b>	<b>14%</b>	<b>5 104 604</b>	<b>9%</b>	<b>32 261 602</b>	<b>55%</b>	<b>58 447 830</b>	<b>100%</b>

About 52% of the total debtors are outstanding from 'households' and 32% is from 'business' consumers. Failure by consumers to register as indigents is contributing to this situation including empty business site in terms of rates and taxes. The overall debtor's situation poses a serious threat and risk in terms of the municipality's ability to render services in a sustainable manner as well as the financial stability of the municipality.

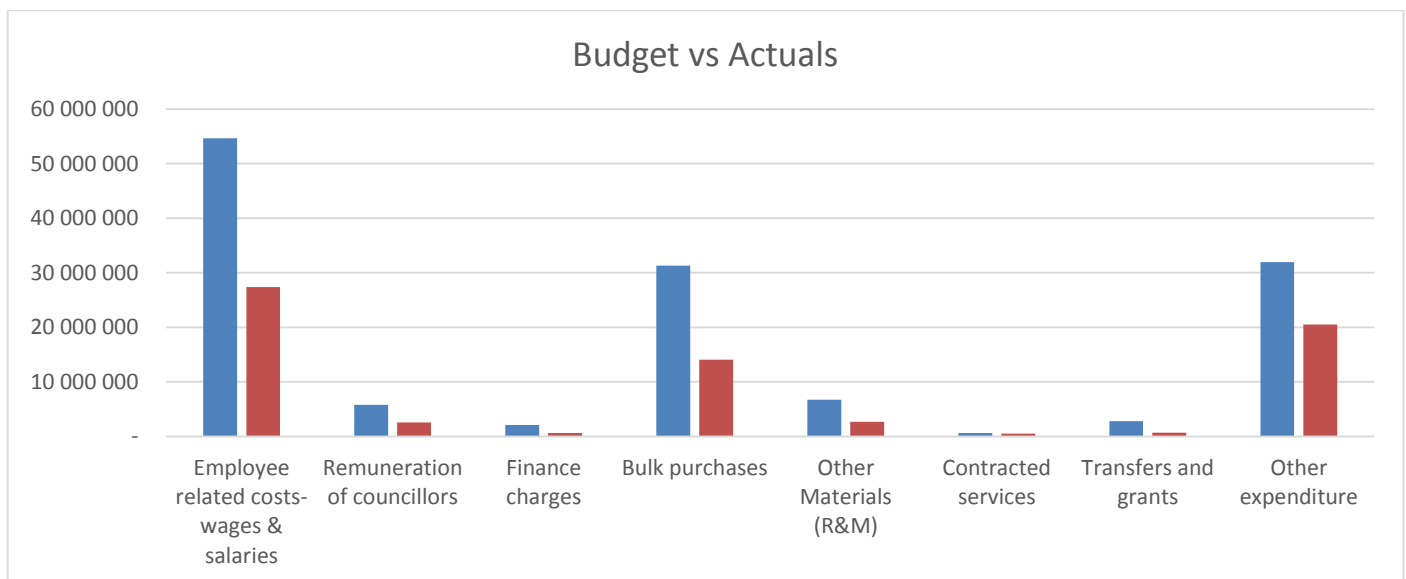
## 6. Operating Expenditure

In terms of section 15 of the MFMA, a municipality may, except where otherwise provided in this Act [MFMA], incur expenditure only in terms of the approved budget and within the limits of the amounts appropriated for the different votes in the approved Budget. The municipality approved an operating expenditure budget of R 136.039 million.

Expenditure by type	Budget	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	Total	
								R	%
Employee related costs- wages & salaries	54 640 478	4 640 154	4 862 552	4 589 674	4 071 224	4 421 639	4 779 862	27 365 105	50%
Remuneration of councillors	5 814 700	497 612	373 126	445 379	401 529	416 631	454 411	2 588 688	45%
Finance charges	2 088 000	1 296	125	-	1 579	1 049	653 529	657 578	31%
Bulk purchases	31 300 000	3 662 579	3 845 530	3 739 145	108 518	2 373 531	338 266	14 067 569	45%
Other Materials (R&M)	6 750 500	156 171	382 351	172 757	79 128	795 013	1 130 217	2 715 637	40%
Contracted services	650 000	81 500	263 502	48 521	29 011	-	120 000	542 534	83%
Transfers and grants	2 825 000	-	-	327 315	-	-	347 963	675 278	24%
Other expenditure	31 970 911	11 880 160	1 127 403	1 671 486	1 252 428	3 263 903	1 329 802	20 525 182	64%
<b>Total</b>	<b>136 039 589</b>	<b>20 919 472</b>	<b>10 854 589</b>	<b>10 994 277</b>	<b>5 943 417</b>	<b>11 271 766</b>	<b>9 154 050</b>	<b>69 137 571</b>	<b>51%</b>

The year-to-date expenditure amounts to R69.1 million which is 51% of the budget. The year to date spending on employee costs including remuneration of councillors is still within the budget. However, there is a need to adjust the original budget to avoid an overspending taking into account other critical vacant posts to be filled during the remainder of the current financial year.

Budget on bulk purchases, finance charges and other expenditure needs to be reviewed and adjusted during the adjustment budget. Below is a presentation of a graph that illustrates the scenario on table above.



This graph shows that the expenditure on other expenditure and contracted services must be review and adjusted during the adjustment budget as they clearly appear to be above the

anticipated average of 50% spending. Expenditure on employee related costs shows to the year to date spending that is within budget.

## **7. Capital Expenditure**

Council has approved the capital expenditure budget of R44.9 million. The year to date spending is at R 7.1 million which is approximately 15.8% of the budget. The expenditure was funded from the grants and subsidies, i.e. MIG, RBIG and EEDMG, The following are capital budget for 2016/2017 financial year:

- Construction of Sewerage Network - Hoopstad;
- Construction of sporting facilities – Bultfontein;
- Construction of sporting facilities – Hoopstad.
- Upgrading of water network
- Upgrading of Electricity network
- Rehabilitation of roads

The following table illustrates the monthly breakdown of the year to date capital expenditure of the municipality per vote.



Description	Ref	2015/16	Budget year 2016/17								
		Audited Outcome	Original Budget	Adjusted Budget	Q1 Sept Actual	Q2 Dec Actual	YTD Actual	YTD Budget	YTD Variance	YTD variance %	Full Year Forecast
Capital Expenditure - Standard											
Governance and Administration		2 828	-	-	43	44	87	-	87	-	-
Executive & Council		2 821			37	34	70		70		
Budget & Treasury Office					1		1		1		
Corporate Services		7			6	10	16		16		
Community and Public Safety		-	2 393	2 393	443	370	814	1 954	(1 141)	(58.37)	2 393
Community & Social Services											
Sport And Recreation			2 393	2 393	443	370	814	1 954	(1 141)	(58.37)	2 393
Public Safety											
Housing											
Health											
Economic and Environmental Services		948	6 865	6 865	-	-	-	3 959	(3 959)	(100.00)	6 865
Planning and Development											
Road Transport		948	6 865	6 865				3 959	(3 959)	(100.00)	6 865
Environmental Protection											
Trading Services		11 271	35 648	35 648	4 120	2 123	6 244	20 991	(14 747)	(70.26)	35 648
Electricity		1 434	5 000	5 000				2 648	(2 648)	(100.00)	5 000
Water		9 838	24 170	24 170				14 384	(14 384)	(100.00)	24 170
Waste Water Management			6 478	6 478	4 120	2 123	6 244	3 959	2 285	57.71	6 478
Waste Management											
Other											
Total Capital Expenditure - Standard	3	15 047	44 906	44 906	4 607	2 537	7 144	26 904	(19 760)	(73.45)	44 906

The analysis shows that approximately R 87 000 was spend on capital items. This is the spending on other assets such as office based furniture, equipment, etc which were provided in the operational budget [but the items were capitalised].

Therefore, for the period under review, R 7.05 million was funding from grants and subsidies while R 87 000 is funding from internally generated funds. Municipality need to accelerate spending on Capital item in order to fully spend R 44.9 million which is allocated for 2016/2017 financial year

## **8. Creditors**

The municipality pays creditors twice per week on Tuesdays and Thursdays with the view of complying with the legislative requirement of paying creditors within 30 days. However, this is difficult to achieve as the municipality does not have / utilize an electronic creditors system to account for creditors accurately.

## **9. Cash Flow and investments**

The cash flow of the municipality is still stable despite the low payment rate from consumers for services.

### **9.1. Cash receipts**

The total cash that accrues from each revenue source is less than R1 million per month with the exception of 'electricity' and 'property rates'. This is as a result that most of the electricity services are on post-paid and farmers pay their property rates after they have been billed [the municipality disconnect the supply of electricity for non-payment on electricity and penalty of R238.00 is charged for re-connection].

### **9.2. Cash payments**

The payment side of the cash flow shows that most of the expenditure is on 'employee cost and bulk purchases: electricity' with expenditure being above R1 million on an average basis per month. Capital assets have been spent at R7.1 million.

## **10. Performance on conditional grants**

The municipality has been allocated conditional grants and subsidies to the value of R44.9 million from national government for the 2016/17 financial year. All expected transfers have been received as per the approved transfer schedule.

## **11. Schedule C report / tables**

In terms of Municipal Budget and Reporting Regulations as per government gazette No. 32141 of 2009, the municipality is required to report on the following Tables:

- i. Table C1 MFMA s 71 Monthly budget statement summary;
- ii. Table C2 Monthly budget statement – Financial performance [revenue and expenditure by municipal vote];
- iii. Table C3 Monthly budget statement – Financial Performance [Revenue and expenditure by municipal vote];
- iv. Table C4 Monthly budget statement – Financial Performance [Revenue and expenditure];
- v. Table C5 Monthly budget statement – Capital Expenditure [Municipal Vote, standard classification and funding];
- vi. Table C6 Monthly budget Statement – Financial Position

The above mentioned tables are explained below.

### **11.1. Explanatory Notes to Table C1**

Table C1 gives a summary of the overall performance of Tswelopele Local Municipality for the Month of December 2016 and the following key aspects are included: Capital Expenditure and funding sources: This gives a brief overview of the capital expenditure and its funding sources

### **11.2. Explanatory Notes to Table C2**

Table C2 is a view of the financial performance per standard classification. Total Revenue on this table includes capital revenues [Transfers recognised – capital] and so does not balance to the operating revenue shown on Table A4 as Table A4 exclude capital transfers.

### **11.3. Explanatory Note to Table C3**

Table C3 is an overview of the financial performance in relation to the revenue and expenditure per municipal vote. Profits made on trading services are used to subsidise non-trading services

### **11.4. Explanatory note on table C4**

Table C4 is the financial performance [that is revenue and expenditure].

### **11.5. Explanatory note on Table C5**

Table C5 is a breakdown of the capital programme in relation to capital expenditure by municipal vote [multi-year and single-year appropriations]; capital expenditure by standard classification; and the funding sources necessary to fund the capital budget, including information on capital transfers from national and provincial departments.

### **11.6. Explanatory Notes to Table C6**

Table C6 is consistent with international standards of good financial management practice, and improves understanding by councillors and management of the impact of the budget on the statement of financial position [balance sheet].

This format of presenting the statement of financial position is aligned to GRAP1, which is generally aligned to the international version which presents Assets less Liabilities as “accounting” Community Wealth. The order of items within each group illustrates items in order of liquidity; i.e. assets readily converted to cash, or liabilities immediately required to be met from cash, appear first.

### **11.7. Explanatory Note to Table C7**

The budgeted cash flow statement is the first measurement in determining if municipality has enough cash and cash equivalent to fund its operations.

Free State: Tswelopele(FS183) - Table C1 Schedule Quarterly Budget Statement Summary for 2nd Quarter ended 31 December 2016

Description	2015/16	2016/17	Budget year 2016/17									
	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	M01 July Actual	M02 Aug Actual	M03 Sept Actual	Q1 Sept Actual	M04 Oct Actual	M05 Nov Actual	M06 Dec Actual	Q2 Dec Actual
<b>R thousands</b>												
<b>Financial Performance</b>												
Property rates	15 082	-	15 750	15 750	10 427	523	493	11 443	557	330	479	1 367
Service charges	42 744	-	52 146	52 146	4 334	4 374	4 718	13 426	4 120	3 695	3 923	11 739
Investment revenue	1 131	-	760	760	9	41	16	66	10	11	7	29
Transfers recognised - operational	68 437	-	62 464	62 464	24 828	1 825	-	26 653	-	-	18 353	18 353
Other own revenue	11 433	-	4 951	4 951	499	164	623	1 287	391	210	155	756
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>138 828</b>	<b>-</b>	<b>136 070</b>	<b>136 070</b>	<b>40 098</b>	<b>6 927</b>	<b>5 850</b>	<b>52 875</b>	<b>5 080</b>	<b>4 246</b>	<b>22 918</b>	<b>32 244</b>
Employee costs	58 992	-	54 640	54 640	4 640	4 863	5 035	14 538	5 013	4 838	4 771	14 622
Remuneration of councillors	4 515	-	5 815	5 815	498	373	-	871	-	-	454	454
Depreciation & asset impairment	40 557	-	19 669	19 669	-	-	-	-	-	-	-	-
Finance charges	1 467	-	2 088	2 088	1	0	-	1	2	1	654	656
Materials and bulk purchases	34 120	-	38 051	38 051	3 992	4 228	3 912	12 131	188	3 169	1 468	4 825
Transfers and grants	4 494	-	-	-	146	60	327	533	344	266	348	958
Other expenditure	30 192	-	37 946	37 946	12 921	1 356	1 737	16 015	937	3 002	1 459	5 399
<b>Total Expenditure</b>	<b>174 337</b>	<b>-</b>	<b>158 209</b>	<b>158 209</b>	<b>22 198</b>	<b>10 880</b>	<b>11 012</b>	<b>44 089</b>	<b>6 483</b>	<b>11 276</b>	<b>9 154</b>	<b>26 914</b>
<b>Surplus/(Deficit)</b>	<b>(35 508)</b>	<b>-</b>	<b>(22 139)</b>	<b>(22 139)</b>	<b>17 900</b>	<b>(3 953)</b>	<b>(5 162)</b>	<b>8 785</b>	<b>(1 404)</b>	<b>(7 030)</b>	<b>13 764</b>	<b>5 330</b>
Transfers recognised - capital	33 356	-	44 906	44 906	6 615	-	-	6 615	-	-	2 575	2 575
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>(2 152)</b>	<b>-</b>	<b>22 767</b>	<b>22 767</b>	<b>24 515</b>	<b>(3 953)</b>	<b>(5 162)</b>	<b>15 400</b>	<b>(1 404)</b>	<b>(7 030)</b>	<b>16 339</b>	<b>7 905</b>
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) for the year</b>	<b>(2 152)</b>	<b>-</b>	<b>22 767</b>	<b>22 767</b>	<b>24 515</b>	<b>(3 953)</b>	<b>(5 162)</b>	<b>15 400</b>	<b>(1 404)</b>	<b>(7 030)</b>	<b>16 339</b>	<b>7 905</b>

Free State: Tswelopele(FS183) - Table C2 Quarterly Budget Statement - Financial Performance (standard classification) for 2nd Quarter ended 31 December 2016

Standard Classification Description	Ref	2015/16	Budget year 2016/17								
		Audited Outcome	Original Budget	Adjusted Budget	Q1 Sept Actual	Q2 Dec Actual	YTD Actual	YTD Budget	YTD Variance	YTD variance %	Full Year Forecast
<b>R thousands</b>	<b>1</b>										
<b>Revenue - Standard</b>											
<b>Governance and Administration</b>		<b>93 666</b>	<b>26 113</b>	<b>26 113</b>	<b>45 855</b>	<b>20 368</b>	<b>66 223</b>	<b>21 872</b>	<b>44 352</b>	<b>202.78</b>	<b>26 113</b>
Executive & Council		1 079	6 128	6 128	1	1	2	5 623	(5 621)	(99.97)	6 128
Budget & Treasury Office		85 808	19 529	19 529	45 508	20 116	65 624	15 803	49 821	315.27	19 529
Corporate Services		6 779	457	457	347	251	598	446	152	34.00	457
<b>Community and Public Safety</b>		<b>532</b>	<b>6 958</b>	<b>6 958</b>	<b>123</b>	<b>92</b>	<b>215</b>	<b>2 588</b>	<b>(2 373)</b>	<b>(91.71)</b>	<b>6 958</b>
Community & Social Services		529	2 631	2 631	123	92	215	1 403	(1 189)	(84.71)	2 631
Sport And Recreation		3	2 403	2 403				8	(8)	(100.00)	2 403
Public Safety		1	1 925	1 925				1 177	(1 177)	(100.00)	1 925
Housing										-	
Health										-	
<b>Economic and Environmental Services</b>		<b>16 589</b>	<b>7 670</b>	<b>7 670</b>	<b>5</b>	<b>4</b>	<b>9</b>	<b>721</b>	<b>(712)</b>	<b>(98.77)</b>	<b>7 670</b>
Planning and Development										-	
Road Transport		16 589	7 670	7 670	5	4	9	721	(712)	(98.77)	7 670
Environmental Protection										-	
<b>Trading Services</b>		<b>61 399</b>	<b>140 235</b>	<b>140 235</b>	<b>13 507</b>	<b>14 354</b>	<b>27 862</b>	<b>49 680</b>	<b>(21 818)</b>	<b>(43.92)</b>	<b>140 235</b>
Electricity		29 059	56 744	56 744	9 319	7 453	16 772	30 042	(13 269)	(44.17)	56 744
Water		21 628	45 938	45 938	1 367	1 480	2 847	10 274	(7 427)	(72.29)	45 938
Waste Water Management		6 427	25 545	25 545	1 695	4 287	5 982	9 363	(3 381)	(36.11)	25 545
Waste Management		4 284	12 008	12 008	1 126	1 134	2 260		2 260	-	12 008
<b>Other</b>	<b>4</b>									-	
<b>Total Revenue - Standard</b>	<b>2</b>	<b>172 185</b>	<b>180 976</b>	<b>180 976</b>	<b>59 490</b>	<b>34 819</b>	<b>94 308</b>	<b>74 861</b>	<b>19 448</b>	<b>25.98</b>	<b>180 976</b>
<b>Expenditure - Standard</b>											
<b>Governance and Administration</b>		<b>45 091</b>	<b>65 425</b>	<b>65 425</b>	<b>14 104</b>	<b>9 958</b>	<b>24 062</b>	<b>22 616</b>	<b>1 445</b>	<b>6.39</b>	<b>65 425</b>
Executive & Council		13 398	34 424	34 424	3 628	3 466	7 095	7 399	(304)	(4.11)	34 424
Budget & Treasury Office		22 326	23 143	23 143	8 154	4 386	12 540	11 171	1 369	12.26	23 143
Corporate Services		9 367	7 858	7 858	2 321	2 105	4 427	4 047	380	9.40	7 858
<b>Community and Public Safety</b>		<b>15 405</b>	<b>14 603</b>	<b>14 603</b>	<b>3 796</b>	<b>3 559</b>	<b>7 355</b>	<b>7 490</b>	<b>(134)</b>	<b>(1.79)</b>	<b>14 603</b>
Community & Social Services		13 287	12 432	12 432	3 378	3 141	6 518	6 216	302	4.87	12 432
Sport And Recreation		159	127	127	5	2	6	63	(57)	(90.18)	127
Public Safety		1 959	2 045	2 045	414	417	831	1 210	(380)	(31.37)	2 045
Housing										-	
Health										-	
<b>Economic and Environmental Services</b>		<b>52 320</b>	<b>11 910</b>	<b>11 910</b>	<b>2 723</b>	<b>2 649</b>	<b>5 371</b>	<b>6 240</b>	<b>(868)</b>	<b>(13.91)</b>	<b>11 910</b>
Planning and Development										-	
Road Transport		52 320	11 910	11 910	2 723	2 649	5 371	6 240	(868)	(13.91)	11 910
Environmental Protection										-	
<b>Trading Services</b>		<b>61 522</b>	<b>66 272</b>	<b>66 272</b>	<b>23 467</b>	<b>10 748</b>	<b>34 215</b>	<b>27 280</b>	<b>6 934</b>	<b>25.42</b>	<b>66 272</b>
Electricity		30 522	34 156	34 156	11 127	2 757	13 884	16 709	(2 825)	(16.91)	34 156
Water		10 324	12 754	12 754	3 853	2 231	6 083	5 016	1 067	21.27	12 754
Waste Water Management		11 926	11 442	11 442	4 660	3 422	8 082	5 555	2 527	45.49	11 442
Waste Management		8 750	7 920	7 920	3 828	2 337	6 165		6 165	-	7 920
<b>Other</b>	<b>4</b>									-	
<b>Total Expenditure - Standard</b>	<b>3</b>	<b>174 337</b>	<b>158 209</b>	<b>158 209</b>	<b>44 089</b>	<b>26 914</b>	<b>71 003</b>	<b>63 626</b>	<b>7 377</b>	<b>11.59</b>	<b>158 209</b>
<b>Surplus/(Deficit) for the year</b>		<b>(2 152)</b>	<b>22 767</b>	<b>22 767</b>	<b>15 400</b>	<b>7 905</b>	<b>23 305</b>	<b>11 235</b>	<b>12 071</b>	<b>107.44</b>	<b>22 767</b>

Free State: Tswelopele(FS183) - Table C4 Quarterly Budget Statement - Financial Performance (revenue and expenditure) for 2nd Quarter ended 31 December 2016

Description	Ref	2015/16	Budget year 2016/17								
		Audited Outcome	Original Budget	Adjusted Budget	Q1 Sept Actual	Q2 Dec Actual	YTD Actual	YTD Budget	YTD Variance	YTD variance %	Full Year Forecast
R thousands											
Revenue By Source											
Property rates		15 082	15 000	15 000	11 443	1 367	12 810	7 500	5 310	70.80	15 000
Property rates - penalties and collection charges		-	750	750	-	-	-	-	-	-	750
Service charges - electricity revenue		26 361	33 609	33 609	9 261	7 413	16 674	16 805	(131)	(0.78)	33 609
Service charges - water revenue		5 672	8 155	8 155	1 344	1 479	2 824	4 077	(1 254)	(30.75)	8 155
Service charges - sanitation revenue		6 427	6 631	6 631	1 695	1 712	3 407	3 315	92	2.77	6 631
Service charges - refuse revenue		4 284	3 751	3 751	1 126	1 134	2 260	1 875	384	20.49	3 751
Service charges - other		-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment		1 117	429	429	372	168	540	219	321	146.84	429
Interest earned - external investments		1 131	760	760	66	29	95	522	(427)	(81.85)	760
Interest earned - outstanding debtors		1 606	-	-	365	337	702	-	702	-	-
Dividends received		49	100	100	202	-	202	-	202	-	100
Fines		301	140	140	27	5	32	80	(48)	(59.70)	140
Licences and permits		66	60	60	19	6	25	39	(14)	(36.36)	60
Agency services		-	-	-	8	21	29	-	29	-	-
Transfers recognised - operational		68 437	62 464	62 464	26 653	18 353	45 006	46 848	(1 842)	(3.93)	62 464
Other own revenue		8 295	2 145	2 145	295	218	513	-	513	-	2 145
Gains on disposal of PPE		-	2 077	2 077	-	-	-	1 485	(1 485)	(100.00)	2 077
Total Revenue (excl. capital transfers and contributions)		138 828	136 070	136 070	52 875	32 244	85 118	82 765	2 353	2.84	136 070
Expenditure By Type											
Employee related costs		58 992	54 640	54 640	14 538	14 622	29 159	27 320	1 839	6.73	54 640
Remuneration of councillors		4 515	5 815	5 815	871	454	1 325	2 907	(1 582)	(54.42)	5 815
Debt impairment		1 645	2 501	2 501	1 276	-	1 276	-	1 276	-	2 501
Depreciation and asset impairment		40 557	19 669	19 669	-	-	-	-	-	-	19 669
Finance charges		1 467	2 088	2 088	1	656	658	1 067	(409)	(38.35)	2 088
Bulk purchases		27 391	31 300	31 300	11 435	2 820	14 255	13 492	764	5.66	31 300
Other Materials		6 729	6 751	6 751	697	2 004	2 701	2 051	650	31.72	6 751
Contracted services		-	650	650	394	149	543	600	(57)	(9.58)	650
Transfers and grants		4 494	-	-	533	958	1 492	-	1 492	-	-
Other expenditure		28 408	34 796	34 796	14 345	5 250	19 595	20 150	(555)	(2.75)	34 796
Loss on disposal of PPE		140	-	-	-	-	-	-	-	-	-
Total Expenditure		174 337	158 209	158 209	44 089	26 914	71 003	67 586	3 417	5.06	158 209
Surplus/(Deficit)											
Transfers recognised - capital		33 356	44 906	44 906	6 615	2 575	9 190	31 567	(22 377)	(70.89)	44 906
Contributions recognised - capital		-	-	-	-	-	-	-	-	-	-
Contributed assets		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers and contributions		(2 152)	22 767	22 767	15 400	7 905	23 305	46 746	(23 441)	(50.14)	22 767
Tax ation		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after taxation		(2 152)	22 767	22 767	15 400	7 905	23 305	46 746	(23 441)	(50.14)	22 767
Attributable to minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		(2 152)	22 767	22 767	15 400	7 905	23 305	46 746	(23 441)	(50.14)	22 767
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year		(2 152)	22 767	22 767	15 400	7 905	23 305	46 746	(23 441)	(50.14)	22 767



Free State: Tswelopele(FS183) - Table C5 Quarterly Budget Statement - Capital Expenditure by Standard Classification and Funding for 2nd Quarter ended 31 December 2016

Description	Ref	2015/16	Budget year 2016/17								
		Audited Outcome	Original Budget	Adjusted Budget	Q1 Sept Actual	Q2 Dec Actual	YTD Actual	YTD Budget	YTD Variance	YTD variance %	Full Year Forecast
R thousands											
Capital Expenditure - Standard											
Governance and Administration		2 828	-	-	43	44	87	-	87	-	-
Executive & Council		2 821			37	34	70		70		
Budget & Treasury Office					1		1		1		
Corporate Services		7			6	10	16		16		
Community and Public Safety		-	2 393	2 393	443	370	814	1 954	(1 141)	(58.37)	2 393
Community & Social Services											
Sport And Recreation			2 393	2 393	443	370	814	1 954	(1 141)	(58.37)	2 393
Public Safety											
Housing											
Health											
Economic and Environmental Services		948	6 865	6 865	-	-	-	3 959	(3 959)	(100.00)	6 865
Planning and Development											
Road Transport		948	6 865	6 865				3 959	(3 959)	(100.00)	6 865
Environmental Protection											
Trading Services		11 271	35 648	35 648	4 120	2 123	6 244	20 991	(14 747)	(70.26)	35 648
Electricity		1 434	5 000	5 000				2 648	(2 648)	(100.00)	5 000
Water		9 838	24 170	24 170				14 384	(14 384)	(100.00)	24 170
Waste Water Management			6 478	6 478	4 120	2 123	6 244	3 959	2 285	57.71	6 478
Waste Management											
Other											
Total Capital Expenditure - Standard	3	15 047	44 906	44 906	4 607	2 537	7 144	26 904	(19 760)	(73.45)	44 906

Free State: Tswelopele(FS183) - Table C6 Quarterly Budget Statement - Financial Position for 2nd Quarter ended 31 December 2016

Description	Ref	2015/16	Budget year 2016/17								
		Audited Outcome	Original Budget	Adjusted Budget	Q1 Sept Actual	Q2 Dec Actual	YTD Actual	YTD Budget	YTD Variance	YTD variance %	Full Year Forecast
<b>R thousands</b>	<b>1</b>										
<b>ASSETS</b>											
<b>Current assets</b>											
Cash		2 702	9 000	9 000	536	2 706	2 706	4 500	(1 794)	(39.86)	9 000
Call investment deposits		1 520	1 500	1 500	10 884	10 884	10 884	750	10 134	1 351.20	1 500
Consumer debtors		14 928	5 000	5 000	5 571	4 629	4 629	2 500	2 129	85.19	5 000
Other debtors		1 848			1 335	1 335	1 335		1 335		
Current portion of long-term receivables											
Inventory		680	220	220	680	680	680	110	570	518.63	220
<b>Total current assets</b>		<b>21 678</b>	<b>15 720</b>	<b>15 720</b>	<b>19 007</b>	<b>20 235</b>	<b>20 235</b>	<b>7 860</b>	<b>12 376</b>	<b>157.46</b>	<b>15 720</b>
<b>Non current assets</b>											
Long-term receivables					50 967	53 819	53 819		53 819		
Investments		948									
Investment property		22 858	23 076	23 076	22 858	22 858	22 858	11 538	11 320	98.11	23 076
Investment in Associate											
Property, plant and equipment		444 164	429 251	429 251	444 164	444 164	444 164	214 626	229 539	106.95	429 251
Agricultural											
Biological		3 174	2 200	2 200	3 174	3 174	3 174	1 100	2 074	188.57	2 200
Intangible											
Other non-current assets			987	987	948	948	948	494	455	92.14	987
<b>Total non current assets</b>		<b>471 144</b>	<b>455 514</b>	<b>455 514</b>	<b>522 112</b>	<b>524 963</b>	<b>524 963</b>	<b>227 757</b>	<b>297 206</b>	<b>130.49</b>	<b>455 514</b>
<b>TOTAL ASSETS</b>		<b>492 822</b>	<b>471 234</b>	<b>471 234</b>	<b>541 118</b>	<b>545 198</b>	<b>545 198</b>	<b>235 617</b>	<b>309 581</b>	<b>131.39</b>	<b>471 234</b>
<b>LIABILITIES</b>											
<b>Current liabilities</b>											
Bank overdraft											
Borrowing		1 390	650	650	687	687	687	325	362	111.32	650
Consumer deposits		933	550	550	933	933	933	275	658	239.18	550
Trade and other payables		33 383	9 000	9 000	7 152	7 152	7 152	4 500	2 652	58.93	9 000
Provisions		814									
<b>Total current liabilities</b>		<b>36 519</b>	<b>10 200</b>	<b>10 200</b>	<b>8 771</b>	<b>8 771</b>	<b>8 771</b>	<b>5 100</b>	<b>3 671</b>	<b>71.99</b>	<b>10 200</b>
<b>Non current liabilities</b>											
Borrowing		10 344	11 280	11 280	9 777	9 777	9 777	5 640	4 137	73.35	11 280
Provisions		16 314			14 361	14 361	14 361		14 361		
<b>Total non current liabilities</b>		<b>26 658</b>	<b>11 280</b>	<b>11 280</b>	<b>24 138</b>	<b>24 138</b>	<b>24 138</b>	<b>5 640</b>	<b>18 498</b>	<b>327.98</b>	<b>11 280</b>
<b>TOTAL LIABILITIES</b>		<b>63 178</b>	<b>21 480</b>	<b>21 480</b>	<b>32 909</b>	<b>32 909</b>	<b>32 909</b>	<b>10 740</b>	<b>22 169</b>	<b>206.42</b>	<b>21 480</b>
<b>NET ASSETS</b>	<b>2</b>	<b>429 645</b>	<b>449 754</b>	<b>449 754</b>	<b>508 209</b>	<b>512 289</b>	<b>512 289</b>	<b>224 877</b>	<b>287 412</b>	<b>127.81</b>	<b>449 754</b>
<b>COMMUNITY WEALTH/EQUITY</b>											
Accumulated Surplus/(Deficit)		429 645	449 754	449 754	508 209	512 289	512 289	224 877	287 412	0	449 754
Reserves											
Minorities interests											
<b>TOTAL COMMUNITY WEALTH/EQUITY</b>	<b>2</b>	<b>429 645</b>	<b>449 754</b>	<b>449 754</b>	<b>508 209</b>	<b>512 289</b>	<b>512 289</b>	<b>224 877</b>	<b>287 412</b>	<b>0</b>	<b>449 754</b>

Free State: Tswelopele(FS183) - Table C7 Quarterly Budget Statement - Cash Flows for 2nd Quarter ended 31 December 2016

Description	Ref	2015/16	Budget year 2016/17								
		Audited Outcome	Original Budget	Adjusted Budget	Q1 Sept Actual	Q2 Dec Actual	YTD Actual	YTD Budget	YTD Variance	YTD variance %	Full Year Forecast
<b>R thousands</b>	<b>1</b>										
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>											
<b>Receipts</b>											
Property rates, penalties and collection charges		12 085	15 750	15 750	3 478	3 461	6 939	7 500	10 691	142.54	15 750
Service charges		37 448	52 145	52 145	8 868	12 064	20 932	26 073	158	0.61	52 145
Other revenue		2 985	4 851	4 851	7 698	6 441	14 138	1 822	12 316	675.91	4 851
Government - operating		99 721	62 464	62 464	26 653	20 178	46 831	46 848	(17)	(0.04)	62 464
Government - capital			44 906	44 906	6 615	2 575	9 190	31 567	(22 377)	(70.89)	44 906
Interest		2 736	760	760	25	174	199	522	(323)	(61.82)	760
Dividends		49	100	100	202	202	404		404		100
<b>Payments</b>											
Suppliers and employees		(126 646)	(133 952)	(133 952)	(42 440)	(29 852)	(72 292)	(66 519)	(5 773)	8.68	(133 952)
Finance charges		2 479	(2 088)	(2 088)	(1)	(654)	(655)	(1 067)	411	(38.57)	(2 088)
Transfers and grants					(327)	(348)	(675)		(675)		
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>		<b>30 859</b>	<b>44 936</b>	<b>44 936</b>	<b>10 770</b>	<b>14 240</b>	<b>25 010</b>	<b>46 746</b>	<b>(5 184)</b>	<b>(11.09)</b>	<b>44 936</b>
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>											
<b>Receipts</b>											
Proceeds on disposal of PPE											
Decrease in non-current debtors											
Decrease in other non-current receivables											
Decrease (increase) in non-current investments											
<b>Payments</b>											
Capital assets		(32 306)	(44 906)	(44 906)	(4 607)	(2 537)	(7 144)	(25 067)	15 931	(63.55)	(44 906)
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>		<b>(32 306)</b>	<b>(44 906)</b>	<b>(44 906)</b>	<b>(4 607)</b>	<b>(2 537)</b>	<b>(7 144)</b>	<b>(25 067)</b>	<b>15 931</b>	<b>(63.55)</b>	<b>(44 906)</b>
<b>CASH FLOW FROM FINANCING ACTIVITIES</b>											
<b>Receipts</b>											
Short term loans											
Borrowing long term/refinancing											
Increase (decrease) in consumer deposits											
<b>Payments</b>											
Repayment of borrowing		(687)	(1 100)	(1 100)				(550)	550	(100.00)	(1 100)
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>		<b>(687)</b>	<b>(1 100)</b>	<b>(1 100)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(550)</b>	<b>550</b>	<b>(100.00)</b>	<b>(1 100)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD</b>		<b>(2 133)</b>	<b>(1 070)</b>	<b>(1 070)</b>	<b>6 164</b>	<b>11 703</b>	<b>17 866</b>	<b>21 129</b>	<b>11 297</b>	<b>53.47</b>	<b>(1 070)</b>
Cash/cash equivalents at the year begin:		6 355	6 355	6 355	6 355	6 355	6 355	6 355	(2 133)	(33.57)	6 355
Cash/cash equivalents at the year end:		4 222	5 285	5 285	12 519	18 058	24 222	27 485	9 163	33.34	5 285

## **12. Expenditure classification**

This section of the report classifies the expenditure for the period under review in terms of unauthorized; irregular and fruitless and wasteful expenditure. The details of this expenditure items are summarized below.

### **12.1. Unauthorized expenditure**

Unauthorized expenditure is defined in section 1 of the MFMA as amongst others expenditure of money appropriated for a specific purpose, otherwise than for that specific purpose. Therefore, it means spending money [appropriated for something else] on items that were not budgeted can be regarded as unauthorized. For the period under review, there is spending on items that were not budgeted under the current financial year [while they were budgeted in the previous year but tender processes could not be finalized in the previous year]. Therefore, this will be corrected through the adjustment budget, by allocating funds to those overspend votes.

### **12.2. Irregular expenditure**

Irregular expenditure is defined in section 1 of the MFMA as follows:

“irregular expenditure”, in relation to a municipality or municipal entity, means—

[a] expenditure incurred by a municipality or municipal entity in contravention of, or that is not in accordance with, a requirement of this Act, and which has not been condoned in terms of section 170;

[b] expenditure incurred by a municipality or municipal entity in contravention of, or that is not in accordance with, a requirement of the Municipal Systems Act, and which has not been condoned in terms of that Act;

[c] expenditure incurred by a municipality in contravention of, or that is not in accordance with, a requirement of the Public Office-Bearers Act, 1998 [Act No. 20 of 1998]; or

[d] expenditure incurred by a municipality or municipal entity in contravention of, or that is not in accordance with, a requirement of the supply chain management policy of the municipality or entity or any of the municipality’s by-laws giving effect to such policy, and which has not been condoned

in terms of such policy or by-law, but excludes expenditure by a municipality which falls within the definition of “unauthorized expenditure”. Therefore, a listing of this expenditure will be compiled and submitted to Finance Committee / MPAC for investigation and further recommendation to Council.

### **12.3. Fruitless and wasteful expenditure**

Fruitless and wasteful expenditure is defined in section 1 of the MFMA as follows: “fruitless and wasteful expenditure” means expenditure that was made in vain and would have been avoided had reasonable care been exercised. There is fruitless and wasteful expenditure incurred for the period under review. This expenditure is currently being investigated and a detailed report will be sent to the Finance Committee / MPAC for further discussion and recommendation to Council.

## **13. Implementation of the SCM**

The Municipality has an approved Supply Chain Management Policy which was last reviewed in June 2016. The municipality procurement process is undertaken through this policy and other legislation governing procurement in local government. The procurement is undertaken using the Petty cash purchases; Price quotations / Formal written price quotations as well as the Competitive bidding process.

### **13.1. Reporting on SCM matters**

The Municipal Finance Management Act places certain reporting obligations on municipalities to report on the implementation of the supply chain management. Formal written price quotations are advertised for 7 days in the municipal website. Contracts above R100 000.00 are reported accordingly to National Treasury and the reports are submitted to the Mayor on the implementation of the supply chain management. Other internal control documents [like tender registers, contract registers, etc] are maintained with the Supply Chain Management.

### **13.2. Deviations from SCM policy**

There were no major deviations identified for the reporting period, especially on competitive bidding process. Most of the deviations encountered are pertaining to petty cash purchases where there were transactions above R200. However, all transactions above R200 were brought to the attention of the Chief Financial Officer and there were no transaction in this regard above a value of R500. Deviations on formal quotations have been mainly on strip-and-quote, which in most of the cases is one quotation instead of three quotations. All other deviations would be treated in line with the requirements of the MFMA.

### **13.3. Bid committee structures**

The bid committees system have been established: the bid specification committee; the bid evaluation committee and the adjudication committee. All members of the committees were appointed by the Municipal Manager. The composition of each of the committees is as per the SCM Regulations.

### **13.4. Listing of accredited suppliers**

The SCM policy requires that the Accounting Officer, through the SCM Unit, keep a list of accredited prospective providers to be used to procure goods and services. The accounting officer shall through local commonly circulated newspapers, website and by any other means possible, invite prospective providers to apply for evaluation and listing as an accredited prospective service provider with the municipality. The list shall be updated at least quarterly if they are any applications received. The municipality complies with this requirement and the list is updated on a monthly basis.

### **13.5. Training of SCM practitioners / officials**

The Minimum Competency Regulations requires officials within the SCM Unit to possess certain prescribed competencies. All SCM unit personnel have undertaken the minimum competency level training, and they have all been declared competent.

## **14. Conclusion**

The assessment has revealed the revenue base of the municipality is decreasing. This is evidenced by the decrease in grants and subsidies from national revenue fund [national government] as well as the low payment rate by consumers for the services. As such Management has taken prudent steps to turn around the situation during the remainder of the financial year.

On the revenue side, a revenue enhancement strategy has been developed and its focus area is on collecting both the current revenue and the over-due revenue [debtors]. Furthermore, it the intention of the Management is to engage Provincial Treasury and Provincial Department of Public Works to assist the municipality in collecting revenue that is due from government departments [for both services and rates].

Expenditure containment measures have been discussed with strategic officials, the primary purpose of this is to minimize spending on non-essential items. Some of these measures include reduction of overtime; paying overtime only to officials who are below the prescribed threshold; limiting overtime hours to the prescribed 60 hours per month; attendance of only important strategic meetings; adherence to travel and subsistence policy.

Having said the above, it is clear that the annual budget need to be adjusted as well as the service delivery & budget implementation plan in line with the actual performance. Therefore, the following recommendations are linked to the responsibilities of the Mayor under S54 of the MFMA.

1. Note the contents of the budget assessment report,

2. Table the budget assessment report to council by at least the 31 January 2017,
3. Prepare adjustments budget for tabling in Council between 25 January 2017 and 28 February 2017, in compliance with the requirements of S28 of the MFMA and
4. Revise the projections for revenue and expenditure in the SDBIP to reflect the adjustments to the annual budget.



## **15. Non-Financial Mid-Year Performance Report**

### **15.1 Introduction**

According to the Local Government Municipal Finance Management Act, Act 56 of 2003, Section 52 [c] thereof, the Mayor must take all reasonable steps to ensure that the municipality performs its Constitutional and statutory functions within the limits of the municipality's approved budget.

Performance management is prescribed by chapter 6 of the Municipal Systems Act of 2000 and the Municipal Planning and Performance Regulation of August 2001. Section 7 of the aforementioned regulation states that "A municipality's performance management systems entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the responsibilities of the different role players" This framework should reflect the linkage between the IDP, Budget and SDBIP.

Tswelopele Local Municipality has compiled its half yearly [01 July to 31 December 2016] performance report in line with the above mentioned legislation. The purpose of the report is to outline the achievements of the municipality in the period under review. The report further seeks to outline challenges and remedial actions that have been implored as corrective measures thereto.

The purpose of this performance report is as follows:

- To analyze the performance of the municipality for the first half of the financial year
- To track progress against the targets set in the SDBIP.
- Inform decision making and future goal setting
- To identify problems regarding performance of municipal programmes with a view to obtain solutions.

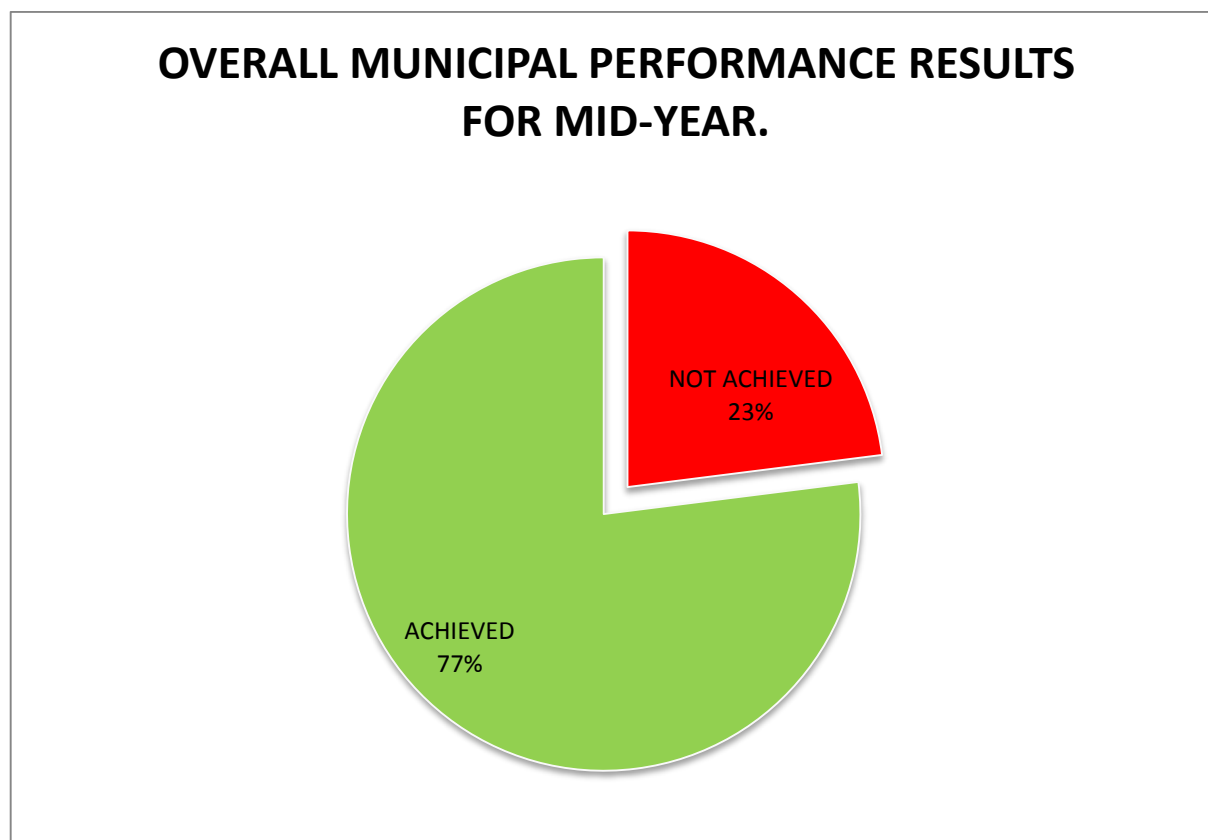
- To determine whether the objectives of various programmes have been met and whether is it appropriate to review and amend them given the changing circumstances.

## **15.2 Institutional Performance Management Process Overview**

At the commencement of the financial year, every attempt was made to ensure that the municipality complies with legislation concerning the development, operation and maintenance of a performance management system that is commensurate to the institutional service delivery objectives captured in the IDP. Tswelopele Local Municipality has continued to maintain the effective operation of the following mechanisms:

- The 2016/2017 IDP included objectives, strategies and key performance indicators [KPIs] as required by the Municipal Systems Act, 32 of 2000;
- The budget for implementation of the IDP was approved within the prescribed timelines as required by the Municipal Finance Management Act, 56 of 2003;
- After approval of the budget, the SDBIP was developed to integrate the IDP and the budget and to ensure effective implementation of the institutional strategies;
- Performance agreements with performance plans were developed, signed and approved by the Mayor and the Municipal Manager as required by the Municipal Performance Regulations, 2006;
- Quarterly performance reports with supporting evidence were prepared by managers directly reporting to the Municipal Manager [MM]. Quarterly performance reports were objectively and independently audited by the Internal Audit unit to verify and to confirm performance information as reflected in the reports; the unit also confirmed the credibility of evidence that was submitted quarterly;

## Level of attainment of objectives and targets.



### **MUNICIPAL MANAGERS OFFICE**

The Municipal Manager's Office had [24] half yearly targets set as per the key performance indicators, Attained [14] and not achieved [10].

### **FINANCE**

The Finance Department had [31] half yearly targets set as per the key performance indicators, Attained [26] and not achieved [5].

### **CORPORATE SERVICES**

The Corporate Services had [28] half yearly targets set as per the key performance indicators, Attained [22] and not achieved [06].

### **TECHNICAL SERVICES**

The Technical Services had [39] half yearly targets set as per the key performance indicators, Attained [31] and not achieved [8].

## **COMMUNITY SERVICES**

The Community Services had **[37]** half yearly targets set as per the key performance indicators, Attained **[31]** and not achieved **[06]**.

## PERFORMANCE DEFICIENCIES THAT MUST BE ADDRESSED.

MM	FINANCE	CORPORATE	TECHNICAL	COMMUNITY
<ol style="list-style-type: none"> <li>1. Review of the Performance Management Policy;</li> <li>2. Development of the Newsletter;</li> <li>3. Filling of key vacant positions;</li> <li>4. Report on the rehabilitation of roads in Phahameng;</li> <li>5. 75% of LED operational budget awarded to local service providers;</li> <li>6. Establishment of oversight committee on revenue and</li> </ol>	<ol style="list-style-type: none"> <li>1. Workshop on asset management;</li> <li>2. Conduct technical committee on revenue and expenditure management;</li> <li>3. Appointment of service provider of VAT review;</li> <li>4. Report on the implementation of council resolutions;</li> <li>5. Monthly risk assessments.</li> </ol>	<ol style="list-style-type: none"> <li>1. Filling of key vacant positions;</li> <li>2. Development of the Newsletter;</li> <li>3. Convene the MSCOA steering committee meeting;</li> <li>4. Underspensing on the budget allocated for municipal work skills plan;</li> <li>5. Reconciliations between the leave books and the financial systems;</li> </ol>	<ol style="list-style-type: none"> <li>1. High water distribution losses;</li> <li>2. Report on the rehabilitation of roads in Phahameng;</li> <li>3. High electricity distribution losses;</li> <li>4. Assets counts not conducted;</li> <li>5. Implementation of external and internal audit recovery plan below 95%;</li> <li>6. Report on the implementation of council resolutions;</li> <li>7. Risk assessments.</li> </ol>	<ol style="list-style-type: none"> <li>1. Procurement of identified equipment to support SMME's;</li> <li>2. 75% of LED operational budget awarded to local service providers;</li> <li>3. Exhibitions shows for arts and crafters;</li> <li>4. Report on revenue enhancement strategy for the second quarter same as the first quarter;</li> <li>5. Implementation of internal audit</li> </ol>

expenditure management; 7. Appointment of service provider of VAT review; 8. Convene the MPAC second quarter meeting.		6. Convene the ICT steering committee meetings.		recommendations below 95%
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## Actual performance against the predetermined objectives and targets

DEPARTMENT: MUNICIPAL MANAGER									
KEY PERFORMANCE AREA 1 - MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT									
OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	ANNUAL TARGETS 2016/17	TARGET		ACTUAL PERFORMANCE	CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE	INTERNAL AUDITORS COMMENTS	ACHIEVEMENT STATUS
				QUARTER 1	QUARTER 2				
To enhance responsiveness to citizen's priorities and capabilities of delivery of quality services, quality management and administrative practices	Review organisational Performance Management policy and framework	Council resolution approving PMS policy	1 PMS Policy & Framework reviewed and approved (July 2016)	1 approved PMS policy and framework		The PMS policy and framework is been reviewed as part of the IDP process for 2017 -2018	The indicator should be reviewed to be in line with the IDP timelines	Not Achieved	Not Achieved
	Number of news letters developed and publicised on service delivery achievements	Development and publication of the newsletter on service delivery achievements	3 quarterly news letters developed and publicised		1 newsletter by 30 October 2016	The newsletter has not yet been developed and the department has submitted a memorandum to this effect indicating the reasons for non-achievement	There is no dedicated official for the development of the news letter and it is recommended that the post of communication officer be created. (The indicator needs to be reviewed)	Not Achieved	Not Achieved
	Number of management meetings held	Attendance registers and minutes of the meetings	Quarterly Management Meetings	1 management meeting held	1 management meeting held	The attendance register and minutes of the management meetings have been submitted	None	Achieved	Achieved
	Percentage of External Service providers appointed within 60 days of the closing date of the tender	Percentage of external Service Providers appointed within 60 days of the closing date	100% of appointments for external Service Providers appointed within 60 days of the closing date of the tender	Appointment of external service providers within 60 days of the closing of the tender (as an when advertised)	Appointment of external service providers within 60 days of the closing of the tender (as an when advertised)	The signed service level agreement for regional bulk infrastructure has been submitted.	None	Achieved	Achieved
	Appointment of officials in key vacant positions	Filling of key vacant position with candidates that meet requirements of the position	Appointment of 1 Manager PMU, 1 Assets & SCM, 1 Internal Auditor, 1 Cashier Tikwana and 1 Strategic Manager. Committee Clerk	Appointment of Manager PMU, Manager Assets & SCM and Strategic Manager	Appointment of Internal Auditor, Cashier and Committee Clerk by 30 October 2016	The identified vacant positions have not yet been filled.	The department should provide reasons for non achievement and corrective measures. (The indicator needs to be reviewed)	Not Achieved	Not Achieved

	Sign and conclude Performance Agreements (PA) with the Mayor; Chief Financial Officer and 3 directors	Signed PA between Mayor and Municipal Manager (MM) and between Municipal Manager and CFO and Directors	5 signed PA by 29 July 2016 and sign revised PA by 10 March 2017	Signed PA between Mayor and MM; signed PA between MM and CFO; signed PA between MM and each of the Directors	target for the quarter	The performance agreement between the Mayor and Municipal Manager and between Municipal Manager and CFO and Directors have been signed.	None	Achieved	Achieved
	Number of quarterly Performance Evaluations for the MM; CFO; Director Technical; Director Community Service and Director Corporate Service for the 2016/17	Signed quarterly evaluations of the CFO; Director Technical; Director Community Service and Director Corporate Service	4 quarterly performance evaluation reports	target for the quarter	First quarter Performance Evaluations for the MM, CFO, Director Technical; Director Community Service and Director Corporate Service by 30 October 2016	The report on the first quarter performance evaluation of MM and Directors has been submitted.	None	Achieved	Achieved
	Number of annual Performance Evaluations for the MM; CFO; Director Technical; Director Community Service and Director Corporate Service for the 2015/16 based on audited performance report	Report on the Performance Evaluations for the MM, CFO, Director Technical; Director Community Service and Director Corporate Service	One annual Performance Evaluation performed for the MM, CFO, Director Technical; Director Community Service and Director Corporate Service by 15 December 2016	target for the quarter	Signed reports on annual Performance Evaluations for the MM; CFO; Director Technical; Director Community Service and Director Corporate Service for the 2015/16	The report on the annual performance evaluation of the MM and Directors has been submitted	None	Achieved	Achieved



DEPARTMENT: MUNICIPAL MANAGER OFFICE KEY PERFORMANCE AREA 2 - INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY									
OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	ANNUAL TARGETS 2016/17	TARGET		ACTUAL PERFORMANCE	CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE	INTERNAL AUDITORS COMMENTS	ACHIEVEMENT STATUS
				QUARTER 1	QUARTER 2				
Promote effective and efficient sport and recreation development	Rehabilitation and upgrade sporting facilities in Phahameng and Tkwana in terms of the approved capital budget. (Actual expenditure divided by the total approved	% of budget spent on phase 4 of Phahameng sporting facility by 30 June	100% expenditure of phase 4 by 30 June 2017	50%	80%	The progress reports indicating 90.56% of the progress completion for the project has been submitted.	None	Achieved	Achieved
		% of budget spent on phase 3 of Tkwana sporting facility by 30 June	100% expenditure of phase 3 by 30 June 2017	50%	80%	The report indicating 61% progress completion status of the project has been submitted.	The department should make efforts to ensure that the project is completed on time.	Achieved	Achieved
To ensure access to safe and sustainable sanitation services to households, public facilities and households.	Number of progress reports on Households (Total 837) with access to a minimum standard of sanitation provision levels	Signed progress reports.	4 Progress report on the 837 Households backlog	1 Progress report	1 Progress report	The progress reports have been provided. The letter has been provided indicating that the project has been on hold since February 2016	None	Achieved	Achieved
To ensure accessible road infrastructure and increased life span through proper construction and maintenance of roads and storm water drainages.	Rehabilitation and upgrading of roads and storm water in Phahameng in terms of the approved capital budget by 30 June 2017 (Actual expenditure divided by the total approved budget) x 100}	% budget spent on the rehabilitation and upgrading of roads and storm water in Phahameng.	30% expenditure for the upgrading of the 2km road in Phahameng by 30 June 2017	0%	0%	The reports submitted as evidence to the indicator do not reflect the percentage spent on the project.	The department should submit detailed reports reflecting the percentage and progress on the rehabilitation of roads.	Not Achieved	Not Achieved

To promote and improve effective linkage between the stakeholders and the municipality to ensure accountability and responsiveness	Number of MIG reports submitted	Proof of acknowledgement of receipt	12 MIG reports prepared & submitted (3 per quarter)	3 MIG reports prepared and submitted	3 MIG reports prepared and submitted	The signed MIG reports have been submitted.	The department should submit proof of submission of the reports.	Achieved	Achieved
	Number of EPWP reports submitted	Proof of acknowledgement of receipt	12 EPWP reports prepared & submitted (3 per quarter)	3 EPWP reports prepared and submitted	3 EPWP reports prepared and submitted	The signed EPWP reports have been submitted	The department should submit proof of submission of the reports.	Achieved	Achieved
Expansion, modernisation, access and affordability of our Information and communications infrastructure ensured.	% Installation of anti-virus in all municipal computers and IT Infrastructure by November 2016	All municipal computers and IT infrastructure protected against the virus (proof of installation)	100% of anti-virus will be installed on municipal computers and IT infrastructure	target for the quarter	100% anti virus installed on municipal computers and IT Infrastructure	The anti virus has been installed on municipal computers and IT infrastructure. The supporting documentation has been submitted.	None	Achieved	Achieved
To ensure Strong and efficient spatial planning system, well integrated across the spheres of government	Aligning the SDF with the SPLUMA key objectives by 30 June 2017	Council resolution approving the spatial development plan.	Approved SPLUMA compliant SDF by 30 May 2017	target for the quarter	target for the quarter	N/A	N/A	N/A	N/A
Ensure proper waste management through promotion of recycling schemes and adequate landfill management	Reviewed Integrated Waste Management Plan	Reviewed integrated waste management plan	1 Annual Review of Integrated Waste Management Plan (May 17)	target for the quarter	target for the quarter	N/A	N/A	N/A	N/A
To ensure the sustainable use of natural resource within municipal area while promoting social and economic development	Reviewed Integrated Environmental Management Plan	Reviewed environmental management plan	1 Annual Review of Integrated Environmental Management Plan (May 17)	target for the quarter	target for the quarter	N/A	N/A	N/A	N/A

DEPARTMENT: MUNICIPAL MANAGER OFFICE KEY PERFORMANCE AREA 3 - LOCAL ECONOMIC DEVELOPMENT									
OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	ANNUAL TARGETS 2016/17	TARGET		ACTUAL PERFORMANCE	CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE	INTERNAL AUDITORS COMMENTS	ACHIEVEMENT STATUS
				QUARTER 1	QUARTER 2				
Create an environment that promotes development of the local economy and facilitate job creation.	Percentage of the capital budget awarded to local service providers	The value of contracts awarded to local service providers divided total capital expenditure multiplied by 100 (appointment letters of sub-contractors)	25% of the 2016/17 capital budget awarded to local service providers	25% of capital budget awarded to local service providers	25% of capital budget awarded to local service providers	Proof of appointment of subcontractors have been submitted	None	Achieved	Achieved
	Percentage of the LED operational budget awarded to local service providers	The value of contracts awarded to local service providers divided total LED spending multiplied by 100 (Expenditure reports/ list of suppliers used)	75% of the 2016/17 LED operational budget awarded to local service providers	75% of operational budget awarded to local service providers	75% of operational budget awarded to local service providers	No information provided for this indicator.	The department should provide reasons for non achievement of the target and corrective measures.	Not achieved	Not achieved

DEPARTMENT: MUNICIPAL MANAGER OFFICE									
KEY PERFORMANCE AREA 4 - MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT									
OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	ANNUAL TARGETS 2016/17	TARGET		ACTUAL PERFORMANCE	CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE	INTERNAL AUDITORS COMMENTS	ACHIEVEMENT STATUS
				QUARTER 1	QUARTER 2				
To enhance the revenue base of the municipality, improved audit outcome, promote sound financial governance and management.	Establishment of the Oversight Committee: Revenue Management composed of Finance Committee and Ward Councillors	Appointment letters of the committee members (minutes where they were appointed)	Oversight Committee: Revenue Management established by 30 September 2016	Appointment of oversight committee members	target for the quarter	The oversight committee of revenue management has not yet been established.	The management should indicate the reasons for non achievement of targets and review the target.	Not Achieved	Not Achieved
	Number of meetings of the Oversight Committee on Revenue Management	Number of meetings held (Attendance registers/ Minutes of the meetings)	4 meetings held per annum	1 quarterly meeting held	1 quarterly meeting held	No oversight committee meeting for revenue management have been held	The management should indicate the reasons for non achievement of targets and review the target.	Not Achieved	Not Achieved
	Appointment of the service provider for VAT review	Appointment letter of the successful service provider	1 service provider appointed for VAT review by 30 September 2016	Appointment of the successful service provider for VAT review	target for the quarter	No information provided for this indicator	The department should provide reasons for non achievement of the target and review the target accordingly	Not Achieved	Not Achieved
	Maintain unqualified audit opinion on the financial statements	Unqualified audit opinion on the 2015/ 2016 Financial Statements	Obtain Unqualified audit opinion on the 2015/ 2016 Financial Statements	target for the quarter	Submit the audit report to council.	The report of the AGSA has been submitted indicating the unqualified audit opinion.	None	Achieved	Achieved
	Number of financial reports (Schedule C) submitted to council on the implementation of the annual budget	Quarterly schedule C reports submitted to council	4 quarterly reports submitted to council.	1 quarterly report submitted to council	1 quarterly report submitted to council	The schedule C reports have been submitted. They will be submitted to council as part of the Mid-year report.	None	Achieved	Achieved

DEPARTMENT: MUNICIPAL MANAGER									
KEY PERFORMANCE AREA 5 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	ANNUAL TARGETS 2016/17	TARGET		ACTUAL PERFORMANCE	CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE	INTERNAL AUDITORS COMMENTS	ACHIEVEMENT STATUS
				QUARTER 1	QUARTER 2				
To promote and improve effective linkage between the community, stakeholders and the municipality to ensure accountability and responsive governance structures.	Annual calendar developed & adopted by Council, EXCO, Sec 80 Comm, Audit Committee, Risk Committee and MPAC	Approved annual calendar	Developed & approved annual calendar of council meetings (October 2016)	target for the quarter	Development and submission of annual calendar	The approved annual calendar of council meetings has been submitted	None	Achieved	Achieved
	Number of ordinary Council meeting coordinated and convened per annum	Council agendas and minutes of the ordinary council meetings	4 ordinary council meeting held per annum	1 ordinary council meeting held per quarter	1 ordinary council meeting held per quarter	The minutes of the ordinary council meeting have submitted	None	Achieved	Achieved
	Number of service delivery and budget implementation plans approved by the Mayor	Approved 2016/ 2017 SDBIP	Approved SDBIP by the Mayor in July 2016	Submission of the SDBIP to the Mayor for approval.	target for the quarter	The SDBIP was approved by the Mayor and submitted to the relevant sector departments	None	Achieved.	Achieved.
	Table the Annual report of 2015/2016 for adoption by council.	Council resolution adopting the annual report	1 tabled 2015/2016 Annual report by January 2017	target for the quarter	target for the quarter	N/A	N/A	N/A	N/A
	Publish the draft Annual report for 21 days on the municipal website	Publication of the annual report	1 publication of the draft Annual report by January 2017	target for the quarter	target for the quarter	N/A	N/A	N/A	N/A
	Convene Oversight Committee to consider the Draft 2015/2016 Annual Report	Attendance register and the report	Convene the oversight committee for the evaluation of the annual report by March 2017	target for the quarter	target for the quarter	N/A	N/A	N/A	N/A
	Number of approved Annual report for 2015/2016	Council resolution approving the oversight committee report and the annual report.	Table to council the oversight committee report for approval of the annual report by 30 March 2017	target for the quarter	target for the quarter	N/A	N/A	N/A	N/A

	Number of integrated development plans developed for the new term of the council in consultation with the relevant stakeholders.	1 Approved IDP reviewed annually	Approved IDP for the new term of council by May 2017	Table to council the IDP process plan and budget time lines for approval to council.	target for the quarter	The IDP process plan and budget time lines have been approved by council.	None	Achieved	Achieved
	Review the 3 year internal audit plan based on the risk assessment and submit to the audit committee by 30 June 2017	Minutes of the audit committee approving the plan	3 year risk based plan approved by 30 June 2017	target for the quarter	target for the quarter	N/A	N/A	N/A	N/A
	Report to the municipal manager and audit committee on the implementation of the annual internal audit plan and internal audit activities .	Quarterly reports on the implementation of the annual internal audit plan	4 quarterly reports submitted to the MM and the Audit committee	1 quarterly reports submitted to the MM and the audit committee.	1 quarterly reports submitted to the MM and the audit committee.	Quarterly reports on the implementation of annual internal audit plan have been submitted	None	Achieved	Achieved
	Number of Municipal Public Account Committee meetings conducted	Attendance register and minutes of the meetings	Convene 4 quarterly Municipal Public Accounts Committee meetings	1 quarterly MPAC meeting held.	1 quarterly MPAC meeting held.	Only one attendance register for the 1st quarter has been submitted.	The second quarter meeting could not be held due to late submission of the AGSA Report. The meeting will be held in February 2017.	Not Achieved	Not Achieved
	Number of audit committee meetings held	Attendance registers and the minutes of the meeting	4 Meetings (1 per quarter)	1 Audit Committee held	1 Audit Committee held	The attendance registers for the audit committee meetings have been submitted	None	Achieved	Achieved

	Submit quarterly risk management reports to the audit committee/ risk management committee on the implementation of measures in the actions plans.	Copy of minutes where the reports were discussed.	4 quarterly reports	1 quarterly risk management report submitted to the committees	1 quarterly risk management report submitted to the committees	The quarterly reports to the risk management reports and minutes of risk management committee have been submitted	None	Achieved	Achieved
	Updated municipal risk management register	Monthly updated risk register	Monthly updated risk management register	3 updated risk management registers	3 updated risk management registers	Only the updated risk registers for Corporate and community services have been submitted.	The management should prioritize month risk assessments	Not Achieved	Not Achieved
	Number of ward committee reports submitted	Quarterly consolidated reports	4 Meetings per annum ( 1 Ward Committees consolidated report submitted per quarter)( Jan - June 2017)	1 consolidated ward committee report submitted	1 consolidated ward committee report submitted	The consolidated quarterly reports on ward committees have been submitted.	None	Achieved	Achieved
	Number of LLF Meetings conducted	Attendance register and minutes of the LLF meetings	4 Meetings per annum(1 per quarter)	1 LLF meeting held.	1 LLF meeting held.	The attendance registers and minutes of the LLF meetings have been submitted	None	Achieved	Achieved

DEPARTMENT: FINANCE									
KEY PERFORMANCE AREA 1 - MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT									
OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	ANNUAL TARGETS 2016/17	TARGET		ACTUAL PERFORMANCE	CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE	INTERNAL AUDITORS COMMENTS	ACHIEVEMENT STATUS
				QUARTER 1	QUARTER 2				
To enhance responsiveness to citizen's priorities and capabilities of delivery of quality services, quality management and administrative practices	Number of departmental meetings held	Attendance registers and minutes of the meetings	Quarterly departmental meetings	1 meeting held by 30 September 2016	1 meeting held by 15 December 2016	The attendance registers for the departmental meeting have been submitted	None	Achieved	Achieved
	Submit monthly report to management on the actual performance against the SDBIP	Monthly report submitted to management	12 Monthly performance report	3 Monthly performance reports submitted to management	3 Monthly performance reports submitted to management	The department has submitted the management minutes where the reports were discussed.	None	Achieved	Achieved
	Number of workshops provided to departments on Asset Management	Attendance registers of officials who attended the workshop	1 workshop conducted on Asset Management by 30 June 2016	1 workshop held by 30 September 2016	No target for the quarter	The training was scheduled for November 2016 and the management postponed the training for the purpose of Audit of AGSA	The indicator should be reviewed and the target be made 30 June 2017	Not Achieved	Not Achieved
	Prepare the terms of reference and ensure conclusion of the service level agreement with the service providers appointed within the finance department.	Signed SLA with the appointed external Service Providers	(As and when a service provider is appointed by the department) Monthly	Service level agreements signed (As and when a service provider is appointed by the department)	Service level agreements signed (As and when a service provider is appointed by the department)	N/A	N/A	N/A	N/A
	CFO to Complete the National Treasury Risk Management E-learning	Proof of completion of the E-learning/ Certificate	Completed the National Treasury Risk Management E-learning by 30 June 2017	No target for the quarter	No target for the quarter	N/A	N/A	N/A	N/A
	Number of officials workshoped/trained on VAT	Officials trained on VAT	1 official workshoped / trained on VAT by 31 December 2016	No target for the quarter	1 official trained on VAT	Proof of training has been submitted for training on VAT by school of VAT	N/A	Achieved	Achieved



DEPARTMENT: FINANCE									
KEY PERFORMANCE AREA 2 - INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY									
OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	ANNUAL TARGETS 2016/17	TARGET		ACTUAL PERFORMANCE	CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE	INTERNAL AUDITORS COMMENTS	ACHIEVEMENT STATUS
				QUARTER 1	QUARTER 2				
Maintain and upgrade basic infrastructure at local level	Appropriate funds for repairs and maintenance of infrastructure assets	Approved budget for repairs and maintenance	2017/18 budget to include allocation towards repairs and maintenance of assets by June 2017	No target for the quarter	No target for the quarter	N/A	N/A	N/A	N/A
To ensure free access to clean, quality and sustainable water services to households	Provide registered indigent households with free basic water	System generated report showing amount for indigent households beneficiaries of FBW	All registered indigent households to be provided with free access to water	3 system reports on FBW	3 system reports on FBW	The system generated report for free basic water have been submitted	None	Achieved	Achieved
To ensure provision of free sustainable electricity services to indigent household.	Provision of free basic electricity to indigent households	Expenditure vouchers showing an amount paid to Eskom for FBE	Subsidise all registered indigent households that claims the FBE	Invoices showing FBE amount	Invoices showing FBE amount	The invoices showing the FBE amount have been submitted	None	Achieved	Achieved
To ensure free access to safe and sustainable sanitation services to indigent households.	Provision of free basic sanitation to indigent households	System generated report showing amount for indigent households beneficiaries of FBS	All registered indigents provided with free access to sanitation services	3 system reports on FBS	3 system reports on FBS	The system generated report for free basic sanitation have been submitted	None	Achieved	Achieved
To ensure free access to regular and sustainable refuse removal services to indigent household	Provision of free basic refuse removal to indigent households	System generated report showing amount for indigent households beneficiaries of FBRR	All registered indigents provided with free access to refuse removal services	3 system reports on FBRR	3 system reports on FBRR	The system generated report for free basic refuse removal have been submitted	None	Achieved	Achieved

DEPARTMENT: FINANCE									
KEY PERFORMANCE AREA 3 - LOCAL ECONOMIC DEVELOPMENT									
OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	ANNUAL TARGETS 2016/17	TARGET		ACTUAL PERFORMANCE	CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE	INTERNAL AUDITORS COMMENTS	ACHIEVEMENT STATUS
				QUARTER 1	QUARTER 2				
Create an environment that promotes development of the local economy and facilitate job creation.	Ensure that 25% of MIG project is awarded/ subcontracted to local companies.	25% of MIG projects awarded/subcontracted to local companies, (ongoing)	25% of MIG projects awarded/subcontracted to local companies, (ongoing)	25% of MIG funded projects awarded/subcontracted to local companies	25% of MIG funded projects awarded/subcontracted to local companies	Proof of appointment of subcontractors have been submitted	None	Achieved	Achieved
	Provide a budget for local economic development initiatives	Copy of the approved budget with allocation for LED.	2017/18 budget to include allocation to LED (June 2017)	No target for the quarter	No target for the quarter	N/A	N/A	N/A	N/A

DEPARTMENT: FINANCE									
KEY PERFORMANCE AREA 4 - MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT									
OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	ANNUAL TARGETS 2016/17	TARGET		ACTUAL PERFORMANCE	CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE	INTERNAL AUDITORS COMMENTS	ACHIEVEMENT STATUS
				QUARTER 1	QUARTER 2				
To enhance the revenue base of the municipality, improved audit outcome, promote sound financial governance and management	Number of budget related policies approved by Council	Council resolution approving the budget	10 Budget related policies (Virement, SCM, Debt collection, Rates, Indigent, tariffs, funds & reserve, investment, banking and writing off bad debts policy) submitted to the Municipal Manager by June 2017	No target for the quarter	No target for the quarter	N/A	N/A	N/A	N/A
	Approved schedule of budget timelines & IDP Review Process Plan	Council resolution approving the budget time lines	Approved budget schedule times & IDP process plan (August 2016)	Schedule of budget timelines submitted by 26 August 2016	No target for the quarter	The council resolution approving the IDP and Budget process plan has been submitted.	None	Achieved	Achieved
	Number of compiled, consolidated & approved municipal budget	Approved municipal budget	1 Final approved municipal budget (June 2017)	No target for the quarter	No target for the quarter	N/A	N/A	N/A	N/A
	Submitted budget adjustment inline with the approved midyear budget and performance assessment report.	Council resolution approving the adjustment budget	1 Council approved budget adjustment (February 2017)	No target for the quarter	No target for the quarter	N/A	N/A	N/A	N/A
	Developed and updated indigent register	Updated indigent register	Updated indigent register (June 2017)	No target for the quarter	No target for the quarter	N/A	N/A	N/A	N/A

Number of certified General Valuation roll by 30 June 2017 for implementation in 2017/2018 financial year.	Certified valuation roll.	1 certified general valuation roll by 30 June 2017			N/A	N/A	N/A	N/A
Number of Technical Committee on Revenue & Expenditure Management Meetings conducted	Attendance registers/ minutes of the meetings	8 Meetings conducted by 30 June 2017	1 Technical committee on Revenue and expenditure management meeting	1 Technical committee on Revenue and expenditure management meeting	Only the minutes for the first quarter Technical committee meeting have submitted	None	Not Achieved	Not Achieved
Number of reports on the implementation of the Revenue Enhancement Strategy tabled to Committee on Revenue and Expenditure	Signed reports on Revenue Enhancement Strategy	10 reports tabled to Committee on Revenue and Expenditure	1 RES report for Aug. 2016 by 30 September 2016	3 RES reports (Sep - Nov) by 15 December 2016	The reports on the revenue enhancement strategy have been submitted.	None	Achieved	Achieved
Number of reports on the MSCOA implementation plan submitted to implementation and steering committees.	Signed implementation reports submitted to the committees.	4 quarterly reports on the MSCOA implementation plan.	1 report prepared and submitted to MSCOA Steering committee	1 report prepared and submitted to MSCOA Steering committee	The reports on the MSCOA implementation plan have been submitted	None	Achieved	Achieved
Percentage of revenue collected on original budget for property rates	Signed report on revenue collection rate	70% of the billed revenue on property rates	30% of the billed revenue on property rates	40% (cumulative) of the billed revenue on property rates	The reports has submitted incating the average of 85 achievement	None	Achieved	Achieved
Number of consumer accounts issued to consumers for services	Signed billing report	12 monthly bills issued to registered consumers	3 billing reports (July - Sep)	3 billing reports (Oct - Dec)	The monthly billing reports have been submitted.	None	Achieved	Achieved

Submitted application form to NERSA for tariff increases	Proof of acknowledgement of receipt	Submission of D-Forms to NERSA (October 2016)	No target for the quarter	Submission of the D-forms to NERSA	Proof of acknowledgement of the D-forms has been submitted.	None	Achieved	Achieved
Number FMG activity plan submitted	Proof of acknowledgement of receipt	1 FMG activity plan submitted (April 2017)	No target for the quarter	No target for the quarter	N/A	N/A	N/A	N/A
Number of updates conducted on conditional grants registers	Updated conditional grants registers.	12 Updates conducted on the registers (Monthly)	3 monthly updates of the conditional grants registers	3 monthly updates of the conditional grants registers	The department has submitted the updated conditional grants register	None	Achieved	Achieved
Number of section 71 reports submitted electronically to stakeholders (Mayor, Provincial and National Treasury)	Proof of submission/ acknowledgement of receipt	12 Section 71 reports submitted (Monthly)	3 Monthly submissions of section 71 reports	3 Monthly submissions of section 71 reports	The monthly section 71 reports have been submitted	None	Achieved	Achieved
Compiled & submitted 2015/16 AFS	Copy of the signed AFS	1 Set of 2015/16 AFS submitted to AGSA by 31 August 2016	Compilation and submission of AFS to the AGSA	No target for the quarter	The signed copy of the AFS has been submitted.	None	Achieved	Achieved
Compiled MFMA Section 72 Report & submission to National & provincial Treasury (Financial)	Proof of acknowledgement of receipt	1 Compiled Mid-Year Section 72 Report (January 2017)	No target for the quarter	No target for the quarter	N/A	N/A	N/A	N/A
Number of Schedule C reports submitted to MM	Proof of submission/ acknowledgement of receipt	11 Schedule C reports submitted to Finance Committee (Monthly)	2 schedule C reports submitted to Finance Committee	3 schedule C reports submitted to Finance Committee	The schedule C reports have been submitted. They will be submitted to council as part of the Mid-year report.	None	Achieved	Achieved
Number of asset updates conducted	Proof of asset updates conducted	12 Updates (Monthly)	3 monthly assets updates conducted	3 monthly assets updates conducted	The quarterly assets updates have been conducted.	None	Achieved	Achieved

Attend to corrective measures as identified in internal and external audit reports and reduce risk areas within three months of receipt of reports.	Percentage of issues raised and proposed corrective measures attended to. (progress against the actions plans)	95% of issues raised and proposed corrective measures attended to	95%	95%	The reports indicating the level of achievements of issues raised by the AG and IA have been received	None	Achieved	Achieved
Percentage spent on FMG spend at year end	Signed reports on the expenditure of conditional grants	100% Spending on FMG as per DoRA conditions (June 2017)	5%	18%	The signed reports on the expenditure of conditional grants has been received.		Achieved	Achieved
Percentage of creditors paid within 30 days	Signed report on the payment of creditors with 30 days	70% of all creditors paid within 30 days (Monthly)	70%	70%	The report submitted indicate and average achievement of 86%	None	Achieved	Achieved
Appointment of the service provider for VAT review	Appointment letter of the service provider	1 service provider appointed for VAT review by 30 September 2016	Appointment of the successful service provider for VAT review	target for the quarter	The advert was made for the appointment of the service provider and therefore the documentation was lost by the Technical department.	The management should find the documents or re-advertise the tender.	Not Achieved	Not Achieved
Number of VAT returns submitted to SARS	Proof of submission/ acknowledgement of receipt	12 VAT returns made (Monthly)	3 reports (Jun - Aug)	3 reports (Sep - Nov)	The VAT returns have been submitted	None	Achieved	Achieved
Number of EMP201 returns submitted to SARS	Proof of submission/ acknowledgement of receipt	12 EMP201 returns made (Monthly)	3 reports (Jun - Aug)	3 reports (Sep - Nov)	The EMP201 returns have been submitted	None	Achieved	Achieved
Number of SCM implementation policy reports	Signed copies of the SCM implementation reports	4 SCM Implementation reports (Quarter 4, 1, 2 and 3)	1 report (Apr - June) submitted by 31 July 2016	1 report (Jul - Sep) submitted by 30 October 2016	The department submitted the first quarter report		Achieved	Achieved

DEPARTMENT: FINANCE									
KEY PERFORMANCE AREA 5 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	ANNUAL TARGETS 2016/17	TARGET		ACTUAL PERFORMANCE	CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE	INTERNAL AUDITORS COMMENTS	ACHIEVEMENT STATUS
				QUARTER 1	QUARTER 2				
To promote and improve effective linkage between the community, stakeholders and the municipality to ensure accountability and responsive governance structures.	Number of meeting for public consultation on the 2017/ 2018 annual Budget by 30 June 2017	Attendance register for the public consultations.	4 Meetings for public consultation on the 2017/ 2018 annual Budget by 30 June 2017	target for the quarter	target for the quarter	N/A	N/A	N/A	N/A
	Percentage of resolutions (Council, Sec. 80, Management) implemented within the required time frames	Percentage of resolution implemented within the required time frame	100% of the resolutions implemented on time	100%	100%	No information provided for this indicator.	The department should submit the report on the implementation of council resolutions	Not achieved.	Not achieved.
	Develop a compliance checklist pertaining to key legislation requirements for the department	Approved checklist for the department of finance.	1 Compliance checklist developed by 31 August 2016	1 Compliance checklist developed by 31 August 2016	target for the quarter	The department has submitted the compliance checklist	None	Achieved	Achieved
	Number of risk assessment and action plan reviews/ updates	Reports on the implementation of the risk management action	12 monthly risk assessment and action plan reviews/ updates	3 monthly risk assessment and action plan/ reviews	3 monthly risk assessment and action plan/ reviews	No information has been provided for this indicator.	The risk assessment and action plan reviews should be conducted on a monthly basis.	Not achieved.	Not achieved.

DEPARTMENT: TECHNICAL SERVICES									
KEY PERFORMANCE AREA 1 - MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT									
OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	ANNUAL TARGETS 2016/17	TARGET		ACTUAL PERFORMANCE	CORRECTIVE MEASURES TAKEN OR REASONS FOR	INTERNAL AUDITORS COMMENTS	ACHIEVEMENT STATUS
				QUARTER 1	QUARTER 2				
To enhance responsiveness to citizen's priorities and capabilities of delivery of quality services, quality management and administrative practices	Number of departmental/divisional meetings are held	Attendance registers and minutes of the meetings	4 Quarterly departmental meetings	1 meeting held by 30 September 2016	1 meeting held by 15 December 2016	The attendance registers for the departmental meetings held have been submitted.	None	Achieved	Achieved
	Submit monthly report to management on the actual performance against the SDBIP	Monthly report submitted to management	12 Monthly performance report	3 performance reports (Jul - Sep)	3 performance reports (Oct - Dec)	The department has submitted the management minutes where the reports were discussed.	None	Achieved	Achieved
	DTS to Complete the National Treasury Risk Management E-learning	Proof of completion of the E-learning/ Certificate	Completed the National Treasury Risk Management E-learning by 30 June 2017	No target for the quarter	No target for the quarter	N/A	N/A	N/A	N/A
	Number of technical officials provided with skills development training / capacity development as directed/ identified by the Director Technical Services	Quarterly reports on the implementation of the works skills plan	All identified technical officials attends as per the Workplace Skills Plan (Quarterly) as directed by the Director Technical Services	1 quarterly report on the implementation of work skills plan	1 quarterly report on the implementation of work skills plan	The department has submitted the report on the workplace skills plan	None	Achieved	Achieved



DEPARTMENT: TECHNICAL SERVICES									
KEY PERFORMANCE AREA 2 - INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY									
OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	ANNUAL TARGETS 2016/17	TARGET		ACTUAL PERFORMANCE	CORRECTIVE MEASURES TAKEN OR REASONS FOR	INTERNAL AUDITORS COMMENTS	ACHIEVEMENT STATUS
				QUARTER 1	QUARTER 2				
To ensure access to clean, quality and sustainable water services to households, public facilities and businesses.	Limit water network losses to less than 25% by 30 June 2017 (Difference between water supplied and water billed) ( number of kilolitres water purchased/ purified - number of kilolitres water sold) / number of kilolitres water purchased/ purified x 100} in both towns.	Water losses reduced to 15% and below.	Water losses limited to 15%	15%	15%	The reports submitted shows the average water loss of 39% which is more that the target percentage of 15%.	The indicator needs to be reviewed to be achievable.	Not Achieved	Not Achieved
	Number of Households with access to a quality and sustainable water services.	Monthly signed reports.	12523 Households with access to water services (monthly reports)	12 523	12 523	The department has submittedd the reports indicating the number of households provided with water services.	None	Achieved	Achieved
	% completion of phase 2 for the upgrading of bulk water supply in Hoopstad	Completion certificate	100 % completion of phase 02 by 30 June 2017	30%	60%	The progress report on the indicating 84% progress on the project has been subbmited.	None	Achieved	Achieved
	% completion of phase 2 for the upgrading of bulk water supply in Bultfontein	Payment certificate	30 % completion of phase 02 by 30 June 2017	5%	10%	The progress report on the indicating 17% progress on the project has been subbmited.	None	Achieved	Achieved
	Improve on the recommendation made by Department of Water and Sanitation on the 2015 Blue and Green Drop Results	Improved status of Blue and Green Drop	2 water testing every month per town.	6 water testing reports per town	6 water testing reports per town	The water testing reports indicating the results of the test performed and the ratings have been submitted	None	Achieved	Achieved

To ensure development/ regular review of a comprehensive management strategy including an investment programme for water resource development, bulk water supply and wastewater management	Number of reviewed and council approved Water service Development Plans	Council resolution approving the WSDP.	1 Reviewed and approved WSDP by 31 August 2016			N/A	N/A	N/A	N/A
Promote effective and efficient sport and recreation development	Rehabilitation and upgrade sporting facilities in Phahameng and Tikwana in terms of the approved capital budget. (Actual expenditure divided by the total approved budget) x 100}	% of budget spent on phase 4 of Phahameng sporting facility by 30 June	100% expenditure of phase 4 by 30 June 2017	50%	80%	The progress reports indicating 90.56% of the progress completion for the project has been submitted.	None	Achieved	Achieved
		% of budget spent on phase 3 of Tikwana sporting facility by 30 June	100% expenditure of phase 3 by 30 June 2017	50%	80%	The report indicating 61% progress completion status of the project has been submitted.	The department should make efforts to ensure that the project is completed on time.	Achieved	Achieved
To ensure access to safe and sustainable sanitation services to households, public facilities and households.	Upgrading of the waste water treatment in Tikwana in terms of the approved capital budget. (Actual expenditure divided by the total approved budget) x 100}	% of budget spent on upgrading of waste water treatment works in Tikwana by 30 June 2017.	100% expenditure for the Upgrading of the WWTW at Hoopstad (June 2017)	80%	90%	The progress reports indicating 90.58% of the progress completion for the project has been submitted.	None	Achieved	Achieved
	Number of progress reports on Households (Total 837) with access to a minimum standard of sanitation provision levels	Signed progress reports.	4 Progress report on the 837 Households backlog	1 report by 30 September 2016	1 report by 15 December 2016	The progress reports have been provided. The letter has been provided indicating that the project has been on hold since February 2016	None	Achieved	Achieved
	Number of reports for households with access to sanitation services	Signed monthly reports.	12523 Households with access to sanitation services (monthly reports)	12 523	12 523	The reports have been provided indicating the number of households provided with sanitation services	None	Achieved	Achieved

	Number of potholes repaired at Bultfontein and Hoopstad	Signed monthly reports.	600 Potholes (Annually)	100	250	The department has submitted the reports indicating the number of potholes reports which are more than the targeted.	None	Achieved	Achieved
To ensure accessible road infrastructure and increased life span through proper construction and maintenance of roads and storm water drainages.	Rehabilitation and upgrading of roads and storm water in Phahameng in terms of the approved capital budget by 30 June 2017 (Actual expenditure divided by the total approved budget) x 100}	% budget spent on the rehabilitation and upgrading of roads and storm water in Phahameng.	30% expenditure for the upgrading of the 2km road in Phahameng by 30 June 2017	0%	0%	The reports submitted as evidence to the indicator do not reflect the percentage spent on the project.	The department should submit detailed reports reflecting the percentage and progress on the rehabilitation of roads.	Not Achieved	Not Achieved
	Number of traffic & information signs maintained, i.e. replacing of traffic signs and painting of streets markings	Signed Quarterly reports	60 Traffic & information signs replaced and maintained (Quarterly)	10	30	The department has submitted the reports on the maintenance and replacement of traffic sings.	None	Achieved	Achieved
To ensure provision of sustainable electricity services to all household, public facilities and businesses.	Number of Households with access to electricity	Signed monthly reports.	12523 Households with access to electricity services (monthly reports)	12 523	12 523	The report has been submitted indicating the number of households provided with electricity services	None	Achieved	Achieved
	Limit electricity losses to less than 10% by 30 June 2017 (number of electricity units purchased - number of electricity units sold)/ number of electricity units purchased) x 100	Electricity losses by 30 June 2017 (number of electricity units purchased - number of electricity units sold)/ number of electricity units purchased) x 100	Electricity lossess limited to 10%	10%	10%	The reports on the monthly electricity lossess indicating the average loss of 18% electricity losses.	The department should make efforts to reduce the elctricity losses to be within the eppited set by the municipality.	Not Achieved	Not Achieved
	Number of progress reports on energy efficiency demand site management submitted	Signed quarterly reports	4 Progress reports submitted (1 Per quarter)	1 progress report submitted	1 progress report submitted	The report has been submitted indicating that the project for energy efficiency has been completed.	The department needs to submit the completion certificate/ hand over report.	Achieved	Achieved
To promote effective EPWP with the aim of improved Job creation	Number of reviewed and approved EPWP Plan by Council	Council resolution approving the EPWP plan	1 Reviewed and approved Plan by 31 March 2017	target for the quarter	target for the quarter	N/A	N/A	N/A	N/A

DEPARTMENT: TECHNICAL SERVICES									
KEY PERFORMANCE AREA 3 - LOCAL ECONOMIC DEVELOPMENT									
OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	ANNUAL TARGETS 2016/17	TARGET		ACTUAL PERFORMANCE	CORRECTIVE MEASURES TAKEN OR REASONS FOR	INTERNAL AUDITORS COMMENTS	ACHIEVEMENT STATUS
				QUARTER 1	QUARTER 2				
Create an environment that promotes development of the local economy and facilitate job creation.	Percentage of MIG value awarded to local companies	25% of MIG projects awarded/subcontracted to local companies, (ongoing)	25% of MIG projects awarded/subcontracted to local companies, (ongoing)	25% of MIG funded projects awarded/subcontracted to local companies	25% of MIG funded projects awarded/subcontracted to local companies	Proof of appointment of subcontractors have been submitted	None	Achieved	Achieved
	Percentage of unskilled labour in all the capital projects of the department are from the local municipality area	100% local unskilled labour appointments is local based.	100% of unskilled labour (ongoing)	100%	100%	The reports indicating the statistical information for the unskilled labour on capital projects have been submitted	None	Achieved	Achieved
	Create Full Time Equivalent (FTE) through government expenditure with EPWP grant by 30 June 2017	Signed appointment letters and statistics submitted to Province/National	# Full Time Equivalent created by 30 June 2017	6 FTE's	18 FTE's	The report indicating the number of Full time equivalents has been provided.	The department should submit the supporting documentation to substantiate the report provided.	Achieved	Achieved

DEPARTMENT: TECHNICAL SERVICES									
KEY PERFORMANCE AREA 4 - MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT									
OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	ANNUAL TARGETS 2016/17	TARGET		ACTUAL PERFORMANCE	CORRECTIVE MEASURES TAKEN OR REASONS FOR	INTERNAL AUDITORS COMMENTS	ACHIEVEMENT STATUS
				QUARTER 1	QUARTER 2				
To enhance the revenue base of the municipality, improved audit outcome, promote sound financial governance and management.	Number of reports on the implementation of the revenue enhancement strategy for all the revenue sources applicable to the department	Proof of collection of the anticipated revenue as per the revenue enhancement strategy.	12 monthly reports on the implementation of the revenue enhancement strategy for the revenue source applicable to the department.	1 RES report for Aug. 2016 by 30 September 2016	3 RES reports (Sep - Nov) by 15 December 2016	The department has submitted one report on the implementation of the revenue enhancement strategy.	The department should submit monthly reports on implementation of revenue enhancement strategy	Achieved	Achieved
	Number of reports on the MSCOA implementation plan submitted to implementation and steering committees.	Signed implementation reports submitted to the committees.	4 quarterly reports on the MSCOA implementation plan.	1 report prepared and submitted to MSCOA Steering committee	1 report prepared and submitted to MSCOA Steering committee	The department has submitted the second quarter report on the implementation plan of the MSCOA	None	Achieved	Achieved
	Ensure timely preparation of the Directorate's budget for 2017/18 based on the approved IDP	Departmental budget submitted to finance department.	Departmental budget approved as part of the annual budget.			N/A	N/A	N/A	N/A
	Ensure timely preparation of the Directorate's adjustment budget for 2016/17 financial year based on the approved midyear budget and performance assessment.	Departmental adjustment budget submitted to finance department.	Department adjustment budget approved as part of the municipal adjustment budget by February 2017.			N/A	N/A	N/A	N/A
	Reduce fruitless and wasteful expenditure on registration fee of unused and obsolete vehicles	D-registration certificates from the Traffic Department	All municipal vehicles that have been auction / obsolete / unused be de-registered with DoT	All auctioned / obsolete / unused vehicles to be de-registered by 30 September 2016		Proof of de-registration of auctioned/ absolute/ unused vehicles have been submitted	None	Achieved	Achieved

	Submitted application form to NERSA for tariff increases	Proof of acknowledgement of receipt	Submission of D-Forms to NERSA (October 2016)	No target for the quarter	Submission of the D- forms to NERSA	The copy of the D-forms has been submitted.	None	Achieved	Achieved
	Number of assets counts perform on a municipal assets and submitted to CFO	Signed Assets count sheets	6 counts performed on municipal assets and submission to CFO	1 count performed on 30 September 2016	1 count performed on December 2016	No information provided for this indicator	The department must indicate the reasons for non achievement and the corrective measures thereof	Not Achieved	Not Achieved
	Perform condition assessment on fleet and infrastructure assets and submit a report to the CFO	Signed condition assessments	Condition assessment performed on all vehicles and infrastructure assets by 30 June 2017	No target for the quarter	No target for the quarter	N/A	N/A	N/A	N/A
	Number of inventory count conducted (Game, diesel, water, stores)	Signed copies of inventory counts sheets.	12 Inventory counts (Game, diesel, water, stores) (3 per quarter)	3 monthly updated inventory counts register	3 monthly updated inventory counts register	The copies of the inventory counts have been submitted.	None	Achieved	Achieved
	Attend to corrective as identified in internal and external audit reports and reduce risk areas within three months of receipt of reports.	Percentage of issues raised and proposed corrective measures attended to.	95% of issues raised and proposed corrective measures attended to	95%	95%	The template provided as evidence to the indicator is only a recovery plan. There is no progress status indicated on the progress made in the internal & external audit recovery plans	The department should submit updated audit recovery plan with actions taken to address issues raised during the audit.	Not Achieved	Not Achieved

	Percentage of revenue collected by 30 June 2017 on service rendered to the community by the Department	70% revenue collected from water; 70% revenue collected from Sanitation; 70% revenue collected from electricity; 100% revenue collected from Gravel; 100% revenue collected from rental of equipment	70% Revenue Collection rate for all applicable services rendered by the department to the community by 30 June 2017 Water Sanitation Electricity Gravel Rental of equipment	3 Monthly on the collection rate of revenue	3 Monthly on the collection rate of revenue	The department has submitted a report reflecting the actual revenue collected and the percentages thereof.	None	Achieved	Achieved
	Number of EPWP reports submitted	Proof of acknowledgement of receipt	12 EPWP reports prepared & submitted (3 per quarter)	3 EPWP expenditure reports to Dept. Public Works	3 EPWP expenditure reports to Dept. Public Works	The signed EPWP reports have been submitted	The department should submit proof of submission of the reports.	Achieved	Achieved
	Number of MIG reports submitted to CoGTA	Proof of acknowledgement of receipt	12 MIG reports prepared & submitted (3 per quarter)	3 MIG expenditure reports to CoGTA	3 MIG expenditure reports to CoGTA	The signed MIG reports have been submitted.	The department should submit proof of submission of the reports.	Achieved	Achieved
	Report spending to National Treasury on infrastructure grant	Proof of acknowledgement of receipt	12 MIG reports submitted to National Treasury	3 monthly reports submitted to National Treasury	3 monthly reports submitted to National Treasury	The signed MIG reports have been submitted.	The department should submit proof of submission of the reports.	Achieved	Achieved
	Number of reports/reconciliations submitted on RBIG, ACIP, EPWP, EEDSM, INEP, MIG infrastructure grants	Proof of acknowledgement of receipt	12 Reports/reconciliations submitted on infrastructure grants to the CFO	18 reports submitted to the CFO (6 reports by the end of each month)	18 reports submitted to the CFO (6 reports by the end of each month)	The reconciliations have been submitted to the CFO.	None	Achieved	Achieved

DEPARTMENT: TECHNICAL SERVICES									
KEY PERFORMANCE AREA 5 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)		ANNUAL TARGETS 2016/17	TARGET		ACTUAL PERFORMANCE	CORRECTIVE MEASURES TAKEN OR REASONS FOR	INTERNAL AUDITORS COMMENTS	ACHIEVEMENT STATUS
				QUARTER 1	QUARTER 2				
To promote and improve effective linkage between the community, stakeholders and the municipality to ensure accountability and	Number of meeting on public consultation on the 2017/ 2018 annual budget and tariffs	Attendance register for the public consultations.	4 Meetings for public consultation on the 2017/ 2018 annual Budget and tariffs by 30 June 2017	target for the quarter	target for the quarter	N/A	N/A	N/A	N/A
	Number of reports published on the implementation of the approved municipal sector plans	Signed reports on the implementation of approved municipal sector plans published.	4 quarterly reports published on the implementation of the approved municipal sector plans	1 quarterly report published	1 quarterly report published	The report has been submitted on the implementation of the WSDP.	None	Achieved	Achieved
	Develop a compliance checklist pertaining to key legislation requirements for the department	Approved checklist for the department of Technical services.	1 Compliance checklist developed by 31 August 2016	1 Compliance checklist developed by 31 August 2016	target for the quarter	The compliance checklist of the department has been submitted.	None	Achieved	Achieved
	Percentage of resolutions (Council, Sec. 80, Management) implemented within the required time frames	Percentage of resolution implemented within the required time frame	90% of the resolutions implemented on time	90%	90%	No information submitted for this indicator.	The department should prioritize the compliance checklist.	Not Achieved	Not Achieved



	Number of risk assessment and action plan reviews/ updates	Reports on the implementation of the risk management action	12 monthly risk assessment and action plan reviews/ updates	3 monthly risk assessment and action plan/ reviews	3 monthly risk assessment and action plan/ reviews	Only the 1st quarter updated risk register is submitted.	The department should submit the updated second quarter risk register	Not Achieved	Not Achieved
	Ensure that the Technical Services develop identified by - laws.	Council resolution approving the by-laws	Council approves/review Electricity By-laws by 30 April 2017.	target for the quarter	target for the quarter	N/A	N/A	N/A	N/A
	Ensure that the Technical Services develop all Service Level Agreements with the appointed service provider.	Copies of the signed service level agreements.	All SLA must be signed and completed within 14 working days after the appointment.	Service level agreements signed with 14 working days after the appointment (as an when appointed)	Service level agreements signed with 14 working days after the appointment (as an when appointed)	The signed service level agreement for regional bulk infrastructure has been submitted.	None	Achieved	Achieved

DEPARTMENT: CORPORATE SERVICES									
KEY PERFORMANCE AREA 1 - MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT									
OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	ANNUAL TARGETS 2016/17	TARGET		ACTUAL PERFORMANCE	CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE	INTERNAL AUDITORS COMMENTS	ACHIEVEMENT STATUS
				QUARTER 1	QUARTER 2				
To promote equal job opportunities, inclusion and redress.	The number of people from employment equity target employed (newly appointed) in compliance with the municipality's approved employment equity plan by 30 June 2017	Employment equity reports approved and submitted.	2 EE reports approved & submitted (30 September 2016)	2 EE reports prepared and submitted to MM for approval.	target for the quarter	The approved EE reports approved by the MM have been submitted	None	Achieved	Achieved
To enhance responsiveness to citizen's priorities and capabilities of delivery of quality services, quality management and administrative practices	Submit monthly report to management on the actual performance against the SDBIP	Monthly report submitted to management	12 Monthly performance report	3 performance reports (Jul - Sep)	3 performance reports (Oct - Dec)	The department has submitted the management minutes where the reports were discussed.	None	Achieved	Achieved
	Appointment of officials in key vacant positions	Filling of key vacant position with candidates that meet requirements of the position	Appointment of 1 Manager PMU, 1 Assets & SCM, 1 Internal Auditor, 1 Cashier Tswana and 1 Strategic Manager. Committee Clerk	Appointment of Manager PMU, Manager Assets & SCM and Strategic Manager	Appointment of Internal Auditor, Cashier and Committee Clerk by 30 October 2016	The identified vacant positions have not yet been filled.	The department should provide reasons for non achievement and corrective measures. (The indicator needs to be reviewed)	Not Achieved	Not Achieved
	Number of news letters developed and publicised on service delivery achievements	Development and publication of the newsletter on service delivery achievements	3 quarterly news letters developed and publicised	target for the quarter	1 newsletter by 30 October 2016	The newsletter has not yet been developed and the department has submitted a memorandum to this effect indicating the reasons for non-achievement	There is no dedicated official for the development of the news letter and it is recommended that the post of communication officer be created. (The indicator needs to be reviewed)	Not Achieved	Not Achieved

	Number of OHASA awareness campaigns conducted to ensure protection of employees.	Number of reports submitted.	OHASA Awareness Campaigns/ Reports conducted (Quarterly )	1 OHASA awareness campaing held	1 OHASA awareness campaing held	The reports and the attendance registers of the OHASA awareness campaing held have been submitted.	None	Achieved	Achieved
	Hold quarterly health and safety meetings to discuss all safety related issues of the employees	Number of reports submitted.	4 quarterly health and safety meetings	1 quarterly health and safety meeting conducted.	1 quarterly health and safety meeting conducted.	The reports and attendance registers for the health and safety meetings conducted have been submitted	None	Achieved	Achieved
	Number of health and safety reports submitted to the management to protect the municipality from legal actions	Reports on the health and safety issues of the employees	100% of the health and safety issues of the employees addressed/ resolved	100%	100%	The progress report of the status of implemetation of the health and safety issues of the employees has been submitted.	None	Achieved	Achieved
	Number of the Workplace Skills Plan developed	Approved workplace skills plan.	1 Compliant WSP developed (April 2017)	No target for the quarter	No target for the quarter	N/A	N/A	N/A	N/A
	DCS to Complete the National Treasury Risk Management E-learning	Proof of completion of the E-learning/ Certificate	Completed the National Treasury Risk Management E-learning by 30 Jne 2017	No target for the quarter	No target for the quarter	N/A	N/A	N/A	N/A
	Number of officials & Councillors capacitated in terms of Workplace Skills Plan	Quarterly reports on the implementation of the works skills plan	All identified officials & Councillors trained as per the WSP (Quarterly)	100%	100%	The reports on the implementation of the works skills plan indicating the officials trained have been submitted.	None	Achieved	Achieved

DEPARTMENT: CORPORATE SERVICES									
KEY PERFORMANCE AREA 2 - INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY									
OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	ANNUAL TARGETS 2016/17	TARGET		ACTUAL PERFORMANCE	CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE	INTERNAL AUDITORS COMMENTS	ACHIEVEMENT STATUS
				QUARTER 1	QUARTER 2				
Expansion, modernisation, access and affordability of our Information and communications infrastructure ensured.	% Installation of anti-virus in all municipal computers and IT infrastructure by November 2016	All municipal computers and IT infrastructure protected against the virus (screen shots and proof of installation)	100% of anti-virus will be installed on municipal computers and IT infrastructure	100%	100%	The anti virus has been installed on municipal computers and IT infrastructure. The supporting documentation has been submitted.	None	Achieved	Achieved
	% Installation of Microsoft Office in municipal computers by April 2017	All municipal computers and IT infrastructure installed with Microsoft office (screen shots and proof of installation)	100% Installation of Office 365 Pro Plus in all municipal computers	100%	100%	N/A	N/A	N/A	N/A
	No of backup Server installed on the municipal IT Infrastructure by April 2017	Backup server installed on Municipal the Municipal IT infrastructure.	1 backup server installed in the municipal IT Infrastructure	100%	100%	N/A	N/A	N/A	N/A
	Service provider appointed for hosting VOIP and Internet connection 30 June 2017	Effective VOIP and internet connection	Appointment of the service provider to host VOIP & Internet connections	100%	100%	N/A	N/A	N/A	N/A

DEPARTMENT: CORPORATE SERVICES									
KEY PERFORMANCE AREA 3 - LOCAL ECONOMIC DEVELOPMENT									
OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	ANNUAL TARGETS 2016/17	TARGET		ACTUAL PERFORMANCE	CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE	INTERNAL AUDITORS COMMENTS	ACHIEVEMENT STATUS
				QUARTER 1	QUARTER 2				
Create an environment that promotes development of the local economy and facilitate job creation.	Percentage of unskilled labour in all the capital projects of the Municipality are from the local municipality area	100% local unskilled labour appointments is local based.	100% of unskilled labour (ongoing)	100%	100%	The appointment letters of the unskilled labours have been submitted	None	Achieved	Achieved
	Create Full Time Equivalent (FTE) through government expenditure with EPWP grant by 30 June 2017	Signed appointment letters and statistics submitted to Province/National	# Full Time Equivalent created by 30 June 2017	6 FTE's	18 FTE's	The appointment letters of the full time equivalents have been submitted.	None	Achieved	Achieved

DEPARTMENT: CORPORATE SERVICES									
KEY PERFORMANCE AREA 4 - MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT									
OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	ANNUAL TARGETS 2016/17	TARGET		ACTUAL PERFORMANCE	CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE	INTERNAL AUDITORS COMMENTS	ACHIEVEMENT STATUS
				QUARTER 1	QUARTER 2				
	Number of reports on the implementation of the revenue enhancement strategy for all the revenue sources applicable to the department	Proof of collection of the anticipated revenue as per the revenue enhancement strategy.	12 monthly reports on the implementation of the revenue enhancement strategy for the revenue source applicable to the department	1 RES report for Aug. 2016 by 30 September 2016	3 RES reports (Sep - Nov) by 15 December 2016	The reports on the implementation of the revenue enhancement strategy for the revenue sources applicable to the department have been provided.	None	Achieved	Achieved
To enhance the revenue base of the municipality, improved audit outcome, promote sound financial governance and management	Percentage compliance with section 75 of MFMA (documents to be placed on the website)	1. The annual and adjustment budgets and all budget related documents. 2. All budget related policies. 3. All performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act 4. All service delivery agreements. 5. All long term-borrowing contracts. 6. All supply chain management contracts above a prescribed value. 7. All annual report.	100% compliance with section 75 of MFMA (document to be placed on the website) Monthly updates	100%	100%	The updates on the municipal website have been made and proof has been submitted.	None	Achieved	Achieved
	Number of MSCOA steering committee meetings co-ordinated and convened.	Attendance registers and minutes of the meeting	11 monthly steering committee meetings held. (August to June 2017)	2 monthly steering committee meetings held.	3 monthly steering committee meetings held.	No information provided for this indicator.	The department should indicate the reasons for non achievement and corrective measures to be taken	Not achieved	Not achieved

Number of reports on the MSCOA implementation plan submitted to implementation and steering committees.	Signed implementation reports submitted to the committees.	4 quarterly reports on the MSCOA implementation plan.	1 report prepared and submitted to MSCOA Steering committee	1 report prepared and submitted to MSCOA Steering committee	The reports on the implementation of the MSCOA have been submitted.	None	Achieved	Achieved
Number of assets maintenance plans developed and implemented for assets under the control of the department	Approved assets maintenance plans	Approved 1 consolidated departmental asset maintenance plans by 30 September 2016.	Development of the asset maintenance plans	target for the quarter	The ICT maintenance plan has been developed and submitted.	None	Achieved	Achieved
Number of assets counts perform on a municipal assets and submitted to CFO	Signed Assets count sheets	12 counts performed on municipal assets and submission to CFO	3 count performed on (June - September)	3 count performed on (October - December)	The copies of the assets counts with acknowledgement by the CFO have been submitted.	None	Achieved	Achieved
Perform condition assessment on fleet and Council properties and submit a report to the CFO	Signed condition assessments	Condition assessment performed on all vehicles and Council properties by 30 May 2017	target for the quarter	target for the quarter	N/A	N/A	N/A	N/A
Percentage of a municipality budget actually spent on implementing its work skills plan.	100% budget spent by 30 June 2017	Quarterly reports on the spending of budget for work skills plan.	25%	50%	The department submitted the report of expenditure, however the spending target is 50% for the second quarter. The department reached 9.7% of the budget to date.	The department needs to indicate the reasons for non achievement of the target and reasons	Not achieved	Not achieved
Conduct monthly reconciliations between the manual leave books and the financial system leave modules	Monthly leave reconciliations 10 days after the end of each month.	12 monthly reconciliations between the manual leave books and the financial system leave modules.	3 monthly reconciliations conducted and submitted to CFO	3 monthly reconciliations conducted and submitted to CFO	The department has provided a motivation indicating the reasons for non achievement of the target.	The reconciliations will be performed after the implementation of the new financial system (The indicator needs to be reviewed)	Not achieved	Not achieved
Ensure timely preparation of the Directorate's budget for 2017/18 based on the approved IDP	Departmental budget submitted to finance department.	Departmental budget approved as part of the annual budget by 30 June 2017	target for the quarter	target for the quarter	N/A	N/A	N/A	N/A

Ensure timely preparation of the Directorate's adjustment budget for 2016/17 financial year based on the approved midyear budget and performance assessment.	Departmental adjustment budget submitted to finance department.	Department adjustment budget approved as part of the municipal adjustment budget by February 2017.	95%	95%	N/A	N/A	N/A	N/A
Attend to corrective as identified in internal and external audit reports and reduce risk areas within three months of receipt of reports.	Percentage of issues raised and proposed corrective measures attended to.	95% of issues raised and proposed corrective measures attended to	95%	95%	The updated Internal and external audit recovery plan has been submitted indicated the level of achievement of issues raised by AGSA.	None	Achieved	Achieved

DEPARTMENT: CORPORATE SERVICES									
KEY PERFORMANCE AREA 5 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	ANNUAL TARGETS 2016/17	TARGET		ACTUAL PERFORMANCE	CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE	INTERNAL AUDITORS COMMENTS	ACHIEVEMENT STATUS
				QUARTER 1	QUARTER 2				
To promote and improve effective linkage between the community, stakeholders and the municipality to ensure accountability and responsive governance structures.	Annual calendar developed & adopted by Council, EXCO, Sec 80 Comm, Audit Committee, Risk Committee and MPAC	Approved annual calendar	Developed & approved annual calendar of council meetings (October 2016)	target for the quarter	Development and submission of annual calendar	The annual calendar of council meetings has been developed and approved by council.	None	Achieved	Achieved
	Number of LLF Meetings conducted	Attendance register and minutes of the LLF meetings	4 Meetings per annum (1 per quarter)	1 LLF meeting held.	1 LLF meeting held.	The attendance registers and minutes of the LLF meetings have been submitted	None	Achieved	Achieved
	Percentage of Council minutes dispatched to departments	Aknowledgement of receipt by relevant officials.	100% of council minutes dispatched (quarter)	100%	100%	The acknowledgement of receipt by relevant officials have been submitted to prove that council minutes are been circulated.	None	Achieved	Achieved
	Develop a compliance checklist pertaining to key legislation requirements for the department	Approved checklist for the department of Corporate services.	1 Compliance checklist developed by 31 August 2016	1 Compliance checklist developed by 31 August 2016	target for the quarter	The developed compliance checklist has been provided.	None	Achieved	Achieved
	% distribution of the council resolution to all the relevant officials for implementation	100% distribution of the council resolutions to all relevant officials	100% council resolutions distributed	100%	100%	The proof of distribution of the council resolution to all relevant officials has been submitted.	None	Achieved	Achieved
	Percentage of resolutions (Council, Sec. 80, Management) implemented within the required time frames	Percentage of resolution implemented within the required time frame	100% of the resolutions implemented on time	100%	100%	The updated council resolution register has been submitted.	None	Achieved	Achieved
	Number of risk assessment and action plan reviews/ updates	Reports on the implementation of the risk management action	12 monthly risk assessment and action plan reviews/ updates	3 monthly risk assessment and action plan/ reviews	3 monthly risk assessment and action plan/ reviews	The department has submitted updated risk registers.	None	Achieved	Achieved

Expansion, modernisation, access and affordability of our Information and communications infrastructure ensured.	Number of ICT steering committee meetings held	Attendance register and minutes of the ICT steering committee meeting	4 Meetings per annum (1 per quarter)	1 ICT steering committee meeting held	1 ICT steering committee meeting held	The ICT steering committee was only held on the 13 of September 2016. No meeting held in the second quarter.	The department should provide reasons for non achievement and the corrective action thereof.	Not Achieved	Not Achieved
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DEPARTMENT: COMMUNITY SERVICES									
KEY PERFORMANCE AREA 1 - MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT									
OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	ANNUAL TARGETS 2016/17	TARGET		ACTUAL PERFORMANCE	CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE	INTERNAL AUDITORS COMMENTS	ACHIEVEMENT STATUS
				QUARTER 1	QUARTER 2				
To enhance responsiveness to citizen's priorities and capabilities of delivery of quality services, quality management and administrative practices	Submit monthly report to management on the actual performance against the SDBIP	Monthly report submitted to management	12 Monthly performance report	3 performance reports (Jul - Sep)	3 performance reports (Oct - Dec)	The monthly performance reports have been submitted	None	Achieved	Achieved
	Number of community officials provided with skills development training / capacity development as directed/ identified by the Director Community Services	Quarterly reports on the implementation of the works skills plan	All identified technical officials attends as per the Workplace Skills Plan (Quarterly) as directed by the Director Community Services	1 quarterly report on the implementation of work skills plan	1 quarterly report on the implementation of work skills plan	The department has submitted the report on the workplace skills plan	None	Achieved	Achieved
	DCS to Complete the National Treasury Risk Management E-learning	Proof of completion of the E-learning/ Certificate	Completed the National Treasury Risk Management E-learning by 30 Jne 2017	No target for the quarter	No target for the quarter	N/A	N/A	N/A	N/A
	Number of departmental meetings are held	Attendance registers and minutes	12 monthly departmental meetings	3 monthly departmental meetings conducted	3 monthly departmental meetings conducted	The attendance registers for the departmental meetings have been provided.	None.	Achieved	Achieved

DEPARTMENT: COMMUNITY SERVICES									
KEY PERFORMANCE AREA 2 - INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY									
OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	ANNUAL TARGETS 2016/17	TARGET		ACTUAL PERFORMANCE	CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE	INTERNAL AUDITORS COMMENTS	ACHIEVEMENT STATUS
				QUARTER 1	QUARTER 2				
To strengthen road traffic management (result indicator: accidents, deaths) and improve public transport.	Number of road blocks to be conducted by 30 June 2017	Tickets issued and collected for revenue enhancement.	8 Road blocks conducted by 30 June 2017	2 road blocks conducted	2 road blocks conducted	The report on the tickets issued and revenue collected have been submitted.	None	Achieved	Achieved
	Number of joint operations with other traffic authorities within Lejweleputswa Districts by 30 June 2017	Tickets issues and collected for revenue enhancement.	2 Joint operation by 30 June 2017	No target for the quarter	1 Joint operation conducted	The report for the second quarter has been submitted.	None	Achieved	Achieved
	Number of workshop for local transport forum by 30 June 2017	Attendance registers and minutes.	2 workshop for local transport forum by 30 June 2017	No target for the quarter	1 workshop for local transport forum conducted	The transport forum was held on the 29 November 2016 and the report and attendance register has been submitted.	None	Achieved	Achieved
	Number of traffic report and reconciliation submitted to finance department	Signed traffic reports and reconciliations.	12 monthly reports and traffic reconciliation	3 monthly reports/reconciliations prepared and submitted to finance department	3 monthly reports/reconciliations prepared and submitted to finance department	The monthly traffic reports and reconciliations have been submitted.	None	Achieved	Achieved
	Number of meetings conducted for Local Disaster Advisory Forum	Attendance register and minutes	4 quarterly Meetings conducted	1 local disaster advisory forum conducted	1 local disaster advisory forum conducted	The Local disaster forums were held in 31 August and 02 November 2016, the reports and attendance register have been submitted.	None	Achieved	Achieved

To support the district municipality in Improving disaster preparedness for extreme climate events.	Number of disaster management awareness conducted by 30 June 2017	Attendance registers and signed reports.	16 Awareness Campaigns conducted	4 Awareness campaigns conducted	4 Awareness campaigns conducted	The reports for the first and second quarter have been provided.	None	Achieved	Achieved
	Development of Fire Management Plan	Council resolution approving the fire management plan	1 plan developed and approved by 30 May 2017	No target for the quarter	No target for the quarter	N/A	N/A	N/A	N/A
	Review of the Disaster Management Plan with the assistance of the district municipality.	Council resolution approving disaster management plan.	Reviewed and approved Disaster management plan by 30 May 2017	No target for the quarter	No target for the quarter	N/A	N/A	N/A	N/A
Maintain and upgrade basic infrastructure at local level	Number of consolidated assets maintenance plans developed and implemented for assets under the control of the department	Approved assets maintenance plans	Approved 1 consolidated departmental asset maintenance plans by 30 September 2016.	Development of the asset maintenance plans	No target for the quarter	The asset maintenance plan for the assets under the control of the department has been submitted.	None	Achieved	Achieved
To ensure proper maintenance and safeguarding of municipal fleet	Perform condition assessment on fleet and community assets and submit a report to the CFO	Signed conditional assessment sheets	Condition assessment performed on all vehicles and Community assets by 30 May 2017	No target for the quarter	No target for the quarter	N/A	N/A	N/A	N/A
To assess and review building plans	Number of updated building plan register	Completed building plan register	1 Updated register	No target for the quarter	No target for the quarter	N/A	N/A	N/A	N/A
To capacitate communities on building regulations through awareness campaigns	Number of building regulations awareness conducted by 30 June 2017.	Attendance register and signed reports	4 Awareness campaigns conducted	1 awareness campaign conducted	1 awareness campaign conducted	The building regulations awareness campaigns reports and attendance registers have been submitted.	None	Achieved	Achieved

To ensure Strong and efficient spatial planning system, well integrated across the spheres of government.	Aligning the SDF with the SPLUMA key objectives by 30 June 2017	Council resolution approving the spatial development plan.	Approved SPLUMA compliant SDF by 30 May 2017	No target for the quarter	No target for the quarter	N/A	N/A	N/A	N/A
Promote and support integrated, inclusive, sustainable human settlement development.	Updated & reviewed human settlement and even waiting list to assist the provincial department of Human Settlement in allocating housing	Updated human settlement and even waiting list.	12 Updated waiting list	3 monthly updated waiting list.	3 monthly updated waiting list.	The updated human settlement and even waiting list has been submitted	None	Achieved	Achieved
	Review of the Human Settlement Sector Plan	Council resolution approving the human settlement sector plan	Reviewed and Approved Human Settlement Sector Plan by 30 May 2017	No target for the quarter	No target for the quarter	N/A	N/A	N/A	N/A
Accelerate and streamline township establishment processes and procedures to ensure sustainable settlement.	Number of awareness campaign pertaining change of ownership processes and land tenure	Attendance registers and signed reports	1 Awareness campaigns conducted per ward by 30 May 2017	No target for the quarter	No target for the quarter	N/A	N/A	N/A	N/A
To ensure the provision of facilities that are adequate to treat, recover & dispose waste in a manner consistent with applicable regulations	Building of waste storage facility in Hoopstad landfill site to store recyclable waste.	Complete waste storage facility in Hoopstad	1 complete tewaste storage facility in Hoopstad landfill site. By 30 September 2017	100%	No target for the quarter	The report on the upgrading of the waste stogate facility in hoopstad has been submitted and completed. The Project in the final stages of implementation following which it will be handed over to the municipality.	None	Achieved	Achieved
	Number of reports sent to the National Waste Information System for Hoopstad landfill regarding quantities of waste handled at the site	Proof of submission of the reports to National Waste Information System.	6 Reports submitted to the National Waste Information system (Jan-June 2017)	No target for the quarter	No target for the quarter	N/A	N/A	N/A	N/A
	Number of reports sent to the National Waste Information System for Bultfontein landfill regarding quantities of waste handled at the site	Proof of submission of the reports to National Waste Information System.	12 Reports submitted to the National Waste Information system (July 16- June17)	3 Monthly reports submitted to NWIS	3 Monthly reports submitted to NWIS	The monthly reports sent to the Nationl waste information system have been submitted	None	Achieved	Achieved

Ensure proper waste management through promotion of recycling schemes and adequate landfill management.	Reviewed Integrated Waste Management Plan	Reviewed integrated waste management plan	1 Annual Review of Integrated Waste Management Plan (May 17)	No target for the quarter	No target for the quarter	N/A	N/A	N/A	N/A
To ensure the sustainable use of natural resource within municipal area while promoting social and economic development	Reviewed Integrated Environmental Management Plan	Reviewed environmental management plan	1 Annual Review of Integrated Environmental Management Plan (May 17)	No target for the quarter	No target for the quarter	N/A	N/A	N/A	N/A
To ensure access to regular and sustainable refuse removal services to all household, public facilities and businesses	Quarterly reports on Cleaning and maintenance of municipal recreational parks	Clean and maintained municipal recreational parks	Clean 5 recreational parks (quarterly) in both towns	5 recreational parks cleaned and maintained	5 recreational parks cleaned and maintained	The reports for cleaning and maintaining of municipal recreational parks have been submitted.	None	Achieved	Achieved
	Biannual reports on the Cleaning and maintenance of municipal cemeteries	Clean and maintained municipal cemeteries	2 Biannual reports on the Cleaning and maintenance of 8 municipal cemeteries in both towns	8 municipal cemeteries cleaned and maintained	No target for the quarter	The report for cleaning and maintenance of cemeteries has been provided. The pictures have been provided to substantiate the performance reported.	None	Achieved	Achieved
	Biannual reports on cleaning and maintenance of municipal Open Spaces	Clean and maintained municipal open spaces	2 Biannual reports on cleaning and maintenance of municipal Open Spaces	8 municipal open spaces cleaned and maintained	No target for the quarter	The report for cleaning and maintenance of open spaces has been provided. The pictures have been provided to substantiate the performance reported.	None	Achieved	Achieved
	Quarterly report on Clean and maintained municipal Stadiums	Cleaned and maintained municipal stadiums	4 Quarterly report on Clean and maintained municipal Stadiums	4 municipal stadiums cleaned and maintained	4 municipal stadiums cleaned and maintained	The report for cleaning and maintenance of stadiums has been provided. The pictures have been provided to substantiate the performance reported.	None	Achieved	Achieved
	Number of reports on weekly collection of domestic waste to all formalized residential areas	Weekly collection of domestic waste to all formalized residential areas	Weekly refuse collection rendered to 12 523 Households	12 523	12 523	The reports on the weekly refuse collection rendered have been submitted	None	Achieved	Achieved
	Number of environmental management awareness campaigns & activities conducted ( Quarterly)	Attendance registers and signed reports.	4 reports awareness campaigns conducted (2 in 2nd quarter and 3rd quarter)	No target for the quarter	2 awareness campaigns conducted	The reports and attendance registers of the awareness campaigns conducted have been provided.	None	Achieved	Achieved
Ensure proper waste management through promotion of recycling schemes.	Number of schools involved in waste separation at source pilot project (March 2017)	Attendance register and signed reports.	2 schools involved in waste separation project (March 2017)	No target for the quarter	No target for the quarter	N/A	N/A	N/A	N/A

DEPARTMENT: COMMUNITY SERVICES									
KEY PERFORMANCE AREA 3 - LOCAL ECONOMIC DEVELOPMENT									
OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	ANNUAL TARGETS 2016/17	TARGET		ACTUAL PERFORMANCE	CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE	INTERNAL AUDITORS COMMENTS	ACHIEVEMENT STATUS
				QUARTER 1	QUARTER 2				
Create an environment that promotes development of the local economy and facilitate job creation.	Number of SMME's empowered through supply of specialised equipment's.	4 gas stoves, 4 gas cylinders, 4 tents (gazebo's)	4 Empowered SMME's	No target for the quarter	4 SMME's empowered	The department has submitted a report indicating the reasons for non achievement of the target.	The identified equipment could not be procured due to unavailability of funds. The indicator needs to be reviewed.	Not achieved	Not achieved
	Number of trainings for SMME's on Income Tax conducted	Attendance register for the training conducted.	2 trainings for SMME's on Income Tax conducted	No target for the quarter	1 training conducted in Bultfontein	The training for the SMME was held in september 2016 and the attendance registers have been provided	None	Achieved	Achieved
	Percentage of the LED operational budget awarded to local service providers	The value of contracts awarded to local service providers divided total LED spending multiplied by 100 (Expenditure reports/ list of suppliers used)	70% of the 2016/17 LED operational budget awarded to local service providers	No target for the quarter	50% of operational budget awarded to local service providers	No information provided for this indicator.	The department should provide reasons for non achievement of the target and corrective measures.	Not achieved	Not achieved
	Number of updated vendor databases	Complete updated database	1 Updated vendor database	No target for the quarter	No target for the quarter	N/A	N/A	N/A	N/A
	Create Full Time Equivalent (FTE) through Community Works Programme 30 June 2017	Signed appointment letters and statistics submitted to Province/National	Number of Full Time Equivalent created by 30 June 2017	No target for the quarter	500 FTE	The report for the statistical information for the FTE has been submitted.	None	Achieved	Achieved
	Number of LED Forum meetings facilitated at Bultfontein and Hoopstad	8 Led forum meeting held (attendance register and signed reports)	8 LED Forum Meetings facilitated (2 per quarter)	2 LED forum meetings facilitated	2 LED forum meetings facilitated	The reports and the attendance registers for the LED forums have been submitted.	None	Achieved	Achieved
	Number of Business Forum meetings facilitated at Bultfontein and Hoopstad.	8 Business forum meetings held (attendance register and signed reports)	8 Business Forum Meetings facilitated (2 per quarter)	2 Business forum meetings facilitated	2 Business forum meetings facilitated	The reports and the attendance registers for the LED forums have been submitted.	None	Achieved	Achieved

Number of Hawkers Association meetings facilitated at Bultfontein and Hoopstad	8 Hawkers association meetings facilitated (attendance registers and signed reports)	8 Hawkers Association Meetings facilitated(2 per quarter)	2 Hawker association meetings facilitated	2 Hawker association meetings facilitated	The report and the attendance registers for the hawkers associations meetings have been submitted	None	Achieved	Achieved
Number of Agri-Forum meetings facilitated at Bultfontein and Hoopstad	8 Agri-Forum meeting held (Attendance registers and signed reports)	8 Agri-Forum Meetings facilitated(2 per quarter)	2 agri-forum meetings facilitated	2 agri-forum meetings facilitated	The report and the attendance registers for the agri-forum meetings facilitated have been submitted.	None	Achieved	Achieved
Number of commonages fenced, boreholes resuscitated and animal handling facilities provided in Bultfontein	Fenced commonage, boreholes resuscitated and new animal handling facilities in Bultfontein (Completion certificate/ report)	1 commonage fenced, boreholes resuscitated and new animal handling facilities provided in Bultfontein commonages.	No target for the quarter	No target for the quarter	N/A	N/A	N/A	N/A
Number of Commonage Committee meetings facilitated at Bultfontein and Hoopstad	4 commonage committee meeting (attendance registers and signed reports)	4 Commonage Committee Meetings facilitated (Q2 & Q4)	No target for the quarter	2 commonage committee meetings facilitated	The reports and the attendance registers for the commonage meetings facilitated are submitted.	None	Achieved	Achieved
Number of site visits conducted at Itshokolele Project	4 Site visits reports	4 Site visits of the project (1 per quarter)	1 site visit to Itshokolele	1 site visit to Itshokolele	The report and attendance register for the site visit to Itshokolele project has been submitted.	None	Achieved	Achieved
Number of site visits conducted at Tswaraganang Cooperative Project	4 site visit reports.	4 Site visits of the project (1 per quarter)	1 site visit to Tswaraganang	1 site visit to Tswaraganang	The report and attendance register for the site visit to Tshwaraganang project has been submitted.	None	Achieved	Achieved
Number of databases for Arts and Crafters updated	Complete updated database	1 Detailed updated database of Arts and Crafters (September 2016)	1 detailed updated database of Arts and Crafters.	No target for the quarter	The updated database of Arts and Crafters has been submitted	None	Achieved	Achieved

	Number of exhibition shows for Tswelopele Arts and Crafters organized	1 Signed report for exhibition shows	1 Exhibition show organized (December 2016)	No target for the quarter	1 exhibition show organized	The department has submitted a report indicating the reasons for non achievement of the target.	The exhibition show has been rescheduled due to reasons mention in the report. The indicator needs to be reviewed.	Not achieved	Not achieved
	Number of arts and crafters exposed and marketed at MACUFE.	13 Arts and crafters transported to MACUFE	13 arts and crafters exposed and marketed (December 2016)	No target for the quarter	13 arts and crafter exposed and marketed.	The report and the attendance register for the Macufe Exhibition has been submitted	None	Achieved	Achieved



DEPARTMENT: COMMUNITY SERVICES									
KEY PERFORMANCE AREA 4 - MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT									
OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	ANNUAL TARGETS 2016/17	TARGET		ACTUAL PERFORMANCE	CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE	INTERNAL AUDITORS COMMENTS	ACHIEVEMENT STATUS
				QUARTER 1	QUARTER 2				
To enhance the revenue base of the municipality, improved audit outcome, promote sound financial governance and management.	Number of reports on the implementation of the revenue enhancement strategy for all the revenue sources applicable to the department	Proof of collection of the anticipated revenue as per the revenue enhancement strategy.	12 monthly reports on the implementation of the revenue enhancement strategy for the revenue source applicable to the department.	1 RES report for Aug. 2016 by 30 September 2016	3 RES reports (Sep - Nov) by 15 December 2016	Only the reports for the first quarter has been submitted. The report submitted is the same for the first quarter.	The department should submit the report for the second quarter.	Not achieved	Not achieved
	Number of reports on the MSCOA implementation plan submitted to implementation and steering committees.	Signed implementation reports submitted to the committees.	4 quarterly reports on the MSCOA implementation plan.	1 report prepared and submitted to MSCOA Steering committee	1 report prepared and submitted to MSCOA Steering committee	The reports on the implementation of MSCOA has been prepared and submitted	None	Achieved	Achieved
	Number of consolidated assets maintenance plans developed and implemented for assets under the control of the department	Approved assets maintenance plans	Approved 1 consolidated departmental asset maintenance plans by 30 September 2016.	Development of the asset maintenance plans	No target for the quarter	The asset maintenance plan for the assets under the control of the department has been submitted.	None	Achieved	Achieved
	Number of assets counts performed on a municipal assets and submitted to CFO	Signed Assets count sheets	6 counts performed on municipal assets and submission to CFO	1 count performed on 30 September 2016	1 count performed on December 2016	No proof could be obtained that the assets counts have been submitted to the the CFO.	The department assets count sheets should be submitted to the CFO and submit proof as evidence	Not achieved	Not achieved
	Ensure timely preparation of the Directorate's budget for 2017/18 based on the approved IDP	Departmental budget submitted to finance department.	Departmental budget approved as part of the annual budget by 30 June 2017	No target for the quarter	No target for the quarter	N/A	N/A	N/A	N/A

	Ensure timely preparation of the Directorate's adjustment budget for 2016/17 financial year based on the approved midyear budget and performance assessment.	Departmental adjustment budget submitted to finance department.	Department adjustment budget approved as part of the municipal adjustment budget by February 2017.	No target for the quarter	No target for the quarter	N/A	N/A	N/A	N/A
	Percentage of revenue collected by 30 June 2016 on service rendered to the community by the Department.	55% revenue collected from refuse removal; 50% collected from traffic fines; 70% collected from business licences.	Revenue Collection rate for applicable services rendered by the department to the community by 30 June 2017. Refuse removal: 55% Traffic fines: 50% business licences: 70%	3 Monthly on the collection rate of revenue	3 Monthly on the collection rate of revenue	The reports for the revenue collection rate for applicable services rendered have been received.	None	Achieved	Achieved
	Attend to corrective as identified in internal and external audit reports and reduce risk areas within three months of receipt of reports.	Percentage of issues raised and proposed corrective measures attended to.	95% of issues raised and proposed corrective measures attended to	95%	95%	All the issues raised by the AGSA have been addressed. Not all the issues raised by the internal audit have been addressed to arrive to 95%	The department should implement the recommendation of internal audit.	Not achieved	Not achieved

DEPARTMENT: COMMUNITY SERVICES									
KEY PERFORMANCE AREA 5 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	ANNUAL TARGETS 2016/17	TARGET		ACTUAL PERFORMANCE	CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE	INTERNAL AUDITORS COMMENTS	ACHIEVEMENT STATUS
				QUARTER 1	QUARTER 2				
To promote and improve effective linkage between the community, stakeholders and the municipality to ensure accountability and responsive governance structures.	Number of reports published on the implementation of the approved municipal sector plans	Signed reports on the implementation of approved municipal sector plans published.	4 quarterly reports published on the implementation of the approved municipal sector plans	1 quarterly report published	1 quarterly report published	The reports on the implementation of the approved municipal sector plans have been submitted.	None	Achieved	Achieved
	Develop a compliance checklist pertaining to key legislation requirements for the department	Approved checklist for the department of Community services.	1 Compliance checklist developed by 31 August 2016	1 Compliance checklist developed by 31 August 2016	No target for the quarter	The developed compliance checklist has been submitted.	None	Achieved	Achieved
	Percentage of resolutions (Council, Sec. 80, Management) implemented within the required time frames	Percentage of resolution implemented within the required time frame	90% of the resolutions implemented on time	90%	90%	The updated compliance checklist has been submitted.	None	Achieved	Achieved
	Number of risk assessment and action plan reviews/ updates	Reports on the implementation of the risk management action	12 monthly risk assessment and action plan reviews/ updates	3 monthly risk assessment and action plan/ reviews	3 monthly risk assessment and action plan/ reviews	The updated risk registers have been submitted.	None	Achieved	Achieved

