

MADIBENG LOCAL MUNICIPALITY



MID-YEAR BUDGET AND PERFORMANCE ASSESSMENT REPORT

2019/20



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DIFINITION OF ACRONYMS

AFS	Annual Financial Statements
BTO	Budget and Treasury Office
EDTA	Economic Development, Tourism and Agriculture
CS	Community Services
CSS	Corporate Support Services
IDP	Integrated Development Plan
INEP	Integrated National Energy Programme
ITS	Infrastructure and Technical Services
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
MFMA	Local Government: Municipal Finance Management, Act No 56 of 2003
MIG	Municipal Infrastructure Grant
MSA	Local Government: Municipal Systems Act, Act No 32 of 2000 as amended
MTREF	Medium Term Revenue and Expenditure Framework
OMM	Office of the Municipal Manager
PHS	Planning and Human Settlements
PMS	Performance Management System
PSFFM	Public Safety, Fleet and Facilities Management
SDBIP	Service Delivery and Budget Implementation Plan

CHAPTER 1: NON-FINANCIAL PERFORMANCE ASSESSMENT COMPONENT OF THE REPORT

Mid-Year Performance Assessment

1.1. Background

The White Paper on Local Government (1998) proposed the introduction of Performance Management Systems (PMS) for local government as a tool to monitor the progress of service delivery at local government level. Two years later, in 2000, the Local Government: Municipal Systems Act, Act No 32 of 2000, required local governments to develop a PMS.

It concluded that Integrated Development Planning, Budgeting and Performance Management are fundamental strategic aspects that can help municipalities to develop an integrated perspective on development in their jurisdictional area. It is against this background that a PMS Policy Framework for the Madibeng Local Municipality was developed and duly implemented.

The policy framework offers the Madibeng Local Municipality a platform to implement, assess, monitor, measure, review, manage and reward performance throughout the Municipality. PMS is dynamic and will progressively change and develop over time to reflect the unique features of the Madibeng Local Municipality environment. This policy framework further commits Madibeng Local Municipality to achieving its identified developmental objectives and levels of performance in an effective and efficient manner.

1.2. Purpose of the Report

The purpose of this report is to give feedback to the Executive Mayor, Municipal Council and Strategic Stakeholders regarding both the non-financial performance and financial performance of Madibeng Local Municipality as at Mid-Year of the 2019/20 financial year in compliance with the provisions of Section 72 of the Local Government: Municipal Finance Management Act, Act No 56 of 2003.

1.3. Legislative Requirements

Section 72 of the Local Government: Municipal Finance Management Act, Act No 56 of 2003, under submission of Mid-Year Budget and Performance Assessment Report provides as follows:

- (1) The accounting officer of a municipality must by 25 January of each year—*
- (a) assess the performance of the municipality during the first half of the financial year, taking into account—*

- (i) the monthly statements referred to in section 71 for the first half of the financial year;
- (b) submit a report on such assessment to—
- (i) the mayor of the municipality;
 - (ii) the National Treasury; and
 - (iii) the relevant provincial treasury.
- (2) The statement referred to in section 71(1) for the sixth month of a financial year may be incorporated into the report referred to in subsection (1)(b) of this section.
- (3) The accounting officer must, as part of the review—
- (a) Make recommendations as to whether an adjustments budget is necessary; and
 - (b) Recommend revised projections for revenue and expenditure to the extent that this may be necessary.

1.4. Format of the Report

The report is composed of two components, viz: the Non-financial performance assessment component and the financial assessment component respectively.

Pertaining the non-financial performance assessment, the quarterly Departmental/Technical Scorecards/SDBIP reporting is used to measure the achievement of performance indicators and pre-determined targets with regard to operational service delivery within the respective Departments thereby informing the Top Layer Scorecard/SDBIP on attainment of strategic KPIs and pre-determined targets.

The non-financial Performance Assessment component is structured to report on achievements with regard to the following six (6) Municipal Key Performance Areas, as performed during each of the first two quarters:

- a) KPA 1: Municipal Transformation and Institutional Development;
- b) KPA 2: Basic Service Delivery and Infrastructure Development;
- c) KPA 3: Local Economic Development;
- d) KPA 4: Municipal Financial Viability and Management;
- e) KPA 5: Good Governance and Public Participation; and
- f) KPA 6: Spatial Rationale and Transformation.

The overall assessment of actual performance against pre-determined targets set for the KPIs as documented in the report is illustrated in terms of the following assessment methodology.

COLOUR CATEGORY	EXPLANATION
N/A (KPI Not due for measurement)	KPI's with no targets or actual results for the selected period
KPI Not Met	Actual vs. target less than 75
KPI Almost Met	Actual vs. target between 75% and 100
KPI Met	Actual vs. target 100% achieved
KPI Well Met	Actual vs. target more than 100% and less than 150% achieved
KPI Extremely Well Met	Actual vs. target more than 150% achieve

This non-financial part of the report is based on the Top Layer SDBIP 2019/20 and comprises the following:

- a) Summary of the overall performance of the Municipality in terms of the National Key Performance Areas of Local Government;
- b) Comparative analysis of the Organizational performance per Department
- c) A detailed performance review per Municipal Key Performance Area (MKP)
- d) 2019/20 Quarterly projections of service delivery targets and performance indicators on each Vote.

The financial component of the report constitute a summary of the main budget issues arising from the budget implementation and monitoring process. It compares the progress of the budget implementation to the projections contained in the Service Delivery and Budget Implementation Plan. The report contains the following:

- ✓ Statement of Financial Performance.
- ✓ Capital Expenditure by Vote, Standard Classification and Funding (Table C5)
- ✓ Statement of Financial Position (Table C6).
- ✓ Cash Flow Statement (Table C7)
- ✓ Debtors Age Analysis (Table SC3)
- ✓ Creditors Age Analysis (Table SC4).
- ✓ External Investments (Table SC5).
- ✓ Transfers and Grants Receipts (Table SC6).
- ✓ Transfers and Grants Expenditure (Table SC7)
- ✓ Councillors and Staff Benefits (Table SC8).

1.5. Analysis of the Overall Performance of the Municipality

Table 1: Summary per National Key Performance Area (NKPA) for the period 01 July 2019- 30 December 2019.

MADIBENG LOCAL MUNICIPALITY	NATIONAL KPA					
	Basic Service Delivery and Infrastructure Development	Good Governance and Public Participation	Local Economic Development	Municipal Financial Viability and Management	Municipal Transformation and Institutional Development	Spatial Rationale and Transformation
KPI Not Yet Measured	7	1	1	2	8	2
KPI Not Met	6	3	3	5	4	0
KPI Almost Met	1	0	0	2	1	1
KPI Met	8	2	7	1	8	10
KPI Well Met	0	0	0	0	1	0
KPI Extremely Well Met	0	0	0	0	0	0
TOTAL	22	6	10	10	22	13

Figure 1: Municipal performance per KPA

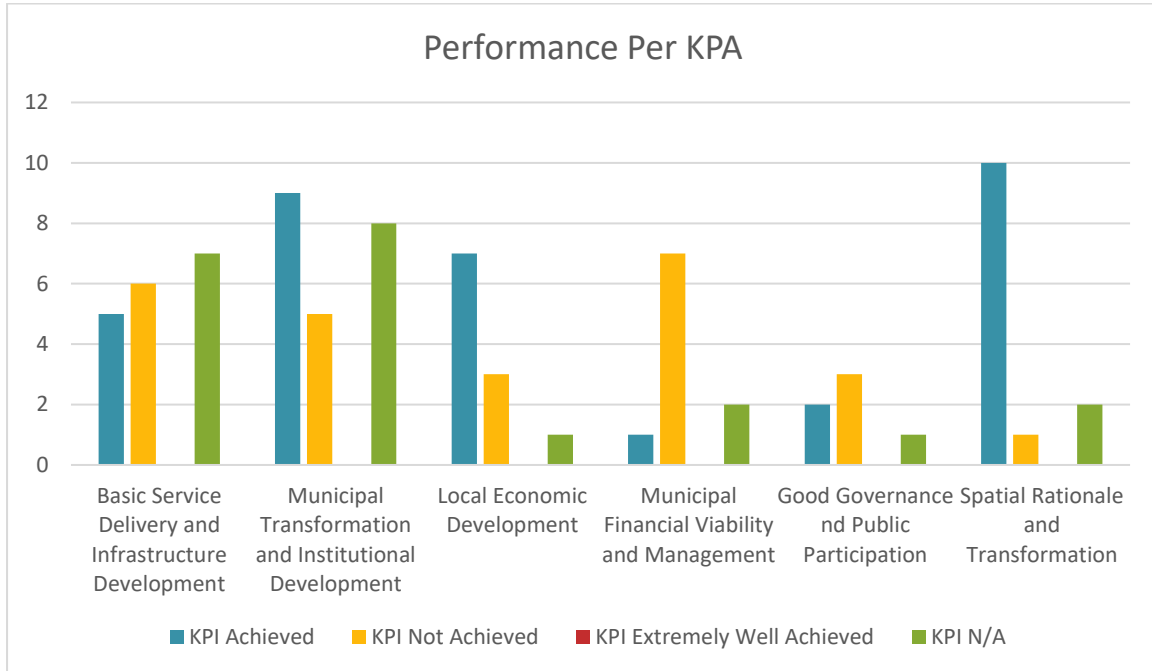


Table 1 and **Figure 1** above depicts that during the Mid-Year of the 2019/20 Financial Year, the Municipality had a total of 80 KPIs to be performed by various Departments, and the aggregate Organization performances on KPAs as depicted by the table above for the period can be broken down as follows:

- a) Overachievement in 1 KPI;
- b) Exact achievement of 36 KPIs;
- c) Non achievement and/or underachievement in 26 KPIs; and
- d) 21 KPIs were not due for implementation during the first half of the Financial Year.

Reasons for performance variances and subsequent corrective measures in all the KPIs where performance was not fully realised have been developed by all the affected Departments and incorporated into the report as depicted hereunder, and shall duly be reported on during the subsequent reporting intervals.

Detailed performance of all the Departments as analysed above is outlined under the next Section.

1.6. Actual Strategic Organizational Performance for the 2019/20 Financial Year Mid-Year Reporting

1.6.1. KPA 1: Municipal Transformation and Institutional Development (Cumulative Reporting)

PLANNING LEVEL	PLANNING STATEMENT	KEY PERFORMANCE INDICATOR	BASELINE	2019/20 ANNUAL TARGET	2019/20 MID-YEAR TARGET	1 ST QUARTER ACTUAL PERFORMANCE	2 ND QUARTER ACTUAL PERFORMANCE	2019/20 MID-YEAR ACTUAL PERFORMANCE	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS
STRATEGIC GOAL 1	IMPROVED EFFECTIVENESS AND EFFICIENCY OF MUNICIPAL ADMINISTRATION									
Strategic Objective 1.1	Invest in Human Capital	KPI 1: Implementation Rate (in %) of the Training Plan by 30 June 2020	100%	100% Compliance to the Training Plan buy 30 June 2020	50%	Achieved 25% [100%]	Achieved 53% spent on the Implementation rate of the training Plan [106%]	Achieved 103%	Approved Training budget as per OPEX. Copies of Invoices and Expenditure report	Achieved Sufficient appropriate evidence submitted for audit purposes
Strategy 1.1.1	Implementation of workplace skills program	KPI 2: % of municipal budget spent on implementation of Workplace Skills Programme	1%	1% of municipal budget spent on implementation of WSP by 30 June 2020	0,50%	Achieved 0.25% [100%]	Achieved Implementation of Workplace Skills Programme was done for the 2 nd quarter. [100%]	Achieved 100%	BTO Expenditure report, Work place Skills plan and invoices paid to Service provider	Achieved Sufficient appropriate evidence submitted for audit purposes
Strategy 1.1.2	Adherence to Strategic Human Resource Plan	KPI 3: Implementation Rate (in %) of Strategic Human Resource Plan	1	100% Implementation of the strategic human resource plan by 30 June 2020	N/A	N/A	N/A	N/A	Progress reports on implementation of Strategic Human Resource Plan to SMT	Not applicable
Strategy 1.2.1	Adherence to employment of equity target groups in highest	KPI 4 Number of employment equity annual report submitted to	1	1 employment equity annual report submitted to	N/A	N/A	N/A	N/A	EE Plan for the year, Copy of employment equity report and Proof of submission DOL	Not applicable

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PLANNING LEVEL	PLANNING STATEMENT	KEY PERFORMANCE INDICATOR	BASELINE	2019/20 ANNUAL TARGET	2019/20 MID-YEAR TARGET	1 ST QUARTER ACTUAL PERFORMANCE	2 ND QUARTER ACTUAL PERFORMANCE	2019/20 MID-YEAR ACTUAL PERFORMANCE	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS
	level of management	Department of Labour (DOL) by 31 June 2020		DOL by 30 June 2020						
Strategy 1.2.2	Review of HR Planning Policies	KPI 5: Number of HR Policies reviewed	0	5X HR policies reviewed by 30 June 2020	N/A	N/A	N/A	N/A	Reviewed Policies and Council resolution	Not applicable
Strategy 1.2.4	Increase functionality of Section 79 Committee system	KPI 6: Number of analytical reports on Functionality of Council and its Committees compiled and submitted to Council for consideration.	4	4x Analytical Reports on functionality of council and its Committees by 30 June 2020	2	Achieved 1 Analytical Report on functionality of Council and its Committees [100%]	Not Achieved [50%]	Not Achieved 75%	Signed Report and Council resolution	Not achieved. As reported by the Directorate
Strategy 1.2.5	Increased alignment of the Organizational Structure to the Strategy of the Municipality	KPI 7: Number of organizational structure reviewed by 30 June 2020	1	1 reviewed organizational structure aligned by 30 June 2020	N/A	N/A	N/A	N/A	Reviewed Organizational structure and Council resolution	Not applicable
Strategy 1.2.6	Reduced vacancies in line with the identified critical posts on the new organisational structure	KPI 8: % Reduction in Senior Management Vacancy Rate by 30 June 2020	26%	10% Reduction in Senior Management Vacancy Rate by 30 June 2020	6%	Not Achieved 0% [0%]	N/A	Not Achieved 0%	Copies of Appointment Letters, Personnel requisition form, Copies of advertisements and Copies of Appointment Letters	Not applicable The KPI should be specific as to the Senior Management positions that need to be filled.
Strategy 1.2.7	Invest in ICT Infrastructure	KPI 9: Number of ICT Master Plan reviewed by 30 June 2020	1	1 reviewed and updated ICT Master Plan by 30 June 2020	N/A	N/A	N/A	N/A	Reviewed ICT Master Plan and Council resolution	Not applicable

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PLANNING LEVEL	PLANNING STATEMENT	KEY PERFORMANCE INDICATOR	BASELINE	2019/20 ANNUAL TARGET	2019/20 MID-YEAR TARGET	1 ST QUARTER ACTUAL PERFORMANCE	2 ND QUARTER ACTUAL PERFORMANCE	2019/20 MID-YEAR ACTUAL PERFORMANCE	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS
Strategy 1.2.8	Ensure effective implementation of Council resolutions	KPI 10: Number of reports to Council on implementation of Council resolutions by 30 June 2020	4	4 reports to Council on implementation by 30 June 2020	2	Not Achieved 0 [0%]	Achieved 2 X Reports were submitted to Council on implementation of Council resolutions. [100%]	Achieved 100%	4 x Copies of Report to Council on implementation of Council resolution	Achieved Sufficient appropriate evidence submitted for audit purposes
Strategic Objective 1.3	Review of 5 year IDP document	KPI 11: Number of 2020/21 IDP Reviewed submitted to council for approval by 30 June 2020	2019-2020 reviewed IDP	1 2020/21 IDP reviewed by 30 June 2020	N/A	N/A	N/A	N/A	Reviewed 2020/21 IDP and Council resolution	Not applicable
Strategic Objective 1.4	Improved level of corporate governance and compliance through efficient and effective standards, practices and systems	KPI 12: Number of risk assessments completed by 30 June 2020	8	8 risk assessments completed by 30 June 2020	N/A	Achieved 8 x risk assessments completed	N/A	Achieved 8 x risk assessments completed [100%]	Copy of Risk Registers. Attendance register	Achieved Sufficient appropriate evidence submitted for audit purposes
		KPI 13: Number of Risk Management Committee meetings (RMC)		4 X Risk management meetings	2	Achieved 1 x Management Committee meeting held on the 6 th August 2019	Achieved 2 x RMC meetings held.	Achieved 100%	Minutes and Attendance register	Achieved Sufficient appropriate evidence submitted for audit purposes

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PLANNING LEVEL	PLANNING STATEMENT	KEY PERFORMANCE INDICATOR	BASELINE	2019/20 ANNUAL TARGET	2019/20 MID-YEAR TARGET	1 ST QUARTER ACTUAL PERFORMANCE	2 ND QUARTER ACTUAL PERFORMANCE	2019/20 MID-YEAR ACTUAL PERFORMANCE	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS
							[100%]			
Strategy 1.4.2	Finalise risk based audit reports and Performance audit reports as stipulated on the approved annual audit plan	KPI 14: Percentage of planned internal audit reviews completed by 30 June 2020	New	90% of planned internal audit reviews completed by 30 June 2020	45%	Not Achieved 0% [0%]	Not achieved 0% [0%]	Not achieved 0%	IA Progress Report to AC and AC Resolutions	Not achieved As reported by the Directorate
		KPI 15: Number of Annual audit plan approved by Audit Committee	1	1 X Annual audit plan approved by Audit Committee	N/A	N/A	N/A	N/A	Annual Audit plan and AC Resolutions	Not applicable
		KPI 16: Number of Audit committee meetings held	1	4 X Audit Committee meetings	2	Achieved 1 AC Meeting held On the 26 September 2019, 23 July 2019 and 26 August 2019. [100%]	Achieved 2 x AC meetings held. [100%]	Achieved 100%	Copies of the Audit Committee minutes and Attendance Registers	Achieved Sufficient appropriate evidence submitted for audit purposes
		KPI 17: Number of MPAC meetings held as per approved calendar	4	4 X Meetings held	2	Achieved 1 x Special MPAC Meeting took place on the 1 st August 2019. [100%]	Not Achieved 0% [0%]	Not Achieved 50%	Minutes and attendance register	Not achieved. As reported by the Directorate

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PLANNING LEVEL	PLANNING STATEMENT	KEY PERFORMANCE INDICATOR	BASELINE	2019/20 ANNUAL TARGET	2019/20 MID-YEAR TARGET	1 ST QUARTER ACTUAL PERFORMANCE	2 ND QUARTER ACTUAL PERFORMANCE	2019/20 MID-YEAR ACTUAL PERFORMANCE	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS
									
Strategy 1.4.3	Finalised investigations of cases reported	KPI 18: Number of Progress Reports on cases (litigation) and their status by 30 June 2020	4	4 x Progress Reports on cases (litigation) and their status by 30 June 2020	2	Achieved 1 x Progress Reports on cases (litigation) has been compiled	Achieved 100% [100%]	Achieved 100%	4 x Progress Reports on cases (litigation) and their status	Achieved Sufficient appropriate evidence submitted for audit purposes
STRATEGIC GOAL 2	IMPROVED PLANNING, MONITORING, EVALUATION AND REPORTING									
Strategic Objective 2.1	Harmonized Planning, Implementation, Monitoring, Performance and Reporting System	KPI 19: Number of Performance Management framework and Procedure Manual reviewed and submitted to Council for approval by 30 June 2020	1	1 PMS framework and procedural manual reviewed by 30 June 2020	N/A	Achieved 1 x PMS framework and procedural manual reviewed and adopted by Council on the 27 August 2019 as per resolution ADMIN.0020. [100%]	N/A	Achieved 100%	Copy of Performance Management framework and Council resolution	Achieved
Strategic Objective 2.2	Submit the Mid-year S72 report to the Mayor	KPI 20: Number of Mid-year budget and Performance assessment reports	1	1 Mid-year budget and performance assessment	1	N/A	N/A	N/A	Copy of Mid-year budget and Performance assessment report +	To be reported in

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PLANNING LEVEL	PLANNING STATEMENT	KEY PERFORMANCE INDICATOR	BASELINE	2019/20 ANNUAL TARGET	2019/20 MID-YEAR TARGET	1 ST QUARTER ACTUAL PERFORMANCE	2 ND QUARTER ACTUAL PERFORMANCE	2019/20 MID-YEAR ACTUAL PERFORMANCE	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS
		submitted to the Executive Mayor, Provincial Treasury and National treasury by 25 January 2020		report submitted by 25 Jan 2020					Proof of Submissions + Copies of Acknowledgements	the 3 rd quarter
Strategy 2.2.1	Enhanced IDP /PMS Planning	KPI 21: Number of IDP/PMS/Budget process plans drafted and submitted to Council by 30 June 2020	3	1 IDP/PMS/Budget process plans drafted by 30 June 2020	2020/21 IDP Process Plan was adopted by Council on 27 August 2019	Achieved 2020/21 IDP Process Plan was adopted by Council on 27 August 2019 as per resolution ADMIN.0017. [100%]	N/A	Achieved 100%	Approved IDP/PMS/Budget process plans and Council resolution	Achieved
Strategy 2.2.3	Increased implementation of the Monitoring and Evaluation System	KPI 22: Number of Sec 54 /56 Performance assessed/reviews Conducted	New	4 section 54/56 performance assessment by 30 June 2020	2	Not Achieved 0 [0%]	Achieved Performance assessed/reviews Conducted on the 10 December 2019. [100%]	Not Achieved 50%	2 x Signed Performance assessed report	Not Achieved

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Total Number of Key Performance Indicators = 22										

1.6.2. KPA 2: Basic Service Delivery and Infrastructure Development

PLANNING LEVEL	PLANNING STATEMENT	KEY PERFORMANCE INDICATOR	BASELINE	2019/20 ANNUAL TARGET	2019/20 MID-YEAR TARGET	1 ST QUARTER ACTUAL PERFORMANCE	2 ND QUARTER ACTUAL PERFORMANCE	2019/20 MID-YEAR ACTUAL PERFORMANCE	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS
STRATEGIC GOAL 3	ENHANCED PROVISION OF SUSTAINABLE ENGINEERING SERVICES TO THE COMMUNITIES									
STRATEGIC OBJECTIVE 3.2	PROVISION AND MONITORING OF ELECTRICITY SERVICES									
Strategy 3.2.1	Monitoring energy loss	KPI 23: Percentage reduction in unaccounted for electricity by 30 June 2020	49%	5% unaccounted for electricity by 30 June 2020	N/A	N/A	N/A	N/A	Calculation sheet	Not applicable
STRATEGIC OBJECTIVE 3.3	INCREASE ACCESS TO BASIC SERVICES									
Strategy 3.3.1	Provision of access to basic level of electricity	KPI 24: Increase in number of households with access to basic level of electricity by 30 June 2020	New	5 015 households with access to basic level of electricity by 30 June 2020	N/A	N/A	N/A	N/A	Progress Report access basic level electricity, newly opened accounts, Proof of installation of electricity meters	Not applicable
Strategy 3.3.2	Provision of access to basic level of water	KPI 25: Increase in number of households with access to basic level of water by 30 June 2020	New	1 500 households with access to basic level of water by 30 June 2020	750	Not Achieved 0	N/A	N/A	Progress Report on access to level of water. Register of newly opened Accounts and Proof of	Not achieved Evidence not submitted to substantiate the reported performance.

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						[0%]			installation of electricity meters	
Strategy 3.3.3	Provision of access to basic level of sanitation	KPI 26: Increase in number of households with access to basic level of sanitation by 30 June 2020	500	1 household with access to basic level of sanitation by 30 June 2020	100	N/A	N/A	N/A	Progress Report on access to level of Sanitation. Register of newly opened Accounts and Proof of installation of electricity meters	Not achieved Evidence not submitted to substantiate the reported performance.
STRATEGY OBJECTIVE 3.4	PROVISION AND MONITORING OF WATER SERVICES									
Strategy 3.4.1	Increased access to water in Madibeng to formal dwellings	KPI 27: Increase number of additional households in formal dwellings provided with water connections by 30 June 2020	1 500	1 500 by 30 June 2020	750	Not Achieved 0 [0%]	N/A	Not Achieved 0%	Progress Report and Proof of payment and newly opened accounts	Not achieved Evidence not submitted to substantiate the reported performance.
Strategy 3.4.2.	Monitoring of unaccounted water supply	KPI 28: Percentage reduction in water loss by 30 June 2020	23%	5% reduction of water by 30 June 2020	1%	Not Achieved 0 [0%]	N/A	Not Achieved 0%	Progress Report on water reduction loses	Not achieved Evidence not submitted to substantiate the reported performance.
STRATEGY OBJECTIVE 3.5	PROVISION AND MONITORING OF SANITATION SERVICES									
Strategy 3.5.2	Improve the effluent quality compliance	KPI 29: Number of wastewater treatment works	New	3 wastewater treatment works	1	N/A	N/A	N/A	Water Quality Compliance Report	Not achieved Evidence not submitted to

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		complying 90% against the applicable per water use incense		complying 90% by 30 June 2020						substantiate the reported performance.
STRATEGY OBJECTIVE 3.6	IMPROVED PROVISION OF SAFE, CLEAN AND HEALTHY ENVIRONMENT									
Strategy 3.6.1.	Development of the Air Quality Management Plan	KPI 30: Number of Air Quality Management Plan developed and approved by 30 June 2020	0	1 Air Quality Management Plan approved by June 2020	N/A	N/A	N/A	N/A	Approved Air Quality Management Plan and Council resolution	Not applicable
Strategy 3.6.2.	Increased compliance of landfill sites	KPI 31: % compliance of landfill sites by 30 June 2020	100%	100% of compliance of landfill sites by June 2020	100%	Not Achieved 0 [0%]	Achieved compliance of landfill sites by June 2020 [100%]	Not Achieved 50%	Quarterly Internal Audits Report and Photos	Not Achieved Sufficient appropriate evidence submitted for audit purposes for the 2 nd Quarter
Strategy 3.6.3.	Increased provision of waste management services in line with the waste management services norms and standards	KPI 32: Increase in number of households with access to refuse removals services by 30 June 2020	73 400	1000 of households with access to refuse removal services by June 2020	500 (73 400)	Achieved Increase in number of households with access to refuse removals services was done. [100%]	Not Achieved 0%	Not Achieved 50%	Monthly Reports, MSCOA Print outs and list of new households accounts	Not achieved. From the evidence submitted, there is no increase in the number of households with access to refuse collection. For the month of October and November, the number of households remained constant at 33 599 with the

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										December monthly report still outstanding.
Strategy 3.6.4.		KPI 33: Number of 240ℓ bins rolled – out in line with the mass roll out program by 30 June 2020	New	1 000 of 240ℓ bins rolled –out by June 2020	500	Not Achieved 0 [0%]	Not Achieved 9% [0%]	Not Achieved 4.5%	List of households, list of areas where 240ℓ bins are rolled out, invoice supporting the purchase of the bin	Not achieved. As reported by the Directorate
Strategy 3.6.5.		KPI 34: Number of Integrated Waste Management plan reviewed and adopted by Council by 30 June 2020	1	1 Integrated Waste Management plan reviewed by June 2020	N/A	N/A	N/A	N/A	Copy of Integrated Waste Management Plan and Council resolution	Not applicable
Strategy 3.6.6.		KPI 35: Number of informal settlements with access to refuse removal through bulk container service services by 30 June 2020	0	6 of informal settlements with access to refuse removal by June 2020	4	Achieved informal settlements with access to refuse removal through bulk container service services were done [100%]	Achieved 4 x informal settlements had access to refuse removal through bulk container [100%]	Achieved 100%	Bulk Container service receipts, List of areas where service is rendered + List of households	Achieved Sufficient appropriate evidence submitted for audit purposes
Strategy 3.6.7.		KPI 36: Number of progress reports on rehabilitation of Toloane river	New	4 Progress reports on rehabilitation of Toloane	2 Progress Report	Achieved 1 x progress report on rehabilitation	Achieved 2 x progress reports on rehabilitation of Toloane	Achieved 100%	Quarterly Progress Report on rehabilitation of Toloane river. Expenditure	Achieved Sufficient appropriate evidence

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PLANNING LEVEL	PLANNING STATEMENT	KEY PERFORMANCE INDICATOR	BASELINE	2019/20 ANNUAL TARGET	2019/20 MID-YEAR TARGET	1 ST QUARTER ACTUAL PERFORMANCE	2 ND QUARTER ACTUAL PERFORMANCE	2019/20 MID-YEAR ACTUAL PERFORMANCE	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS
		submitted to Council by 30 June 2020				of Toloane river submitted [100%]	river were compiled and submitted to Council. [100%]		report, Pictures (Before and after)	submitted for audit purposes
STRATEGIC GOAL 4 IMPROVED SOCIAL INFRASTRUCTURE, PROTECTION AND EDUCATION OUTCOMES										
STRATEGIC OBJECTIVE 4.1 INCREASE ACCESS TO EMERGENCY SERVICES AND OTHER MUNICIPAL SERVICES										
Strategy 4.1.1	Access to emergency services	KPI 37: % of fire incidents managed and responded to, as a proportion of total no. received by 30 June 2020	100%	100% fire incidents managed and responded to by 30 June 2020	100%	Achieved fire incidents were managed and responded to [100%]	Achieved 100% of fire incidents were managed and responded to [100%],	Achieved 100%	Quarterly incidents report / OB Report	Achieved Sufficient appropriate evidence submitted for audit purposes.
Strategy 4.1.2		KPI 38: % of disaster incidents responded to, as a proportion of requests received by 30 June 2020	100%	100% of disaster incidents responded to, as a proportion of requests received by June 2020	100%	Achieved disaster incidents were responded to [100%]	Achieved 100% of disaster incidents were responded to [100%]	Achieved 100%	Quarterly incidents report + Worksheet	Achieved Sufficient appropriate evidence submitted for audit purposes.
Strategy 4.1.3	Improved response time to water and electricity queries	KPI 39: Reaction time (in Hrs) to customer queries on Water and Electricity	New	24 Hrs to resolve Individual Customer queries on water & electricity; 168 Hrs (7 days) to resolve Group Customer queries on water &	24 Hrs to resolve Individual Customer queries on water & electricity; 168 Hrs (7 days) to resolve Group	Not Achieved 0 [0%]	N/A	Not Achieved 0%	Reports on Customer Query resolution	Not achieved Evidence not submitted to substantiate the reported performance.

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				electricity by 30 June 2020	Customer queries on water & electricity					
Strategy 4.1.4	Reduction in By-law contraventions	KPI 40: Number of By-laws enforcement programs held	1	4 by-laws enforcement programs by 30 June 2020	2	Achieved 1 x by-laws enforcement programs [100%]	Achieved 2 x Waste management By-laws Law Traffic Enforcement By-laws and Revenue Enforcement By-law	Achieved 100%	Attendance register + Signed report	Achieved Sufficient appropriate evidence submitted for audit purposes
TOTAL NUMBER OF KEY PERFORMANCE INDICATORS = 18										

1.6.3. KPA 3: Local Economic Development

PLANNING LEVEL	PLANNING STATEMENT	KEY PERFORMANCE INDICATOR	BASELINE	2019/20 ANNUAL TARGET	2019/20 MID-YEAR TARGET	1 ST QUARTER ACTUAL PERFORMANCE	2 ND QUARTER ACTUAL PERFORMANCE	2019/20 MID-YEAR ACTUAL PERFORMANCE	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS
STRATEGIC GOAL 5 INCREASED ECONOMIC GROWTH ENHANCED TOURISM, CAPACITATED SMMEs AND WELL ADMINISTERED ECONOMIC ACTIVITIES										
STRATEGIC OBJECTIVE 5.1. INCREASED PROMOTION AND SUPPORT LED INITIATIVES IN LINE WITH SET TARGETS, NORMS AND STANDARDS										
Strategy 5.1.1	Increase Marketing Initiatives In All Sectors for Local Economic Development and Growth	KPI 41: Number of marketing initiatives implemented by 30 June 2020	4	4 of marketing initiatives implemented by 30 June 2020	2	Achieved 1 X marketing initiative implemented for the quarter [100%]	Achieved 2 x marketing initiatives implemented [100%]	Achieved 100%	Attendance register + program	Achieved Sufficient appropriate evidence submitted for audit purposes
Strategy 5.1.2	Increase EPWP job opportunities	KPI 42: Number of jobs created through LED initiatives, EPWP, CWP and capital projects by 30 June 2020	1075	1200 jobs created through LED initiatives, by 30 June 2020	1080	Achieved 1260 x Jobs created through LED initiatives, EPWP, CWP and capital projects [100%]	Achieved 1080 x jobs created through LED initiatives, EPWP, CWP and capital projects [100%]	Achieved 100%	Signed report on jobs created through LED initiatives. Appointment letters/Contracts	Achieved Sufficient appropriate evidence submitted for audit purposes

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STRATEGIC GOAL 5										
INCREASED ECONOMIC GROWTH ENHANCED TOURISM, CAPACITATED SMMEs AND WELL ADMINISTERED ECONOMIC ACTIVITIES										
Strategy 5.1.3	Adherence to Street Trading Bylaws	KPI 43: Number of Street Trading Bylaws Reviewed by 30 June 2020	1	1 street trading bylaws reviewed by 30 June 2020	N/A	N/A	N/A	N/A	Reviewed Street Trading Bylaws and Council resolution	Not applicable
Strategy 5.1.4	Formalised and capacitated street trading/informal traders	KPI 44: Number of registered street traders by 30 June 2020	100	100 X street traders registered by 30 June 2020	50	Achieved 26 x Street traders registered [100%]	Achieved 50 x street traders were registered [100%]	Achieved 100%	Signed licences and dated list of Registered tenants	Achieved Sufficient appropriate evidence submitted for audit purposes
Strategy 5.1.5	Improved implementation of CSI Projects with the Mining Industry as part of the SLP focusing on alignment of Municipal IDP Projects with the mines	KPI 45: Number of reports on CSI/SLP projects implemented by 30 June 2020	4	4 reports on CSI/SLP projected implemented by 30 June 2020	2	Not Achieved 0 [0%]	Not Achieved 0 [0%]	Not Achieved 0%	Signed quarterly reports CSI/SLP Project implementation and council resolution	Not achieved As reported by the Directorate
Strategy 5.1.6	Implementation of EPWP policy	KPI 46: Number of EPWP beneficiaries recruited and trained	20	20 of EPWP beneficiaries trained by 30 June 2020	10	Not Achieved 0 [0%]	Not Achieved 0 [0%]	Not Achieved 0%	Signed report on recruitment on EPWP beneficiary and training attendance register. Appointment letters	Not achieved As reported by the Directorate

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STRATEGIC GOAL 5										
INCREASED ECONOMIC GROWTH ENHANCED TOURISM, CAPACITATED SMMEs AND WELL ADMINISTERED ECONOMIC ACTIVITIES										
Strategy 5.1.7	Implementation of the Small Town Regeneration Programme	KPI 47: Number of reports on implementation of STR by 30 June 2020	4	4x reports on implementation STR by June 2020	2	Not Achieved 0 [0%]	Not Achieved 0 [0%]	Not Achieved 0%	Signed quarterly reports and council resolution	Not achieved As reported by the Directorate
Strategy 5.1.8	Increase initiatives to promote tourism	KPI 48: Number of tourism events facilitated by 30 June 2020	New	2 of tourism events facilitated by 30 June 2020	N/A	Achieved 1 X tourism event facilitated [100%]	N/A	Achieved 100%	Signed reports program + attendance register	Not applicable
Strategy 5.1.11	Facilitation of Madibeng Agricultural production and market in terms of food security	KPI 49: Number of Madibeng Agricultural projects and markets facilitated	4	4 X Madibeng Agricultural projects and markets facilitated by 30 June 2020	2	Achieved 1 X Madibeng Agricultural projects and markets facilitated [100%]	Achieved 2 x Madibeng Agricultural projects and markets were facilitated [100%]	Achieved 100%	Signed report	Achieved Sufficient appropriate evidence submitted for audit purposes
STRATEGY 5.2.										
CAPACITATION AND SUPPORT PROVIDED TO SMMEs										
Strategy 5.2.1	Support and development of emerging business	KPI 50: Number of SMME's supported through training by 30 June 2020	50	100 SMME's supported through training by 30 June 2020	50	Achieved 43 SMME's supported	Achieved 50 x SMME's supported	Achieved 100%	attendance register	Achieved Sufficient appropriate evidence submitted for audit purposes

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STRATEGIC GOAL 5 INCREASED ECONOMIC GROWTH ENHANCED TOURISM, CAPACITATED SMMEs AND WELL ADMINISTERED ECONOMIC ACTIVITIES										
						through training [100%]	through training. [100%]			
Strategy 5.2.2	Implementation of integrated contractor development strategy (ICDS) to rationalise SMME's	KPI 51: Number of reports on implementation of ICD strategy by 30 June 2020	0	4 reports on implementation of ICD strategy by June 2020	2	Achieved 1 report on implementation of ICD strategy [100%]	Achieved 2 x reports on implementation of ICD strategy were compiled	Achieved 100%	Signed reports on implementation of ICD strategy	Achieved Sufficient appropriate evidence submitted for audit purposes
TOTAL NUMBER OF KEY PERFORMANCE INDICATORS = 11										

1.6.4. KPA 4: Municipal Financial Viability and Management

PLANNING LEVEL	PLANNING STATEMENT	KEY PERFORMANCE INDICATOR	BASELINE	2019/20 ANNUAL TARGET	2019/20 MID-YEAR TARGET	1 ST QUARTER ACTUAL PERFORMANCE	2 ND QUARTER ACTUAL PERFORMANCE	2019/20 MID-YEAR ACTUAL PERFORMANCE	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS
STRATEGIC GOAL 6 IMPROVED FINANCIAL VIABILITY AND AUDIT OUTCOMES										
Strategy 6.1.1	Revenue enhancement through the property portfolio	KPI 52: Percentage curbed on management of property rates by 30 June 2020.	100%	100% curbed on management of property rates by 30 June 2020.	100%	Not Achieved 0 [0%]	Achieved 100% curbed on management of property rates [100%]	Not Achieved 50%	Quarterly valuation roll reconciliation report	KPI not SMART orientated, needs revision. It is not clear as to what the department aims to achieve with this KPI.
Strategy 6.1.2	Update Indigent Register	KPI 53: Percentage of all qualifying indigent registered by 30 June 2020	99%	100% of all qualifying indigent registered by 30 June 2020	100%	Achieved all qualifying indigent were registered [100%]	Achieved 100% of all qualifying Indigents were registered [100%]	Achieved 100%	Indigent register	Achieved Sufficient appropriate evidence submitted for audit purposes. However, the Indigent register seems incomplete as an area like Mothotlung has only a few number of

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PLANNING LEVEL	PLANNING STATEMENT	KEY PERFORMANCE INDICATOR	BASELINE	2019/20 ANNUAL TARGET	2019/20 MID-YEAR TARGET	1 ST QUARTER ACTUAL PERFORMANCE	2 ND QUARTER ACTUAL PERFORMANCE	2019/20 MID-YEAR ACTUAL PERFORMANCE	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS
										registered indigents.
Strategy 6.1.3	Improved Budget Management	KPI 54: Percentage of total operating Budget expenditure spent by 30 June 2020	95%	95% of total budget expenditure spent by 30 June 2020	30%	Not Achieved (9,69% /10%)total expenditure spent) [96.9%]	Achieved 54% of total budget expenditure spent [100%]	Not Achieved 98.45%	Monthly financial report	Achieved Sufficient appropriate evidence submitted for audit purposes.
Strategy 6.1.4	Improved Revenue Management	KPI 55: Percentage of total operating budget revenue raised by 30 June 2020	98%	95% of total operating budget revenue raised by 30 June 2020	49%	Not Achieved (23,25% / 25% operating budget raised) [93%]	Achieved 62% of total operating budget revenue raised [100%]	Not Achieved 96.5%	Monthly financial report (MFMA 71)	Achieved Sufficient appropriate evidence submitted for audit purposes.
Strategy 6.1.5	Ensure financial sustainability	KPI 56: Revenue collected as a % of amount billed for the year by 30 June 2020	95%	95% of revenue collected as a % amount of billed by June 2020	80%	Not Achieved (65, 43%) [87.26%]	Not Achieved 0%	Not Achieved 43.63%	Monthly financial report (MFMA 71)	Not achieved As per submitted POE, the level
Strategy 6.1.12	Submit the Annual Financial Statements to the Office of the Auditor-General	KPI 57: Number of 2019/20 Annual Financial Statements compiled submitted to AGSA by 30 June 2020	Final 2019/2020	1 AFS submitted by 31 August 2020	N/A	Not Achieved 0 [0%]	N/A	Not Achieved 0 [0%]	Copy of signed 2019/20 Annual Financial Statements and	Not applicable

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									proof of submission to AG	
Strategy 6.1.13	Improved Asset Management	KPI 58: Number of GRAP Compliant Fixed Asset Register compiled 30 June 2020	2019/20	1X GRAP Compliant fixed asset register compiled by 30 June 2020	N/A	Not Achieved 50 [50%]	N/A	Not Achieved 50 [50%]	Signed GRAP Compliant Fixed Asset Register and Council resolution	Not applicable
Strategy 6.1.14	Improved Compliance to Reporting Requirements	KPI 59: Adjustments Budget submitted to Council 30 June 2020	1	1 Adjusted Budget submitted by 28 February 2020	N/A	N/A	N/A	N/A	Copy of Adjustments Budget and Council resolution	Not applicable
Strategy 3.4.11	Implement all the Roads, storm water infrastructure capital projects measured quarterly in terms of the approved Capital Budget spent	KPI 60: Percentage of Capital Budget spent 30 June 2020	100%	100% of Capital Budget spent by 30 June 2020	50%	Not Achieved (7%/25% spent on the capital budget) [28%]	Achieved [13%]	Not Achieved 20.5%	BTO Expenditure report	Not achieved As per submitted POE, Capital expenditure is at 13%
Strategy 3.4.12	Improve quality of life through sports and recreation initiatives	KPI 61: Percentage of approved Capital Budget spent 30 June 2020	100%	100% of approved capital budget spent 30 June 2020	100%	NA Repeat of 60 above	NA Repeat of 60 above	NA Repeat of 60 above	BTO Expenditure report	Not achieved As per submitted POE, Capital expenditure is at 13%
TOTAL NUMBER OF KEY PERFORMANCE INDICATORS = 10										

1.6.5. KPA 5: Good Governance and Public Participation

PLANNING LEVEL	PLANNING STATEMENT	KEY PERFORMANCE INDICATOR	BASELINE	2019/20 ANNUAL TARGET	2019/20 MID-YEAR TARGET	1 ST QUARTER ACTUAL PERFORMANCE	2 ND QUARTER ACTUAL PERFORMANCE	2019/20 MID-YEAR ACTUAL PERFORMANCE	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS
STRATEGIC GOAL 7 IMPROVED CONFIDENCE IN THE SYSTEMS OF LOCAL GOVERNMENT										
Strategic Objective 7.1	Improved Good Governance systems	KPI 62: Number of 2018/19 Oversight compiled and tabled to Council for approval by 31 March 2020	2017/18 Final Annual report	1 X Final 18/19 Oversight compiled and tabled to Council for approval by May 2020	N/A	Not Achieved 2018/19 AP Report was submitted late to AGSA [50%]	N/A	Not Achieved 50%	Copy of the 2018/19 Oversight report with Council Resolution	Not applicable
		KPI 63: Capacity building programs for councilors implemented	1	2 capacity building programs councilors implemented by 30 June 2020	N/A	N/A	N/A	N/A	Approval of attendance + Council resolution	Not applicable
Strategy 7.1.1	Improved functionality and existence of governance structures	KPI 64: Number of Reports on ward committee functionality submitted to Council	4	4 reports on wards committee functionality submitted to council by June 2020	2	Not Achieved 1 x report on wards committee functionality compiled less	Not Achieved 0 [0%]	Not Achieved 25%	Copy of Signed report + Council Resolution	Not achieved As reported by the Directorate

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						Council Resolution [50%]				
Strategy 7.2.1	Improved implementation of fraud prevention plans	KPI 65: Percentage of implemented fraud prevention plans	100%	100% of implemented fraud prevention plans by 30 June 2020	100%	Not Achieved 0 [0%]	Not Achieved 0 [0%]	Not Achieved 0%	Quarterly Progress Report on the implementation of the Fraud Prevention Plan	Not achieved As reported by the Directorate
Strategy 7.3.1	Improved implementation of consequence management	KPI 66: Percentage of disciplinary cases reported and attended	100%	100% of disciplinary cases reported and attended by June 2020	100%	Achieved Disciplinary cases reported have been attended to [100%]	Achieved Disciplinary cases reported and attended [100%]	Achieved 100%	Disciplinary cases register + Appointment letters of presiding officer	Achieved Sufficient appropriate evidence submitted for audit purposes
Strategy 7.4.2	Improved community engagement on issues affecting them (Feedback)	KPI 67: Number of Community engagement meetings held by 30 June 2020	3	3X engagement meetings with community by June 2020	1 IDP Public Participation	N/A	Achieved 1 x IDP Participation held [100%]	Achieved 100%	Set of Minutes + Attendance Register per activity	Achieved Sufficient appropriate evidence submitted for audit purposes
TOTAL NUMBER OF KEY PERFORMANCE INDICATORS = 6										

1.6.6. NKPA 6: Spatial Rationale and Transformation

PLANNING LEVEL	PLANNING STATEMENT	KEY PERFORMANCE INDICATOR	BASELINE	2019/20 ANNUAL TARGET	2019/20 MID-YEAR TARGET	1 ST QUARTER ACTUAL PERFORMANCE	2 ND QUARTER ACTUAL PERFORMANCE	2019/20 MID-YEAR ACTUAL PERFORMANCE	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS
STRATEGIC GOAL 8										
INTEGRATED AND SUSTAINABLE HUMAN SETTLEMENT										
Strategic Objective 8.1	Management of informal settlements	KPI 68: Number of progress reports on formalisation of informal settlements by 30 June 2020	4	progress reports on formalization of informal settlements by 30 June 2020	2	Achieved progress reports on formalisation of informal settlements has been compiled [100%]	Achieved 2 x progress reports on formalisation of informal settlements were compiled. [100%]	Achieved 100%	Quarterly Signed reports on informal settlement provided with minimum services. Report to Council	Achieved Sufficient appropriate evidence submitted for audit purposes
Strategy 8.1.1	Monitoring and assessment of building constructions	KPI 69: Number of days taken to assess compliant of building plans within legislative requirements from date of submission by June 2020	30	days taken to assess compliant of building plans within legislative requirements by June 2020	30 Days	Achieved 30 days has been taken to assess compliant of building plans within legislative requirements s	Achieved 30 days taken to assess compliant of building plans within legislative requirements. [100%]	Achieved 100%	Spreadsheet + register + signed report	Achieved Sufficient appropriate evidence submitted for audit purposes.

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						[100%]				
Strategy 8.1.2		KPI 70: Percentage of building inspections (approved and/or reported buildings) conducted by June 2020	100%	100% of building inspections conducted by 30 June 2020	100%	Achieved building inspections were done for the quarter [100%]	Achieved 100% of building inspections were conducted and approved. [100%]	Achieved 100%	Inspections register	Achieved Sufficient appropriate evidence submitted for audit purposes.
Strategy 8.1.3		KPI 71: Percentage of occupancy certificates issued on all compliance buildings by June 2020	100%	100% of occupancy certificates issued on all compliance buildings by 30 June 2020	100%	Achieved occupancy certificates issued on all compliance buildings were issued [100%]	Achieved 100% of occupancy certificates issued on all compliance buildings. [100%]	Achieved 100%	Occupancy certificate	Achieved Sufficient appropriate evidence provided for audit purposes.
Strategy 8.1.4	Increased Township establishments	KPI 72: Number of Municipal Township establishment applications approved	1	2 of Municipal Township establishment applications approved by 30 June 2020	1	N/A	Not Achieved 0 [0%]	Not Achieved 0 [0%]	Approved by-laws and Council resolution	As reported by the Directorate
Strategy 8.1.5	Approved by law	KPI 73: Number of building control by-laws developed,	1	1 building control by-laws developed, approve	N/A	N/A	N/A	N/A	Signed report	Not applicable

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		approve promulgated by 30 June 2020		promulgated by 30 June 2020						
Strategy 8.1.6	Provision of Basic Services and Maintenance	KPI 74: Number. of reports on title deeds transferred and issued to eligible beneficiaries by 30 June 2020	4	4 of reports on title deeds transferred and issued to eligible beneficiaries by June 2020	2	Achieved 1 x reports on title deeds transferred and issued to eligible beneficiaries [100%]	Achieved 2 x reports on title deeds transferred and issued to eligible beneficiaries. [100%]	Achieved 100%	Signed progress report to Council	Achieved Sufficient appropriate evidence provided for audit purposes.
Strategy 8.1.9	Administration of municipal land	KPI 75: Percentage of municipal land administration including lease or sale by 30 June 2020	100%	100% of municipal land administration including lease or sale by June 2020	100%	Achieved municipal land administration including lease or sale was done [100%]	Achieved 100% of municipal land administration including lease or sale was done. [100%]	Achieved 100%	Signed report submitted to Council	Achieved Sufficient appropriate evidence provided for audit purposes.
Strategic Objective 8.2	Integrated Human settlement housing Models/	KPI 76: Number of reports on low cost housing provided by 30 June 2020	4	4 reports on low cost housing provided by June 2020	2	Achieved 1 x report on low cost housing provided	Achieved 2 x reports on low cost housing were compiled and	Achieved 100%	Signed progress report	Achieved Sufficient appropriate evidence provided for audit purposes.

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						[100%]	submitted to Director PHS. [100%]			
Strategy 8.2.1	Increased implementation of the breaking new grounds strategy	KPI 77: Percentage implementation of Housing Sector Plan by 30 June 2020	100%	100% of implementation of Housing Sector Plan by June 2020	100%	Achieved implementation of Housing Sector Plan was one [100%]	Achieved 100% of implementation of Housing Sector Plan was done. [100%]	Achieved 100%	Approved by-laws and Council resolution	Achieved Sufficient appropriate evidence provided for audit purposes.
Strategic Objective 8.3	Land invasion and informal settlements curbing	KPI 78: Percentage of land invasion and informal settlements attended to by 30 June 2020	100%	100% of land invasion and informal settlements attended to by June 2020	100%	Achieved land invasion and informal settlements were attended to [100%]	Achieved 100% of land invasion and informal settlements were attended to. [100%]	Achieved 100%	Signed progress report to Council	Achieved Sufficient appropriate evidence provided for audit purposes.
Strategy 8.3.3	Final Zoning Scheme (Land Use Management System) developed and submitted to Mayoral Council for approval	KPI 79: Number of Madibeng Land use Scheme developed and submitted to Council for approval	1	1 Madibeng Land use Scheme developed submitted to Council for approval by June 2020	N/A	N/A	N/A	N/A	Approved Land use Scheme and Council resolution	Not applicable

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Strategy 8.3.4	Land Use applications processed	KPI 80: Percentage compliant of land Use applications processed and approved	100%	100% of land Use applications processed by 30 June 2020	100%	Achieved land Use applications were processed [100%]	Achieved 100% compliant of land Use applications were processed and approved. [100%]	Achieved 100%	Signed land use applicant register	Achieved Sufficient appropriate evidence provided for audit purposes.
TOTAL NUMBER OF KEY PERFORMANCE INDICATORS = 13										

1.7. 2019/20 Quarter Projections of Service Delivery Targets and Performance Indicators of each Vote

1.7.1. MIG Progress Report for the period 01 July 2019 – 30 September 2019.

DESCRIPTION	WARDS	PROPOSED BUDGET 2019/20	BUDGET 2020/21	BUDGET 2021/22	Funding Source	EXPENDITURE TO DATE	1 ST QUARTER PROGRESS TO DATE
KLIPGAT EXTENTION WATER SUPPLY	24,8,36,37	40 000 000	30 000 000	35 000 000	MIG		2x tenders were advertised; 1x Appointment was concluded
HEBRON/ KGABALATSANE/ ROCKVILLE/ITSOSENG/ WATER	10,15,16,41	56 200 000	35 000 000	45 000 000	MIG		2 x tenders were advertised; 1x Appointment was concluded
HEBRON TO MADIDI BULK WATER PIPELINE (bulk water supply from BWTW to Hebron reservoirs)	3	29 600 000	30 000 000	40 000 000	MIG		
INDUSTRIAL SEWER DE KROON	21	1 200 000	0	0	MIG	1,077,619.00	Turnkey appointment undergoing scope review
KLIPGAT SANITATION PROJECT	24,8,36,37	48 810 000	40 000 000	40 000 000	MIG		2x tenders were advertised; 2x Appointments were concluded

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DESCRIPTION	WARDS	PROPOSED BUDGET 2019/20	BUDGET 2020/21	BUDGET 2021/22	Funding Source	EXPENDITURE TO DATE	1 ST QUARTER PROGRESS TO DATE
WARD 1 VIP TOILETS	1	0	12 000 000	15 000 000	MIG		
UPGRADING OF MOTHOTLUNG OUTFALL SEWER	20	0	10 000 000	12 000 000	MIG		N/A
UPGRADING OF OUKASIE OUTFALL SEWER	13;14;22,	0	11 000 000	11 000 000	MIG		N/A
WATER SUPPLY AUGMENTATION: BOREHOLES	1,2,25,26,27,29,34	0	15 000 000	15 000 000	MIG		N/A
HIGH MASS LIGHT ENERGISING	10,15,16,41	2 697 150	2 577 850	2 411 100	MIG		Eskom quotes based
UPGRADING OF INTERNAL ROADS OF CLUSTER 1 (Ward 7 Maj/ Ward 25 Bapong/ Ward 40 Sonop)	7,25,40	10 000 000	13 000 000	12 000 000	MIG	930,090.81	Awaiting BEC
UPGRADING OF INTERNAL ROADS OF CLUSTER 2 (Ward 21 - Damonsville)	21,17	10 000 000	12 000 000	12 000 000	MIG	944,351.69	Awaiting BEC
UPGRADING OF INTERNAL ROADS OF CLUSTER 3 (Ward 15 Hebron)	15	10 000 000	12 000 000	12 000 000	MIG	851,322.68	Awaiting BSC
UPGRADING OF INTERNAL ROADS OF CLUSTER 4 (Ward 37 Mooinooi)/ Klipgat	37	10 000 000	12 000 000	12 000 000	MIG		Awaiting BEC
UPGRADING OF INTERNAL ROADS OF CLUSTER 5 (Ward 12 Letlhabile/Centreville Ward 38 Letlhabile)	12,38	10 000 000	13 000 000	12 000 000	MIG		Awaiting BEC
UPGRADING OF INTERNAL ROADS OF CLUSTER 6 (Ward 1 Sepai)	1	10 000 000	12 000 000	12 000 000	MIG		Awaiting BEC

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DESCRIPTION	WARDS	PROPOSED BUDGET 2019/20	BUDGET 2020/21	BUDGET 2021/22	Funding Source	EXPENDITURE TO DATE	1 ST QUARTER PROGRESS TO DATE
UPGRADING OF INTERNAL ROADS OF CLUSTER 7 (Ward 6 Maboloka)	6	10 000 000	12 000 000	12 000 000	MIG	1,363,331.44	Awaiting BEC
UPGRADING OF INTERNAL ROADS OF CLUSTER 8 (Ward 35 Oskraal)	35	10 000 000	12 000 000	7 000 000	MIG		Awaiting BEC
MABOLOKA SPORTS FACILITY	4,5,6	9 200 000	0	0	MIG		Awaiting BEC
PMU OPERATIONS AND MANAGEMENT		14 089 850	14 925 150	16 126 900	MIG		
TOTAL MIG		281 797 000	298 503 000	322 538 000	MIG	5,166,715.62	
OUKASIE SUBSTATION	13;21;22,39	0	19 200 000	20 256 000	INEP		
TOTAL		281 797 000	317 703 000	342 794 000			

1.7.2. MIG Progress Report for the period 01 October 2019 – 31 December 2019 (Second Quarter)

DESCRIPTION	WARDS	PROPOSED BUDGET 2019/20	BUDGET 2020/21	BUDGET 2021/22	Funding Source	EXPENDITURE TO DATE	2 nd QUARTER PROGRESS TO DATE
KLIPGAT EXTENTION WATER SUPPLY	24,8,36,37	40 000 000	30 000 000	35 000 000	MIG	2 925 642,75	2x contractors established site.
HEBRON/ KGABALATSANE/ ROCKVILLE/ITSOSENG/ WATER	10,15,16,41	56 200 000	35 000 000	45 000 000	MIG	5 673 299,91	1x contractor on site; One tender referred back.
HEBRON TO MADIDI BULK WATER PIPELINE (bulk water supply from BWTW to Hebron reservoirs)	3	29 600 000	30 000 000	40 000 000	MIG		To be reviewed.
INDUSTRIAL SEWER DE KROON	21	1 200 000	0	0	MIG	1 974 591,40	Turnkey appointment undergoing scope review.
KLIPGAT SANITATION PROJECT	24,8,36,37	48 810 000	40 000 000	40 000 000	MIG	9 001 982,36	2x contractors established sites.
WARD 1 VIP TOILETS	1	0	12 000 000	15 000 000	MIG		N/A
UPGRADING OF MOTHOTLUNG OUTFALL SEWER	20	0	10 000 000	12 000 000	MIG		N/A
UPGRADING OF OUKASIE OUTFALL SEWER	13;14;22,	0	11 000 000	11 000 000	MIG		N/A
WATER SUPPLY AUGMENTATION: BOREHOLES	1,2,25,26,27,29,34	0	15 000 000	15 000 000	MIG		N/A

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DESCRIPTION	WARDS	PROPOSED BUDGET 2019/20	BUDGET 2020/21	BUDGET 2021/22	Funding Source	EXPENDITURE TO DATE	2 nd QUARTER PROGRESS TO DATE
HIGH MASS LIGHT ENERGISING	10,15,16,41	2 697 150	2 577 850	2 411 100	MIG		Eskom quotes based
UPGRADING OF INTERNAL ROADS OF CLUSTER 1 (Ward 7 Majakaneng)	7,25,40	10 000 000	13 000 000	12 000 000	MIG	2 730 498,56	Contractor established site
UPGRADING OF INTERNAL ROADS OF CLUSTER 2 (Ward 21 Mothotlung)	21,17	10 000 000	12 000 000	12 000 000	MIG	4 251 818,19	Contractor appointed
UPGRADING OF INTERNAL ROADS OF CLUSTER 3 (Ward 15 Hebron)	15	10 000 000	12 000 000	12 000 000	MIG	2 741 600,43	Awaiting BSC
UPGRADING OF INTERNAL ROADS OF CLUSTER 4 (Ward 37 Mooinooi)/ Klipgat	37	10 000 000	12 000 000	12 000 000	MIG	1 357 554,58	Contractor appointed
UPGRADING OF INTERNAL ROADS OF CLUSTER 5 (Ward 12 Letlhabile/Centreville Ward 38 Letlhabile)	12,38	10 000 000	13 000 000	12 000 000	MIG	789 224,55	Contractor appointed
UPGRADING OF INTERNAL ROADS OF CLUSTER 6 (Ward 1 Sepai)	1	10 000 000	12 000 000	12 000 000	MIG	363 253,26	Contractor appointed
UPGRADING OF INTERNAL ROADS OF CLUSTER 7 (Ward 6 Maboloka)	6	10 000 000	12 000 000	12 000 000	MIG	3 192 178,28	Contractor established site
UPGRADING OF INTERNAL ROADS OF CLUSTER 8 (Ward Letlhabile)	35	10 000 000	12 000 000	7 000 000	MIG	825 299,00	Contractor appointed
MABOLOKA SPORTS FACILITY	4,5,6	9 200 000	0	0	MIG		Scope review

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DESCRIPTION	WARDS	PROPOSED BUDGET 2019/20	BUDGET 2020/21	BUDGET 2021/22	Funding Source	EXPENDITURE TO DATE	2 nd QUARTER PROGRESS TO DATE
PMU OPERATIONS AND MANAGEMENT		14 089 850	14 925 150	16 126 900	MIG		
TOTAL MIG		281 797 000	298 503 000	322 538 000	MIG	5,166,715.62	
OUKASIE SUBSTATION	13;21;22,39	0	19 200 000	20 256 000	INEP		
TOTAL		281 797 000	317 703 000	342 794 000		35 826 943,27	

1.8. Summary of Municipal Performance per Directorates for the period 01 July 2019 – 31 December 2019

Table 2: Summary of Municipal Performance per Department

DIRECTORATE	Total targets per report	Not targeted	Total actual targets	AUDITED PERFORMANCE RESULTS		
				Targets achieved	Targets not achieved	Overall (%)
OMM	10	2	8	5	3	78.12%
CSS	18	8	10	6	4	72.80%
CS	7	2	5	2	3	60.90%
PSFFM	4	0	4	3	1	75.00%
ITS	7	5	2	0	2	0.00%
LED	11	1	10	7	3	70.00%
PHS	13	2	11	10	1	90.91%
BTO	10	2	8	1	7	63.64%
ORGANIZATIONAL PERFORMANCE	80	22	58	34	22	63.92%

According to the table above, during the Mid-Year, the Municipality had a total of 58 where were due for reporting, out of that number, 34 were fully achieved as planned, whilst 22 were either partially achieved and/or never achieved at all. To this end, the actual performance of the Municipality for the period under review was **63.92%**

This reported performance culminates from the collective performance of the respective Departments therein. Of the eight (8) Departments, One Department (PHS) managed to achieve 90.91% of its pre-determined targets; OMM, PSFFM, CSS and LED respectively achieved 78.12%, 75.00%, 72.80% and 70.00% of their pre-determined targets.

CS achieved above 60% but below 70% of their pre-determined targets, i.e. 60.90%.

The only Department that performed below 50% of its pre-determined targets during the assessment period is ITS, which achieved 0% of its pre-determined targets. This is extremely concerning, more so that this is a service delivery Department, where the bigger chunk of the capital Budget is spend. This is because during the first quarter the performance of the Department was very low, mainly because of the POE not corroborating with the KPIs, the trend which was going to continue even during the second Quarter, since no one within the Department was willing to take accountability of the KPIs approved therein..

Hence, the process of revising the Department's KPIs and pre-determined targets was commenced with during the second quarter, in preparation of the approval of the amendments during the third quarter. This then meant majority of revised KPIs were discounted during compilation of this report. Hence the score of

the Department. The ramification of this is incongruent financial and non-financial performance reporting, which was sharply frowned at by AGSA during the 2018/19 audit season.

One of the ways in which this can be addressed is condonement by the Executive Mayor as the signatory of the originally approved 2019/20 SDBIP, with a proviso that all the preapproved amendments will be adequately defined and fairly spread across the remaining quarters in alignment with the spending pattern and activities of the Department, and duly incorporated in the amended SDBIP.

Causal factors to the non-achievement of KPIs and pre-determined targets in full and the consequent corrective measures are duly covered in detail under the 2nd Quarter Report, which was the basis of this report.

In most instance some KPIs and pre-determined targets will be revised in an effort to better provision of services, thereby addressing AGSA finding to an extend.

CHAPTER 2: FINANCIAL ASSESSMENT COMPONENT OF THE REPORT

Mid-Year Budget Assessment

2.1. Purpose

The purpose of this report is to inform the Council of Madibeng, of the Mid-year budget and performance assessment against the Approved Budget in compliance of Section 72 of the MFMA. The report provides an update on indicators critical to the municipality's financial viability and serves as an early warning tool where remedial action is required. The aim is to:

- ✓ Assist in oversight of financial performance;
- ✓ Address shortcomings;
- ✓ Improve internal controls and facilitate service delivery;

Promotes fiscal discipline and provides a mechanism for measuring the on-going performance of the municipality.

2.2. Background

In terms of 72.

- (1) The accounting officer of a municipality must by 25 January of each year—
 - (a) assess the performance of the municipality during the first half of the financial year, taking into account—
 - (i) the monthly statements referred to in section 71 for the first half of the financial year;
 - (b) submit a report on such assessment to—
 - (i) the mayor of the municipality;
 - (ii) the National Treasury; and
 - (iii) the relevant provincial treasury.
- (2) The statement referred to in section 71(1) for the sixth month of a financial year may be incorporated into the report referred to in subsection (1)(b) of this section.
- (3) The accounting officer must, as part of the review—
 - (a) make recommendations as to whether an adjustments budget is necessary; and
 - (b) recommend revised projections for revenue and expenditure to the extent that this may be necessary.

This report is a summary of the main budget issues arising from the monitoring process. It compares the progress of the budget implementation to the projections contained in the Service Delivery and Budget Implementation Plan. The report contains the following statements:

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- ✓ Statement of Financial Performance.
- ✓ Capital Expenditure by Vote, Standard Classification and Funding (Table C5)
- ✓ Statement of Financial Position (Table C6).
- ✓ Cash Flow Statement (Table C7)
- ✓ Debtors Age Analysis (Table SC3)
- ✓ Creditors Age Analysis (Table SC4).
- ✓ External Investments (Table SC5).
- ✓ Transfers and Grants Receipts (Table SC6).
- ✓ Transfers and Grants Expenditure (Table SC7)
- ✓ Councillors and Staff Benefits (Table SC8).

• **Applicable legislation**

The applicable legislation is as follows:

	Reporting activity	Legislative requirements	Report to	Frequency
1	Financial Report to the Mayor	MFMA Section 71	Accounting Officer to Mayor	Monthly - Within 10 Working days
2	Report on staff salaries, wages and allowances to council	MFMA Section 66 and Budget Regulation 28	Accounting Officer to Mayor	Monthly - Within 10 Working days
3	Report to council on the implementation of the budget and financial state of affairs	MFMA Section 52 (d)	Mayor to Council	Quarterly – Within 30 days after each quarter
4	Table in council in consolidated report of all withdrawals made from bank accounts during the quarter.	MFMA Section 11 (4) (a)	Accounting Officer in Council	Quarterly – Within 30 days after each quarter
5	Mid-year Budget and Performance assessment	MFMA Section 72 and 54 (f)	Mayor to Council	By 31 January

2.3. Discussions

This report has been compiled in the required format of in-year monitoring report as required by National Treasury in line with municipal budget and Reporting Regulation of 17 June 2009.

2.3.1. Deliberation:

In terms of the budget and reporting regulations, regulation 28, the report must be in the format as specified in schedule C of the Budget and Reporting regulations.

Part 1 and part 2 of the report will be presented in the format prescribed and part 3 will be additional report on either in terms of the policies or other regulations that the budget and reporting regulations or as previously required by council.

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PART 1 – IN YEAR REPORT

1.1. Mayor's Report

1.1.1. Purpose

The purpose of this report is to inform the Council of Madibeng, of the 2nd Quarter Performance (October to December 2019) against the Approved Budget in compliance of Section 52(d) of the MFMA and the requirements as promulgated in the Government Gazette No: 32141 of 17 April 2009. The report provides a regular update on indicators critical to the municipality's financial viability and serves as an early warning tool where remedial action is required. The aim is to:

- Assist in oversight of financial performance;
- Address shortcomings;
- Improve internal controls and facilitate service delivery;

Promotes fiscal discipline and provides a mechanism for measuring the on-going performance of the municipality.

1.1.2. Strategic Objective

To improve financial viability and management in terms of Municipal Finance Management Act (no.56 of 2003) priorities as well as Municipal Finance Management Act (no.56 of 2003) implementation plan.

1.1.3. Discussion

Madibeng local Municipality compiles the section 71 monthly report in the prescribed format as per the Municipal Budget and Reporting Regulations. The format consists of seven financial statements and thirteen tables consisting of supporting documentation.

1.1.4. Budget Process:

The budget process plan in respect of the 2019/20 financial year was submitted to the Executive Mayor and to Council for approval on 27 August 2019 and has also been submitted to National Treasury.

Although the IDP process plan is submitted as a separate item by the Directorate: Planning and Development, it is imperative to align the IDP and budget processes with one another.

1.1.5. Monthly reporting:

Monthly financial reporting as per DoRA and MFMA requirements to Council, National & Provincial Departments and other stakeholders have been adequately adhered to for the month under review.

1.1.6. MFMA implementation oversight:

The municipality's progress on the implementation of the MFMA proceeds according to set targets and due dates determined for a medium capacity municipality.

1.2. Resolutions

RECOMMENDED

1. That cognisance be taken of the contents of the report;
2. That Council considers the second Quarter budget performance assessment report and supporting documentation in terms of section 52d of MFMA, for the period ended 31 December 2019.

1.3. Executive summary

The Total Operating Revenue Budget of Madibeng Local Municipality is R 1' 909m, and the Operating Expenditure Budget is R 2, 323m for the 2019/2020 financial year

Table (i)

Description	December YTD Budget R'000	December YTD Actual R'000	Variance	Variance
Total Revenue by Source (Excluding Capital)	941 194	1 107 715	166 521	17.69
Total Operating Expenditure	1 179 160	635 966	-543 194	-46.07
Surplus/Deficit	-237 966	471 749	-376 673	

Table (i) above indicates the Financial Performance for the month of December 2019. The actual Operating Revenue raised (excluding Capital Transfers and Contributions) in December is **R1.1 billion**, with a variance of R166 million or 17.69% higher against the Year to Date Budget. The Operating Expenditure amounts to R635.9 million, showing a variance of R543 million or 46% against the YTD Budget.

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1.4. In-Year Budget Statement Tables

NW372 Madibeng - Table C1 Monthly Budget Statement Summary - Q2 Second Quarter

Description	2018/19	Budget Year 2019/20							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
Financial Performance									
Property rates	250 694	270 000	350 000	27 549	178 527	161 667	16 861	10%	350 000
Service charges	663 758	741 875	741 875	59 399	358 080	370 937	(12 858)	-3%	741 875
Investment revenue	5 843	6 732	6 732	336	1 965	3 366	(1 401)	-42%	6 732
Transfers and subsidies	854 732	699 244	699 244	215 422	505 258	349 622	155 636	45%	699 244
Other own revenue	91 264	111 204	111 204	11 518	63 886	55 602	8 283	15%	111 204
Total Revenue (excluding capital transfers and contributions)	1 866 291	1 829 055	1 909 055	314 224	1 107 715	941 194	166 521	18%	1 909 055
Employee costs	516 496	470 000	470 100	49 984	278 309	235 025	43 284	18%	470 100
Remuneration of Councillors	31 050	33 242	33 242	2 616	15 361	16 621	(1 260)	-8%	33 242
Depreciation & asset impairment	474 165	490 000	490 000	-	-	245 000	(245 000)	-100%	490 000
Finance charges	4 123	140 501	140 501	-	0	70 250	(70 250)	-100%	140 501
Materials and bulk purchases	845 443	586 320	578 569	84 232	191 595	290 664	(99 069)	-34%	578 569
Transfers and subsidies	4 051	4 500	4 500	-	4 087	2 250	1 837	82%	4 500
Other expenditure	1 295 270	699 176	607 822	38 993	146 614	319 350	(172 736)	-54%	607 822
Total Expenditure	3 170 598	2 423 738	2 324 733	175 824	635 966	1 179 160	(543 194)	-46%	2 324 733
Surplus/(Deficit)	(1 304 307)	(594 683)	(415 678)	138 400	471 750	(237 966)	709 716	-298%	(415 678)
Transfers and subsidies - capital (monetary allocations)	5 537	281 797	281 797	-	-	140 898	(140 898)	-100%	281 797
Contributions & Contributed assets	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	(1 298 770)	(312 886)	(133 881)	138 400	471 750	(97 067)	568 817	-586%	(133 881)
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-
Surplus/ (Deficit) for the year	(1 298 770)	(312 886)	(133 881)	138 400	471 750	(97 067)	568 817	-586%	(133 881)
Capital expenditure & funds sources									
Capital expenditure	210 410	281 797	294 105	21 577	32 177	143 236	(111 059)	-78%	294 105
Capital transfers recognised	186 761	281 797	291 797	21 498	31 874	142 327	(110 453)	-78%	291 797
Borrowing	-	-	-	-	-	-	-	-	-
Internally generated funds	23 674	-	2 308	79	303	909	(606)	-67%	2 308
Total sources of capital funds	210 435	281 797	294 105	21 577	32 177	143 236	(111 059)	-78%	294 105
Financial position									
Total current assets	1 496 559	893 505	893 505	-	1 809 473	-	-	-	893 505
Total non current assets	5 443 112	6 512 760	6 525 068	-	5 469 531	-	-	-	6 525 068
Total current liabilities	2 475 673	726 655	726 655	-	2 357 848	-	-	-	726 655
Total non current liabilities	40 787	1 379 342	1 379 342	-	40 787	-	-	-	1 379 342
Community wealth/Equity	5 721 301	5 613 154	5 435 350	-	4 880 370	-	-	-	5 435 350
Cash flows									
Net cash from (used) operating	-	-	-	-	-	-	-	-	-
Net cash from (used) investing	-	-	-	-	-	-	-	-	-
Net cash from (used) financing	-	-	-	-	-	-	-	-	-
Cash/cash equivalents at the month/year end	-	-	-	-	-	-	-	-	-
Debtors & creditors analysis	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Dys	151-180 Dys	181 Dys-1 Yr	Over 1Yr	Total
Debtors Age Analysis									
Total By Income Source	106 371	101 428	66 187	1 869 819	-	-	-	-	2 143 805
Creditors Age Analysis									
Total Creditors	68 929	79 884	64 912	131 809	35 923	17 315	24 525	83 255	506 552

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NW372 Madibeng - Table C2 Monthly Budget Statement - Financial Performance (functional classification) - Q2 Second Quarter

Description	Ref	2018/19		Budget Year 2019/20						
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
Revenue - Functional										
Governance and administration		920 111	1 017 263	1 097 263	247 408	708 820	535 298	173 522	32%	1 097 263
Executive and council		-	-	-	-	-	-	-	-	-
Finance and administration		920 111	1 017 263	1 097 263	247 408	708 820	535 298	173 522	32%	1 097 263
Internal audit		-	-	-	-	-	-	-	-	-
Community and public safety		2 877	2 353	2 353	134	511	1 177	(665)	-57%	2 353
Community and social services		2 651	1 292	1 292	133	477	646	(169)	-26%	1 292
Sport and recreation		73	60	60	0	30	30	(0)	-1%	60
Public safety		153	1 001	1 001	0	4	500	(496)	-99%	1 001
Housing		-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-
Economic and environmental services		257 314	300 070	300 070	118	1 210	150 035	(148 825)	-99%	300 070
Planning and development		237 454	286 070	286 070	118	1 210	143 035	(141 825)	-99%	286 070
Road transport		19 860	14 000	14 000	-	-	7 000	(7 000)	-100%	14 000
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		691 460	791 084	791 084	66 564	397 123	395 542	1 582	0%	791 084
Energy sources		416 720	487 467	487 467	40 869	233 004	243 734	(10 730)	-4%	487 467
Water management		175 534	183 938	183 938	15 321	97 732	91 969	5 763	6%	183 938
Waste water management		50 361	59 891	59 891	4 602	32 575	29 946	2 630	9%	59 891
Waste management		48 845	59 787	59 787	5 772	33 812	29 893	3 919	13%	59 787
Other	4	67	83	83	0	51	41	10	24%	83
Total Revenue - Functional	2	1 871 829	2 110 852	2 190 852	314 224	1 107 715	1 082 093	25 623	2%	2 190 852
Expenditure - Functional										
Governance and administration		1 393 655	1 354 025	1 286 070	38 737	189 157	654 361	(465 204)	-71%	1 286 070
Executive and council		83 013	90 029	88 794	6 627	38 600	44 603	(6 003)	-13%	88 794
Finance and administration		1 302 885	1 254 076	1 187 411	31 377	145 117	604 816	(459 700)	-76%	1 187 411
Internal audit		7 757	9 920	9 865	733	5 440	4 942	498	10%	9 865
Community and public safety		139 272	137 815	136 717	14 853	76 440	68 416	8 024	12%	136 717
Community and social services		26 096	28 862	27 909	2 794	13 610	13 982	(371)	-3%	27 909
Sport and recreation		24 310	22 382	22 282	3 879	18 735	11 164	7 572	68%	22 282
Public safety		77 807	74 357	74 347	7 294	38 239	37 175	1 064	3%	74 347
Housing		4 450	4 937	4 912	351	2 308	2 460	(152)	-6%	4 912
Health		6 608	7 277	7 267	534	3 547	3 635	(88)	-2%	7 267
Economic and environmental services		556 948	109 910	105 543	7 801	49 722	53 917	(4 196)	-8%	105 543
Planning and development		54 189	45 165	44 348	3 725	22 032	22 727	(695)	-3%	44 348
Road transport		502 046	64 023	60 478	4 016	27 330	30 831	(3 501)	-11%	60 478
Environmental protection		713	722	717	60	359	360	(0)	0%	717
Trading services		1 078 455	818 994	793 409	114 236	319 441	400 969	(81 528)	-20%	793 409
Energy sources		647 181	501 522	499 487	65 196	182 659	250 083	(67 424)	-27%	499 487
Water management		340 753	225 344	208 824	37 261	81 901	107 165	(25 264)	-24%	208 824
Waste water management		39 619	35 140	35 130	4 288	23 888	17 567	6 321	36%	35 130
Waste management		50 901	56 988	49 968	7 491	30 993	26 154	4 838	18%	49 968
Other		2 269	2 994	2 994	197	1 207	1 497	(290)	-19%	2 994
Total Expenditure - Functional	3	3 170 598	2 423 738	2 324 733	175 824	635 966	1 179 160	(543 194)	-46%	2 324 733
Surplus/ (Deficit) for the year		(1 298 770)	(312 886)	(133 881)	138 400	471 750	(97 067)	568 817	-586%	(133 881)

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NW372 Madibeng - Table C3 Monthly Budget Statement - Financial Performance (revenue and expenditure by municipal vote) - Q2 Second

Vote Description	Ref	2018/19	Budget Year 2019/20							Full Year Forecast
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	
R thousands										
Revenue by Vote	1									
Vote 01 - Executive Council		-	-	-	-	-	-	-	-	-
Vote 02 - Municipal Manager		-	-	-	-	-	-	-	-	-
Vote 03 - Chief Operating Officer		-	-	-	-	-	-	-	-	-
Vote 04 - Corporate Support Services		-	-	-	-	1	-	1	#DIV/0!	-
Vote 05 - Budget And Treasury Office		920 111	1 017 263	1 097 263	247 408	708 819	535 298	173 521	32.4%	1 097 263
Vote 06 - Infrastructure And Technical Services		876 673	1 013 094	1 013 094	60 791	363 311	506 547	(143 236)	-28.3%	1 013 094
Vote 07 - Community Services		51 569	61 139	61 139	5 905	34 319	30 569	3 749	12.3%	61 139
Vote 08 - Human Settlement		2 326	2 743	2 743	118	1 102	1 372	(270)	-19.7%	2 743
Vote 09 - Economic Dev, Tourism & Agriculture		1 070	1 530	1 530	0	108	765	(657)	-85.9%	1 530
Vote 10 - Public Safety, Fleet And Facilities Management		20 080	15 084	15 084	1	56	7 542	(7 486)	-99.3%	15 084
Vote 11 - Internal Audit		-	-	-	-	-	-	-	-	-
Vote 12 - Risk Management		-	-	-	-	-	-	-	-	-
Vote 13 - [Name Of Vote 13]		-	-	-	-	-	-	-	-	-
Vote 14 - [Name Of Vote 14]		-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-
Total Revenue by Vote	2	1 871 829	2 110 852	2 190 852	314 224	1 107 715	1 082 093	25 623	2.4%	2 190 852
Expenditure by Vote	1									
Vote 01 - Executive Council		62 732	68 700	67 660	5 066	29 558	34 003	(4 446)	-13.1%	67 660
Vote 02 - Municipal Manager		4 173	4 173	4 158	144	518	2 082	(1 563)	-75.1%	4 158
Vote 03 - Chief Operating Officer		19 842	23 505	22 445	2 252	11 912	11 399	513	4.5%	22 445
Vote 04 - Corporate Support Services		58 034	80 326	59 831	3 520	22 298	33 331	(11 033)	-33.1%	59 831
Vote 05 - Budget And Treasury Office		1 129 897	1 018 405	1 000 135	11 438	54 992	503 112	(448 120)	-89.1%	1 000 135
Vote 06 - Infrastructure And Technical Services		1 516 271	807 244	785 169	109 164	306 051	396 264	(90 213)	-22.8%	785 169
Vote 07 - Community Services		119 642	129 487	121 332	15 749	72 931	61 901	11 030	17.8%	121 332
Vote 08 - Human Settlement		23 746	28 217	27 667	2 192	12 866	14 342	(1 475)	-10.3%	27 667
Vote 09 - Economic Dev, Tourism & Agriculture		24 166	14 373	14 153	1 199	7 542	7 113	429	6.0%	14 153
Vote 10 - Public Safety, Fleet And Facilities Management		204 274	239 262	212 202	24 368	111 809	110 611	1 198	1.1%	212 202
Vote 11 - Internal Audit		7 757	9 920	9 865	733	5 440	4 942	498	10.1%	9 865
Vote 12 - Risk Management		65	126	116	-	48	60	(11)	-19.0%	116
Vote 13 - [Name Of Vote 13]		-	-	-	-	-	-	-	-	-
Vote 14 - [Name Of Vote 14]		-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	3 170 598	2 423 738	2 324 733	175 824	635 966	1 179 160	(543 194)	-46.1%	2 324 733
Surplus/ (Deficit) for the year	2	(1 298 770)	(312 886)	(133 881)	138 400	471 750	(97 067)	568 817	-586.0%	(133 881)

Madibeng Local Municipality
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NW372 Madibeng - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - Q2 Second Quarter

Description	Ref	Budget Year 2019/20								
		2018/19 Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
Revenue By Source										
Property rates		250 694	270 000	350 000	27 549	178 527	161 667	16 861	10%	350 000
Service charges - electricity revenue		403 670	475 000	475 000	39 212	225 559	237 500	(11 941)	-5%	475 000
Service charges - water revenue		166 370	161 600	161 600	12 075	78 579	80 800	(2 221)	-3%	161 600
Service charges - sanitation revenue		47 598	52 275	52 275	3 432	26 129	26 138	(9)	0%	52 275
Service charges - refuse revenue		46 120	53 000	53 000	4 680	27 814	26 500	1 314	5%	53 000
Rental of facilities and equipment		1 020	1 386	1 386	82	524	693	(169)	-24%	1 386
Interest earned - external investments		5 843	6 732	6 732	336	1 965	3 366	(1 401)	-42%	6 732
Interest earned - outstanding debtors		56 828	91 112	91 112	11 262	61 503	45 556	15 946	35%	91 112
Dividends received		-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		156	1 001	1 001	-	1	500	(499)	-100%	1 001
Licences and permits		6 724	2 127	2 127	0	108	1 063	(955)	-90%	2 127
Agency services		13 216	12 000	12 000	-	-	6 000	(6 000)	-100%	12 000
Transfers and subsidies		854 732	699 244	699 244	215 422	505 258	349 622	155 636	45%	699 244
Other revenue		4 521	3 579	3 579	174	1 749	1 789	(40)	-2%	3 579
Gains on disposal of PPE		8 800	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		1 866 291	1 829 055	1 909 055	314 224	1 107 715	941 194	166 521	18%	1 909 055
Expenditure By Type										
Employee related costs		516 496	470 000	470 100	49 984	278 309	235 025	43 284	18%	470 100
Remuneration of councillors		31 050	33 242	33 242	2 616	15 361	16 621	(1 260)	-8%	33 242
Debt impairment		936 713	275 000	275 000	-	25	137 500	(137 475)	-100%	275 000
Depreciation & asset impairment		474 165	490 000	490 000	-	-	245 000	(245 000)	-100%	490 000
Finance charges		4 123	140 501	140 501	-	0	70 250	(70 250)	-100%	140 501
Bulk purchases		814 198	560 000	560 000	84 331	187 100	280 000	(92 900)	-33%	560 000
Other materials		31 246	26 320	18 569	(99)	4 495	10 664	(6 169)	-58%	18 569
Contracted services		250 315	235 075	176 973	15 363	87 120	98 514	(11 393)	-12%	176 973
Transfers and subsidies		4 051	4 500	4 500	-	4 087	2 250	1 837	82%	4 500
Other expenditure		97 786	189 101	155 849	23 630	59 468	83 336	(23 868)	-29%	155 849
Loss on disposal of PPE		10 456	-	-	-	-	-	-	-	-
Total Expenditure		3 170 598	2 423 738	2 324 733	175 824	635 966	1 179 160	(543 194)	-46%	2 324 733
Surplus/(Deficit)		(1 304 307)	(594 683)	(415 678)	138 400	471 750	(237 966)	709 716	(0)	(415 678)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		5 537	281 797	281 797	-	-	140 898	(140 898)	(0)	281 797
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)		-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		(1 298 770)	(312 886)	(133 881)	138 400	471 750	(97 067)			(133 881)
Taxation		-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after taxation		(1 298 770)	(312 886)	(133 881)	138 400	471 750	(97 067)			(133 881)
Attributable to minorities		-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		(1 298 770)	(312 886)	(133 881)	138 400	471 750	(97 067)			(133 881)
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-
Surplus/ (Deficit) for the year		(1 298 770)	(312 886)	(133 881)	138 400	471 750	(97 067)			(133 881)

Property Rates

During special budget adjustment on the 8 November 2019 Property rates was adjusted from R 270m to R 350m due to implementation of the new valuation roll in July 2019. It is also performing 10% above the year to date budget.

Service Charges

Electricity and Water are -5% and -3% less than the year to date budget respectively due to illegal connections, faulty meters and usage of estimates as a result of some communities not allowing Metres to be read.

Rental of Facilities and equipment

It is 24% less than the year to date budget due communities not using our facilities because the facilities are not well maintained

Interest Earned

It is 42% less than the year to date budget due to late allocation of transactions, it is usually reconed annually.

Agency Services

It is usually reconciled annually hence no transactions.

Employee Related Costs

Are overspent as a results of Overtime at 117%. Allowances are also overspent, including Social Contributions.

Debt impairment, Finance Charge and Depreciation

They are usually reconciled annually hence no transactions.

Bulk Purchases

It is 33% less than the year to date budget due to cash flow challenges and that some of the invoices of bulk purchases have not been captured.

Repairs and Maintenance, Contracted Services and Other expenditure

They are performing below budgeted year to date due to cash flow challenges.

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NW372 Madibeng - Table C5 Monthly Budget Statement - Capital Expenditure (municipal vote, functional classification and funding) - M06 December

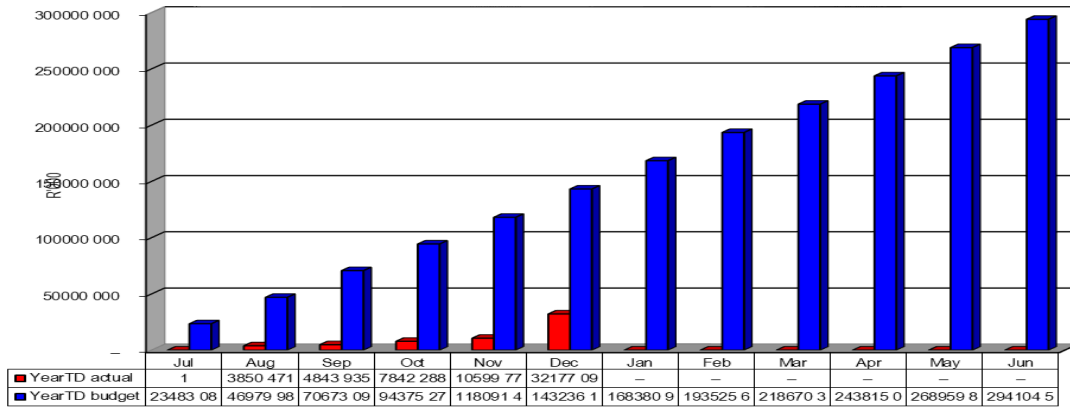
Vote Description	Ref	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
Multi-Year expenditure appropriation	2									
Total Capital Multi-year expenditure	4,7	-	-	-	-	-	-	-	-	-
Single Year expenditure appropriation	2									
Vote 01 - Executive Council		363	-	6	-	6	2	4	200%	6
Vote 02 - Municipal Manager		194	-	48	48	48	12	36	300%	48
Vote 03 - Chief Operating Officer		40	-	86	26	26	26	0	0%	86
Vote 04 - Corporate Support Services		17 432	-	18	-	18	7	11	150%	18
Vote 05 - Budget And Treasury Office		242	-	198	-	198	86	112	130%	198
Vote 06 - Infrastructure And Technical Services		187 421	281 797	293 713	21 498	31 874	143 093	(111 219)	-78%	293 713
Vote 07 - Community Services		1 185	-	-	-	-	-	-	-	-
Vote 08 - Human Settlement		-	-	3	-	2	1	1	117%	3
Vote 09 - Economic Dev ,Tourism & Agriculture		-	-	-	-	-	-	-	-	-
Vote 10 - Public Safety , Fleet And Facilities Management		3 467	-	34	5	5	9	(3)	-40%	34
Vote 11 - Internal Audit		66	-	-	-	-	-	-	-	-
Vote 12 - Risk Management		-	-	-	-	-	-	-	-	-
Total Capital single-year expenditure	4	210 410	281 797	294 105	21 577	32 177	143 236	(111 059)	-78%	294 105
Total Capital Expenditure		210 410	281 797	294 105	21 577	32 177	143 236	(111 059)	-78%	294 105
Capital Expenditure - Functional Classification										
Governance and administration		18 336	-	355	74	295	133	162	122%	355
Executive and council		612	-	84	48	54	21	32	151%	84
Finance and administration		17 659	-	271	26	241	112	130	116%	271
Internal audit		66	-	-	-	-	-	-	-	-
Community and public safety		4 039	-	37	5	8	10	(2)	-22%	37
Community and social services		516	-	-	-	-	-	-	-	-
Sport and recreation		582	-	-	-	-	-	-	-	-
Public safety		2 941	-	34	5	5	9	(3)	-40%	34
Housing		-	-	3	-	2	1	1	117%	3
Health		-	-	-	-	-	-	-	-	-
Economic and environmental services		75 296	77 000	87 000	7 328	13 168	39 929	(26 760)	-67%	87 000
Planning and development		30	-	-	-	-	-	-	-	-
Road transport		75 266	77 000	87 000	7 328	13 168	39 929	(26 760)	-67%	87 000
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		112 739	204 797	206 713	14 170	18 706	103 165	(84 459)	-82%	206 713
Energy sources		975	16 787	18 703	-	1 417	9 160	(7 742)	-85%	18 703
Water management		87 617	135 000	135 000	8 602	9 036	67 500	(58 464)	-87%	135 000
Waste water management		24 127	53 010	53 010	5 569	8 252	26 505	(18 253)	-69%	53 010
Waste management		20	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional Classification	3	210 410	281 797	294 105	21 577	32 177	143 236	(111 059)	-78%	294 105
Funded by:										
National Government		186 761	281 797	291 797	21 498	31 874	142 327	(110 453)	-78%	291 797
Provincial Government		-	-	-	-	-	-	-	-	-
District Municipality		-	-	-	-	-	-	-	-	-
Other transfers and grants		-	-	-	-	-	-	-	-	-
Transfers recognised - capital		186 761	281 797	291 797	21 498	31 874	142 327	(110 453)	-78%	291 797
Borrowing	6	-	-	-	-	-	-	-	-	-
Internally generated funds		23 674	-	2 308	79	303	909	(606)	-67%	2 308
Total Capital Funding		210 435	281 797	294 105	21 577	32 177	143 236	(111 059)	-78%	294 105

The Capital Expenditure for December has increased compared to the previous months. **R21.5 million** was spent in the month of December.

The Following Chart is aimed to give a further analysis of capital expenditure

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Chart C2 2019/20 Capital Expenditure: YTD actual v YTD target



Madibeng Local Municipality
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NW372 Madibeng - Table C6 Monthly Budget Statement - Financial Position - Q2 Second Quarter

Description	Ref	2018/19	Budget Year 2019/20			
		Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	Full Year Forecast
R thousands	1					
ASSETS						
Current assets						
Cash		21 454	7 000	7 000	44 123	7 000
Call investment deposits		40 958	56 994	56 994	39 027	56 994
Consumer debtors		291 675	819 511	819 511	528 689	819 511
Other debtors		1 126 038	-	-	1 179 334	-
Current portion of long-term receivables						
Inventory		16 433	10 000	10 000	18 301	10 000
Total current assets		1 496 559	893 505	893 505	1 809 473	893 505
Non current assets						
Long-term receivables						
Investments		11 543	12 800	12 800	5 785	12 800
Investment property		100 370	275 000	275 000	100 370	275 000
Investments in Associate						
Property, plant and equipment		5 327 224	6 224 950	6 237 258	5 359 401	6 237 258
Biological						
Intangible		3 964	-	-	3 964	-
Other non-current assets		10	10	10	10	10
Total non current assets		5 443 112	6 512 760	6 525 068	5 469 531	6 525 068
TOTAL ASSETS		6 939 671	7 406 265	7 418 573	7 279 004	7 418 573
LIABILITIES						
Current liabilities						
Bank overdraft		-	-	-	-	-
Borrowing		2 013	-	-	2 013	-
Consumer deposits		40 809	16 000	16 000	42 987	16 000
Trade and other payables		2 166 776	470 655	470 655	2 046 773	470 655
Provisions		266 074	240 000	240 000	266 074	240 000
Total current liabilities		2 475 673	726 655	726 655	2 357 848	726 655
Non current liabilities						
Borrowing		(2 013)	1 171 342	1 171 342	(2 013)	1 171 342
Provisions		42 800	208 000	208 000	42 800	208 000
Total non current liabilities		40 787	1 379 342	1 379 342	40 787	1 379 342
TOTAL LIABILITIES		2 516 459	2 105 997	2 105 997	2 398 635	2 105 997
NET ASSETS	2	4 423 211	5 300 269	5 312 576	4 880 370	5 312 576
COMMUNITY WEALTH/EQUITY						
Accumulated Surplus/(Deficit)		5 721 301	5 613 154	5 435 350	4 880 370	5 435 350
Reserves		-	-	-	-	-
TOTAL COMMUNITY WEALTH/EQUITY	2	5 721 301	5 613 154	5 435 350	4 880 370	5 435 350

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NW372 Madibeng - Table C7 Monthly Budget Statement - Cash Flow - Q2 Second Quarter

Description	Ref	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Property rates								-		
Service charges								-		
Other revenue								-		
Government - operating								-		
Government - capital								-		
Interest								-		
Dividends								-		
Payments										
Suppliers and employees								-		
Finance charges								-		
Transfers and Grants								-		
NET CASH FROM/(USED) OPERATING ACTIVITIES		-	-	-	-	-	-	-		-
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE								-		
Decrease (increase) in non-current debtors								-		
Decrease (increase) other non-current receivables								-		
Decrease (increase) in non-current investments								-		
Payments										
Capital assets								-		
NET CASH FROM/(USED) INVESTING ACTIVITIES		-	-	-	-	-	-	-		-
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans								-		
Borrowing long term/refinancing								-		
Increase (decrease) in consumer deposits								-		
Payments										
Repayment of borrowing								-		
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	-	-	-	-	-	-		-
NET INCREASE/ (DECREASE) IN CASH HELD		-	-	-	-	-	-			-
Cash/cash equivalents at beginning:										-
Cash/cash equivalents at month/year end:		-	-	-		-	-			-

Our Financial System cannot produce a Cash Flow Statement at this stage.

PART 2 – SUPPORTING DOCUMENTATION

2.1. Debtor's Age Analysis

Total Debtors as at the end of the month of December is **R2.1 Billion**. Most of the Outstanding Debtors are long overdue, hence **86%** of the Total Debtors are over 90 days.

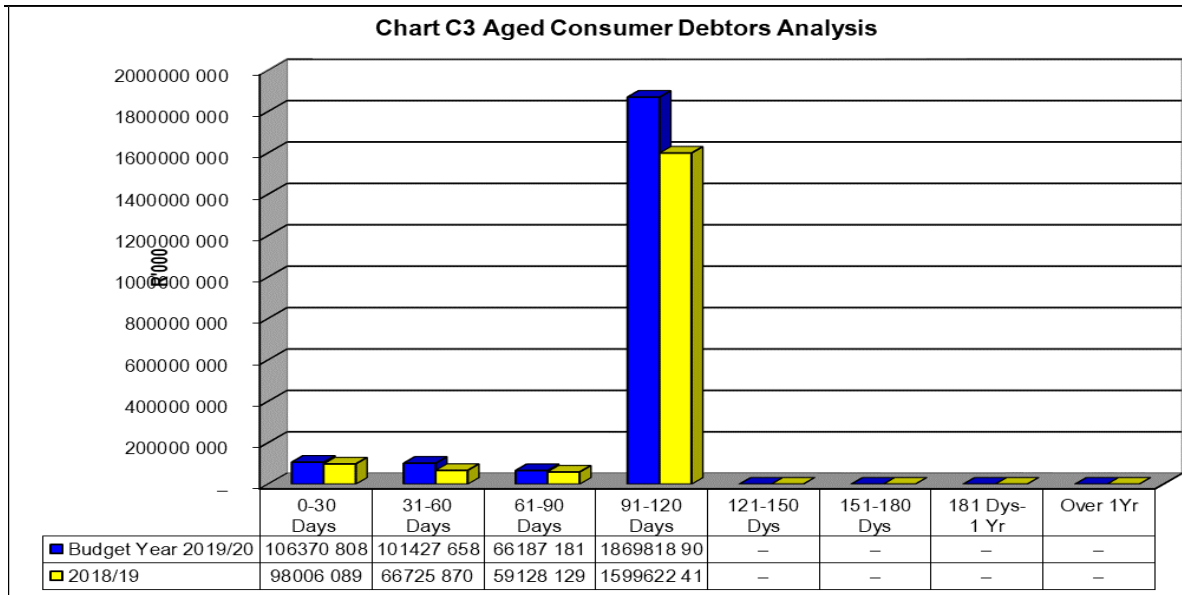
Total amount handed over to external debt collector is R283.7 million.

NW372 Madibeng - Supporting Table SC3 Monthly Budget Statement - aged debtors - M06 December								
Description	NT Code	Budget Year 2019/20					Total	Total over 90 days
		0-30 Days	31-60 Days	61-90 Days	91-120 Days			
R thousands								
Debtors Age Analysis By Income Source								
Trade and Other Receivables from Exchange Transactions - Water	1200	19 913	18 296	16 139	515 543	569 891	515 543	
Trade and Other Receivables from Exchange Transactions - Electricity	1300	38 680	32 869	13 998	200 533	286 080	200 533	
Receivables from Non-exchange Transactions - Property Rates	1400	24 861	21 427	15 664	576 503	638 455	576 503	
Receivables from Exchange Transactions - Waste Water Management	1500	5 782	5 525	4 689	159 726	175 722	159 726	
Receivables from Exchange Transactions - Waste Management	1600	4 462	3 594	3 544	149 586	161 187	149 586	
Receivables from Exchange Transactions - Property Rental Debtors	1700					–	–	
Interest on Arrear Debtor Accounts	1810					–	–	
Recoverable unauthorised, irregular, fruitless and wasteful expenditure	1820					–	–	
Other	1900	12 674	19 717	12 152	267 928	312 470	267 928	
Total By Income Source	2000	106 371	101 428	66 187	1 869 819	2 143 805	1 869 819	
2018/19 - totals only						–	–	
Debtors Age Analysis By Customer Group								
Organs of State	2200	5 996	8 506	5 312	85 019	104 833	85 019	
Commercial	2300	44 777	47 453	17 582	295 505	405 317	295 505	
Households	2400	53 392	43 518	41 314	1 531 195	1 669 419	1 531 195	
Other	2500	2 206	1 951	1 979	(41 900)	(35 764)	(41 900)	
Total By Customer Group	2600	106 371	101 428	66 187	1 869 819	2 143 805	1 869 819	

The increase in the debtors balance is as a result of consumers not paying their municipal accounts for various reasons amongst others, “the promise of zero balances on their accounts”, tempering of meters, and inconsistent water supply in other townships.

The Following Chart is aimed to give a further analysis of the Debtors Aged.

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2.2. Creditor's Aged Analysis

The total Creditors owed at the end of December 2019 is **R506 Million**.

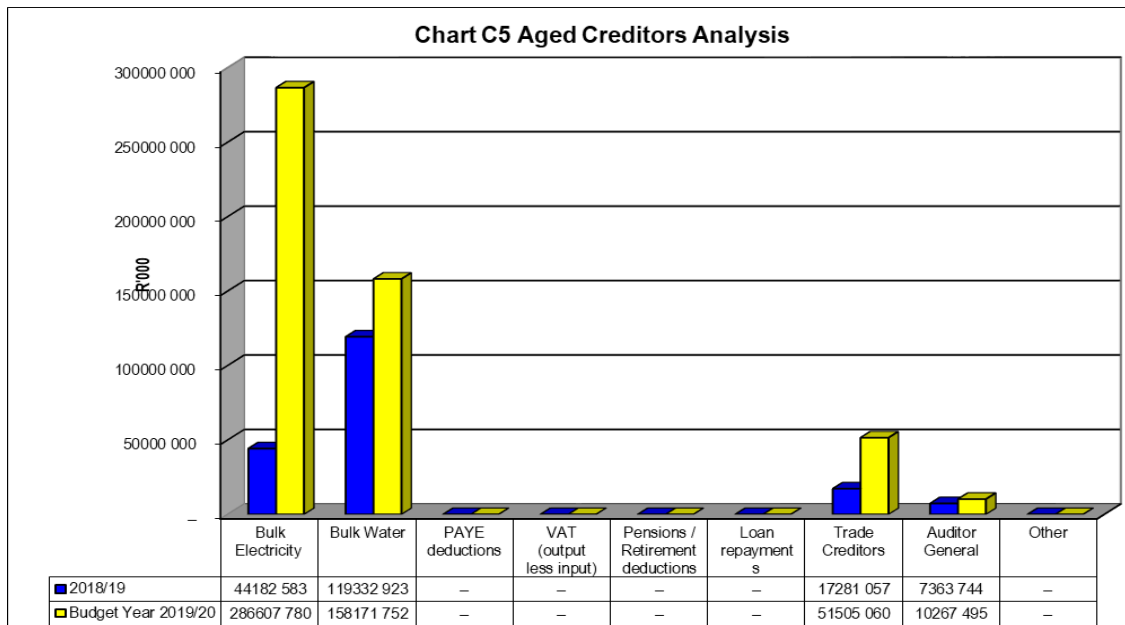
NW372 Madibeng - Supporting Table SC4 Monthly Budget Statement - aged creditors - M06 December

Description	NT Code	Budget Year 2019/20								Total
		0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days - 1 Year	Over 1 Year	
R thousands										
Creditors Age Analysis By Customer Type										
Bulk Electricity	0100	44 365	52 661	42 943	117 347	792	657	519	27 323	286 608
Bulk Water	0200	15 928	22 606	12 917	12 389	22 406	5 062	10 933	55 932	158 172
PAYE deductions	0300	-	-	-	-	-	-	-	-	-
VAT (output less input)	0400	-	-	-	-	-	-	-	-	-
Pensions / Retirement deductions	0500	-	-	-	-	-	-	-	-	-
Loan repayments	0600	-	-	-	-	-	-	-	-	-
Trade Creditors	0700	5 312	1 596	7 242	1 610	11 076	11 596	13 073	-	51 505
Auditor General	0800	3 325	3 022	1 810	462	1 648	-	-	-	10 267
Other	0900	-	-	-	-	-	-	-	-	-
Total By Customer Type	1000	68 929	79 884	64 912	131 809	35 923	17 315	24 525	83 255	506 552

2. We have entered into an arrangement with DWS of R1.5m plus the current account.
3. The municipality has a payment arrangement with Eskom to pay 15million plus current bill.
4. We have a dispute with Magalies and the matter is at court now.
5. We are still in talks with city of tshwane, no formal arrangement in place.

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The Following Chart is aimed to give a further analysis of the Creditors Aged



2.3. Investment register

NW372 Madibeng - Supporting Table SC5 Monthly Budget Stateme										
Investments by maturity	Ref	Capital Guarantee (Yes/ No)	Variable or Fixed interest rate	Commission Paid (Rands)	Commission Recipient	Opening balance	Interest to be realised	Partial / Premature Withdrawal (4)	Investment Top Up	Closing Balance
Name of institution & investment ID										
R thousands										
<u>Municipality</u>										
Investec						1 113	6			1 118
Sanlam						121				121
Old Mutual						7 347				7 347
Nedbank						83	0			84
FNB						27 149	116	(5 145)	2 085	24 204
Municipality sub-total						35 813	123	(5 145)	2 085	32 875

The opening balance of investment was **R35.8 million**, and **R5 million** was withdrawn in the month of December. Closing balance is **R32.8 million**.

The municipality has cancelled some of the investment which are not in line with MFMA. We are still in the process of cancelling the remaining three (Investec, Sanlam and Old mutual), the process should be completed by end of March 2020.

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2.4. Allocation and Grant receipts and expenditure

NW372 Madibeng - Supporting Table SC6 Monthly Budget Statement - transfers and grant receipts - Q2 Second Quarter

Description	Ref	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
RECEIPTS:										
Operating Transfers and Grants										
National Government:	1,2	855 722	702 882	702 882	215 422	505 258	351 441	153 817	43.8%	702 882
Equitable Share		624 943	695 606	695 606	215 422	505 258	347 803	157 455	45.3%	695 606
Expanded Public Works Programme Integrated Grant		1 981	2 806	2 806	-	-	1 403	(1 403)	-100.0%	2 806
Integrated National Electrification Programme Grant		-	-	-	-	-	-	-	-	-
Local Government Financial Management Grant		3 540	4 470	4 470	-	-	2 235	(2 235)	-100.0%	4 470
Municipal Infrastructure Grant		225 258	-	-	-	-	-	-	-	-
Other transfers and grants [insert description]		-	-	-	-	-	-	-	-	-
Provincial Government:		1 446	-	-	-	-	-	-	-	-
Libraries Archives and Museums		1 446	-	-	-	-	-	-	-	-
Specify (Add grant description)		-	-	-	-	-	-	-	-	-
Other transfers and grants [insert description]		-	-	-	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
[insert description]		-	-	-	-	-	-	-	-	-
Other grant providers:		324	-	-	-	-	-	-	-	-
National Library South Africa		324	-	-	-	-	-	-	-	-
Total Operating Transfers and Grants	5	857 492	702 882	702 882	215 422	505 258	351 441	153 817	43.8%	702 882
Capital Transfers and Grants										
National Government:		5 537	281 797	281 797	-	-	140 898	(140 898)	-100.0%	281 797
Integrated National Electrification Programme Grant		-	-	-	-	-	-	-	-	-
Municipal Infrastructure Grant		-	281 797	281 797	-	-	140 898	(140 898)	-100.0%	281 797
Water Services Infrastructure Grant		5 537	-	-	-	-	-	-	-	-
Provincial Government:		-	-	-	-	-	-	-	-	-
[insert description]		-	-	-	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
[insert description]		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
[insert description]		-	-	-	-	-	-	-	-	-
Total Capital Transfers and Grants	5	5 537	281 797	281 797	-	-	140 898	(140 898)	-100.0%	281 797
TOTAL RECEIPTS OF TRANSFERS & GRANTS	5	863 030	984 679	984 679	215 422	505 258	492 339	12 919	2.6%	984 679

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NW372 Madibeng - Supporting Table SC7(1) Monthly Budget Statement - transfers and grant expenditure - Q2 Second Quarter

Description	Ref	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
EXPENDITURE										
<u>Operating expenditure of Transfers and Grants</u>										
National Government:		259 348	194 532	183 012	38 882	78 022	93 426	(15 404)	-16.5%	183 012
Equitable Share		241 262	176 709	165 189	37 174	67 566	84 515	(16 949)	-20.1%	165 189
Expanded Public Works Programme Integrated Grant		13 717	13 629	13 629	1 372	8 421	6 814	1 606	23.6%	13 629
Municipal Infrastructure Grant		4 369	4 194	4 194	336	2 035	2 097	(62)	-2.9%	4 194
Provincial Government:		-	-	-	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
Total operating expenditure of Transfers and Grants:		259 348	194 532	183 012	38 882	78 022	93 426	(15 404)	-16.5%	183 012
<u>Capital expenditure of Transfers and Grants</u>										
National Government:		186 761	281 797	291 797	21 498	31 874	142 327	(110 453)	-77.6%	291 797
Municipal Infrastructure Grant		181 224	281 797	291 797	21 498	31 874	142 327	(110 453)	-77.6%	291 797
Water Services Infrastructure Grant		5 537	-	-	-	-	-	-	-	-
Provincial Government:		-	-	-	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
Total capital expenditure of Transfers and Grants		186 761	281 797	291 797	21 498	31 874	142 327	(110 453)	-77.6%	291 797
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		446 109	476 329	474 809	60 380	109 896	235 753	(125 857)	-53.4%	474 809

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2.5. Councillor and board member allowances and employee benefits

NW372 Madibeng - Supporting Table SC8 Monthly Budget Statement - councillor and staff benefits - Q2 Second Quarter

Summary of Employee and Councillor remuneration	Ref	Budget Year 2019/20								
		2018/19 Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1	A	B	C					D	
Councillors (Political Office Bearers plus Other)										
Basic Salaries and Wages		-	-	-	-	-	-	-	-	
Pension and UIF Contributions		1 704	1 762	1 762	150	895	881	14	2%	1 762
Medical Aid Contributions		1 472	1 539	1 539	118	728	770	(42)	-5%	1 539
Motor Vehicle Allowance		-	-	-	-	-	-	-	-	-
Cellphone Allowance		3 593	3 471	3 471	296	1 680	1 736	(56)	-3%	3 471
Housing Allowances		-	-	-	-	-	-	-	-	-
Other benefits and allowances		24 281	26 469	26 469	2 051	12 058	13 235	(1 177)	-9%	26 469
Sub Total - Councillors		31 050	33 242	33 242	2 616	15 361	16 621	(1 260)	-8%	33 242
% increase	4		7.1%	7.1%						7.1%
Senior Managers of the Municipality										
Basic Salaries and Wages		4 241	5 706	5 706	224	1 346	2 853	(1 507)	-53%	5 706
Pension and UIF Contributions		555	776	776	26	157	388	(231)	-59%	776
Medical Aid Contributions		145	191	191	8	51	96	(45)	-47%	191
Overtime		-	-	-	-	-	-	-	-	-
Performance Bonus		71	-	-	-	-	-	-	-	-
Motor Vehicle Allowance		763	1 031	1 031	53	253	515	(263)	-51%	1 031
Cellphone Allowance		58	79	79	3	18	39	(21)	-54%	79
Housing Allowances		7	5	5	-	-	2	(2)	-100%	5
Other benefits and allowances		1 606	645	645	24	205	322	(117)	-36%	645
Payments in lieu of leave		193	354	354	-	-	177	(177)	-100%	354
Long service awards		5 105	-	-	-	-	-	-	-	-
Post-retirement benefit obligations		25 584	-	-	-	-	-	-	-	-
Sub Total - Senior Managers of Municipality		38 330	8 786	8 786	338	2 030	4 393	(2 363)	-54%	8 786
% increase	4		-77.1%	-77.1%						-77.1%
Other Municipal Staff										
Basic Salaries and Wages		272 397	284 277	284 277	27 148	159 238	142 138	17 100	12%	284 277
Pension and UIF Contributions		59 214	59 375	59 375	5 828	34 484	29 688	4 796	16%	59 375
Medical Aid Contributions		30 765	29 651	29 651	3 052	18 257	14 826	3 431	23%	29 651
Overtime		38 594	17 793	17 793	3 140	20 736	8 896	11 840	133%	17 793
Performance Bonus		22 523	24 081	24 081	4 882	15 855	12 040	3 814	32%	24 081
Motor Vehicle Allowance		25 169	26 107	26 107	2 399	14 099	13 053	1 046	8%	26 107
Cellphone Allowance		285	310	310	24	131	155	(24)	-15%	310
Housing Allowances		2 319	2 407	2 407	222	1 314	1 203	111	9%	2 407
Other benefits and allowances		6 270	4 370	4 470	809	3 688	2 210	1 477	67%	4 470
Payments in lieu of leave		20 632	12 843	12 843	2 143	8 477	6 422	2 055	32%	12 843
Long service awards		-	-	-	-	-	-	-	-	-
Post-retirement benefit obligations		-	-	-	-	-	-	-	-	-
Sub Total - Other Municipal Staff		478 166	461 214	461 314	49 646	276 280	230 632	45 648	20%	461 314
% increase	4		-3.5%	-3.5%						-3.5%
Total Parent Municipality		547 546	503 242	503 342	52 599	293 670	251 646	42 024	17%	503 342

Remuneration of Councillors for December amounts to R2.6 million and Employee Related Costs were R49.6 million.

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Expenditure on Staff Benefits

Section 66 of the MFMA, requires that the Accounting Officer reports to the Council on all expenditure incurred by the Municipality on *Staff Salaries, Wages, Allowances and Benefits*, and discloses such expenditure per type of expenditure:

- Salaries and Wages
- Contributions for Pensions and Medical Aid
- Travel, Motor Car, Accommodation, Subsistence and other Allowances
- Housing Benefits and Other Allowances
- Overtime Payments
- Loans and Advances
- Any other staff related Benefits and Allowances

Salary Item	Annual Budget	Actual Amount	Available till June 2020	% Spent	Status
1-SALARY	R 289 982 775.60	R 160 833 315.20	R 129 149 460.40	55%	Overspent
2-OVERTIME PA	R 17 792 997.60	R 20 736 387.20	-R 2 943 389.60	117%	Overspent
3-STANDBY	R 2 486 840.40	R 1 892 485.75	R 594 354.65	76%	Overspent
4-ACTING ALLOW.	R 1 398 497.16	R 1 023 597.61	R 374 899.55	73%	Overspent
5-TRAVEL ALLOW.	R 27 137 238.48	R 14 411 790.82	R 12 725 447.66	53%	Overspent
7-HOUSING SUBSIDY	R 2 411 238.12	R 1 314 460.05	R 1 096 778.07	55%	Overspent
8-LEAVE DAYS	R 13 197 343.68	R 8 469 964.09	R 4 727 379.59	64%	Overspent
9-ANNUAL BONUS	R 24 080 607.00	R 15 854 568.39	R 8 226 038.61	66%	Overspent
D-CELLPHONE ALLOWA	R 388 962.96	R 149 282.15	R 239 680.81	38%	Inline
G-U.I.F.	R 2 064 420.36	R 1 209 252.68	R 855 167.68	59%	Overspent
H-PENSION	R 58 086 888.96	R 33 444 693.55	R 24 642 195.41	58%	Overspent
J-MEDICAL AID	R 29 842 319.04	R 18 314 806.26	R 11 527 512.78	61%	Overspent
R-SALGBC LEVY	R 119 613.84	R 829 071.69	-R 709 457.85	693%	Overspent
Totals	R 468 989 743.20	R 278 483 675.44	R 190 506 067.76		

For the 2nd Quarter ending 31 December 2019, the benchmark percentage is 50%. Anything above 50% is overspent.

2.6. Material Variances

NW372 Madibeng - Supporting Table SC1 Material variance explanations - M06 December

Ref	Description R thousands	Variance	Reasons for material deviations	Remedial or corrective steps/remarks
1	Revenue By Source			
	Property rates	16 861	This is due to New Valuations being implemented in July 2019	
	Service charges - electricity revenue	(11 941)	This is due to the municipality using Estimates, and also due to faulty metres	
	Service charges - water revenue	(2 221)	This is due to the municipality using Estimates, and also due to faulty metres	
	Rental of facilities and equipment	(169)	One of the Contributing Factor is non-payment of parking space by employees	
2	Expenditure By Type			
	Employee related costs	43 284	This is due to Overtime at 99%, including Allowances and Socla Contributions. Position are filled though not budgeted for	
	Remuneration of councillors	(1 260)	This will go up once the Upper Limits are approved this year	
	Debt impairment	(245 000)	This is reconciled at the end of the Fiancial Year	
	Bulk purchases	(92 900)	Payment Arrangements taken out with affected creditors	
3	Capital Expenditure			
	Vote 06 - Infrastructure And Technical Services		Late appointments of Contractors	
4	Financial Position			

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2.7. Actual Capital Acquisition Performance

NW372 Madibeng - Table C5 Monthly Budget Statement - Capital Expenditure (municipal vote, functional classification and funding) - Q2 Second Quarter

Vote Description	Ref	2018/19		Budget Year 2019/20						
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
Multi-Year expenditure appropriation	2									
Vote 01 - Executive Council		-	-	-	-	-	-	-	-	-
Vote 02 - Municipal Manager		-	-	-	-	-	-	-	-	-
Vote 03 - Chief Operating Officer		-	-	-	-	-	-	-	-	-
Vote 04 - Corporate Support Services		-	-	-	-	-	-	-	-	-
Vote 05 - Budget And Treasury Office		-	-	-	-	-	-	-	-	-
Vote 06 - Infrastructure And Technical Services		-	-	-	-	-	-	-	-	-
Vote 07 - Community Services		-	-	-	-	-	-	-	-	-
Vote 08 - Human Settlement		-	-	-	-	-	-	-	-	-
Vote 09 - Economic Dev, Tourism & Agriculture		-	-	-	-	-	-	-	-	-
Vote 10 - Public Safety, Fleet And Facilities Management		-	-	-	-	-	-	-	-	-
Vote 11 - Internal Audit		-	-	-	-	-	-	-	-	-
Vote 12 - Risk Management		-	-	-	-	-	-	-	-	-
Vote 13 - [Name OfVote 13]		-	-	-	-	-	-	-	-	-
Vote 14 - [Name OfVote 14]		-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-
Total Capital Multi-year expenditure	4,7	-	-	-	-	-	-	-	-	-
Single Year expenditure appropriation	2									
Vote 01 - Executive Council		363	-	6	-	6	2	4	200%	6
Vote 02 - Municipal Manager		194	-	48	48	48	12	36	300%	48
Vote 03 - Chief Operating Officer		40	-	86	26	26	26	0	0%	86
Vote 04 - Corporate Support Services		17 432	-	18	-	18	7	11	150%	18
Vote 05 - Budget And Treasury Office		242	-	198	-	198	86	112	130%	198
Vote 06 - Infrastructure And Technical Services		187 421	281 797	293 713	21 498	31 874	143 093	(111 219)	-78%	293 713
Vote 07 - Community Services		1 185	-	-	-	-	-	-	-	-
Vote 08 - Human Settlement		-	-	3	-	2	1	1	117%	3
Vote 09 - Economic Dev, Tourism & Agriculture		-	-	-	-	-	-	-	-	-
Vote 10 - Public Safety, Fleet And Facilities Management		3 467	-	34	5	5	9	(3)	-40%	34
Vote 11 - Internal Audit		66	-	-	-	-	-	-	-	-
Vote 12 - Risk Management		-	-	-	-	-	-	-	-	-
Vote 13 - [Name OfVote 13]		-	-	-	-	-	-	-	-	-
Vote 14 - [Name OfVote 14]		-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-
Total Capital single-year expenditure	4	210 410	281 797	294 105	21 577	32 177	143 236	(111 059)	-78%	294 105
Total Capital Expenditure		210 410	281 797	294 105	21 577	32 177	143 236	(111 059)	-78%	294 105
Capital Expenditure - Functional Classification										
Governance and administration		18 336	-	355	74	295	133	162	122%	355
Executive and council		612	-	84	48	54	21	32	151%	84
Finance and administration		17 659	-	271	26	241	112	130	116%	271
Internal audit		66	-	-	-	-	-	-	-	-
Community and public safety		4 039	-	37	5	8	10	(2)	-22%	37
Community and social services		516	-	-	-	-	-	-	-	-
Sport and recreation		582	-	-	-	-	-	-	-	-
Public safety		2 941	-	34	5	5	9	(3)	-40%	34
Housing		-	-	3	-	2	1	1	117%	3
Health		-	-	-	-	-	-	-	-	-
Economic and environmental services		75 296	77 000	87 000	7 328	13 168	39 929	(26 760)	-67%	87 000
Planning and development		30	-	-	-	-	-	-	-	-
Road transport		75 266	77 000	87 000	7 328	13 168	39 929	(26 760)	-67%	87 000
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		112 739	204 797	206 713	14 170	18 706	103 165	(84 459)	-82%	206 713
Energy sources		975	16 787	18 703	-	1 417	9 160	(7 742)	-85%	18 703
Water management		87 617	135 000	135 000	8 602	9 036	67 500	(58 464)	-87%	135 000
Waste water management		24 127	53 010	53 010	5 569	8 252	26 505	(18 253)	-69%	53 010
Waste management		20	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional Classification	3	210 410	281 797	294 105	21 577	32 177	143 236	(111 059)	-78%	294 105
Funded by:										
National Government		186 761	281 797	291 797	21 498	31 874	142 327	(110 453)	-78%	291 797
Provincial Government		-	-	-	-	-	-	-	-	-
District Municipality		-	-	-	-	-	-	-	-	-
Other transfers and grants		-	-	-	-	-	-	-	-	-
Transfers recognised - capital		186 761	281 797	291 797	21 498	31 874	142 327	(110 453)	-78%	291 797
Borrowing	6	-	-	-	-	-	-	-	-	-
Internally generated funds		23 674	-	2 308	79	303	909	(606)	-67%	2 308
Total Capital Funding		210 435	281 797	294 105	21 577	32 177	143 236	(111 059)	-78%	294 105

There was a serious delay in the procurement of service providers, but the expenditure increased to **R21.7 million** in the month of December. This amount excludes VAT.

2.8. Other Supporting Documents

2.8.1 CREDIT CONTROL MEASURES

Implementation of credit control measures resumed in the second quarter ending 31 December 2019 this after upgrade of the financial system. Nevertheless the upgrade, in all townships it has been suspended due to interruptions by community members.

The Budget and Treasury office in partnership with other internal stakeholders held a Revenue protection and enhancement campaign at the Tom Street in Primindia. Two groups comprising of relevant officials from different municipal departments led by the Mayor and the Administrator respectively were established. The aim was to investigate and take action against consumers whose accounts are not in order but they are still enjoying the services from the municipality. The campaign went further to inspect both electricity and water meters for tempering and any possible illegal connectivity.

Few meters were disconnected as a result of tempering. The success of this campaign could not be measured by the time of reporting.

Other challenges encountered when pursuing consumer accounts in arrears are but not limited to the following:

- a) Lack of regular supply of services especially water and refuse collection
- b) Water quality (undrinkable)
- c) Replacement and maintenance of meters not performed regularly
- d) Zero balances promise
- e) Illegal connections not addressed
- f) Electrical meter boxes have no locks Unresolved disputes
- g) Straight meter connections by municipal officials due to non-availability of meters

2.8.2 COLLECTION RATE

Total amount collected for December 2019 is R 117.8 million.

% of total operating budget revenue raised

Period	Budgeted Revenue	Actual Revenue	Variance	Actual Variance	Actual Percentage
	R	R	R	%	%
July 2019	91 915 583	60 827 364	-31 088 219	-33,82%	66,18%
Aug-2019	91 915 583	72 401 168	-19 514 415	-21,23%	78,77%
sep-2019	91 915 583	78 397 289	-13 518 294	-14,71%	85,29%
Oct-2019	91 915 583	85 467 310	-6 448 273	-7,02%	92,98%
Nov-2019	91 915 583	113 626 699	21 711 116	23,62%	123,62%
Dec-2019	91 915 583	117 809 086	25 893 503	28,17%	128,17%
Total	551 493 498	528 528 916	-22 964 582	-4,16%	95,84%

2.8.3 EMPLOYEES AND COUNCILORS ACCOUNTS

DESCRIPTION	0-30 DAYS	30-60 DAYS	60-90 DAYS	90DAYS PLUS	TOTAL
Councillors	30 947	28 397	23 876	735 838	819 059
Employees	210 303	219 521	230 285	6 604 872	7 264 981

2.8.4 METER READING

Meter type	Total No. of meters	Actual readings collected	Total meters unread	Meters visited but not read	Total meters estimated	Total faulty meters reported	% of meters read
Water	24 457	12 181	2 055	10 221	12 276	3 102	91.60%
Electricity	2 541	1 950	161	430	406	234	93.66%
KVA	211	149	16	46	24	24	92.42%
Rural water meters	16 012	-	16 012	0		0	0,00%
Total	43 221	14 280	18 244	10 697	12 706	3 360	93%

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The total meters on the ground are 43221 excluding prepaid electricity meters. The service provider responsible for sale of prepaid electricity is unable to provide the information. Meters are not read for various reasons such as unreadable, unclear figures, meter inaccessible, meter standing, community refusing entry, underground and meter removed. Faulty meters are reported to Infrastructure and Technical services for repair and maintenance.

2.8.5 GOVERNMENT DEPARTMENTS

The total amount owed by government departments is **R98.5 million**.

Name of department	Current	30 days	60 days	90 days plus	Paid advance in	Total
Public Works (National)	1 117 213	694 708	874 426	12 827 729	(10807)	15 503 269
Dept of Public Works and Roads	1 692 558	1 560 899	1 652 176	12 823 492	(10 409 913)	7 319 212
Dept of Education	745 896	530 323	298 940	14 935 436	(5577469)	10 933 126
Rural development and Agriculture	760 290	733 427	643 332	36 323 946	(2 166 504)	36 294 491
Social Development	0	0	0	0	-5,888	-5,888
Health	1 606 430	2 402 168	2 666 453	11 085 502	(2 032 466)	15 728 087
Water Affairs	34 120	22 830	41 721	424 549	(8806)	514 414
SANRAL	3 325	3 273	3 251	454 984	(35294)	429 539
Other	920 227	1 055 845	432 445	39 494 565	(1279858)	40 623 224
TOTAL	6 880 059	7 003 473	6 612 744	128 370 203	(21527005)	127 339 474

2.8.6 INDIGENTS HOUSEHOLD

Month	Free electricity coupons collected	Approved indigents	Percentage
July 2019		0	0%
August 2019		2244	100%
September 2019	972	2298	100%
October 2019	390	2225	100%
November 2019	401	2298	100%
December 2019	382	2332	100%

Total number of indigents approved to receive subsidized services could not be confirmed at the time of reporting pending capturing of application forms.

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2.8.7 List of Insurance Claims

LIST OF INSURANCE CLAIMS SUBMITTED AND DEALT WITH FOR THE PERIOD : 01 OCTOBER 2019 - 31 DECEMBER 2019									
OMNIRISK INSURANCE BROKERS WITH THE INSURANCE POLICY UNDERWRITTEN BY GUARD RISK INSURANCE. POLICY NUMBER: GRMUM 2471487									
DEPARTMENT AND DIVISION	Internal Claim Ref.	Claim Ref. for Insurance	Date of Loss	Date Claim Reported	Date Claim Finalised	Circumstances of loss	Amount Claimed	Insurance Excess Payable	REMARKS
Infrastructure and Technical Services : Roads Division	0769/A	LAUA/PTA/P 000008046/145	22/04/2019	15/10/2019		Public Liability Claim : Karen Stander / Van Breda & Herbst Attorneys Damage to third party Caravan caused by a pothole on an unnamed road between Die Hoerskool Wagpos and Klein Paradys Caravan Park near Brits	R 29 762.00	R 20 000.00	The insurance is yet to advise on progress regarding claim .
Infrastructure and Technical Services: Roads Division	0770/A	LAUA/PTA P000008046/144	03/03/2019	15/10/2019		Public Liability Claim : LynetteMatthysen / Van Breda & Hebst Attorneys Damage to Third Party Cravan caused by a Pothole at Van Deventer Street /Brits Caravan Registration : CN92KTGP	R 34 850.75	R 20 000.00	The insurance has appinted Negash Maharaj Attorneys to defend the matter .
Pblc Safety Fleet and Facility Management - Facilities	0771/A	CLGRMUM 834786 SAPS CASE NO. 23/10/2019 Brits	21/10/2019	14/11/2019		Buglary and theft at Brits Sports Ground Hall 1 and Rugby Facility			Repaire quotations are still awaited for
Infrastructure and Technical Services - Water Provision	0731/V		26/10/2019	14/11/2019		Windscreen of Council Nissan UD100 Reg. HVD 181 NW was hit and damaged after the vehicle had hit a roof structure of SAPS building at Jericho Driver : Mr Bernard Makhwiting	R 6 579.89	R 800.00	The insurance has authorised PG Glass for the fitment of the Wind - Screen.
Community Services: Cemeteries	0772/A	CLGRMUM 835057	05/11/2019	22/11/2019		Theft of 29 Steel Fence Panels at Damonsville Cemetery	R 67 590.39	R 2 500.00	Quotation for labour cost is still awaited The assessor has assessed the claim already
Infrastructure and Technical Services - Electricity Division	0773/A	CLGRMUM 835052	20/11/2019	22/11/2019		Fire damage to a Sub - Station in Lethabile Block C Caused by a lightning			The Assessor was appointed and was site on 26/11/2019. The forensic investigation by the insurance on the claim in ongoing
Infrastructure and Technical Services:Roads Division	0732/V	835401 Case number : OB 709/11/2019	11/11/2019	27/11/2019	02/12/2019	Damage to X2 T/P Vehicle Tyres caused by a Pothole at Scott Street Hartbeespoort Vehicle Details: BMW CR31BF GP Owner : Mohamed Rashaad Dawood	R 8 495.36	R 20 000.00	The insurance advised that the amount claimed falls within the applicable excess. This implies that the claim must be referred to the Roads Division for futher finalisation
Infrastructure and Technical Services : Roads Division	0733/V	835381	19/06/2019	27/11/2019	02/12/2019	X2 Runflat Tyres of third party vehicle were damaged after the vehicle drove into potholes at Van Velden street - Brits Vehicle deatails : BMW118I Owner : Lerato Desiree Debesha	R 1 700.00	R 20 000.00	The insurance advised that the amount claimed falls within the applicable excess. This implies that the claim must referred to the roads division for further finalisation.
Infrastructure and Technical Services : Water Networks : Harbeespoort	0734/V	835424	28/11/2019	29/11/2019		Windscreen of Council vehicle was accidentally hit and damaged by an object Nissan NP300 - JVN 571 NW Driver : Mr MESHACK NHLAPHO	R 2 177.41	R 800.00	The fitment of the glass has been authorised with Glasfit by the insurance . Glasfit is to advise on the arrangements in this regard.

2.8.8 Procurement above R100 000 in December 2019

COMPANY NAME	ORDER NUMBER	INVOICE AMOUNT
THOBELA MODIPADI PROJECTS	0001055352	489 338,00
MOTAGANE CHEM WORKS CC	0001054720	465 060,00
FMO ENGINEERING CONTRACTORS(PTY)LD	0001055008	443 284,75
MOTAGANE CHEM WORKS CC	0001054719	330 000,03
THOBELA MODIPADI PROJECTS	0001055147	314 520,00
PK FINANCIAL CONSULTANTS	0001055330	301 331,61
THOBELA MODIPADI PROJECTS	0001055260	251 773,80
TLOUGADI PROJECTS AND SUPPLIES (PTY) LTD	0001055249	246 002,60
GEO-VUL CONSTRUCTION AND GENERAL TRADING	0001054889	197 235,02
SAKICHAMA SUPPLY AND PROJECTS	0001055010	190 425,00
OTSHEPENG REGOMODITSWE PTY LTD	0001054821	170 100,00
SEEPE YSELENG BUSINESS ENTERPRISE	0001054709	160 000,00
FMO ENGINEERING CONTRACTORS(PTY)LD	0001054935	158 700,00
FMO ENGINEERING CONTRACTORS(PTY)LD	0001054812	149 549,45
MRM & SONS CONSTRUCTION CC	0001055194	138 575,00
FMO ENGINEERING CONTRACTORS(PTY)LD	0001054713	131 318,50
SERATJIE TRADING AND PROJECTS (PTY)LTD	0001055046	112 335,00
KNOXY NOXY (PTY)LTD	0001054794	107 652,49
MAGALIES WATER	0001054646	105 193,97
THOBELA MODIPADI PROJECTS	0001055352	489 338,00
MOTAGANE CHEM WORKS CC	0001054720	465 060,00
TOTALS	21	4 462 395,22

2.8.9 List of all Deviations for the month of December 2019

There were no transactions procured through a form of deviation in this month.

2.8.10 List of Advertised tenders in December 2019

There were no tenders advertised this month.

2.8.11 List of Tenders awarded in December 2019

There were no tenders awarded this month.

2.8.12 Summary of Procurement Activities for December 2019

PROCUREMENT ACTIVITY	NUMBER OF ORDERS AND PERCENTAGE	RAND VALUE OR PERCENTAGE
Total deviations	0	R0.00
Total procurement above R100K	21	R4 462 395,22
Total bids/tenders awarded	0	R0.00
BBBEE Procurement	/121 X100= %	R _____ X 100 = % R 6 626 714,51
SMME	/121 X100= %	R _____ X 100 = % R 6 626 714,51
Local Procurement within jurisdiction of Madibeng	/121 X100= %	R _____ X 100 = % R 6 626 714,51
Total Official Purchase orders	121	R 6 626 714,51

2.9. MUNICIPAL MANAGER'S QUALITY CERTIFICATION

I,....., the Acting Municipal Manager of Madibeng Local Municipality, hereby certify that the Mid-term report for the period ended December 2019 has been prepared in accordance with the Municipal Finance Management Act and regulations made under the Act.

Print name -----

Municipal Manager of Madibeng Local Municipality

Signature ----- Date -----

SWOT ANALYSIS AND RISK MANAGEMENT

The mid-term budget and performance review assessment in terms of section 72 of the Local Government: Municipal Finance Management Act is a half-year strategic planning process in the local government calendar. This process may lead to a major strategic decision and, therefore, imperative to conduct SWOT analysis to determine the municipal institutional strengths, weaknesses, opportunities and threats.

SWOT analysis does not only give the institution the opportunity to identify both internal and external factors that can influence its organizational strategy, but also increase internal awareness of all the surrounding environmental factors. If the Municipality is aware of the environmental factors around it, this will enhance its capacity to face its organizational challenges and accordingly transform. Presented below is a conservative SWOT analysis:

STRENGTHS	WEAKNESSES
<p>Collective Leadership Stable political leadership Sound employer and employee relations Communication (Corporate) Economic Infrastructure of Municipality – Dams, Rivers and Natural Beauty Good Governance systems in place Senior Management positions have been filled with skilled personnel Public Private Partnerships in place Highest allocation of MIG Permanent administrative leadership Attractive Tourism, farming and manufacturing industry Agricultural land Gateway that connects countries and provinces Strong Mining Sector Municipal structures in place and functional – Council, Subcommittees, AC, RMC, etc... Adequate public engagements</p>	<p>Low staff morale Misplacement of personnel in wrong positions Non-adherence to the value system Non-adherence to the policy implementation Unskilled Labour force due to inadequate implementation of the WSP Inability to resolve long outstanding labour and litigations disputes Poor implementation of SCM processes Poor revenue collection Consequence management not in place Overloaded and aged infrastructure High staff turnover in critical posts Lack of review and enforcement of by-laws Dependency of government grants Poor planning and planning tools Poor communication processes and systems Poor Financial Management Administrative paralyses Skills shortages in critical positions None compliance to policies, acts and legislation Inability to provide basic services to communities Failure to update asset register and valuation roll Ineffective use of resources High Levels of fraud, corruption and maladministration Poor municipal branding/marketing Delay in payments of service providers Water crisis in the Municipality Illegal connection on water and electricity</p>
OPPORTUNITIES	THREATS
<p>Big population (growth potential) PPP availability in the mining, agriculture and motor industry Use of technology to improve service delivery Location of mining, tourism and Agricultural industries to the Municipality Land availability for Industrialization Maximise revenue streams Attract investment and Tourists in the Municipality Infrastructure expanding Land expropriation/acquisition Mining and Industrial development</p>	<p>Poor Economic climate and outlook Non-payment of services by communities and businesses Unrests and protests by Communities Mushrooming of Informal settlements Vandalism of Municipal Assets High Levels of unemployment High Levels of Crime Environmental pollution Poor perception of Municipality National political direction Land instability threat</p>

SWOT analysis of the Municipality project a negative outcomes, a strong combination of internal weaknesses and external threats, which is a sign of serious challenges facing the Municipality. A defensive

matching strategy need to be implemented to convert the negative outcomes (weaknesses and threats) into the positive attribute (strengths and opportunities). The municipality should normally operate on an aggressive mode for positive outcomes to be in a better position to perform and achieve its IDP strategic objectives.

The organisational threats and weaknesses that cannot be converted into strength and opportunities through the matching principle, have to be minimized or avoided through the implementation and strict monitoring of the risk management strategy. This will have an impact on the performance levels of the respective Departments and ultimately that of the Municipality in terms of the achievement of its strategic objectives and this may well have been a major contributor to non-achievement of some of the mid-term review assessment performance targets.

Recommendations:

- a) Standard Operating Procedures (SOPs) have since being developed and must be fully implemented for the efficient collecting, collating, verifying and storage of performance information on the SDBIP by the various municipal Departments in support to the Madibeng Municipality PMS Policy Framework and Procedure Manual
- b) Implementation, monitoring, evaluation and reporting on the Municipal Recovery Plan will also go a long way in ensuring that the financial sustainability of the Municipality is realised.
- c) Going forward, the Municipality will need to revisit its staff establishment processes, and ensure that approved Organizational Structure is in line with the strategic imperatives of the Municipality as explicitly outlined in the Integrated Development Plan.
- d) A working and inspirational Organizational culture in alignment with the Organizational values must be defined, implemented and embraced by all the stakeholders within the Municipality.
- e) Results Based Management and Monitoring must be rolled out with the primary view of inculcating a work ethic of excellence characterised by high performance across all levels.
- f) The next engagements sessions within the Organization leading to the approval of the Adjustment Budget, Approval of the 2019/20 Budget, approval of the 2019/20 IDP and approval of the 2019/20 SDBIP, must ensure holistic consideration of these recommendations so as to ensure efficient, effective and accountable municipality, which is able to adequately better the quality of the livelihoods of its populace.
- g) Optimise innovative strategies and ideas on revenue enhancement thereby harnessing financial sustainability of the Municipality.