**Madibeng Local Municipality**

**Mid-Year Performance Report**

**Non-Financial Performance**

**Jan 2016**

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# Purpose

The purpose of this report is to give feedback to Council regarding the non-financial performance of Madibeng Local Municipality. It is in compliance with Section 72 of the Municipal Financial Management Act whereby the Accounting Officer should submit a Budget and Performance Assessment Report to the Mayor as well as the National and Provincial Treasuries by 25 January of each year.

This non-financial mid-year performance report contains:

* Quarterly and annual performance against quarterly and annual targets as per the SDBIP (Service Delivery Budget Implementation Plan). The SDBIP contains the objectives and key performance indicators (KPIs) as should be reflected in the Municipal IDP (Integrated Development Plan) as well as nationally prescribed general indicators. The SDBIP[[1]](#footnote-1) for 15/16 is reported on to reflect ***cumulative performance***, therefore the status of indicators is a reflection of the overall performance level achieved year-to-date.
* Measures taken to improve performance
  + Corrective action is included for each KPI
  + On improvement from challenges in the previous financial year’s Annual Report as per the Auditor General Audit Report for that year
* Comparison of performance against set targets and performance in the previous financial year
  + Calculations to calculate the variance between actual mid-year performance and annual targets are included for each KPI.
  + Calculations to calculate the variance between actual mid-year performance and baseline (previous financial year) performance are included for each KPI.
  + Calculations to calculate the variance between actual mid-year performance and mid-year targets are included for each KPI.
  + Comparisons of performance against quarterly targets are highlighted in the form of colours based on scores which were calculated using the automated system. The scoring method utilised is in line with the assessment rating calculator prescribed by the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, Regulation 805 of 2006. A scoring explanation is as per the table below:

Table 1: Scores and colours

|  |  |  |  |
| --- | --- | --- | --- |
| **Colour code** | **Scoring** | **% Target achieved** | |
| **Rating** | **Score** | **Low** | **High** |
| **Unsatisfactory** | **1-1.99** | **0.0%** | **66%** |
| **Below average** | **2 -2.99** | **66.7%** | **99.9%** |
| **Achieved target** | **3 -3.99** | **100%** | **132%** |
| **Achieved/ exceeded target** | **4 -4.99** | **133%** | **166.9%** |
| **Outstanding** | **5+** | **167.0%** | **+** |
| **NA – Not applicable for reporting in reporting period (excluded from performance measurement)** | | | |
| **0w – zero weighted producing a null score** | | | |

# Components of the Mid-year Performance Report

The following is reported on:

* Overview of municipal performance
* General KPIs
* SDBIP Non-financial performance of service delivery and performance indicators and targets
* SDBIP Project Implementation
* Schedule C Financial Tables
* Challenges and Recommendations
* Auditor General Findings 14/15
* Approval of this Report
* Limitations

# Introduction

Madibeng Local Municipality embarked on the journey of automating its performance management system during 2014/15. The 15/16 SDBIP was imported into the automated system for reporting purposes. It is important to note that automation highlights the challenges involved in measurement. Targets therefore need to be measurable (i.e. numeric) and reported on cumulatively to indicate year-to-date progress. Please note that although the automated system makes provision for the uploading of POE (Portfolio of Evidence) and internal auditing of results against PoE, a minimal number of portfolio of evidence documents were loaded and no internal auditing on the performance results was performed within the system.

# Overview of Municipal Performance

Overall Municipal Performance is calculated from all the indicators and projects applicable to the municipality’s SDBIP as measured through its automated performance management system. The indicators and projects are collected into scorecards for General Indicators, Indicators contained in the IDP and SDBIP for 15/16.

**Overall the SDBIP performance achieved a score of 2.38 (79%) at mid-year. A total of 152 KPIs were assessed of which 54 were not applicable for reporting at mid-year. Overall, 63/98 (64%) of targets were reached or exceeded, 1% (1/98) were just under target and 35% (34/98) had no or minimal progress. In total, 19 KPIs were not captured with applicable progress information into the automated performance management system.**

A graphical breakdown of performance is reflected below:

**Overall SDBIP Performance**

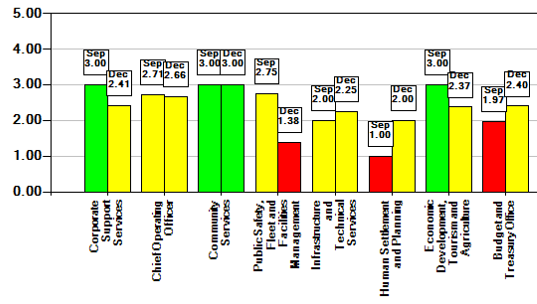


Figure 1: SDBIP Performance

# General Indicators Performance

General Key Performance Indicators (KPIs) are prescribed as per Section 43 of the Municipal Systems Act No 32 of 2000 and Section 10 of Regulation 796 of 2001. For Madibeng Local Municipality, the General KPIs applicable to the Municipality[[2]](#footnote-2) are also reported on in the SDBIP. These indicators performed as follows per Key Performance Area (KPA):

**General Indicator Performance per KPA**

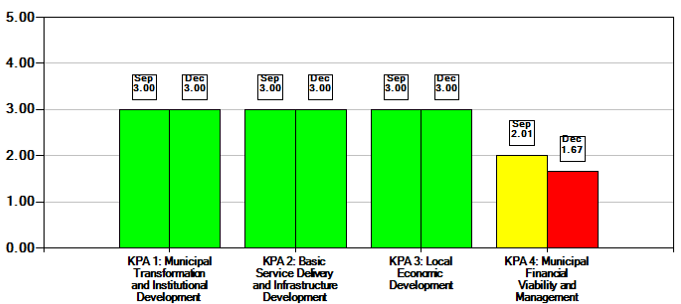


Figure 2: General KPI performance per KPA

At mid-year, three KPA’s were reported as having reached target, i.e. ***Municipal Transformation and Institutional Development, Basic Service Delivery and Infrastructure Development*** and ***Local Economic Development***. This is due to the necessary operating budget being spent on implementing the workplace skills plan, all targeted 26% of households with access to basic level of solid waste removal and 200 jobs created through municipal LED initiatives as targeted. ***Financial viability*** under-performed as no information was supplied on debt and cost coverage, outstanding service debtors and percentage capital budget spent

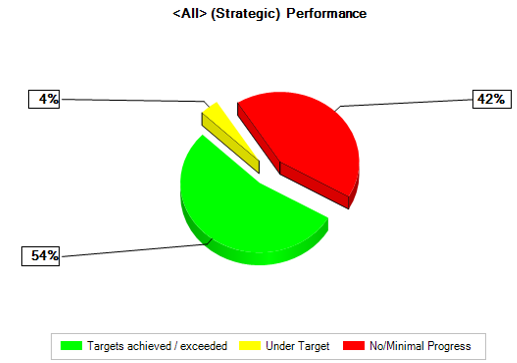
Table 2: General KPI Performance Scorecard

| **Hierarchy** | **ID** | **KPI** | **Vote No** | **UOM** | **Owner** | **Sep 15** | | | **Dec 15** | | | | | | | **Annual Target** | **Variance from Annual Target** | **Baseline** | **Variance from Baseline** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Target | Actual | Comments | Target Notes | Target | Actual | Comments | Challenges | Corrective Action | Score |
| KPA 1: Municipal Transformation and Institutional Development\ Attract and retain human capital\ Employment Equity | M\_04 | Number of people from employment equity groups employed in the three highest levels of management in compliance with the municipality's approved employment equity | 04 | # | MB\_CSS |  |  |  | Reporting only |  |  |  |  |  | N/A |  | 0 | 0 | 0 |
| KPA 1: Municipal Transformation and Institutional Development\ Attract and retain human capital\ Skills Development | M\_35 | Municipal (operating) Budget actually spent on implementing the WSP | 04 | % | MB\_CSS | 1 | 1 | Achieved Municipal operation budget spent on implementation of WSP | 1% of municipal (operating) Budget actually spent on implementing the WSP | 1 | 1 | Achieved (Copy of budget and expenditure report from BTO submitted) | N/A | N/A | 3 | 1 | 0 | 1 | 0 |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Develop and Refurbish Infrastructural services\ Electricity Supply | M\_46 | Households with access to electricity (Municipal distribution area) | 06 | # | MB\_ITS |  | 0 | Not applicable for 1st quarter | Not applicable this quarter |  | 0 | Not applicable for 2nd quarter | Not applicable for 2nd quarter | Not applicable for 2nd quarter | N/A | 150 | 150 | 1229 | 1229 |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Develop and Refurbish Infrastructural services\ Sanitation Supply | M\_68 | Households with access to (at least) basic level of sanitation (or more) | 06 | # | MB\_ITS |  | 0 | not applicable for 1st quarter | Not applicable this quarter |  | 0 | not applicable for 2nd quarter | The sanitation project underway the financial year will not address access | KPI must be changed as the project addresses bulk sanitation | N/A | 4180 | 4180 | 66785 | 66785 |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Develop and Refurbish Infrastructural services\ Water Supply | M\_77 | Households with access to basic level of water | 06 | # | MB\_ITS |  | 0 | not applicable for 1st quarter | Not applicable this quarter |  | 0 | not applicable for 2nd quarter | not applicable for 2nd quarter | not applicable for 2nd quarter | N/A | 3000 | 3000 | 125739 | 125739 |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Waste Management | M\_157 | Households with access to basic level of solid waste removal | 07 | % | MB\_CS | 27 | 27 | Achieved (Signed proof of programs attached | 26% households with access to basic level of solid waste removal | 26 | 26 | Achieved | Insufficient domestic business and bulk waste removal | To Purchase the shortage Machinery | 3 | 27 | 1 | 26 | 0 |
| KPA 3: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Job Creation | M\_165 | Jobs created through municipality's LED initiatives including capital projects | 09 | # | MB\_EDTA | 100 | 100 | Achieved 100 jobs created through municipality's LED initiatives including capital projects | 200 jobs created through municipality's LED initiatives including capital projects | 200 | 200 | Achieved jobs created through municipality's LED initiatives | N/A | N/A | 3 | 500 | 300 | 1000 | 800 |
| KPA 4: Municipal Financial Viability and Management\ Enhance revenue and asset base\ Expenditure | M\_202 | Debt coverage (total R-value operating revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year) | 05 | % | MB\_BTO | 200 | 0 | Not achieved on debt coverage (total R-value operating revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year | 200% Debt coverage (total R-value operating revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year) | 200 | 0 | Not achieved. No debt coverage (total R-value operating revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year | The ratio could not be calculated as the municipality is not servicing any loan. | The KPI to be removed during the midterm review. | 1 | 200 | 0 | 0 | 0 |
| KPA 4: Municipal Financial Viability and Management\ Enhance revenue and asset base\ Expenditure | M\_207 | Percentage Capital budget actually spent on capital projects identified for financial year i.t.o. IDP | 05 | % | MB\_BTO | 15 | 0 | N/A | 40% capital budget actually spent on capital projects identified for financial year i.t.o. IDP | 40 | 0 | N/A | Capital Projects are implemented by Project Management unit or implementing department | The KPI belongs to PMU or implementing department, Budget and Treasury Office can report on percentage spend on Capital Projects. KPI to be reviewed during mid term | 1 | 100 | 60 | 100 | 100 |
| KPA 4: Municipal Financial Viability and Management\ Enhance revenue and asset base\ Free Basic Services | M\_217 | Households earning less than R3 500 (as per indigent policy) per month with access to free basic services | 05 | % | MB\_BTO | 100 | 100 | Achieved 100% household earning less than R3500.00 per month have access to basic services | 100% households earning less than R3 500 (as per indigent policy) per month with access to free basic services | 100 | 100 | Achieved 100% household earning less than R3500.00 per month have access to basic services | N/A | N/A | 3 | 100 | 0 | 100 | 0 |
| KPA 4: Municipal Financial Viability and Management\ Enhance revenue and asset base\ Revenue | M\_223 | Percentage Cost coverage (R-value all cash at a particular time plus R-value investments, divided by R-value monthly fixed operating expenditure) | 05 | % | MB\_BTO | 200 | 0 | Achieved 245 % Cost coverage (R-value all cash at a particular time plus R-value investments, divided by R-value monthly fixed operating expenditure) | 200% cost coverage (R-value all cash at a particular time plus R-value investments, divided by R-value monthly fixed operating expenditure) | 200 | 0 | Not Achieved % cost coverage | The ratio could not be calculated as the municipality do not have fixed monthly operating cost. | KPI be removed completely | 1 | 200 | 0 | 150 | 150 |
| M\_225 | Percentage outstanding service debtors to revenue (R-value total outstanding service debtors divided by R-value annual revenue actually received for services) | 05 | % | MB\_BTO | 30 | 0 | N/A | 30% outstanding service debtors to revenue (R-value total outstanding service debtors divided by R-value annual revenue actually received for services) | 30 | 0 | Not Achieved % outstanding service debtors to revenue | The ratio could not be calculated as the municipality is not servicing any loan. | Budget and Treasury Office recommends that this KPI be completely removed | 0W | 30 | 0 | 30 | 30 |

# SDBIP KPI Performance

The SDBIP for Madibeng Local Municipality has been developed per Directorate. The following is a breakdown of performance as per the SDBIP per KPA:

# SDBIP – Strategic Scorecard



The strategic scorecard achieved an overall score of **2.54 (85%)** by mid-year reflecting a slight decrease from the first quarter result of **2.58** **(86%)**. Overall, 44 KPIs were assessed of which 18 KPIs were not applicable for reporting at mid-year. Overall, 54% (14/26) of targets were reached or exceeded, 4% (1/26) was below target and 42% (11/26) had no or minimal progress. Some of the successes at mid-year per priority area were as follows:

* Water quality: All (100%) water treatment plants had excellent monthly water quality rating. All (100%) "Points of Use" had Excellent Monthly Water Quality Rating (99% microbiological & 95% chemical compliance - SANS 241).
* Waste Management: Overall, 26% of households with access to basic level of solid waste removal as per target.
* Job Creation: As per target, 200 jobs were created through the municipality's LED initiatives.
* SMMEs: Two (2/2) SMME's were assisted with access to the markets.
* Budget and Reporting: All (6/6) Budget statements (Sec 71) were submitted on time to the Executive Mayor and Provincial Treasury.
* Free Basic Services: All (100%) households earning less than R3 500.00 per month have access to basic services.
* Revenue: Two (2/2) billing reports were submitted to Council.
* Customer Care: Two (2/2) reports on the Effectiveness of the Customer Care Centre were submitted to Council.
* Fleet Management: Two (2/2) reports on the state of the municipal fleet were submitted to Council.
* Governance and Administration: Six (6/6) reports were submitted to the Executive Mayor & Speaker on the functionality of Council, Mayoral Committee and section 79 & 80 committees.
* Marketing and communication: The review of the Marketing and Communication policy took place.
* Public Participation: All 36 IDP consultation meetings were facilitated.

Challenges were faced in the following:

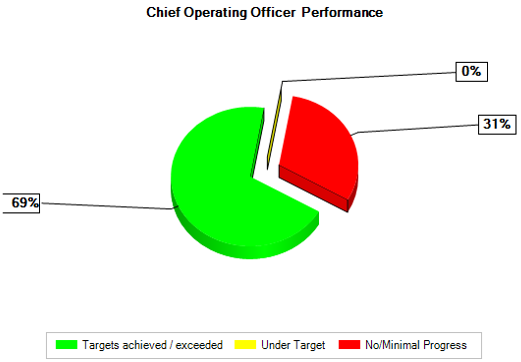
* Human Resources Management: Only 60 from the targeted 90 positions as per the approved funded structure (excluding senior management posts) were filled.
* Electricity Supply: Overall 22% of electricity losses were reported against the set target of 21%.
* Municipal Buildings: No reports were submitted to Council on the state of municipal facilities.
* Expenditure: No information was supplied on debt coverage, expenditure on MIG (Municipal Infrastructure Grant) projects and the percentage capital budget spent.
* Revenue: The cost coverage could not be calculated as the municipality does not have a fixed operating cost.
* Audit: No information was supplied.

Details of indicator performance are reflected below:

**SDBIP – Strategic Scorecard - Key Performance Indicators**

| **Hierarchy (KPA\ Strategic Goal \ Programme)** | **ID** | **KPI** | **UOM** | **Owner** | **Sep 15** | | | **Dec 15** | | | | | | | **Annual Target** | **Variance from Annual Target** | **Baseline** | **Variance from Baseline** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Target | Actual | Comments | Target Notes | Target | Actual | Comments | Challenges | Corrective Action | Score |
| KPA 1: Municipal Transformation and Institutional Development\ Attract and retain human capital\ Employment Equity | M\_03 | Employment Equity Annual Report submitted to the Department of Labour (DoL) | # | MB\_CSS |  |  |  | Not applicable this quarter |  | 0 |  |  |  | N/A | 1 | 1 | 0 | 0 |
| M\_04 | Number of people from employment equity groups employed in the three highest levels of management in compliance with the municipality's approved employment equity | # | MB\_CSS |  |  |  | Reporting only |  |  |  |  |  | N/A |  | 0 | 0 | 0 |
| KPA 1: Municipal Transformation and Institutional Development\ Attract and retain human capital\ Human Resources Management | M\_07 | Posts filled as per the approved funded structure (excluding senior management posts) | % | MB\_CSS | 80 | 80 | Achieved (80 posts filled as per the approved funded structure) | 90 Posts filled as per the approved funded structure (excluding senior management posts) | 90 | 60 | Not Achieved( positions were advertised and are on the pipeline of short-listing process0 | Moratorium by the office of the Municipal Manager | To write the letter to the office of the Municipal Manager to lift the moratorium | 1.67 | 100 | 10 | 100 | 40 |
| KPA 1: Municipal Transformation and Institutional Development\ Attract and retain human capital\ Skills Development | M\_35 | Municipal (operating) Budget actually spent on implementing the WSP | % | MB\_CSS | 1 | 1 | Achieved Municipal operation budget spent on implementation of WSP | 1% of municipal (operating) Budget actually spent on implementing the WSP | 1 | 1 | Achieved (Copy of budget and expenditure report from BTO submitted) | N/A | N/A | 3 | 1 | 0 | 1 | 0 |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Develop and Refurbish Infrastructural services\ Electricity Supply | M\_43 | Electricity distribution losses | % | MB\_ITS | 22 |  | not achieved electricity distribution losses | 21% electricity distribution losses | 21 | 22 | Not Achieved | N/A | N/A | 2.99 | 19 | -2 | 23 | 1 |
| M\_46 | Households with access to electricity (Municipal distribution area) | # | MB\_ITS |  | 0 | not applicable for 1st quarter | Not applicable this quarter |  | 0 | not applicable for 2nd quarter | not applicable for 2nd quarter | not applicable for 2nd quarter | N/A | 150 | 150 | 1229 | 1229 |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Develop and Refurbish Infrastructural services\ Municipal Buildings | M\_52 | Reports submitted to Council on the state of municipal facilities | # | MB\_PSFFM | 1 | 0 | Achieved 1reports submitted to Council on the state of Municipal Facilities | 2 reports submitted to Council on the state of municipal facilities | 2 | 0 | Not Achieved reports submitted to Council | None | None | 1 | 4 | 2 | 0 | 0 |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Develop and Refurbish Infrastructural services\ Sanitation Supply | M\_68 | Households with access to (at least) basic level of sanitation (or more) | # | MB\_ITS |  | 0 | not applicable for 1st quarter | Not applicable this quarter |  | 0 | not applicable for 2nd quarter | The sanitation project underway the financial year will not address access | KPI must be changed as the project addresses bulk sanitation | N/A | 4180 | 4180 | 66785 | 66785 |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Develop and Refurbish Infrastructural services\ Water quality | M\_74 | Percentage of "Points of Use" with Excellent Monthly Water Quality Rating (99% microbiological & 95% chemical compliance - SANS 241) | % | MB\_ITS | 100 | 100 | Achieved 100% of "Points of Use" with excellent monthly water quality rating | 100% of "Points of Use" with excellent monthly water quality rating (99% microbiological & 95% chemical compliance - SANS 241) | 100 | 100 | Achieved 100% of "Points of Use" with excellent monthly water quality rating | N/A | N/A | 3 | 100 | 0 | 100 | 0 |
| M\_75 | Percentage of water treatment plants with excellent monthly water quality rating (97% microbiological & 95% chemical compliance - SANS 241) | % | MB\_ITS | 100 | 100 | Achieved 100% of water treatment plants with excellent monthly water quality rating | 100% of water treatment plants with excellent monthly water quality rating (97% microbiological & 95% chemical compliance - SANS 241) | 100 | 100 | Achieved 100% of water treatment plants with excellent monthly water quality rating | N/A | N/A | 3 | 100 | 0 | 0 | -100 |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Develop and Refurbish Infrastructural services\ Water Supply | M\_77 | Households with access to basic level of water | # | MB\_ITS |  | 0 | not applicable for 1st quarter | Not applicable this quarter |  | 0 | not applicable for 2nd quarter | not applicable for 2nd quarter | not applicable for 2nd quarter | N/A | 3000 | 3000 | 125739 | 125739 |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Waste Management | M\_157 | Households with access to basic level of solid waste removal | % | MB\_CS | 27 | 27 | Achieved (Signed proof of programs attached | 26% households with access to basic level of solid waste removal | 26 | 26 | Achieved | Insufficient domestic business and bulk waste removal | To Purchase the shortage Machinery | 3 | 27 | 1 | 26 | 0 |
| KPA 3: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Job Creation | M\_165 | Jobs created through municipality's LED initiatives including capital projects | # | MB\_EDTA | 100 | 100 | Achieved 100 jobs created through municipality's LED initiatives including capital projects | 200 jobs created through municipality's LED initiatives including capital projects | 200 | 200 | Achieved jobs created through municipality's LED initiatives | N/A | N/A | 3 | 500 | 300 | 1000 | 800 |
| KPA 3: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ SMMEs | M\_178 | SMMEs assisted with access to the markets | # | MB\_EDTA | 2 | 2 | Achieved 2 SMMEs assisted with access to the markets | 2 SMMEs assisted with access to the markets | 2 | 2 | Achieved SMME's assisted with access to the markets | N/A | N/A | 3 | 4 | 2 | 12 | 10 |
| M\_186 | Tourism SMME’s linked to established business enterprises | # | MB\_EDTA |  | 0 |  | Not applicable this quarter |  | 0 |  |  |  | N/A | 1 | 1 | 1 | 1 |
| KPA 4: Municipal Financial Viability and Management\ Enhance revenue and asset base\ Asset Management | M\_188 | Asset management reports submitted to Council | # | MB\_BTO |  |  |  | Not applicable this quarter |  |  |  |  |  | N/A | 1 | 1 | 0 | 0 |
| KPA 4: Municipal Financial Viability and Management\ Enhance revenue and asset base\ Budget and Reporting | M\_192 | Adjustment budget submitted to Council for approval by end February | # | MB\_BTO |  |  |  | Not applicable this quarter |  |  |  |  |  | N/A | 1 | 1 | 1 | 1 |
| M\_195 | Final budget submitted to Council for approval by end of May | # | MB\_BTO |  |  |  | Not applicable this quarter |  | 0 |  |  |  | N/A | 1 | 1 | 1 | 1 |
| M\_196 | Mid - Year budget Adjustment Report submitted to Council by the end of January | # | MB\_BTO |  |  |  | Not applicable this quarter |  | 0 |  |  |  | N/A | 1 | 1 | 1 | 1 |
| M\_201 | Timely (within 10 working days after end of previous month) submission of Budget statements (S71) to the Executive Mayor and Provincial Treasury YTD | # | MB\_BTO | 3 | 3 | 3 Budget statements (Sec 711) submitted to the Executive Mayor within 10 working days after end of previous month | Timely (within 10 working days after end of previous month) submission of 6 Budget statements (S71) to the Executive Mayor | 6 | 6 | Achieved. 3 Budget statements (Sec 71) were timely submitted to the Executive Mayor and Provincial Treasury. | N/A | N/A | 3 | 12 | 6 | 12 | 6 |
| KPA 4: Municipal Financial Viability and Management\ Enhance revenue and asset base\ Expenditure  KPA 4: Municipal Financial Viability and Management\ Enhance revenue and asset base\ Expenditure | M\_202 | Debt coverage (total R-value operating revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year) | % | MB\_BTO | 200 | 0 | Not achieved on debt coverage (total R-value operating revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year | 200% Debt coverage (total R-value operating revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year) | 200 | 0 | Not achieved. No debt coverage (total R-value operating revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year | The ratio could not be calculated as the municipality is not servicing any loan. | The KPI to be removed during the midterm review. | 1 | 200 | 0 | 0 | 0 |
| M\_203 | Expenditure on MIG projects | % | MB\_BTO | 25 | 0 | N/A | 50% expenditure on MIG projects | 50 | 0 | N/A | MIG projects and projections are administered by Project Management Unit. | The KPI belongs to Project Management Unit, Budget and Treasury Office can report on percentage spend on MIG Projects. | 1 | 100 | 50 | 100 | 100 |
| M\_207 | Percentage Capital budget actually spent on capital projects identified for financial year i.t.o. IDP | % | MB\_BTO | 15 | 0 | N/A | 40% capital budget actually spent on capital projects identified for financial year i.t.o. IDP | 40 | 0 | N/A | Capital Projects are implemented by Project Management unit or implementing department | The KPI belongs to PMU or implementing department, Budget and Treasury Office can report on percentage spend on Capital Projects. KPI to be reviewed during mid term | 1 | 100 | 60 | 100 | 100 |
| M\_208 | Variance between year to date spending of operating budget against projected spending year to date for the municipality | % | MB\_BTO | 10 | 0 | N/A | 10% variance between year to date spending of operating budget against projected spending year to date for the municipality | 10 | 0 | N/A | Budget and Treasury Office (BTO) does not control the budget and spending of other departments. BTO can only measure on its approved budget and spending. | . BTO recommends that the unit of measure be set at 100% spending, 5% over spending and at 10% under spending in case of underspending. | 1 | 10 | 0 | 14 | 14 |
| KPA 4: Municipal Financial Viability and Management\ Enhance revenue and asset base\ Free Basic Services | M\_217 | Households earning less than R3 500 (as per indigent policy) per month with access to free basic services | % | MB\_BTO | 100 | 100 | Achieved 100% household earning less than R3500.00 per month have access to basic services | 100% households earning less than R3 500 (as per indigent policy) per month with access to free basic services | 100 | 100 | Achieved 100% household earning less than R3500.00 per month have access to basic services | N/A | N/A | 3 | 100 | 0 | 100 | 0 |
| KPA 4: Municipal Financial Viability and Management\ Enhance revenue and asset base\ Revenue | M\_219 | Billing reports submitted to Council | # | MB\_BTO | 1 | 1 | Achieved.1 Billing report submitted to Council. | 2 billing reports submitted to Council | 2 | 2 | Achieved 1 Billing report submitted to Council | Although the KPI have been achieved it has to be targeted for all quarters during midterm. | Budget and Treasury Office recommends that the KPI’s baseline set at 12 and unit of measure be 12 reports and annual target be 12 billing reports. | 3 | 4 | 2 | 0 | -2 |
| M\_223 | Percentage Cost coverage (R-value all cash at a particular time plus R-value investments, divided by R-value monthly fixed operating expenditure) | % | MB\_BTO | 200 | 0 | Achieved 245 % Cost coverage (R-value all cash at a particular time plus R-value investments, divided by R-value monthly fixed operating expenditure) | 200% cost coverage (R-value all cash at a particular time plus R-value investments, divided by R-value monthly fixed operating expenditure) | 200 | 0 | Not Achieved % cost coverage | The ratio could not be calculated as the municipality do not have fixed monthly operating cost. | KPI be removed completely | 1 | 200 | 0 | 150 | 150 |
| KPA 4: Municipal Financial Viability and Management\ Enhance revenue and asset base\ Revenue | M\_225 | Percentage outstanding service debtors to revenue (R-value total outstanding service debtors divided by R-value annual revenue actually received for services) | % | MB\_BTO | 30 | 0 | N/A | 30% outstanding service debtors to revenue (R-value total outstanding service debtors divided by R-value annual revenue actually received for services) | 30 | 0 | Not Achieved % outstanding service debtors to revenue | The ratio could not be calculated as the municipality is not servicing any loan. | Budget and Treasury Office recommends that this KPI be completely removed | 0W |  |  |  |  |
| KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ Audit | M\_247 | Approved 3 year audit rolling plan | # | MB\_IA |  |  |  | Not applicable this quarter |  |  |  |  |  | N/A | 1 | 1 | 1 | 1 |
| M\_248 | Audit Committee Charter reviewed and approved by Audit Committee | # | MB\_IA |  |  |  | Not applicable this quarter |  |  |  |  |  | N/A | 1 | 1 | 1 | 1 |
| M\_252 | Follow-up on corrective action taken on the findings of External Audit | # | MB\_IA |  |  |  | Not applicable this quarter |  |  |  |  |  | N/A | 2 | 2 | 2 | 2 |
| M\_261 | Reviewed Internal Audit Charter (Internal Audit Charter, Methodology & Manual) | # | MB\_IA |  |  |  | Not applicable this quarter |  |  |  |  |  | N/A | 1 | 1 | 1 | 1 |
| M\_262 | Training sessions on Audit | # | MB\_IA |  |  |  | 1 training session on Audit | 1 | 0 |  |  |  | 1 | 2 | 1 | 1 | 1 |
| KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ Customer Care | M\_267 | Reports on Effectiveness of Customer Care Centre submitted to Council | # | MB\_CSS | 1 | 1 | Achieved (1 report on Effectiveness of Customer Care centre submitted to council) | 2 reports on Effectiveness of Customer Care Centre submitted to Council | 2 | 2 | Achieved ( 2 reports on the effectiveness of Customer Care Centre submitted to council) | N/A | N/A | 3 | 4 | 2 | 4 | 2 |
| KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ Fleet Management | M\_271 | Reports submitted to Council on the state of municipal fleet | # | MB\_PSFFM | 1 | 1 | Achieved,1 report submitted to Council | 2 reports submitted to Council on the state of municipal fleet | 2 | 2 | Achieved reports submitted to Council on the state of Municipal fleet | None | None | 3 | 4 | 2 | 0 | -2 |
| KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ Governance and Administration | M\_281 | Delegation of powers and functions approved by Council to be in line with Constitutional requirements | # | MB\_COO |  |  |  | Not applicable this quarter |  |  |  |  |  | N/A | 1 | 1 | 1 | 1 |
| M\_283 | Reports submitted to the Executive Mayor & Speaker on functionality of Council, Mayoral Committee and section 79 & 80 committees | # | MB\_COO | 3 | 3 | Achieved (Signed report attached) | 6 reports submitted to the Executive Mayor & Speaker on functionality of Council, Mayoral Committee and section 79 & 80 committees | 6 | 6 | Achieved (6 reports submitted to Executive Mayor & Speaker on functionality of council, Mayoral Committee and section 79 & 80 committees) |  |  | 3 | 12 | 6 | 12 | 6 |
| KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ IDP | M\_284 | Final IDP approved by Council by end May | # | MB\_COO |  |  |  | Not applicable this quarter |  |  |  |  |  | N/A | 1 | 1 | 1 | 1 |
| KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ Marketing and communication | M\_458 | Review Communication Strategy | # | MB\_COO | 1 |  |  | 1 Review Communication Strategy YTD | 1 | 1 | Achieved Council adopted revised policy on 02 Dec 2015 | In the original Performance Plan, this indicator refers to marketing + communication strategic, instead of policy | Marketing + Communication strategy to be amended to read Policy | 3 | 1 | 0 | 1 | 0 |
| KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ Performance Management | M\_299 | Annual Review of Performance Management and Procedure Manual Framework | # | MB\_COO |  |  |  | Not applicable this quarter |  |  |  |  |  | N/A | 1 | 1 | 1 | 1 |
| M\_302 | Final Annual Report approved by Council | # | MB\_COO |  |  |  | 1 Final Annual Report approved by Council | 1 |  |  |  |  | 1 | 1 | 0 | 1 | 1 |
| M\_305 | Number of quarterly S56 performance assessments facilitated YTD | # | MB\_COO | 1 |  |  | 2 quarterly S57 performance assessments performed YTD | 2 | 1 | Achieved (quarterly S56 performance assessment facilitated) | N/A | N/A | 1.50 | 4 | 2 | 0 | -1 |
| KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ Public Participation | M\_287 | IDP consultation meetings facilitated | # | MB\_COO |  |  |  | 36 IDP consultation meetings facilitated | 36 | 36 | Achieved (Meetings facilitated in 36 wards) | N/A | N/A | 3 | 36 | 0 | 36 | 0 |
| M\_313 | Budget consultation meetings facilitated | # | MB\_COO |  |  |  | Not applicable this quarter |  |  |  |  |  | N/A | 36 | 36 | 36 | 36 |

# SDBIP – Chief Operating Officer (Vote 03)

Office of the Chief Operating Officer achieved an overall score of **2.66 (88.7%)** by mid-year reflecting a slight decrease from the first quarter result of **2.71** **(90%)**. Overall, 50 KPIs were assessed of which 14 KPIs were not applicable for reporting at mid-year. Overall, 69% (25/36) of targets were reached or exceeded and 31% (11/35) had no or minimal progress. A total of 5 KPIs were not supplied with information as per the SDBIP reporting at mid-year. Some of the successes per priority area at mid-year were as follows:

* Skills Development: Councillours attended training on PMS (Performance Management System) and Policy at Lonmin Conference Center on 1 October 2015.
* Special Programs: Two (2/2) beneficiary programmes were facilitated to empower women, including launching of the women’s forum and sewing and dress-making equipment for two women’s cooperatives in Mmakau and Lehlabile. Three (3/3) beneficiary programmes were facilitated to empower youth, including launching of Madibeng Youth Council, purchasing of farming equipment for youth in Klipgat, Letlhabile and a cooperative in Rankotea, purchasing of a tank and fertilisers/seeds for nursery in Letlhabile, as well as transportation for youth to Union Building for National Youth Day. Two (2/2) beneficiary programmes were facilitated to empower people with disability, including supply of Golf Shirts for Neo Mathabe Special School for the disabled, transporting disabled to the SA Blind Women Conference in Mafikeng and supply of ablution facilities for disabled, as well as branding for the venue of workshop.
* HIV/AIDS: Four (4/2) HIV/AIDS awareness campaigns were conducted exceeding the target of two. These include the Maboloka Campaign on zero HIV/AIDS/TB; teenage pregnancy and stigmatisation and discrimination; dialogue and launching of PHC re-engineering and World Aids Day held on 1 Dec 2015 that was attended by 82 people. Further, the IDF[[3]](#footnote-3) action plan on HIV/AIDS was implemented and the progress report served before the Mayoral Committee on 30 September 2015 under item MC.0173. 2 Two (2/2) Local Aids Council meetings were held on 18 September and 9 December 2015.
* Governance and Administration: The directorate achieved its reporting targets as six (6/6) reports were submitted to the Executive Mayor and Speaker on the functionality of Council, Mayoral Committee and Section 79 & 80 committees; two (2/2) reports on level of functionality of Ward Committees was approved by Council on 25 August and 02 December 2015 and two (2/2) reports on functionality of Council and Council Committees were tabled in Council on 25 Aug and another was submitted to the speaker in Nov 2015. On policy making the directorate accomplished the review of two policies, namely on Civic Funerals and Public Participation that was approved by Council.
* IDP: Council adopted the IDP process plan on 25 August 2015.
* Marketing and communication: Three “Madibeng News” Newsletters have been issued to date during July, Sept/Oct and Nov/Dev 2015. The municipal website was developed and two signed reports on the maintenance and updating of website are available. The Communication Revised Policy was adopted on 02 Dec 2015.
* MPAC[[4]](#footnote-4): The final MPAC annual programme was submitted to Council.
* Performance Management: Two (2/2) quarterly Performance Reports were submitted to Council. The 3rd and 4th quarter reports for 2014/15 were tabled in Council on 25 August 2015 and the 1st quarter report for 15/16 on 02 Dec 2015. In total, 14 Performance Reviews of Managers/ others reporting directly to the COO were conducted and one Performance Agreement was signed with the Municipal Manager as per target. The seven Performance Plans with Divisional Managers were also signed.
* Public Participation: IDP consultation meetings were facilitated in 36 wards as per target.

Challenges were faced in the following:

* Skills Development: The implementation of both the capacity building programs for Councillors and Ward Committees has been rolled over to the 3rd quarter.
* Marketing and communication: The report on branding of the main municipal building was not published due to a dispute with Minuteman Press regarding original municipal colours in the logo. It is to be released at the end of the year depending settlement of the legal dispute.
* Performance Management: No progress on the approval of the 14/15 Annual Report was obtained.

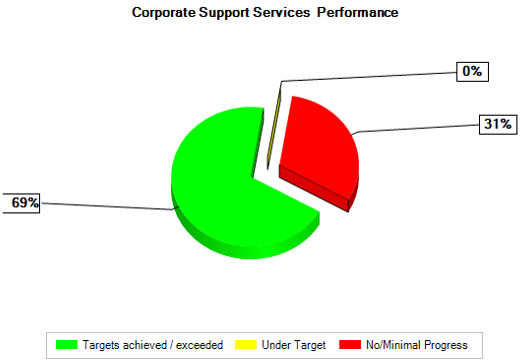
The details per Objectives and Priority Areas are reflected below:

**SDBIP – CHIEF OPERATING OFFICER –VOTE 03- Key Performance Indicators**

| **Hierarchy (KPA\ Strategic Goal \ Programme)** | **ID** | **KPI** | **UOM** | **Owner** | **Sep 15** | | | **Dec 15** | | | | | | | **Annual Target** | **Variance from Annual Target** | **Baseline** | **Variance from Baseline** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Target | Actual | Comments | Target Notes | Target | Actual | Comments | Challenges | Corrective Action | Score |
| KPA 1: Municipal Transformation and Institutional Development\ Attract and retain human capital\ Skills Development | M\_260 | Capacity programs for councillors implemented | # | MB\_COO |  |  |  | 1 capacity programme for councillors implemented | 1 | 1 | Achieved ( Cllrs attended training on PMS & Policy at Lonmin Conference Center on 1 October 2015) | N/A | N/A | 3 | 2 | 1 | 4 | 3 |
| M\_329 | Capacity programs for ward committees implemented | # | MB\_COO |  |  |  | 1 capacity programme for ward committees implemented | 1 | 0 | Not Achieved | Slow SCM process to procure the service provider. The appointment was made in December 2015 and very late to implement the programmes in the 2nd quarter | Implementation of both the capacity building programs for Councillors and Ward Committees has been rolled over to the 3rd quarter. However, implementation of programs may be negatively affected by low attendance due to prepare for local elections | 1 | 2 | 1 | 4 | 4 |
| KPA 2: Basic Service  Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Special Programmes  KPA 2: Basic Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Special Programmes  KPA 2: Basic Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Special Programmes | M\_134 | Beneficiary programs facilitated to empower women | # | MB\_COO | 1 | 1 | Achieved (Spent R39 160 on logistics to launch women forum to support women empowerment) | 2 beneficiary programme facilitated to empower women | 2 | 3 | Achieved (R39 160 = launching of women forum + R41 280 = R48 480 re: sewing & dress-making equipment for 2 women cooperatives in Mmakau + Lehlabile) | N/A | N/A | 4.50 | 3 | 1 | 3 | 0 |
| M\_135 | Beneficiary programs facilitated to empower youth | # | MB\_COO | 1 | 1 | Achieved(Spent R 143 00 to host Madibeng Youth Conference to launch Madibeng Youth Council, +Spent R60 00 TO purchase gym equipment for the youth in Klipgate and Letlhabile | 3 beneficiary programme facilitated to empower youth | 3 | 5 | Achieved (R143 00 to host Youth Conference to launch Madibeng Youth Council + R7 000 = transport Youth to Union Building for National Youth Day + R60 000= Purchase farming equipment for youth in Klipgat & Letlhabile + R27 500 = purchase farming equipment for a cooperative in Rankotea + R28 500 + tank + fertilisers/seeds for nursery in Letlhabile run by young person of 27) | N/A | N/A | 4.67 | 4 | 1 | 3 | -2 |
| M\_138 | Beneficiary programs facilitated to empower people with disability | # | MB\_COO | 1 | 1 | Achieved(R11 100 spent to cater 150 people & 30 golf shirts for Neo Mathabe Special school for disabled + R12 500 spent on transporting disabled delegates to SA Blind Women Conference in Mafikeng | 2 beneficiary programme facilitated to empower people with disability | 2 | 3 | Achieved (R11 100 = 30 Golf Shirts for Neo Mathabe Special school for the disabled + R12 500 = transporting disabled to the SA Blind Women Conference + R16 200 = ablution facilities for disable & branding for venue of workshop) | N/A | N/A | 4.50 | 4 | 2 | 2 | -1 |
| M\_140 | HIV/AIDS awareness campaigns conducted | # | MB\_COO | 1 | 1 | Achieved(Maboloka campaign on zero HIV/AIDS/TB & teenage pregnancy and stigmatisation & discrimination) | 2 HIV/AIDS awareness campaign conducted | 2 | 4 | Achieved (Zero HIV/AIDS/TB, teenage pregnancy + stigmatisation Maboloka + Dialogue & launching PHC Re-engineering + World Aids Day held on 1 Dec 2015. Attended by 82 people. No spending required) | N/A | N/A | 5 | 4 | 2 | 4 | 0 |
| M\_142 | Progress Reports submitted to Mayoral Committee on the Implementation of the IDF action plan on HIV/AIDS | # | MB\_COO | 1 | 1 | Achieved (Progress report served before the Mayoral Committee on 30 September 2015 under item MC.0173) | 1 action of the IDF action plan on HIV/AIDS implemented | 1 | 1 | Achieved (Progress report served before the Mayoral Committee on 30 September 2015 under item MC.0173) | N/A | N/A | 3 | 1 | 0 | 1 | 0 |
| M\_143 | Inter-Departmental Forum meetings held | # | MB\_COO | 1 | 1 | Achieved (2 \* Meeting held 18 and 26 August 2015) | 2 Inter-Departmental Forum meeting held | 2 | 3 | Achieved (3 \* Meeting held 18, 26 August and 24 November 2015) | N/A | N/A | 4.50 | 4 | 2 | 1 | -2 |
| M\_144 | Local Aids Council meetings held | # | MB\_COO | 1 | 1 | Achieved (Meeting held on the 18 September 2015) | 2 Local Aids Council meeting | 2 | 2 | Achieved (Meeting held on the 18 September + 9 December 2015) | N/A | N/A | 3 | 4 | 2 | 4 | 2 |
| M\_146 | Progress reports submitted to Mayoral Committee on the functionality of IDF on HIV/AIDS | # | MB\_COO | 1 | 1 | Achieved (Progress report serve before the Mayoral Committee on 30 September 2015 under item MC.0173) | 2 report submitted to Council on the functionality of IDF | 2 | 1 | Not Achieved | 1 progress report in MC on 30 Sep 2015 + no report was submitted for the 2nd quarter ) | 2nd quarter report re: functionality of IDF on HIV/AIDS rolled over to 3rd quarter) | 1.50 | 4 | 2 | 2 | 1 |
| M\_147 | The IDF action plan on HIV/AIDS developed | # | MB\_COO | 1 | 1 | Achieved (Copy of the action plan & IDF resolution attached) | 1 IDF action plan on HIV/AIDS developed | 1 | 1 | Achieved (IDF Action Plan) | N/A | N/A | 3 | 1 | 0 | 1 | 0 |
| KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ Audit  KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ Audit | M\_247 | Approved 3 year audit rolling plan | # | MB\_IA |  |  |  | Not applicable this quarter |  |  |  |  |  | N/A | 1 | 1 | 1 | 1 |
| M\_248 | Audit Committee Charter reviewed and approved by Audit Committee | # | MB\_IA |  |  |  | Not applicable this quarter |  |  |  |  |  | N/A | 1 | 1 | 1 | 1 |
| M\_252 | Follow-up on corrective action taken on the findings of External Audit | # | MB\_IA |  |  |  | Not applicable this quarter |  |  |  |  |  | N/A | 2 | 2 | 2 | 2 |
| M\_255 | Progress report on the implementation of AG queries submitted to Council | # | MB\_COO |  |  |  | Not applicable this quarter |  |  |  |  |  | N/A | 2 | 2 | 1 | 1 |
| M\_261 | Reviewed Internal Audit Charter (Internal Audit Charter, Methodology & Manual) | # | MB\_IA |  |  |  | Not applicable this quarter |  |  |  |  |  | N/A | 1 | 1 | 1 | 1 |
| M\_262 | Training sessions on Audit | # | MB\_IA |  |  |  | 1 training session on Audit | 1 |  |  |  |  | 1 | 2 | 1 | 1 | 1 |
| KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ Governance and Administration  KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ Governance and Administration | M\_281 | Delegation of powers and functions approved by Council to be in line with Constitutional requirements | # | MB\_COO |  |  |  | Not applicable this quarter |  |  |  |  |  | N/A | 1 | 1 | 1 | 1 |
| M\_283 | Reports submitted to the Executive Mayor & Speaker on functionality of Council, Mayoral Committee and section 79 & 80 committees | # | MB\_COO | 3 | 3 | Achieved (Signed report attached) | 6 reports submitted to the Executive Mayor & Speaker on functionality of Council, Mayoral Committee and section 79 & 80 committees | 6 | 6 | Achieved (6 reports submitted to Executive Mayor & Speaker on functionality of council, Mayoral Committee and section 79 & 80 committees) |  |  | 3 | 12 | 6 | 12 | 6 |
| M\_332 | Reports on level of functionality of Ward Committees approved by council | # | MB\_COO | 1 | 1 | Achieved (Report served in Council on the 25 August 2015) | 2 reports on level of functionality of Ward Committees approved by council | 2 | 2 | Achieved (2 reports served in the council of the 25 August and 02 December 2015) | N/A | N/A | 3 | 4 | 2 | 4 | 2 |
| M\_400 | Reports on functionality of Council & Council Committees approved by council | # | MB\_COO | 1 | 1 | Achieved (Report served in Council on the 25 August 2015) | 2 reports on functionality of Council & Council Committees approved by council | 2 | 2 | Achieved (Report tabled in council on 25 Aug + other report was submitted to the speaker in Nov 2015) | N/A | N/A | 3 | 4 | 2 | 1 | -1 |
| M\_402 | Progress report to implement policy to rename streets & other council assets approved by Council | # | MB\_COO |  |  |  | Not applicable this quarter |  |  |  |  |  | N/A | 1 | 1 | 1 | 1 |
| M\_403 | By-Laws reviewed approved by Council | # | MB\_COO |  |  |  | 2 By-Laws reviewed approved by Council | 2 | 1 | Achieved ( Copy Approved By-laws, council resolution) | N/A | N/A | 1.50 | 2 | 0 | 1 | 0 |
| M\_404 | Policies reviewed approved by Council | # | MB\_COO | 2 | 1 |  | 2 Policies reviewed approved by Council YTD | 2 | 2 | Achieved ( 2 Policies on Civic Funerals + Public Participation reviewed and approved by council) | N/A | N/A | 3 | 4 | 2 | 1 | -1 |
| M\_462 | New policies developed and approved by Council | # | MB\_COO | 2 | 2 | Achieved (Anti-fraud & corruption prevention and employee PMS policies) | 3 new policies developed and approved by Council | 3 | 2 | Not Achieved | The 3rd policy, zix. Councillor bursary scheme is 3rd quarter target, but was erroneously put in the 2nd quarter | Target to adopt councillors' bursary scheme to be re-located to the 3rd quarter | 1.67 | 3 | 0 | 0 | -2 |
| KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ IDP | M\_284 | Final IDP approved by Council by end May | # | MB\_COO |  |  |  | Not applicable this quarter |  |  |  |  |  | N/A | 1 | 1 | 1 | 1 |
| M\_286 | IDP Rep forums meetings successfully held YTD | # | MB\_COO |  |  |  | 1 IDP Rep forums meetings successfully held YTD | 1 | 1 | Achieved ( 1st IDP Rep Forum held on the 04 Dec 2015) | N/A | N/A | 3 | 3 | 2 | 3 | 2 |
| M\_336 | Final IDP Process Plan approved by Council | # | MB\_COO | 1 | 1 | Achieved (Council adopted IDP process plan on 25 August 2015) | 1 final IDP Process Plan approved by Council | 1 | 1 | Achieved (Council adopted IDP process plan on 25 August 2015) | N/A | N/A | 3 | 1 | 0 | 1 | 0 |
| KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ Marketing and communication | M\_265 | Newsletters issued | # | MB\_COO | 1 | 1 | Achieved (Madibeng News issue dated September/October 2015) | 3 Newsletters issued YTD | 3 | 3 | Achieved (Issues = July, Sept/Oct + Nov/Dev 2015) | N/A | N/A | 3 | 6 | 3 | 4 | 1 |
| M\_458 | Review Communication Strategy | # | MB\_COO | 1 |  |  | 1 Review Communication Strategy YTD | 1 | 1 | Achieved Council adopted revised policy on 02 Dec 2015 | In the original Performance Plan, this indicator refers to marketing + communication strategic, instead of policy | Marketing + Communication strategy to be amended to read Policy | 3 | 1 | 0 | 1 | 0 |
| M\_459 | Review Marketing and Communication policies and procedures | # | MB\_COM |  |  |  | 1 reviewed Marketing and Communication policies and procedures | 1 |  |  |  |  | 1 | 1 | 0 | 1 | 1 |
| M\_460 | Develop Municipal Website | # | MB\_COO | 1 | 1 | Achieved (Attached) | 1 Develop Municipal Website YTD | 1 | 1 | Achieved website reports | N/A | N/A | 3 | 1 | 0 | 1 | 0 |
| KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ Marketing and communication | M\_461 | Report on branding the main municipal building | # | MB\_COO | 1 |  |  | 2 Report on branding the main municipal building YTD | 2 | 1 | Not Achieved | Dispute with Minuteman Press re: original municipal colours in the logo. Annual target is 4 instead of 3 | Target rolled over to the 4th quarter pending settlement of the legal dispute. Annual target be corrected to 3. | 1.50 | 4 | 2 | 0 | -1 |
| KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ MPAC | M\_304 | MPAC Oversight Report on annual report adopted by Council | # | MB\_COO |  |  |  | 1 MPAC Oversight Report on annual report adopted by Council | 1 |  |  |  |  | 1 | 1 | 0 | 1 | 1 |
| M\_409 | Final MPAC annual programme and terms of reference adopted by Council | # | MB\_COO | 1 | 1 | Achieved (Annual programme and ToR adopted by MPAC and Council on the 25 August 2015) | 1 final MPAC annual programme and terms of reference adopted by Council | 1 | 1 | Achieved 1Final MPAC annual programme submitted | N/A | N/A | 3 | 1 | 0 | 0 | -1 |
| KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ Municipal Website | M\_297 | Reports on the maintenance and updating of the municipal website | # | MB\_COO | 1 | 1 | Achieved (Report from the Acting Manager: Marketing & Communications attached) | 2 Reports on the maintenance and updating of the municipal website YTD | 2 | 2 | Achieved (2 signed reports on the maintenance and updating of website) | N/A | N/A | 3 | 4 | 2 | 4 | 2 |
| KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ Performance Management  KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ Performance Management | M\_299 | Annual Review of Performance Management and Procedure Manual Framework | # | MB\_COO |  |  |  | Not applicable this quarter |  |  |  |  |  | N/A | 1 | 1 | 1 | 1 |
| M\_302 | Final Annual Report approved by Council | # | MB\_COO |  |  |  | 1 Final Annual Report approved by Council | 1 |  |  |  |  | 1 | 1 | 0 | 1 | 1 |
| M\_303 | Final SDBIP approved by the Executive Mayor within 28 days after the approval of budget and the IDP | # | MB\_COO |  |  |  | Not applicable this quarter |  |  |  |  |  | N/A | 1 | 1 | 1 | 1 |
| M\_305 | Number of quarterly S56 performance assessments facilitated YTD | # | MB\_COO | 1 |  |  | 2 quarterly S57 performance assessments performed YTD | 2 | 1 | Achieved (quarterly S56 performance assessment facilitated) | N/A | N/A | 1.50 | 4 | 2 | 0 | -1 |
| M\_307 | Quarterly Performance Reports submitted to Council | # | MB\_COO | 1 | 1 | Achieved (3rd and 4th quarter PMS reports served in Council on 25 August 2015. The annexures not attached + 220) | 2 quarterly Performance Reports submitted to Council | 2 | 2 | Achieved (3rd and 4th quarter reports tabled in Council on 25 August 2015 +Q 15/16 on 02 Dec 2015) | N/A | N/A | 3 | 4 | 2 | 0 | -2 |
| M\_309 | Submission of Mid-Term report to Council (by 31 January) i.t.o. S54 (1) (f) of MFMA | # | MB\_COO |  |  |  | Not applicable this quarter |  |  |  |  |  | N/A | 1 | 1 | 1 | 1 |
| M\_310 | Submission of Mid-Term report to the Executive Mayor, National and Provincial Treasuries (by 25 January) i.t.o. S72 of MFMA | # | MB\_COO |  |  |  | Not applicable this quarter |  |  |  |  |  | N/A | 1 | 1 | 1 | 1 |
| M\_406 | Quarterly Performance Reviews of Managers / others reporting directly to the COO conducted | # | MB\_COO | 7 |  |  | 14 quarterly Performance Reviews of Divisional Managers conducted | 14 | 14 | Achieved (14 Quarterly Performance Reviews of Managers/ others reporting directly to the COO conducted) | N/A | N/A | 3 | 28 | 14 | 4 | -10 |
| M\_407 | Timely (by end July) signing of Performance Agreement with Municipal Manager | # | MB\_COO | 1 | 1 | Achieved (Performance agreement signed between coo and mm on the 28 July 2015) | 1 timely (by end July) signing of Performance Agreement with Municipal Manager | 1 | 1 | Achieved ( 1 Performance Agreement was signed with Municipal Manager) | N/A | N/A | 3 | 1 | 0 | 1 | 0 |
| M\_408 | Timely (by end July) signing of Performance Plans with Managers / others reporting directly to the COO | # | MB\_COO | 7 | 7 | Achieved (7 performance plans signed with managers/ others on the 28 September 2015) | 7 timely (by end July) signing of Performance Plans with Divisional Managers | 7 | 7 | Achieved ( 1 Performance Plan signed with Managers/ others reporting directly to the COO)) | N/A | N/A | 3 | 7 | 0 | 4 | -3 |
| KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ Public Participation | M\_287 | IDP consultation meetings facilitated | # | MB\_COO |  |  |  | 36 IDP consultation meetings facilitated | 36 | 36 | Achieved (Meetings facilitated in 36 wards) | N/A | N/A | 3 | 36 | 0 | 36 | 0 |
| M\_313 | Budget consultation meetings facilitated | # | MB\_COO |  |  |  | Not applicable this quarter |  |  |  |  |  | N/A | 36 | 36 | 36 | 36 |
| M\_348 | MPAC consultation meetings facilitated | # | MB\_COO |  |  |  | Not applicable this quarter |  |  |  |  |  | N/A | 36 | 36 | 36 | 36 |
| KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ Risk Management | M\_316 | Local Anti -Corruption Forum meetings facilitated | # | MB\_IA | 1 |  |  | 2 Local Anti -Corruption Forum meeting facilitated | 2 |  |  |  |  | 1 | 4 | 2 | 2 | 2 |

# SDBIP – Corporate Support Services (Vote 04)

Corporate Support Services achieved an overall score of **2.41 (80%)** by mid-year reflecting a decrease from the first quarter result of **3** **(100%)**. Overall, 25 KPIs were assessed of which 12 KPIs were not applicable for reporting at mid-year. Overall, 69% (9/13) of targets were reached or exceeded and 31% (4/13) had no/minimal progress. A total of 5 KPIs were not supplied with information as per the SDBIP reporting at mid-year. Some of the successes at mid-year were as follows per Priority Area:

* Human Resources Management: One competency assessment was conducted for executive managers in line with regulations and a copy of the competency assessment was submitted.
* Skills Development: A total of six (6/4) interns were accommodated during 1st and 2nd quarter exceeding target.
* Customer Care: Two (2/2) reports on the effectiveness of the Customer Care Centre were submitted to Council as per target.
* Governance and Administration: Two (2/2) Ordinary Council meetings were held as per target.
* Information Communication and Technology: The ICT[[5]](#footnote-5) Governance policy was reviewed and adopted by Council.
* Legal Services: All contracts were signed and accompanied by legal certificates.
* Marketing and communication: The municipal calendar was developed.
* Policies: One Municipal Policy Development progress report was submitted to Council.

Challenges were faced in the following:

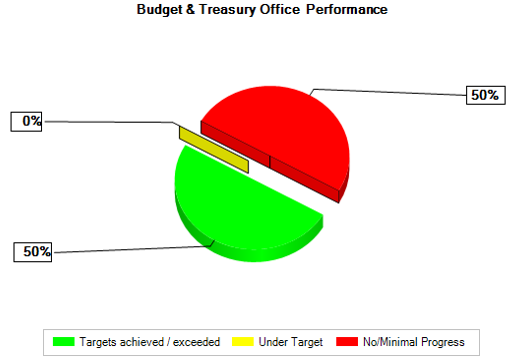
* Employment Equity: The Employment Equity Plan (EEP) was not approved by Council by mid-year. The draft plan was developed, but the Local Labour Forum (LLF) was only revived in the 2nd quarter and therefor unable to do consultation. The plan is to be submitted during the 3rd quarter.
* Human Resources Management: Only 60/90 posts were filled as per the approved funded structure. Positions were advertised and are in the pipeline of a short-listing process. A letter is to be written to the office of the Municipal Manager to lift the moratorium on filling of posts.
* Labour Relations and EAP[[6]](#footnote-6): No reports of Local Labour Forum (LLF) were submitted to Council during the first half of the year. The LLF was only revived in the 2nd quarter and therefor unable to do consultation. The report of the adopted policies is to be sent to Council during the 3rd quarter.
* Workplace HIV/Aids: No Workplace HIV/AIDS Peer Educators were trained during the year as budget was depleted before this program could commence.

The details per Objective and Priority area are reflected below:

**SDBIP – Corporate Support Services –VOTE (Vote 04) - Key Performance Indicators**

| **Hierarchy (KPA\ Strategic Goal \ Programme)** | **ID** | **KPI** | **UOM** | **Owner** | **Sep 15** | | | **Dec 15** | | | | | | | **Annual Target** | **Variance from Annual Target** | **Baseline** | **Variance from Baseline** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Target | Actual | Comments | Target Notes | Target | Actual | Comments | Challenges | Corrective Action | Score |
| KPA 1: Municipal Transformation and Institutional Development\ Attract and retain human capital\ Employee satisfaction | M\_01 | Employee satisfaction surveys conducted | # | MB\_CSS |  |  |  | Not applicable this quarter |  | 0 |  |  |  | N/A | 1 | 1 | 0 | 0 |
| KPA 1: Municipal Transformation and Institutional Development\ Attract and retain human capital\ Employment Equity  KPA 1: Municipal Transformation and Institutional Development\ Attract and retain human capital\ Employment Equity | M\_02 | Employment Equity Plan (EEP) approved by Council | # | MB\_CSS |  |  |  | 1 Employment Equity Plan (EEP) approved by Council | 1 | 0 | Not Achieved | Draft plan has been developed and LLF was only revived in this quarter. Unable to do consultation | Fast-track consultation in January, submit to committees in the next quarter | 1 | 1 | 0 | 1 | 1 |
| M\_03 | Employment Equity Annual Report submitted to the Department of Labour (DoL) | # | MB\_CSS |  |  |  | Not applicable this quarter |  | 0 |  |  |  | N/A | 1 | 1 | 0 | 0 |
| M\_04 | Number of people from employment equity groups employed in the three highest levels of management in compliance with the municipality's approved employment equity | # | MB\_CSS |  |  |  | Reporting only |  |  |  |  |  | N/A |  | 0 | 0 | 0 |
| M\_411 | Submission of Employment Equity Plan (EEP) to DoL | # | MB\_CSS |  |  |  | Not applicable this quarter |  | 0 |  |  |  | N/A | 1 | 1 | 1 | 1 |
| KPA 1: Municipal Transformation and Institutional Development\ Attract and retain human capital\ Human Resources Management | M\_05 | Competency assessments conducted for Executive Managers in line with regulations | # | MB\_CSS |  |  |  | 1 competency assessment conducted for Executive Managers in line with regulations | 1 | 1 | Achieved- copy of the competency assessment submitted | N/A | N/A | 3 | 1 | 0 | 0 | -1 |
| M\_06 | Municipal organogram reviewed and approved by Council | # | MB\_CSS |  |  |  | Not applicable this quarter |  | 0 |  |  |  | N/A | 1 | 1 | 1 | 1 |
| M\_07 | Posts filled as per the approved funded structure (excluding senior management posts) | % | MB\_CSS | 80 | 80 | Achieved (80 posts filled as per the approved funded structure) | 90 Posts filled as per the approved funded structure (excluding senior management posts) | 90 | 60 | Not Achieved( positions were advertised and are on the pipeline of short-listing process0 | Moratorium by the office of the Municipal Manager | To write the letter to the office of the Municipal Manager to lift the moratorium | 1.67 | 100 | 10 | 100 | 40 |
| M\_412 | Study bursary policy for officials approved by Council | # | MB\_CSS |  |  |  | Not applicable this quarter |  | 0 |  |  |  | N/A | 1 | 1 | 0 | 0 |
| KPA 1: Municipal Transformation and Institutional Development\ Attract and retain human capital\ Human Resources Management | M\_413 | Criteria/policy to determine positions bearing travelling allowance approved by Council | # | MB\_CSS |  |  |  | Not applicable this quarter |  | 0 |  |  |  | N/A | 1 | 1 | 0 | 0 |
| M\_414 | Development of HR Plan approved by Council | # | MB\_CSS |  |  |  | Not applicable this quarter |  | 0 |  |  |  | N/A | 1 | 1 | 0 | 0 |
| KPA 1: Municipal Transformation and Institutional Development\ Attract and retain human capital\ Labour Relations and EAP | M\_10 | Reports of Local Labour Forum submitted to Council YTD | # | MB\_CSS | 1 | 0 | Not Achieved | 2 reports of Local Labour Forum submitted to Council YTD | 2 | 0 | Not Achieved | LFF was only revived in this quarter. Unable to do consultation | Report of the adopted policies to be send to council during the 3rd quarter | 1 | 4 | 2 | 0 | 0 |
| KPA 1: Municipal Transformation and Institutional Development\ Attract and retain human capital\ Occupational health and Safety | M\_11 | Annual OHS audit conducted | # | MB\_CSS |  |  |  | Not applicable this quarter |  | 0 |  |  |  | N/A | 1 | 1 | 1 | 1 |
| M\_14 | Occupational Health Safety policy reviewed | # | MB\_CSS |  |  |  | Not applicable this quarter |  | 0 |  |  |  | N/A | 1 | 1 | 1 | 1 |
| KPA 1: Municipal Transformation and Institutional Development\ Attract and retain human capital\ Skills Development | M\_25 | Employees trained in line with WSP | % | MB\_CSS |  |  |  | Not applicable this quarter |  | 0 |  |  |  | N/A | 100 | 100 | 30 | 30 |
| M\_34 | Internship opportunities created YTD | # | MB\_CSS |  |  |  | 4 internship opportunities created YTD | 4 | 6 | Achieved ( 6 interns were accommodated during 1st and 2nd quarter | Report was submitted too late for inclusion in the agenda | Report to be submitted in January 2016 | 4.50 | 8 | 4 | 6 | 0 |
| KPA 1: Municipal Transformation and Institutional Development\ Attract and retain human capital\ Skills Development | M\_35 | Municipal (operating) Budget actually spent on implementing the WSP | % | MB\_CSS | 1 | 1 | Achieved Municipal operation budget spent on implementation of WSP | 1% of municipal (operating) Budget actually spent on implementing the WSP | 1 | 1 | Achieved (Copy of budget and expenditure report from BTO submitted) | N/A | N/A | 3 | 1 | 0 | 1 | 0 |
| M\_36 | Report on WSP & ATR submitted to LGSETA by April | # | MB\_CSS |  |  |  | Not applicable this quarter |  | 0 |  |  |  | N/A | 1 | 1 | 1 | 1 |
| KPA 1: Municipal Transformation and Institutional Development\ Attract and retain human capital\ Workplace HIV/Aids | M\_37 | Workplace HIV/AIDS Peer Educators trained | # | MB\_CSS |  |  |  | 20 Workplace HIV/AIDS Peer Educators trained | 20 | 0 | Not Achieved | Budget was depleted before this program could commence | Reconsider this KPI after approval of adjustment budget | 1 | 40 | 20 | 0 | 0 |
| KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ Customer Care | M\_267 | Reports on Effectiveness of Customer Care Centre submitted to Council | # | MB\_CSS | 1 | 1 | Achieved (1 report on Effectiveness of Customer Care centre submitted to council) | 2 reports on Effectiveness of Customer Care Centre submitted to Council | 2 | 2 | Achieved ( 2 reports on the effectiveness of Customer Care Centre submitted to council) | N/A | N/A | 3 | 4 | 2 | 4 | 2 |
| KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ Governance and Administration | M\_282 | Ordinary Council meetings held YTD | # | MB\_CSS | 1 | 2 | Achieved (2 Council meetings held) | 2 Ordinary Council meetings held YTD | 2 | 2 | Achieved (2 Ordinary council meeting held) | N/A | N/A | 3 | 4 | 2 | 4 | 2 |
| KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ Information Communication and Technology | M\_290 | Information and Communication Technology Governance policy reviewed and adopted by Council | # | MB\_CSS |  |  |  | 1 Information and Communication Technology Governance policy reviewed and adopted by Council | 1 | 1 | Achieved ( 1 ICT Governance policy reviewed and adopted by council) | N/A | N/A | 3 | 1 | 0 | 0 | -1 |
| KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ Legal Services | M\_294 | Contracts signed accompanied by legal certificate (Number of contracts signed accompanied by legal certificates/ total number of contracts requested by SCM) | % | MB\_CSS | 100 | 100 | Achieved (100% of contracts signed accompanied by legal certificate) | 100% contracts signed accompanied by legal certificate (Number of contracts signed accompanied by legal certificates/ total number of contracts requested by SCM) | 100 | 100 | Achieved (100% contracts signed accompanied by legal certificate) |  | N/A | 3 | 100 | 0 | 100 | 0 |
| KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ Marketing and communication | M\_264 | Municipal calendars developed | # | MB\_CSS |  |  |  | 1 municipal calendar developed | 1 | 1 | Achieved (1 municipal calendar developed) | N/A | N/A | 3 | 1 | 0 | 1 | 0 |
| KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ Policies | M\_312 | Municipal Policy development progress report submitted to Council | # | MB\_CSS |  |  |  | 1 Municipal Policy development progress report submitted to Council | 1 | 1 | Achieved (1 Municipal Policy development progress report submitted to council) |  |  | 3 | 2 | 1 | 0 | -1 |

# SDBIP – Budget and Treasury Office (Vote 05)



Budget and Treasury Office achieved an overall score of **2.40 (80%)** by mid-year reflecting an increase from the first quarter result of **1.97** **(66%)**. Overall, 20 KPIs were assessed of which 6 KPIs were not applicable for reporting at mid-year. Overall, 50% (7/14) of targets were reached or exceeded and 50% (7/14) had no or minimal progress. All KPIs were supplied with information as per the SDBIP. Some of the successes per priority are at mid-year were as follows:

* Budget and Reporting: The directorate achieved its legal reporting submissions. The Annual Financial Statement were submitted to the Auditor General on time (by end of August). Both Section 52 Reports of the MFMA[[7]](#footnote-7) were submitted to Council. All (6/6) Budget statements (Sec 71) were submitted in time to the Executive Mayor and Provincial Treasury. All 84 Budget statements (S71) were submitted to Provincial and National Treasury YTD.
* Financial Accounting: All (8/8) quarterly and annual MFMA Returns were submitted to Provincial and National Treasury.
* Free Basic Services: All (100%) households earning less than R3 500 (as per indigent policy) per month have access to free basic services.
* Revenue: All (2/2) Billing Reports were submitted to Council.

The following challenges were experienced:

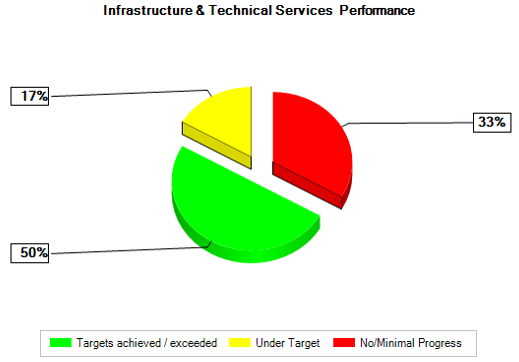
* Expenditure: The expenditure on debt coverage, MIG[[8]](#footnote-8) projects and Capital expenditure as well as variance between year-to-date spending of operating budget against projected spending for the municipality could not be provided.
* Revenue: The ratio for cost coverage or outstanding service debtors could not be supplied.

Details per Objectives are detailed below:

**SDBIP –BUDGET AND TREASURY OFFICE – VOTE (VOTE 05) - Key Performance Indicators**

| **Hierarchy (KPA\ Strategic Goal \ Programme)** | **ID** | **KPI** | **UOM** | **Owner** | **Sep 15** | | | **Dec 15** | | | | | | | **Annual Target** | **Variance from Annual Target** | **Baseline** | **Variance from Baseline** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Target | Actual | Comments | Target Notes | Target | Actual | Comments | Challenges | Corrective Action | Score |
| KPA 4: Municipal Financial Viability and Management\ Enhance revenue and asset base\ Asset Management | M\_188 | Asset management reports submitted to Council | # | MB\_BTO |  |  |  | Not applicable this quarter |  |  |  |  |  | N/A | 1 | 1 | 0 | 0 |
| KPA 4: Municipal Financial Viability and Management\ Enhance revenue and asset base\ Budget and Reporting  KPA 4: Municipal Financial Viability and Management\ Enhance revenue and asset base\ Budget and Reporting | M\_192 | Adjustment budget submitted to Council for approval by end February | # | MB\_BTO |  |  |  | Not applicable this quarter |  |  |  |  |  | N/A | 1 | 1 | 1 | 1 |
| M\_193 | Annual Financial Statements submitted to the Auditor General on time (by end August) | # | MB\_BTO | 1 | 1 | 1 Annual Financial Statement submitted to the Auditor General on time ( by end of August) | Annual Financial Statements submitted to the Auditor General on time (by end August) | 1 | 1 | Achieved submission of AFS to AG on time in 1st quarter | N/A | N/A | 3 | 1 | 0 | 1 | 0 |
| M\_195 | Final budget submitted to Council for approval by end of May | # | MB\_BTO |  |  |  | Not applicable this quarter |  | 0 |  |  |  | N/A | 1 | 1 | 1 | 1 |
| M\_196 | Mid - Year budget Adjustment Report submitted to Council by the end of January | # | MB\_BTO |  |  |  | Not applicable this quarter |  | 0 |  |  |  | N/A | 1 | 1 | 1 | 1 |
| M\_200 | Reports submitted to Council in line with Section 52 of the MFMA | # | MB\_BTO | 1 | 1 | Achieved  1 Report submitted to Council in line with Section 52 of the MFMA | 2 reports submitted to Council in line with Section 52 of the MFMA | 2 | 2 | Achieved.1 Section 52 Report of the MFMA was submitted to Council. | N/A | N/A | 3 | 4 | 2 | 4 | 2 |
| M\_201 | Timely (within 10 working days after end of previous month) submission of Budget statements (S71) to the Executive Mayor and Provincial Treasury YTD | # | MB\_BTO | 3 | 3 | 3 Budget statements (Sec 711) submitted to the Executive Mayor within 10 working days after end of previous month | Timely (within 10 working days after end of previous month) submission of 6 Budget statements (S71) to the Executive Mayor | 6 | 6 | Achieved. 3 Budget statements (Sec 71) were timely submitted to the Executive Mayor and Provincial Treasury. | N/A | N/A | 3 | 12 | 6 | 12 | 6 |
| M\_463 | Timely (within 10 working days after end of previous month) submission of Budget statements (S71) to Provincial and National Treasury YTD | # | MB\_BTO | 42 |  |  | Timely (within 10 working days after end of previous month) submission of 84 Budget statements (S71) to Provincial and National Treasury YTD | 84 | 84 | Achieved | N/A | N/A | 3 | 168 | 84 | 12 | -72 |
| KPA 4: Municipal Financial Viability and Management\ Enhance revenue and asset base\ Expenditure  KPA 4: Municipal Financial Viability and Management\ Enhance revenue and asset base\ Expenditure | M\_202 | Debt coverage (total R-value operating revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year) | % | MB\_BTO | 200 | 0 | Not achieved on debt coverage (total R-value operating revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year | 200% Debt coverage (total R-value operating revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year) | 200 | 0 | Not achieved. No debt coverage (total R-value operating revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year | The ratio could not be calculated as the municipality is not servicing any loan. | The KPI to be removed during the midterm review. | 1 | 200 | 0 | 0 | 0 |
| M\_203 | Expenditure on MIG projects | % | MB\_BTO | 25 | 0 | N/A | 50% expenditure on MIG projects | 50 | 0 | N/A | MIG projects and projections are administered by Project Management Unit. | The KPI belongs to Project Management Unit, Budget and Treasury Office can report on percentage spend on MIG Projects. | 1 | 100 | 50 | 100 | 100 |
| M\_207 | Percentage Capital budget actually spent on capital projects identified for financial year i.t.o. IDP | % | MB\_BTO | 15 | 0 | N/A | 40% capital budget actually spent on capital projects identified for financial year i.t.o. IDP | 40 | 0 | N/A | Capital Projects are implemented by Project Management unit or implementing department | The KPI belongs to PMU or implementing department, Budget and Treasury Office can report on percentage spend on Capital Projects. KPI to be reviewed during mid term | 1 | 100 | 60 | 100 | 100 |
| M\_208 | Variance between year to date spending of operating budget against projected spending year to date for the municipality | % | MB\_BTO | 10 | 0 | N/A | 10% variance between year to date spending of operating budget against projected spending year to date for the municipality | 10 | 0 | N/A | Budget and Treasury Office (BTO) does not control the budget and spending of other departments. BTO can only measure on its approved budget and spending. | . BTO recommends that the unit of measure be set at 100% spending, 5% over spending and at 10% under spending in case of underspending. | 1 | 10 | 0 | 14 | 14 |
| KPA 4: Municipal Financial Viability and Management\ Enhance revenue and asset base\ Financial Accounting | M\_464 | MFMA Annual Returns submitted to Provincial and National Treasury | # | MB\_BTO | 1 |  |  | 8 MFMA Annual Returns submitted to Provincial and National Treasury | 8 | 8 | Achieved MFMA Annual Returns submitted to PT & NT | N/A | N/A | 3 | 19 | 11 | 17 | 9 |
| M\_465 | MFMA Quarterly Returns submitted to Provincial and National Treasury | # | MB\_BTO | 4 |  |  | 8 MFMA Quarterly Returns submitted to Provincial and National Treasury | 8 | 8 | Achieved MFMA Quarterly Returns submitted to PT & NT |  |  | 3 | 16 | 8 | 16 | 8 |
| KPA 4: Municipal Financial Viability and Management\ Enhance revenue and asset base\ Free Basic Services | M\_217 | Households earning less than R3 500 (as per indigent policy) per month with access to free basic services | % | MB\_BTO | 100 | 100 | Achieved 100% household earning less than R3500.00 per month have access to basic services | 100% households earning less than R3 500 (as per indigent policy) per month with access to free basic services | 100 | 100 | Achieved 100% household earning less than R3500.00 per month have access to basic services | N/A | N/A | 3 | 100 | 0 | 100 | 0 |
| KPA 4: Municipal Financial Viability and Management\ Enhance revenue and asset base\ Revenue | M\_219 | Billing reports submitted to Council | # | MB\_BTO | 1 | 1 | Achieved.1 Billing report submitted to Council. | 2 billing reports submitted to Council | 2 | 2 | Achieved 1 Billing report submitted to Council | Although the KPI have been achieved it has to be targeted for all quarters during midterm. | Budget and Treasury Office recommends that the KPI’s baseline set at 12 and unit of measure be 12 reports and annual target be 12 billing reports. | 3 | 4 | 2 | 0 | -2 |
|  | M\_223 | Percentage Cost coverage (R-value all cash at a particular time plus R-value investments, divided by R-value monthly fixed operating expenditure) | % | MB\_BTO | 200 | 0 | Achieved 245 % Cost coverage (R-value all cash at a particular time plus R-value investments, divided by R-value monthly fixed operating expenditure) | 200% cost coverage (R-value all cash at a particular time plus R-value investments, divided by R-value monthly fixed operating expenditure) | 200 | 0 | Not Achieved % cost coverage | The ratio could not be calculated as the municipality do not have fixed monthly operating cost. | KPI be removed completely | 1 | 200 | 0 | 150 | 150 |
| M\_225 | Percentage outstanding service debtors to revenue (R-value total outstanding service debtors divided by R-value annual revenue actually received for services) | % | MB\_BTO | 30 | 0 | N/A | 30% outstanding service debtors to revenue (R-value total outstanding service debtors divided by R-value annual revenue actually received for services) | 30 | 0 | Not Achieved % outstanding service debtors to revenue | The ratio could not be calculated as the municipality is not servicing any loan. | Budget and Treasury Office recommends that this KPI be completely removed | 0w | 30 | 0 | 30 | 30 |
| KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ Audit | M\_254 | Progress report on the implementation of AG queries submitted to Council | # | MB\_BTO |  |  |  | Not applicable this quarter |  | 0 |  |  |  | N/A | 2 | 2 | 1 | 1 |
| M\_421 | AG queries against the municipality | # | MB\_BTO |  |  |  | Not applicable this quarter |  | 0 |  |  |  | N/A | 20 | 20 | 54 | 54 |

# SDBIP – Infrastructure and Technical Services (Vote 06)

Infrastructure and Technical Services achieved an overall score of **2.25 (75%)** by mid-year reflecting an increase from the first quarter result of **2.00** **(67%)**. Overall, 12 KPIs were assessed of which 6 KPIs were not applicable for reporting at mid-year. Overall, 50% (3/6) of targets were reached or exceeded, 17% (1/12) were under target and 33% (2/6) had no or minimal progress. All KPIs were supplied with information as per the SDBIP. Some of the successes per priority area at mid-year were as follows:

* Sanitation: Two (2/2) waste water plants were refurbished as per target.
* Water quality: All (100%) of "Points of Use" with excellent monthly water quality rating was achieved. All water treatment plants had excellent monthly water quality rating.

The following challenges were experienced:

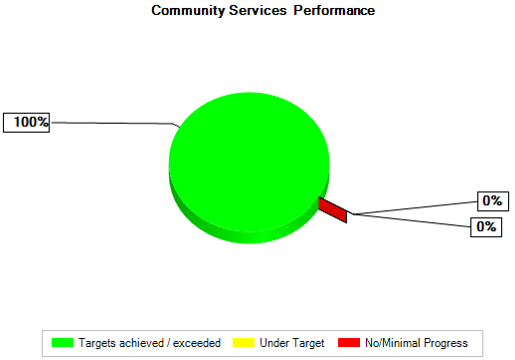
* Electricity Supply: Overall, 22% electricity losses were reported against a target of 21%. High masts were not energised.

Details per Objectives are reflected below:

**SDBIP –** **INFRASTRUCTURE AND TECHNICAL SERVICES – VOTE (VOTE 06) - Key Performance Indicators**

| **Hierarchy (KPA\ Strategic Goal \ Programme)** | **ID** | **KPI** | **UOM** | **Owner** | **Sep 15** | | | **Dec 15** | | | | | | | **Annual Target** | **Variance from Annual Target** | **Baseline** | **Variance from Baseline** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Target | Actual | Comments | Target Notes | Target | Actual | Comments | Challenges | Corrective Action | Score |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Develop and Refurbish Infrastructural services\ Community Centres | M\_38 | Multi-Purpose Community Centres developed | # | MB\_ITS |  | 0 | Not applicable for 1st quarter | Not applicable this quarter |  | 0 | Not applicable for 2nd  quarter | Not applicable for 2nd quarter | Not applicable for 2nd quarter | N/A | 1 | 1 | 3 | 3 |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Develop and Refurbish Infrastructural services\ Electricity Supply | M\_43 | Electricity distribution losses | % | MB\_ITS | 22 |  | Not achieved electricity distribution losses | 21% electricity distribution losses | 21 | 22 | Not Achieved | N/A | N/A | 2.99 | 19 | -2 | 23 | 1 |
| M\_44 | High mast lights energized | # | MB\_ITS |  | 0 | Not applicable for 1st quarter | 20 high mast lights energized | 20 | 0 | Not Achieved | N/A | N/A | 1 | 40 | 20 | 18 | 18 |
| M\_46 | Households with access to electricity (Municipal distribution area) | # | MB\_ITS |  | 0 | Not applicable for 1st quarter | Not applicable this quarter |  | 0 | not applicable for 2nd quarter | not applicable for 2nd quarter | not applicable for 2nd quarter | N/A | 150 | 150 | 1229 | 1229 |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Develop and Refurbish Infrastructural services\ Public transport | M\_53 | Main bus rank upgraded | # | MB\_ITS |  | 0 | Not applicable for 1st quarter | Not applicable this quarter |  | 0 | not applicable for 2nd quarter | not applicable for 2nd quarter | not applicable for 2nd quarter | N/A | 1 | 1 | 0 | 0 |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Develop and Refurbish Infrastructural services\ Roads and storm water | M\_57 | Planned maintenance report on roads and storm water submitted to Council | # | MB\_ITS | 1 | 1 | Achieved 1 report on planned maintenance of roads and storm water submitted to Council | 2 planned maintenance report on roads and storm water submitted to Council | 2 | 0 | Not Achieved planned maintenance report on roads and storm water submitted to Council | Report compiled not served at Council | Revise KPI to submit to Portfolio Committee and SMT | 1 | 4 | 2 | 0 | -1 |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Develop and Refurbish Infrastructural services\ Sanitation | M\_67 | Waste water plants refurbished | # | MB\_ITS | 1 | 0 | Not Achieved waste water plants refurbished | 2 waste water plant refurbished | 2 | 2 | Achieved waste water plants refurbished | N/A | N/A | 3 | 4 | 2 | 4 | 2 |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Develop and Refurbish Infrastructural services\ Sanitation Supply | M\_68 | Households with access to (at least) basic level of sanitation (or more) | # | MB\_ITS |  | 0 | Not applicable for 1st quarter | Not applicable this quarter |  | 0 | not applicable for 2nd quarter | The sanitation project underway the financial year will not address access | KPI must be changed as the project addresses bulk sanitation | N/A | 4180 | 4180 | 66785 | 66785 |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Develop and Refurbish Infrastructural services\ Sport Centres and Facilities | M\_69 | Multi-Purpose Sports Centres developed | # | MB\_ITS |  | 0 | Not applicable for 1st quarter | Not applicable this quarter |  | 0 | not applicable for 2nd quarter | not applicable for 2nd quarter | not applicable for 2nd quarter | N/A | 2 | 2 | 3 | 3 |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Develop and Refurbish Infrastructural services\ Water quality  KPA 2: Basic Service Delivery and Infrastructure Development\ Develop and Refurbish Infrastructural services\ Water quality | M\_74 | Percentage of "Points of Use" with Excellent Monthly Water Quality Rating (99% microbiological & 95% chemical compliance - SANS 241) | % | MB\_ITS | 100 | 100 | Achieved 100% of "Points of Use" with excellent monthly water quality rating | 100% of "Points of Use" with excellent monthly water quality rating (99% microbiological & 95% chemical compliance - SANS 241) | 100 | 100 | Achieved 100% of "Points of Use" with excellent monthly water quality rating | N/A | N/A | 3 | 100 | 0 | 100 | 0 |
| M\_75 | Percentage of water treatment plants with excellent monthly water quality rating (97% microbiological & 95% chemical compliance - SANS 241) | % | MB\_ITS | 100 | 100 | Achieved 100% of water treatment plants with excellent monthly water quality rating | 100% of water treatment plants with excellent monthly water quality rating (97% microbiological & 95% chemical compliance - SANS 241) | 100 | 100 | Achieved 100% of water treatment plants with excellent monthly water quality rating | N/A | N/A | 3 | 100 | 0 | 0 | -100 |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Develop and Refurbish Infrastructural services\ Water Supply | M\_77 | Households with access to basic level of water | # | MB\_ITS |  | 0 | not applicable for 1st quarter | Not applicable this quarter |  | 0 | not applicable for 2nd quarter | not applicable for 2nd quarter | not applicable for 2nd quarter | N/A | 3000 | 3000 | 125739 | 125739 |

# SDBIP – Community Services (Vote 07)



Community Services achieved an overall on target score of **3 (100%)** by mid-year, as per the first quarter result of **3 (100%)**. Overall, 8 KPIs were assessed of which 5 were not applicable for reporting at mid-year. In total, 100% (3/3) of targets were reached or exceeded and none had no or minimal progress. All KPIs were supplied with information. Some of the successes per priority area at mid-year were as follows:

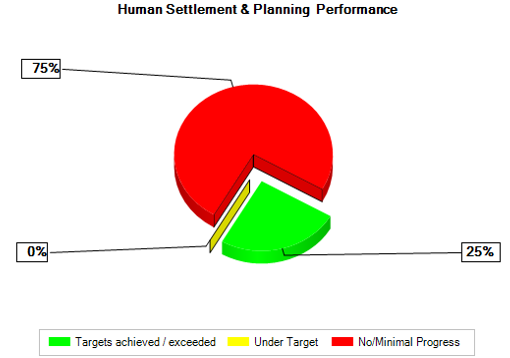
* Waste Management: Overall, 26% of households with access to basic level of solid waste removal as per target.
* Poverty Alleviation: The poverty alleviation identification project and programme was implemented. The Letsema or poverty alleviation projects were on target.

The detail as per Objectives are reflected below:

**SDBIP – COMMUNITY SERVICES – VOTE (VOTE 07) – Key Performance Indicators**

| **Hierarchy (KPA\ Strategic Goal \ Programme)** | **ID** | **KPI** | **UOM** | **Owner** | **Sep 15** | | | **Dec 15** | | | | | | | **Annual Target** | **Variance from Annual Target** | **Baseline** | **Variance from Baseline** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Target | Actual | Comments | Target Notes | Target | Actual | Comments | Challenges | Corrective Action | Score |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Air Quality | M\_106 | Air Quality Management Plan Developed and approved by Council | # | MB\_CS |  |  |  | Not applicable this quarter |  | 0 |  |  |  | N/A | 1 | 1 | 1 | 1 |
| M\_228 | Adopted Air Quality Management by-law | # | MB\_CS |  |  |  | Not applicable this quarter |  | 0 |  |  |  | N/A | 1 | 1 | 1 | 1 |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Environmental Management | M\_111 | Open Space Management Plan reviewed and approved by Council | # | MB\_CS |  |  |  | Not applicable this quarter |  | 0 |  |  |  | N/A | 1 | 1 | 0 | 0 |
| M\_122 | Environmental Management Plan developed and approved by Council | # | MB\_CS |  |  |  | Not applicable this quarter |  | 0 |  |  |  | N/A | 1 | 1 | 1 | 1 |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Waste Management | M\_157 | Households with access to basic level of solid waste removal | % | MB\_CS | 27 | 27 | Achieved (Signed proof of programs attached | 26% households with access to basic level of solid waste removal | 26 | 26 | Achieved | Insufficient domestic business and bulk waste removal | To Purchase the shortage Machinery | 3 | 27 | 1 | 26 | 0 |
| M\_158 | Integrated Waste Management Plan reviewed and approved by Council | # | MB\_CS |  |  |  | Not applicable this quarter |  | 0 |  |  |  | N/A | 1 | 1 | 1 | 1 |
| KPA 3: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Poverty Alleviation | M\_124 | Poverty alleviation identified projects and programmes implemented | # | MB\_CS |  |  |  | 1 poverty alleviation identified project and programme implemented | 1 | 1 | Achieved(Singed report for poverty alleviation and programmes implemented | N/A | N/A | 3 | 3 | 2 | 12 | 11 |
| M\_126 | Projects implemented as Letsema or poverty alleviation projects | # | MB\_CS |  |  |  | 2 projects implemented as Letsema or poverty alleviation projects | 2 | 2 | Achieved 2 Reports for poverty alleviation project implemented | N/A | N/A | 3 | 4 | 2 | 5 | 3 |

# SDBIP – Human Settlement and Planning (Vote 08)

Human Settlement and Planning achieved an overall score of **2.00 (67%)** by mid-year reflecting an increase from the first quarter result of **1.00** **(0-33%)**. Overall, 9 KPIs were assessed of which 5 were not applicable for reporting at mid-year. In total, 25% (1/4) of targets were reached or exceeded and 75% (3/4) had no or minimal progress. A total of 3 KPIs were not supplied with information. Some of the successes per Programme Area at mid-year were as follows:

* Land use: In total, 10 rural areas were formalised exceeding the mid-year target of two.

Challenges were that no information was supplied on the following indicators:

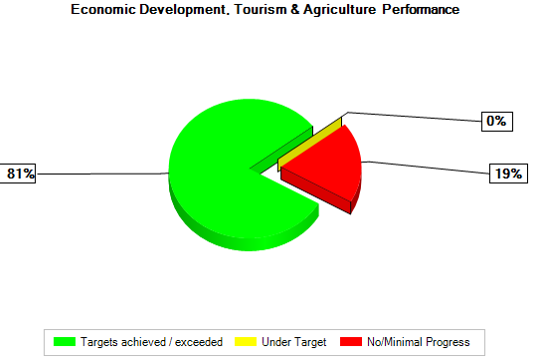
* Average turnaround time (weeks) related to applications of land use (rezoning, special consent or other uses)
* Average turnaround time (weeks) related to applications of land use (township establishment)
* Average turnaround time (weeks) related to attend to (notices/directives issued) land use contraventions YTD

The detailed scorecard as per Objectives is below:

**SDBIP – HUMAN SETTLEMENT AND PLANNING – VOTE (VOTE 08) – Key Performance Indicators**

| **Hierarchy (KPA\ Strategic Goal \ Programme)** | **ID** | **KPI** | **UOM** | **Owner** | **Sep 15** | | | **Dec 15** | | | | | | | **Annual Target** | **Variance from Annual Target** | **Baseline** | **Variance from Baseline** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Target | Actual | Comments | Target Notes | Target | Actual | Comments | Challenges | Corrective Action | Score |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Integrated livable urban and rural neighbourhoods\ Housing | M\_83 | Human settlement development plans reviewed and approved by Council | # | MB\_HSP |  | 0 |  | Not applicable this quarter |  | 15 | Achieved 15 development plans for informal settlements developed through NUSP program | N/A | N/A | N/A | 2 | 2 | 1 | -14 |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Integrated livable urban and rural neighbourhoods\ Land use  KPA 2: Basic Service Delivery and Infrastructure Development\ Integrated livable urban and rural neighbourhoods\ Land use | M\_101 | Rural areas formalised (proclaimed townships) | # | MB\_HSP |  | 1 | Achieved rural areas formalised | 2 rural areas formalised (proclaimed townships) | 2 | 10 | Achieved 10 rural areas formalised | N/A | N/A | 5 | 4 | 2 | 1 | -9 |
| M\_92 | Average turnaround time (weeks) related to applications of land use (rezoning, special consent or other uses) from time of receipt until consideration by Municipal Planning Tribunal | weeks | MB\_TP | 16 |  |  | 16 weeks turnaround time (weeks) related to applications of land use (rezoning, special consent or other uses) from time of receipt until consideration by Municipal Planning Tribunal | 16 |  |  |  |  | 1 | 16 | 0 | 15 | 15 |
| M\_93 | Average turnaround time (weeks) related to applications of land use (township establishment) from time of receipt until consideration by EXCO YTD | weeks | MB\_TP | 24 |  |  | 24 Average turnaround time (weeks) related to applications of land use (township establishment) from time of receipt until consideration by EXCO YTD | 24 |  |  |  |  | 1 | 24 | 0 | 23 | 23 |
| M\_94 | Average turnaround time (weeks) related to attend to (notices/directives issued) land use contraventions YTD | weeks | MB\_TP | 4 |  |  | 4 Average turnaround time (weeks) related to attend to (notices/directives issued) land use contraventions YTD | 4 |  |  |  |  | 1 | 4 | 0 | 3 | 3 |
| M\_97 | LUMS compiled, approved by Council and promulgated | # | MB\_TP |  |  |  | Not applicable this quarter |  |  |  |  |  | N/A | 1 | 1 | 0 | 0 |
| M\_98 | Policies to complement the implementation of the SDF compiled and approved by Council | # | MB\_HSP |  | 0 |  | Not applicable this quarter |  | 0 |  |  |  | N/A | 1 | 1 | 1 | 1 |
| M\_99 | Portions of land transferred to municipality | # | MB\_HOUSING |  |  |  | Not applicable this quarter |  |  |  |  |  | N/A | 2 | 2 | 4 | 4 |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Integrated livable urban and rural neighbourhoods\ Spatial Development | M\_105 | Spatial Development Framework (that is aligned with IDP) reviewed and approved by Council | # | MB\_HSP |  | 0 |  | Not applicable this quarter |  | 0 | Not applicable this quarter | Not applicable this quarter | Not applicable this quarter | N/A | 1 | 1 | 1 | 1 |

# SDBIP – Economic Development, Tourism and Agriculture (Vote 09)



Economic Development, Tourism and Agriculture achieved an overall score of **2.37 (79%)** by mid-year reflecting a decrease from the first quarter on target result of **3.00** **(100%)**. Overall, 17 KPIs were assessed of which 1 was not applicable for reporting at mid-year. In total, 81% (13/16) of targets were reached or exceeded and 19% (3/16 had no/minimal progress. All KPIs were supplied with information. Some of the successes per Priority Area at mid-year were as follows:

* Agriculture: The Agricultural development projects report was submitted to Council in the 1st quarter as per target.
* Job Creation: In total 200 jobs were created through the municipality's LED (Local Economic Development) initiatives. Two (2/2) reports on permanent jobs created through all sectors of the economy were developed, one (1/1) report on temporary job opportunities was created and two (2/2) EPWP[[9]](#footnote-9) Reports were submitted to Public Works.
* LED: Two (2/2) reports of monitoring on SLP was submitted to Council and three (3/3) LED Institutional frameworks are functional.
* SMME’s[[10]](#footnote-10): One (1/1) training workshop was conducted to support Cooperatives; two (2/2) SMME markets were managed; two (2/2) SMME's were empowered on LED initiatives and in total 60 SMME's were supported through training as per target.
* Tourism: Overall, eight (8/8) initiatives to increase tourists visiting the municipal area were undertaken.

Challenges were faced in the following:

* Investment: No review of the Investment Incentive Scheme took place due to budget constraints. It is suggested that the development of a holistic Industrial Development Masterplan, Investment Incentive Scheme and Feasible Small Town Revitalisation Plan be commissioned as one document to be done so as to use funds once off.
* Poverty Alleviation: The identification of poverty alleviation projects and programmes were not done as the PPP[[11]](#footnote-11) is not in line with the department social issues.

The details per Objectives are reflected below:

**SDBIP – ECONOMIC DEVELOPMENT, TOURISM AND AGRICULTURE – VOTE (VOTE 09) – Key Performance Indicators**

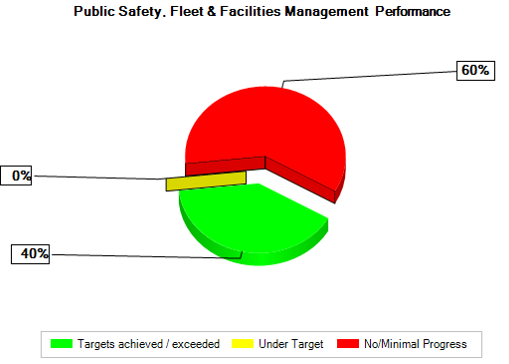
| **Hierarchy (KPA\ Strategic Goal \ Programme)** | **ID** | **KPI** | **UOM** | **Owner** | **Sep 15** | | | **Dec 15** | | | | | | | **Annual Target** | **Variance from Annual Target** | **Baseline** | **Variance from Baseline** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Target | Actual | Comments | Target Notes | Target | Actual | Comments | Challenges | Corrective Action | Score |
| KPA 3: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Agriculture | M\_174 | Agricultural development projects reports submitted to council | # | MB\_EDTA | 1 | 1 | Achieved 1 report of agricultural development projects submitted to Council | 1 agricultural development projects reports submitted to Council | 1 | 1 | Achieved Agricultural development projects submitted to council in 1st quarter | N/A | N/A | 3 | 3 | 2 | 3 | 2 |
| KPA 3: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Investment | M\_164 | Review Investment Incentive Scheme developed and adopted by Council | # | MB\_EDTA |  | 0 |  | 1 reviewed Investment Incentive Scheme developed and adopted by Council | 1 | 0 | Not Achieved review of Investment Incentive Scheme | The indicator was with-held as a cost cutting measure due to municipal budget constraints | Development of a holistic Industrial Development Masterplan, Investment Incentive Scheme and Feasible small town revitalisation plan as one document so as to use funds once off | 1 | 1 | 0 | 0 | 0 |
| KPA 3: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Job Creation | M\_163 | EPWP reports submitted to Council | # | MB\_EDTA | 1 | 1 | Achieved 1 EPWP report submitted to Council | 2 EPWP reports submitted to Council | 2 | 0 | Not Achieved EPWP reports submitted to Council |  |  | 1 | 4 | 2 | 4 | 3 |
| M\_165 | Jobs created through municipality's LED initiatives including capital projects | # | MB\_EDTA | 100 | 100 | Achieved 100 jobs created through municipality's LED initiatives including capital projects | 200 jobs created through municipality's LED initiatives including capital projects | 200 | 200 | Achieved jobs created through municipality's LED initiatives | N/A | N/A | 3 | 500 | 300 | 1000 | 800 |
| M\_166 | Report on permanent jobs created through all sectors of the economy | # | MB\_EDTA | 1 | 1 | Achieved 365 permanent jobs created through all sectors of the economy | 2 reports on permanent jobs created through all sectors of the economy | 2 | 2 | Achieved 2 reports on permanent jobs created | N/A | N/A | 3 | 4 | 2 | 1000 | 998 |
| KPA 3: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Job Creation | M\_167 | Reports on temporary jobs opportunities created | # | MB\_EDTA |  | 0 |  | 1 report on temporary jobs opportunities created | 1 | 1 | Achieved 1 report on temporary jobs opportunities created | N/A | N/A | 3 | 2 | 1 | 4 | 3 |
| M\_466 | EPWP reports submitted to Public Works | # | MB\_EDTA | 1 | 1 | Achieved 1 EPWP report submitted to Public Works | 2 EPWP reports submitted to Public Works | 2 | 2 |  |  |  | 3 | 4 | 2 | 4 | 2 |
| KPA 3: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ LED | M\_173 | Reports monitoring on Social Labour Plans to Council | # | MB\_EDTA | 1 | 1 | Achieved 1 report of monitoring on SLP to Council | 2 reports monitoring on Social Labour Plans to Council | 2 | 2 | Achieved 2 reports of monitoring on SLP to Council | N/A | N/A | 3 | 4 | 2 | 4 | 2 |
| M\_467 | LED Institutional frameworks functionality | # | MB\_EDTA |  | 0 |  | 3 LED Institutional frameworks functional | 3 | 3 | Achieved LED institutional frameworks functionality | N/A | N/A | 3 | 6 | 3 | 2 | -1 |
| KPA 3: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Poverty Alleviation | M\_125 | Poverty alleviation identified projects and programmes implemented | # | MB\_EDTA |  | 0 |  | 1 poverty alleviation identified project and programme implemented | 1 | 0 | Not Achieved identification of poverty alleviation projects and programmes | PPP not in line with the department but social issues | Indicator to be moved to Community Services or Special Programmes in the Office of the Executive Mayor | 1 | 3 | 2 | 3 | 3 |
| KPA 3: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ SMMEs | M\_162 | Training workshops conducted to support Cooperatives | # | MB\_EDTA |  | 0 |  | 1 training workshop conducted to support Cooperatives | 1 | 1 | Achieved training workshops conducted to support Cooperatives | N/A | N/A | 3 | 3 | 2 | 3 | 2 |
| M\_175 | SMME markets managed | # | MB\_EDTA |  | 0 |  | 2 SMME markets managed | 2 | 2 | Achieved SMME markets managed | N/A | N/A | 3 | 3 | 1 | 2 | 0 |
| M\_178 | SMMEs assisted with access to the markets | # | MB\_EDTA | 2 | 2 | Achieved 2 SMMEs assisted with access to the markets | 2 SMMEs assisted with access to the markets | 2 | 2 | Achieved SMME's assisted with access to the markets | N/A | N/A | 3 | 4 | 2 | 12 | 10 |
| M\_179 | SMMEs empowered on LED initiatives | # | MB\_EDTA |  | 0 |  | 2 SMMEs Empowered on LED initiatives | 2 | 2 | Achieved SMME's empowered on LED initiatives | N/A | N/A | 3 | 4 | 2 | 4 | 2 |
| M\_181 | SMMEs supported through training | # | MB\_EDTA |  | 0 |  | 60 SMMEs supported through training | 60 | 60 | Achieved SMME's supported through training | N/A | N/A | 3 | 100 | 40 | 50 | -10 |
| M\_186 | Tourism SMME’s linked to established business enterprises | # | MB\_EDTA |  | 0 |  | Not applicable this quarter |  | 0 |  |  |  | N/A | 1 | 1 | 1 | 1 |
| KPA 3: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Tourism | M\_183 | Initiative to increase tourists visiting municipality undertaken YTD | # | MB\_EDTA | 8 | 8 | Achieved 8 initiatives to increase tourists visiting municipality undertaken YTD | 8 Initiatives to increase tourists visiting municipality undertaken YTD | 8 | 8 | Achieved 8 initiatives to increase tourists visiting municipality undertaken YTD |  |  | 3 | 12 | 4 | 6 | -2 |

# SDBIP – Public Safety, Fleet and Facilities Management (Vote 10)

Public Safety, Fleet and Facilities Management achieved an overall score of **1.75 (58%)** by mid-year reflecting a decrease from the first quarter result of **2.50** **(83%)**. Overall, 10 KPIs were assessed of which 5 were not applicable for reporting at mid-year. In total, 40% (2/5) of targets were reached or exceeded and 60% (3/5) had no or minimal progress. All KPIs were not supplied with information. Some of the successes per priority area at mid-year were as follows:

* Traffic: In total, six (6/6) law enforcement operations with other law enforcement agencies were undertaken.
* Fleet Management: Two (2/2) reports were submitted to Council on the state of the municipal fleet.

Challenges that were faced:

* Municipal Buildings: No reports (0/2) on the state of municipal facilities were submitted to Council.
* Internal Security: No reports (0/1) were submitted to Council on the functionality of CCTV Cameras. The service provider was appointed towards the end of the 2nd quarter and was busy establishing the control room.
* Disaster Management: The Disaster Recovery Plan was not reviewed.

The details as per the Objectives are detailed below:

**SDBIP – PUBLIC SAFETY, FLEET AND FACILITIES MANAGEMENT – VOTE (VOTE 10) – Key Performance Indicators**

| **Hierarchy (KPA\ Strategic Goal \ Programme)** | **ID** | **KPI** | **UOM** | **Owner** | **Sep 15** | | | **Dec 15** | | | | | | | **Annual Target** | **Variance from Annual Target** | **Baseline** | **Variance from Baseline** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Target | Actual | Comments | Target Notes | Target | Actual | Comments | Challenges | Corrective Action | Score |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Develop and Refurbish Infrastructural services\ Municipal Buildings | M\_52 | Reports submitted to Council on the state of municipal facilities | # | MB\_PSFFM | 1 | 0 | Achieved 1reports submitted to Council on the state of Municipal Facilities | 2 reports submitted to Council on the state of municipal facilities | 2 | 0 | Not Achieved reports submitted to Council | None | None | 1 | 4 | 2 | 0 | 0 |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Disaster Management | M\_108 | Disaster Recovery Plan developed and adopted by Council | # | MB\_PSFFM |  | 0 | Not targeted for 1st quarter | 1 Disaster Recovery Plan developed and adopted by Council | 1 | 0 | Not Achieved | The KPI read developed instead of review | To be Achieved 4th quarter however the process of inputs is been conducted and submitted to Audit | 1 | 1 | 0 | 0 | 0 |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Fire Services | M\_268 | New Fire Services by-laws adopted by Council and submitted to COGHSTA for vetting and promulgation | # | MB\_PSFFM |  | 0 | Not targeted for 1st quarter | Not applicable this quarter |  | 0 | Targeted for 3rd quarter, the report will be submitted to PC6 in February, | KPI state Adoption by Council instead of submitted to council for adoption | Move to 4th quarter Because is still on process and change the KPI to be submitted to council for adoption | N/A | 1 | 1 | 0 | 0 |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Public transport | M\_314 | New Public Transport by-laws adopted by Council and submitted to COGHSTA for vetting and promulgation | # | MB\_PSFFM |  | 0 | Targeted for 3rd quarter | Not applicable this quarter |  | 0 | Not Achieved | The KPI is not relevant to the programme | None | N/A | 1 | 1 | 0 | 0 |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Traffic | M\_150 | Code of Conduct for Traffic Officers i.t.o. RTMS requirements adopted by Council | # | MB\_PSFFM |  | 0 | Not targeted for 1st quarter | Not applicable this quarter |  | 0 | Targeted for 4th quarter | Change the KPI to be submitted to council for adoption | None | N/A | 1 | 1 | 0 | 0 |
| KPA 2: Basic Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Traffic | M\_152 | Law enforcement operations with other law enforcement agencies undertaken YTD | # | MB\_PSFFM | 3 | 3 | Achieved,3 law enforcement operations with other law enforcement agencies undertaken YTD | 6 law enforcement operations with other law enforcement agencies undertaken YTD | 6 | 6 | Achieved Law enforcement operations with other law enforcement agencies undertaken YTD | None | None | 3 | 12 | 6 | 12 | 6 |
| KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ Fleet Management | M\_270 | Fleet Management Policy and Procedure Manual Adopted by Council | # | MB\_PSFFM |  | 0 | Not targeted for 1st quarter | Not applicable this quarter |  | 0 | Targeted for 3rd quarter | KPI state Adoption by Council instead of submitted to council for adoption | Change the KPI to be submitted to Council for adoption | N/A | 1 | 1 | 0 | 0 |
| M\_271 | Reports submitted to Council on the state of municipal fleet | # | MB\_PSFFM | 1 | 1 | Achieved,1 report submitted to Council | 2 reports submitted to Council on the state of municipal fleet | 2 | 2 | Achieved reports submitted to Council on the state of Municipal fleet | None | None | 3 | 4 | 2 | 0 | -2 |
| KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ Internal Security | M\_292 | Internal Access Security Policy Adopted by Council | # | MB\_PSFFM |  | 0 | Targeted for 3rd quarter | Not applicable this quarter |  | 0 | Not targeted for 3rd quarter | None | The KPI change to be submitted to Council for adoption | N/A | 1 | 1 | 0 | 0 |
| KPA 5: Good Governance and Public Participation\ Democratic and accountable organisation\ Internal Security | M\_293 | Reports submitted to Council on the functionality of CCTV Cameras | # | MB\_PSFFM |  | 0 | Targeted for 2nd quarter | 1 report submitted to Council on the functionality of CCTV Cameras | 1 | 0 | Not Achieved | The service provider was appointed towards the end of the 2nd quarter and was busy establishing the control room | None | 1 | 3 | 2 | 4 | 4 |

# SDBIP Project Implementation

The following progress on capital project information was reported:

| **KPA** | **STRATEGIC GOAL** | **PROGRAMME** | **PROJECT NAME** | **WARD NUMBER** | **TOTAL CAPITAL BUDGET 2015/2016** | **END DATE** | **MID-TERM TARGET** | **EXPENDITURE TO DATE** | **MID-TERM PERFORMANCE** | **CHALLENGES/ REASONS FOR VARIANCE** | **CORRECTIVE MEASURES** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|
| KPA 2: Basic Service Delivery and Infrastructure Development | Develop and Refurbish Infrastructural services | Water and Sanitation | Klipgat Extention Water Supply | 24,8,36 | 15,000,000 | 15/03/2016 | 50% | 4,042,668 | 30% | Late appointment of service provider | The contractor to accelerate performance through sub-contracting and cessions for material |
| KPA 2: Basic Service Delivery and Infrastructure Development | Develop and Refurbish Infrastructural services | Water and Sanitation | Hebron/Kgabalatsane/Rockville Erusmus & Itsoseng | 10,15,16 | 47,411,000 | 29/04/2016 | 50% | 10,659,350 | 15% | Late appointment of service provider | The contractor to accelerate performance through sub-contracting and cessions for material |
| KPA 2: Basic Service Delivery and Infrastructure Development | Develop and Refurbish Infrastructural services | Water and Sanitation | Hebron To Madidi Bulk Water Pipeline | 3 | 2,500,000 | 29/04/2016 | 0% | - | 0% | N/A | N/A |
| KPA 2: Basic Service Delivery and Infrastructure Development | Develop and Refurbish Infrastructural services | Water and Sanitation | Klipgat Sanitation | 24,8,36 | 20,000,000 | 30/06/2016 | 50% | 5,763,163 | 8% | Late appointment of service provider | The contractor to accelerate performance through sub-contracting and cessions for material |
| KPA 2: Basic Service Delivery and Infrastructure Development | Develop and Refurbish Infrastructural services | Roads and Storm Water | Fafung To Rasai Road | 1 | 10,000,000 | 29/04/2016 | 25% | 2,660,293 | 4% | Late appointment of service provider | The contractor to accelerate performance through sub-contracting and cessions for material |
| KPA 2: Basic Service Delivery and Infrastructure Development | Develop and Refurbish Infrastructural services | Roads and Storm Water | Upgrading of Internal Roads of Cluster 1 | 25,31,32 &33 | 13,830,000 | 29/04/2016 | 25% | 1,062,811 | 5% | Late appointment of service provider | The contractor to accelerate performance through sub-contracting and cessions for material |
| KPA 2: Basic Service Delivery and Infrastructure Development | Develop and Refurbish Infrastructural services | Roads and Storm Water | Upgrading of Internal Roads of Cluster 2 | 3,20,21,&22 | 8,000,000 | 29/04/2016 | 25% | 2,211,542 | 15% | Late appointment of service provider | The contractor to accelerate performance through sub-contracting and cessions for material |
| KPA 2: Basic Service Delivery and Infrastructure Development | Develop and Refurbish Infrastructural services | Roads and Storm Water | Upgrading of Internal Roads of Cluster 3 | 15,16 &35 | 8,000,000 | 29/04/2016 | 25% | 476,022 | 5% | Late appointment of service provider | The contractor to accelerate performance through sub-contracting and cessions for material |
| KPA 2: Basic Service Delivery and Infrastructure Development | Develop and Refurbish Infrastructural services | Roads and Storm Water | Upgrading of Internal Roads of Cluster 4 |  | 8,000,000 | 29/04/2016 | 25% | 1,269,812 | 35% | N/A | N/A |
| KPA 2: Basic Service Delivery and Infrastructure Development | Develop and Refurbish Infrastructural services | Roads and Storm Water | Upgrading of Internal Roads of Cluster 5 |  | 21,000,000 | 29/04/2016 | 25% | 1,971,340 | 10% | Late appointment of service provider | The contractor to accelerate performance through sub-contracting and cessions for material |
| KPA 2: Basic Service Delivery and Infrastructure Development | Develop and Refurbish Infrastructural services | Roads and Storm Water | Upgrading of Internal Roads of Cluster 6 |  | 6,000,000 | 29/04/2016 | 25% | 675,130 | 4% | Late appointment of service provider | The contractor to accelerate performance through sub-contracting and cessions for material |
| KPA 2: Basic Service Delivery and Infrastructure Development | Develop and Refurbish Infrastructural services | Roads and Storm Water | Upgrading of Internal Roads of Cluster 7 |  | 8,000,000 | 29/04/2016 | 25% | - | 0% | Late appointment of service provider | The contractor to accelerate performance through sub-contracting and cessions for material |
| KPA 2: Basic Service Delivery and Infrastructure Development | Develop and Refurbish Infrastructural services | Roads and Storm Water | Upgrading of Internal Roads of Cluster 8 | ALL WARDS | 19,000,000 | 29/04/2016 | 25% | 3,977,054 | 8% | Late appointment of service provider | The contractor to accelerate performance through sub-contracting and cessions for material |
| KPA 2: Basic Service Delivery and Infrastructure Development | Develop and Refurbish Infrastructural services | Roads and Storm Water | Klipgat Stormwater | 24,8,36 | 6,000,000 | 29/04/2016 | 25% | 817,877 | 5% | Late appointment of service provider | The contractor to accelerate performance through sub-contracting and cessions for material |
| KPA 2: Basic Service Delivery and Infrastructure Development | Develop and Refurbish Infrastructural services | Roads and Storm Water | Mothotlung Stormwater | 20 | 700,000 | 30/09/2015 | 100% | 3,500,425 | 95% | slow performance and disruption of works by the business forum | Contractor on terms failure to comply termination letter will be issued |
| KPA 2: Basic Service Delivery and Infrastructure Development | Develop and Refurbish Infrastructural services | Roads and Storm Water | Letlhabile Stormwater | 9,11,12 | 5,000,000 | 29/04/2016 | 25% | 1,669,075 | 5% | Late appointment of service provider | The contractor to accelerate performance through sub-contracting and cessions for material |
| KPA 2: Basic Service Delivery and Infrastructure Development | Develop and Refurbish Infrastructural services | Roads and Storm Water | Rankotea Road | 14 | 5,500,000 | 30/11/2015 | 100% | 1,462,740 | 27% | Contractor terminated and re-instated, slow progress and unavailability of road material | Contractor on terms failure to comply termination letter will be issued |
| KPA 2: Basic Service Delivery and Infrastructure Development | Develop and Refurbish Infrastructural services | Roads and Storm Water | Oukasie Storm Water | 13,21,22 | 5,000,000 | 29/04/2016 | 25% | 1,779,346 | 4% | Late appointment of service provider | The contractor to accelerate performance through sub-contracting and cessions for material |
| KPA 2: Basic Service Delivery and Infrastructure Development | Develop and Refurbish Infrastructural services | Roads and Storm Water | Makgabetlwane To Jericho Road | 2,34 | 9,430,000 | 29/04/2016 | 25% | 3,951,529 | 4% | Late appointment of service provider | The contractor to accelerate performance through sub-contracting and cessions for material |
| KPA 2: Basic Service Delivery and Infrastructure Development | Develop and Refurbish Infrastructural services | Community Centres | Madidi Multi Purpose-Centre | 3 | 6,800,000 | 30/08/2015 | 100% | 531,586 |  | slow performance by the contractor and abandoning of the site | contractor terminated and a new appointment done through Sec 32 |
| KPA 2: Basic Service Delivery and Infrastructure Development | Develop and Refurbish Infrastructural services | Community Centres | Dithabaneng Multi-Purpose Centre | 27 | 4,950,000 | 30/11/2015 | 100% | 3,042,254 |  | slow performance by the contractor, contractor terminated and re-instated | The contractor to accelerate performance through sub-contracting and cessions for material |
| KPA 2: Basic Service Delivery and Infrastructure Development | Develop and Refurbish Infrastructural services | Taxi Ranks | Upgrading Of The Main Bus Taxi Rank | ALL WARDS | 8,840,000 | 30/06/2016 | 35% | - | 0% | Late appointment of service provider | the consultant to finalize the design and the tender document for advertisement by the third quarter |
| KPA 2: Basic Service Delivery and Infrastructure Development | Develop and Refurbish Infrastructural services | Cemeteries | Letlhabile Cemetery Phase 2 | 9,11,12 | 2,000,000 | 30/06/2016 | 50% | - | 0% | Civil works project depleted the funds approved on the project. | Consultant to submit the motivation for additional funding and project to be removed during budget adjustment |
| KPA 2: Basic Service Delivery and Infrastructure Development | Develop and Refurbish Infrastructural services | Transfer Stations | Ward 19 Waste Transfer Station (Mmakau) | 17,18,19 | 2,500,000 | 30/06/2016 | N/A | - | 0% | N/A | N/A |
| KPA 2: Basic Service Delivery and Infrastructure Development | Develop and Refurbish Infrastructural services | Transfer Stations | Oukasie Waste Transfer Station | 13,21,22 | 2,000,000 | 30/06/2016 | 8% | - | 0% | No enough funds to complete the project | Consultant to submit the motivation for additional funding and project to be removed during budget adjustment |
| KPA 2: Basic Service Delivery and Infrastructure Development | Develop and Refurbish Infrastructural services | Electricity | Madibeng High Mast Electrification | ALL WARDS | 2,000,000 | 30/06/2016 | 20% | - | 0% | Awaiting ESKOM quotations |  |
| KPA 2: Basic Service Delivery and Infrastructure Development | Develop and Refurbish Infrastructural services | Electricity | Madibeng High Mast Lights & Street Phase 2 | ALL WARDS | 1,000,000 | 30/06/2016 | N/A | - | 0% | Project not register with MIG, as they requested that the project be per villages. | Project to be removed during budget adjustment |

# SDBIP Budget Statements

The Municipal Budget and Reporting Regulations (MBRR) R33, specifies that the financial report of a municipality must be in the format specified in Schedule C and include all the required tables, charts, explanatory information and the quality certificate, taking into account any guidelines issued by the Minister in terms of section 168(1) of the Act.

The Finance Department has submitted the following:

1. Table C1 – Summary
2. Table C2 – Financial Performance (standard classification)
3. Table C3 – Financial Performance (revenue and expenditure by municipal vote)
4. Table C4 – Financial Performance (revenue and expenditure)
5. Table C5 – Capital Expenditure (municipal vote, standard classification and funding)
6. Table C6 – Financial Position
7. Table C7 – Cash Flow

## Table C1 – Summary

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **NW372 Madibeng - Table C1 Monthly Budget Statement Summary - M06 December** | | | | |  |  |  |  |  |
| **Description** | **2014/15** | **Budget Year 2015/16** | | | | | | | |
| **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 | 312,010 | 337,183 | – | 23,780 | 144,697 | 168,592 | (23,895) | -14% | 337,183 |
| Service charges | 574,162 | 630,136 | – | 45,561 | 296,862 | 315,068 | (18,206) | -6% | 630,136 |
| Investment revenue | 3,750 | 4,095 | – | 285 | 2,886 | 2,048 | 838 | 41% | 4,095 |
| Transfers recognised - operational | 369,770 | 466,373 | – | – | 337,607 | 233,186 | 104,421 | 45% | 466,373 |
| Other own revenue | 95,316 | 83,639 | – | 5,529 | 42,481 | 41,819 | 662 | 2% | 83,639 |
| **Total Revenue (excluding capital transfers and contributions)** | **1,355,009** | **1,521,426** | **–** | **75,155** | **824,533** | **760,713** | **63,820** | **8%** | **1,521,426** |
| Employee costs | 324,757 | 340,739 | – | 29,271 | 171,834 | 170,369 | 1,464 | 1% | 340,739 |
| Remuneration of Councillors | 22,406 | 26,345 | – | 1,875 | 11,298 | 13,173 | (1,874) | -14% | 26,345 |
| Depreciation & asset impairment | 600,427 | 82,430 | – | – | – | 41,215 | (41,215) | -100% | 82,430 |
| Finance charges | 101,124 | 10,000 | – | – | 32,509 | 5,000 | 27,509 | 550% | 10,000 |
| Materials and bulk purchases | 555,529 | 618,771 | – | 17,627 | 251,184 | 308,094 | (56,910) | -18% | 618,771 |
| Transfers and grants | 13,323 | 33,459 | – | 2,923 | 6,782 | 16,729 | (9,947) | -59% | 33,459 |
| Other expenditure | 441,491 | 409,525 | – | 27,437 | 121,531 | 206,908 | (85,378) | -41% | 409,525 |
| **Total Expenditure** | **2,059,056** | **1,521,269** | **–** | **79,133** | **595,139** | **761,489** | **(166,350)** | **-22%** | **1,521,269** |
| **Surplus/(Deficit)** | **(704,047)** | **157** | **–** | **(3,978)** | **229,394** | **(776)** | **230,170** | **-29654%** | **157** |
| Transfers recognised - capital | – | – | – | – | – | – | – |  | – |
| Contributions & Contributed assets | – | – | – | – | – | – | – |  | – |
| **Surplus/(Deficit) after capital transfers & contributions** | **(704,047)** | **157** | **–** | **(3,978)** | **229,394** | **(776)** | **230,170** | **-29654%** | **157** |
| Share of surplus/ (deficit) of associate | – | – | – | – | – | – | – |  | – |
| **Surplus/ (Deficit) for the year** | **(704,047)** | **157** | **–** | **(3,978)** | **229,394** | **(776)** | **230,170** | **-29654%** | **157** |
|  |  |  |  |  |  |  |  |  |  |
| **Capital expenditure & funds sources** |  |  |  |  |  |  |  |  |  |
| **Capital expenditure** | **–** | **292,461** | **–** | **27,186** | **62,631** | **146,231** | **(83,600)** | **-57%** | **292,461** |
| Capital transfers recognised | – | 284,461 | – | 25,156 | 59,974 | 142,231 | (82,257) | -58% | 284,461 |
| Public contributions & donations | – | – | – | – | – | – | – |  | – |
| Borrowing | – | – | – | – | – | – | – |  | – |
| Internally generated funds | **–** | **8,000** | **–** | **2,030** | **2,657** | **4,000** | **(1,343)** | **-34%** | **8,000** |
| **Total sources of capital funds** | **–** | **292,461** | **–** | **27,186** | **62,631** | **146,231** | **(83,600)** | **-57%** | **292,461** |
|  |  |  |  |  |  |  |  |  |  |
| **Financial position** |  |  |  |  |  |  |  |  |  |
| Total current assets | 354,967 | 274,469 | – |  | – |  |  |  | 274,469 |
| Total non current assets | 6,482,508 | 4,840,184 | – |  | – |  |  |  | 4,840,184 |
| Total current liabilities | 470,857 | 191,190 | – |  | – |  |  |  | 191,190 |
| Total non current liabilities | 938,071 | 651,600 | – |  | – |  |  |  | 651,600 |
| **Community wealth/Equity** | **5,428,547** | **4,271,863** | **–** |  | **–** |  |  |  | **4,271,863** |
|  |  |  |  |  |  |  |  |  |  |
| **Cash flows** |  |  |  |  |  |  |  |  |  |
| Net cash from (used) operating | 248,061 | 357,006 | – | (45,354) | 166,426 | 178,503 | 12,077 | 7% | 357,006 |
| Net cash from (used) investing | (233,416) | (232,201) | – | (27,186) | (62,729) | (116,100) | (53,371) | 46% | (232,201) |
| Net cash from (used) financing | 6,346 | (34,011) | – | – | – | (17,005) | (17,005) | 100% | (34,011) |
| **Cash/cash equivalents at the month/year end** | **17,136** | **113,876** | **–** | **–** | **126,777** | **68,478** | **(58,299)** | **-85%** | **113,876** |
|  |  |  |  |  |  |  |  |  |  |
| **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 | 79,914 | 61,236 | 48,269 | 1,054,572 | – | – | – | – | 1,243,990 |
| **Creditors Age Analysis** |  |  |  |  |  |  |  |  |  |
| Total Creditors | 49,581 | 25,100 | 5,952 | 162 | 3,349 | – | – | 43,301 | 127,446 |
|  |  |  |  |  |  |  |  |  |  |

## Table C2 – Financial Performance (standard classification)

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **NW372 Madibeng - Table C2 Monthly Budget Statement - Financial Performance (standard classification) - M06 December** | | | | | | | | | | |
| **Description** | **Ref** | **2014/15** | **Budget Year 2015/16** |  |  |  |  |  |  |  |
| **Audited Outcome** | **Original Budget** | **Adjusted Budget** | **Monthly actual** | **YearTD actual** | **YearTD budget** | **YTD variance** | **YTD variance** | **Full Year Forecast** |
| **R thousands** | 1 |  |  |  |  |  |  |  | **%** |  |
| **Revenue - Standard** |  |  |  |  |  |  |  |  |  |  |
| ***Governance and administration*** |  | **–** | **428,138** | **–** | **28,609** | **373,746** | **214,069** | 159,677 | 75% | **428,138** |
| Executive and council |  | – | – | – | – | – | – | – |  | – |
| Budget and treasury office |  | – | 428,095 | – | 28,609 | 373,739 | 214,048 | 159,691 | 75% | 428,095 |
| Corporate services |  | – | 42 | – | – | 7 | 21 | (14) | -69% | 42 |
| ***Community and public safety*** |  | **–** | **14,289** | **–** | **658** | **3,506** | **7,145** | (3,638) | -51% | **14,289** |
| Community and social services |  | – | 1,182 | – | 42 | 473 | 591 | (118) | -20% | 1,182 |
| Sport and recreation |  | – | 89 | – | 3 | 51 | 45 | 6 | 14% | 89 |
| Public safety |  | – | 10,632 | – | 215 | 1,728 | 5,316 | (3,588) | -67% | 10,632 |
| Housing |  | – | 2,385 | – | 398 | 1,254 | 1,193 | 61 | 5% | 2,385 |
| Health |  | – | – | – | – | – | – | – |  | – |
| ***Economic and environmental services*** |  | **–** | **–** | **–** | **–** | **16** | **–** | 16 | 100% | **–** |
| Planning and development |  | – | – | – | – | – | – | – |  | – |
| Road transport |  | – | – | – | – | 16 | – | 16 | 100% | – |
| Environmental protection |  | – | – | – | – | – | – | – |  | – |
| ***Trading services*** |  | **–** | **1,078,995** | **–** | **45,889** | **302,077** | **539,497** | (237,420) | -44% | **1,078,995** |
| Electricity |  | – | 535,263 | – | 30,224 | 207,579 | 267,632 | (60,053) | -22% | 535,263 |
| Water |  | – | 279,294 | – | 10,528 | 65,083 | 139,647 | (74,564) | -53% | 279,294 |
| Waste water management |  | – | 140,166 | – | 2,556 | 13,228 | 70,083 | (56,855) | -81% | 140,166 |
| Waste management |  | – | 124,272 | – | 2,581 | 16,188 | 62,136 | (45,948) | -74% | 124,272 |
| ***Other*** | 4 | **–** | **2,024** | **–** | **–** | **44** | **1,012** | **(968)** | **-96%** | **2,024** |
| **Total Revenue - Standard** | 2 | **–** | **1,523,446** | **–** | **75,155** | **679,389** | **761,723** | **(82,334)** | **-11%** | **1,523,446** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Expenditure - Standard** |  |  |  |  |  |  |  |  |  |  |
| ***Governance and administration*** |  | **–** | **495,037** | **–** | **24,852** | **155,222** | **249,059** | (93,837) | -38% | **500,508** |
| Executive and council |  | – | 72,799 | – | 7,385 | 33,354 | 36,849 | (3,495) | -9% | 75,943 |
| Budget and treasury office |  | – | 364,527 | – | 8,993 | 84,792 | 183,708 | (98,916) | -54% | 369,650 |
| Corporate services |  | – | 57,711 | – | 8,474 | 37,076 | 28,502 | 8,573 | 30% | 54,915 |
| ***Community and public safety*** |  | **–** | **174,347** | **–** | **17,569** | **91,777** | **87,260** | 4,516 | 5% | **174,327** |
| Community and social services |  | – | 36,060 | – | 3,920 | 17,545 | 17,459 | 86 | 0% | 33,488 |
| Sport and recreation |  | – | 11,122 | – | 814 | 5,266 | 5,767 | (501) | -9% | 11,445 |
| Public safety |  | – | 93,338 | – | 10,736 | 55,120 | 47,764 | 7,355 | 15% | 100,069 |
| Housing |  | – | 25,089 | – | 1,626 | 10,671 | 12,446 | (1,775) | -14% | 24,399 |
| Health |  | – | 8,739 | – | 472 | 3,176 | 3,825 | (649) | -17% | 4,926 |
| ***Economic and environmental services*** |  | **–** | **47,968** | **–** | **1,512** | **8,053** | **23,326** | (15,273) | -65% | **43,365** |
| Planning and development |  | – | – | – | – | – | – | – |  | – |
| Road transport |  | – | 46,260 | – | 1,383 | 7,331 | 22,526 | (15,195) | -67% | 42,029 |
| Environmental protection |  | – | 1,708 | – | 129 | 722 | 801 | (79) | -10% | 1,335 |
| ***Trading services*** |  | **–** | **788,457** | **–** | **34,322** | **335,077** | **394,579** | (59,503) | -15% | **790,912** |
| Electricity |  | – | 467,779 | – | 10,106 | 198,923 | 233,749 | (34,826) | -15% | 466,795 |
| Water |  | – | 226,632 | – | 11,482 | 91,757 | 113,748 | (21,991) | -19% | 229,658 |
| Waste water management |  | – | 23,792 | – | 3,432 | 11,994 | 12,392 | (398) | -3% | 27,261 |
| Waste management |  | – | 70,254 | – | 9,301 | 32,403 | 34,690 | (2,287) | -7% | 67,198 |
| ***Other*** |  | **–** | **17,480** | **–** | **1,089** | **6,832** | **8,274** | **(1,442)** | **-17%** | **14,217** |
| **Total Expenditure - Standard** | **3** | **–** | **1,523,289** | **–** | **79,345** | **596,961** | **762,499** | **(165,539)** | **-22%** | **1,523,329** |
| **Surplus/ (Deficit) for the year** |  | **–** | **157** | **–** | **(4,189)** | **82,429** | **(776)** | **83,205** | **-10720%** | **117** |

## Table C3 – Financial Performance (revenue and expenditure by municipal vote)

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **NW372 Madibeng - Table C3 Monthly Budget Statement - Financial Performance (revenue and expenditure by municipal vote) - M06 December** | | | | | | | | | | |
| **Vote Description** | **Ref** | **2014/15** | **Budget Year 2015/16** | | | | | | | |
|  | **Audited Outcome** | **Original Budget** | **Adjusted Budget** | **Monthly actual** | **YearTD actual** | **YearTD budget** | **YTD variance** | **YTD variance** | **Full Year Forecast** |
| **R thousands** |  |  |  |  |  |  |  | **%** |  |
| **Revenue by Vote** | 1 |  |  |  |  |  |  |  |  |  |
| Vote 01 - Executive Council |  | – | – | – | – | – | – | – |  | – |
| Vote 02 - Municipal Manager |  | – | – | – | – | – | – | – |  | – |
| Vote 03 - Chief Operating Officer |  | – | – | – | – | – | – | – |  | – |
| Vote 04 - Corporate And Support Services |  | 26 | 42 | – | – | 7 | 21 | (14) | -68.5% | 42 |
| Vote 05 - Budget And Treasury Office |  | 571,393 | 428,095 | – | 28,609 | 373,739 | 214,048 | 159,691 | 74.6% | 428,095 |
| Vote 06 - Infrastructure And Technical Services |  | 578,321 | 954,723 | – | 43,308 | 285,905 | 477,361 | (191,456) | -40.1% | 954,723 |
| Vote 07 - Community Services |  | 32,193 | 125,454 | – | 2,623 | 16,661 | 62,727 | (46,066) | -73.4% | 125,454 |
| Vote 08 - Human Settlement |  | 2,411 | 2,385 | – | 398 | 1,254 | 1,193 | 61 | 5.2% | 2,385 |
| Vote 09 - Economic Dev,tourism & Agric |  | 233,698 | 2,024 | – | – | 44 | 1,012 | (968) | -95.7% | 2,024 |
| Vote 10 - Public Safety |  | 17,749 | 10,722 | – | 218 | 1,779 | 5,361 | (3,582) | -66.8% | 10,722 |
| **Total Revenue by Vote** | 2 | **1,435,791** | **1,523,446** | **–** | **75,155** | **679,389** | **761,723** | **(82,334)** | **-10.8%** | **1,523,446** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Expenditure by Vote** | 1 |  |  |  |  |  |  |  |  |  |
| Vote 01 - Executive Council |  | 31,342 | 34,736 | – | 2,397 | 14,499 | 17,321 | (2,822) | -16.3% | 34,656 |
| Vote 02 - Municipal Manager |  | 30,853 | 33,564 | – | 4,563 | 16,457 | 17,148 | (691) | -4.0% | 36,153 |
| Vote 03 - Chief Operating Officer |  | 4,833 | 4,499 | – | 426 | 2,398 | 2,379 | 19 | 0.8% | 5,134 |
| Vote 04 - Corporate And Support Services |  | 68,120 | 57,711 | – | 8,474 | 37,076 | 28,502 | 8,573 | 30.1% | 54,915 |
| Vote 05 - Budget And Treasury Office |  | 1,049,274 | 364,527 | – | 8,993 | 84,792 | 183,708 | (98,916) | -53.8% | 369,650 |
| Vote 06 - Infrastructure And Technical Services |  | 710,515 | 764,464 | – | 26,404 | 310,004 | 382,415 | (72,410) | -18.9% | 765,744 |
| Vote 07 - Community Services |  | 106,339 | 101,924 | – | 12,509 | 46,606 | 50,024 | (3,418) | -6.8% | 97,733 |
| Vote 08 - Human Settlement |  | 26,474 | 25,089 | – | 1,626 | 10,671 | 12,446 | (1,775) | -14.3% | 24,399 |
| Vote 09 - Economic Dev,tourism & Agric |  | 8,642 | 17,480 | – | 1,089 | 6,832 | 8,274 | (1,442) | -17.4% | 14,217 |
| Vote 10 - Public Safety |  | 119,930 | 119,296 | – | 12,865 | 67,625 | 60,282 | 7,343 | 12.2% | 120,728 |
| **Total Expenditure by Vote** | 2 | **2,156,323** | **1,523,289** | **–** | **79,345** | **596,961** | **762,499** | **(165,539)** | **-21.7%** | **1,523,329** |
| **Surplus/ (Deficit) for the year** | 2 | **(720,532)** | **157** | **–** | **(4,189)** | **82,429** | **(776)** | **83,205** | **-10719.5%** | **117** |

## Table C4 – Financial Performance (revenue and expenditure)

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **NW372 Madibeng - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - M06 December** | | | | | | | | | | |
| **Description** | **Ref** | **2014/15** | **Budget Year 2015/16** | | | | | | | |
| **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 |  | 312,010 | 337,183 | – | 23,780 | 144,697 | 168,592 | (23,895) | -14% | 337,183 |
| Property rates - penalties & collection charges |  |  |  | – |  |  |  | – |  |  |
| Service charges - electricity revenue |  | 395,926 | 441,808 | – | 30,228 | 207,029 | 220,904 | (13,875) | -6% | 441,808 |
| Service charges - water revenue |  | 117,260 | 134,244 | – | 10,528 | 63,105 | 67,122 | (4,017) | -6% | 134,244 |
| Service charges - sanitation revenue |  | 30,703 | 26,233 | – | 2,555 | 13,224 | 13,116 | 108 | 1% | 26,233 |
| Service charges - refuse revenue |  | 30,273 | 27,851 | – | 2,250 | 13,480 | 13,925 | (445) | -3% | 27,851 |
| Service charges - other |  | – | – | – | – | 23 | – | 23 | #DIV/0! | – |
| Rental of facilities and equipment |  | 610 | 628 | – | 87 | 467 | 314 | 153 | 49% | 628 |
| Interest earned - external investments |  | 3,750 | 4,095 | – | 285 | 2,886 | 2,048 | 838 | 41% | 4,095 |
| Interest earned - outstanding debtors |  | 64,768 | 56,483 | – | 4,415 | 33,140 | 28,241 | 4,898 | 17% | 56,483 |
| Dividends received |  | – | – | – | – | – | – | – |  | – |
| Fines |  | 2,099 | 626 | – | 0 | 249 | 313 | (64) | -20% | 626 |
| Licences and permits |  | 5,438 | 7,335 | – | 213 | 1,430 | 3,668 | (2,238) | -61% | 7,335 |
| Agency services |  | 9,606 | 2,215 | – | – | – | 1,107 | (1,107) | -100% | 2,215 |
| Transfers recognised - operational |  | 369,770 | 466,373 | – | – | 337,607 | 233,186 | 104,421 | 45% | 466,373 |
| Other revenue |  | 12,797 | 16,352 | – | 814 | 7,195 | 8,176 | (981) | -12% | 16,352 |
| Gains on disposal of PPE |  | – | – | – | – | – | – | – |  | – |
| **Total Revenue (excluding capital transfers and contributions)** |  | **1,355,009** | **1,521,426** | **–** | **75,155** | **824,533** | **760,713** | **63,820** | **8%** | **1,521,426** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Expenditure By Type** |  |  |  |  |  |  |  |  |  |  |
| Employee related costs |  | 324,757 | 340,739 | – | 29,271 | 171,834 | 170,369 | 1,464 | 1% | 340,739 |
| Remuneration of councillors |  | 22,406 | 26,345 | – | 1,875 | 11,298 | 13,173 | (1,874) | -14% | 26,345 |
| Debt impairment |  | 132,121 | 208,167 | – | – | – | 104,084 | (104,084) | -100% | 208,167 |
| Depreciation & asset impairment |  | 600,427 | 82,430 | – | – | – | 41,215 | (41,215) | -100% | 82,430 |
| Finance charges |  | 101,124 | 10,000 | – | – | 32,509 | 5,000 | 27,509 | 550% | 10,000 |
| Bulk purchases |  | 491,234 | 511,126 | – | 462 | 212,781 | 255,563 | (42,782) | -17% | 511,126 |
| Other materials |  | 64,295 | 107,645 | – | 17,165 | 38,403 | 52,531 | (14,128) | -27% | 107,645 |
| Contracted services |  | 153,969 | 73,763 | – | 12,749 | 41,944 | 33,583 | 8,361 | 25% | 73,763 |
| Transfers and grants |  | 13,323 | 33,459 | – | 2,923 | 6,782 | 16,729 | (9,947) | -59% | 33,459 |
| Other expenditure |  | 155,401 | 127,595 | – | 14,689 | 79,587 | 69,242 | 10,345 | 15% | 127,595 |
| Loss on disposal of PPE |  |  |  |  |  |  |  | – |  |  |
| **Total Expenditure** |  | **2,059,056** | **1,521,269** | **–** | **79,133** | **595,139** | **761,489** | **(166,350)** | **-22%** | **1,521,269** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Surplus/(Deficit)** |  | **(704,047)** | **157** | **–** | **(3,978)** | **229,394** | **(776)** | **230,170** | **(0)** | **157** |
| Transfers recognised - capital |  | – | – | – | – | – | – | – |  | – |
| Contributions recognised - capital |  |  |  |  |  |  |  | – |  |  |
| Contributed assets |  |  |  |  |  |  |  | – |  |  |
| **Surplus/(Deficit) after capital transfers & contributions** |  | **(704,047)** | **157** | **–** | **(3,978)** | **229,394** | **(776)** |  |  | **157** |
| Taxation |  |  |  |  |  |  |  | – |  |  |
| **Surplus/(Deficit) after taxation** |  | **(704,047)** | **157** | **–** | **(3,978)** | **229,394** | **(776)** |  |  | **157** |
| Attributable to minorities |  | – | – | – | – | – | – |  |  | – |
| **Surplus/(Deficit) attributable to municipality** |  | **(704,047)** | **157** | **–** | **(3,978)** | **229,394** | **(776)** |  |  | **157** |
| Share of surplus/ (deficit) of associate |  |  |  |  |  |  |  |  |  |  |
| **Surplus/ (Deficit) for the year** |  | **(704,047)** | **157** | **–** | **(3,978)** | **229,394** | **(776)** |  |  | **157** |

## Table C5 – Capital Expenditure (municipal vote, standard classification and funding)

| **NW372 Madibeng - Table C5 Monthly Budget Statement - Capital Expenditure (municipal vote, standard classification and funding) - M06 December** | | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Vote Description** | **Ref** | **2014/15** | **Budget Year 2015/16** |  |  |  |  |  |  |  |
| **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 And 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 & Agric |  | – | – | – | – | – | – | – |  | – |
| Vote 10 - Public Safety |  | – | – | – | – | – | – | – |  | – |
| **Total Capital Multi-year expenditure** | 4,7 | **–** | **–** | **–** | **–** | **–** | **–** | **–** |  | **–** |
| **Single Year expenditure appropriation** | 2 |  |  |  |  |  |  |  |  |  |
| Vote 01 - Executive Council |  | – | – | – | – | – | – | – |  | – |
| Vote 02 - Municipal Manager |  | – | – | – | – | – | – | – |  | – |
| Vote 03 - Chief Operating Officer |  | – | – | – | – | – | – | – |  | – |
| Vote 04 - Corporate And Support Services |  | – | 2,000 | – | – | 554 | 1,014 | (460) | -45% | 2,043 |
| Vote 05 - Budget And Treasury Office |  | – | 4,500 | – | 2,030 | 2,103 | 2,117 | (14) | -1% | 4,428 |
| Vote 06 - Infrastructure And Technical Services |  | – | 266,211 | – | 20,614 | 54,065 | 133,105 | (79,040) | -59% | 266,211 |
| Vote 07 - Community Services |  | – | 4,500 | – | – | – | 2,250 | (2,250) | -100% | 4,500 |
| Vote 08 - Human Settlement |  | – | – | – | – | – | – | – |  | – |
| Vote 09 - Economic Dev,tourism & Agric |  | – | – | – | – | – | – | – |  | 1 |
| Vote 10 - Public Safety |  | – | 15,250 | – | 4,542 | 5,908 | 7,744 | (1,835) | -24% | 15,278 |
| **Total Capital single-year expenditure** | 4 | – | 292,461 | – | 27,186 | 62,631 | 146,231 | **(83,600)** | **-57%** | 292,461 |
| **Total Capital Expenditure** |  | **–** | **292,461** | **–** | **27,186** | **62,631** | **146,231** | **(83,600)** | **-57%** | **292,461** |
| **Capital Expenditure - Standard Classification** |  |  |  |  |  |  |  |  |  |  |
| ***Governance and administration*** |  | **–** | **6,500** | **–** | **2,030** | **2,657** | **3,250** | (593) | -18% | **4,500** |
| Executive and council |  | – | – | – | – | – | – | – |  | – |
| Budget and treasury office |  | – | 4,500 | – | 2,030 | 2,103 | 2,250 | (147) | -7% | 4,500 |
| Corporate services |  | – | 2,000 | – | – | 554 | 1,000 | (446) | -45% | – |
| ***Community and public safety*** |  | **–** | **17,250** | **–** | **2,606** | **3,972** | **8,625** | (4,653) | -54% | **17,278** |
| Community and social services |  | – | 6,950 | – | – | – | 3,475 | (3,475) | -100% | 6,978 |
| Sport and recreation |  | – | 6,800 | – | 2,606 | 3,972 | 3,400 | 572 | 17% | 6,800 |
| Public safety |  | – | 3,500 | – | – | – | 1,750 | (1,750) | -100% | 3,500 |
| Housing |  | – | – | – | – | – | – | – |  | – |
| Health |  | – | – | – | – | – | – | – |  | – |
| ***Economic and environmental services*** |  | **–** | **142,300** | **–** | **13,801** | **26,042** | **71,150** | (45,108) | -63% | **142,300** |
| Planning and development |  | – | – | – | – | – | – | – |  | – |
| Road transport |  | – | 142,300 | – | 13,801 | 26,042 | 71,150 | (45,108) | -63% | 142,300 |
| Environmental protection |  | – | – | – | – | – | – | – |  | – |
| ***Trading services*** |  | **–** | **126,411** | **–** | **6,812** | **28,023** | **63,206** | (35,183) | -56% | **126,411** |
| Electricity |  | – | 24,000 | – | – | 2,647 | 12,000 | (9,353) | -78% | 24,000 |
| Water |  | – | 79,911 | – | 4,771 | 19,717 | 39,956 | (20,239) | -51% | 79,911 |
| Waste water management |  | – | 20,000 | – | 2,042 | 5,659 | 10,000 | (4,341) | -43% | 20,000 |
| Waste management |  | – | 2,500 | – | – | – | 1,250 | 1,250) | -100% | 2,500 |
| ***Other*** |  | – | – | – | 1,936 | 1,936 | – | 1,936 | 100% | 724 |
| **Total Capital Expenditure - Standard Classification** | 3 | **–** | **292,461** | **–** | **27,186** | **62,631** | **146,231** | **(83,600)** | **-57%** | **291,213** |
| **Funded by:** |  |  |  |  |  |  |  |  |  |  |
| National Government |  | – | 284,461 | – | 25,156 | 59,974 | 142,231 | (82,257) | -58% | 284,461 |
| Provincial Government |  | – | – | – | – | – | – | – |  | – |
| District Municipality |  |  |  |  |  |  |  | – |  |  |
| Other transfers and grants |  |  |  |  |  |  |  | – |  |  |
| **Transfers recognised - capital** |  | **–** | **284,461** | **–** | **25,156** | **59,974** | **142,231** | **(82,257)** | **-58%** | **284,461** |
| **Public contributions & donations** | 5 | – | – | – | – | – | – | – |  | – |
| **Borrowing** | 6 |  |  |  |  |  |  | – |  |  |
| **Internally generated funds** |  | – | 8,000 | – | 2,030 | 2,657 | 4,000 | (1,343) | -34% | 8,000 |
| **Total Capital Funding** |  | **–** | **292,461** | **–** | **27,186** | **62,631** | **146,231** | **(83,600)** | **-57%** | **292,461** |

## Table C6 – Financial Position

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **NW372 Madibeng - Table C6 Monthly Budget Statement - Financial Position - M06 December** | | | | | | |
| **Description** | **Ref** | **2014/15** | **Budget Year 2015/16** |  |  |  |
| **Audited Outcome** | **Original Budget** | **Adjusted Budget** | **YearTD actual** | **Full Year Forecast** |
| **R thousands** | 1 |  |  |  |  |  |
| **ASSETS** |  |  |  |  |  |  |
| **Current assets** |  |  |  |  |  |  |
| Cash |  | 26,340 | 45,000 | – | – | 45,000 |
| Call investment deposits |  | 3,019 | 145,000 | – | – | 145,000 |
| Consumer debtors |  | 179,551 | 50,000 | – | – | 50,000 |
| Other debtors |  | 33,860 | 27,791 | – | – | 27,791 |
| Current portion of long-term receivables |  | 101,974 | – | – | – | – |
| Inventory |  | 10,222 | 6,678 | – | – | 6,678 |
| **Total current assets** |  | **354,967** | **274,469** | **–** | **–** | **274,469** |
|  |  |  |  |  |  |  |
| **Non current assets** |  |  |  |  |  |  |
| Long-term receivables |  | – | – | – | – | – |
| Investments |  | – | 23,832 | – | – | 23,832 |
| Investment property |  | 271,874 | 466,341 | – | – | 466,341 |
| Investments in Associate |  |  | – | – | – | – |
| Property, plant and equipment |  | 6,198,426 | 4,350,000 | – | – | 4,350,000 |
| Agricultural |  |  | – | – | – | – |
| Biological assets |  | – | – | – | – | – |
| Intangible assets |  |  | – | – | – | – |
| Other non-current assets |  | 12,207 | 10 | – | – | 10 |
| **Total non-current assets** |  | **6,482,508** | **4,840,184** | **–** | **–** | **4,840,184** |
| **TOTAL ASSETS** |  | **6,837,474** | **5,114,653** | **–** | **–** | **5,114,653** |
|  |  |  |  |  |  |  |
| **LIABILITIES** |  |  |  |  |  |  |
| **Current liabilities** |  |  |  |  |  |  |
| Bank overdraft |  | 9,203 |  |  |  |  |
| Borrowing |  | 1,926 | 60 | – | – | 60 |
| Consumer deposits |  | 12,942 | 26,130 | – | – | 26,130 |
| Trade and other payables |  | 446,785 | 165,000 | – | – | 165,000 |
| Provisions |  |  |  |  |  |  |
| **Total current liabilities** |  | **470,857** | **191,190** | **–** | **–** | **191,190** |
|  |  |  |  |  |  |  |
| **Non current liabilities** |  |  |  |  |  |  |
| Borrowing |  | 776,928 | 550,000 | – | – | 550,000 |
| Provisions |  | 161,143 | 101,600 | – | – | 101,600 |
| **Total non-current liabilities** |  | **938,071** | **651,600** | **–** | **–** | **651,600** |
| **TOTAL LIABILITIES** |  | **1,408,927** | **842,790** | **–** | **–** | **842,790** |
|  |  |  |  |  |  |  |
| **NET ASSETS** | 2 | **5,428,547** | **4,271,863** | **–** | **–** | **4,271,863** |
|  |  |  |  |  |  |  |
| **COMMUNITY WEALTH/EQUITY** |  |  |  |  |  |  |
| Accumulated Surplus/(Deficit) |  | 5,428,547 | 4,271,863 | – | – | 4,271,863 |
| Reserves |  |  |  |  |  |  |
| **TOTAL COMMUNITY WEALTH/EQUITY** | 2 | **5,428,547** | **4,271,863** | **–** | **–** | **4,271,863** |

## Table C7 – Cash Flow

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **NW372 Madibeng - Table C7 Monthly Budget Statement - Cash Flow - M06 December** | | | | | | | | | | |
| **Description** | **Ref** | **2014/15** | **Budget Year 2015/16** |  |  |  |  |  |  |  |
| **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, penalties & collection charges |  | 263,849 | 249,515 | – | 9,227 | 81,546 | 124,758 | (43,211) | -35% | 249,515 |
| Service charges |  | 426,747 | 501,301 | – | 50,035 | 302,642 | 250,650 | 51,992 | 21% | 501,301 |
| Other revenue |  | 13,098 | 27,156 | – | 2,611 | 69,804 | 13,578 | 56,226 | 414% | 27,156 |
| Government - operating |  | 369,770 | 468,393 | – | – | 337,607 | 234,197 | 103,411 | 44% | 468,393 |
| Government - capital |  | 254,337 | 284,461 | – | 3,000 | 123,197 | 142,231 | (19,034) | -13% | 284,461 |
| Interest |  | 3,750 | 60,578 | – | 864 | 5,891 | 30,289 | (24,398) | -81% | 60,578 |
| Dividends |  | – | – | – | – | – | – | – |  | – |
| **Payments** |  |  |  |  |  |  |  |  |  |  |
| Suppliers and employees |  | (1,083,349) | (1,190,939) | – | (108,168) | (714,971) | (595,470) | 119,501 | -20% | (1,190,939) |
| Finance charges |  | (141) | (10,000) | – | – | (32,509) | (5,000) | 27,509 | -550% | (10,000) |
| Transfers and Grants |  | – | (33,459) | – | (2,923) | (6,782) | (16,730) | (9,947) | 59% | (33,459) |
| **NET CASH FROM/(USED) OPERATING ACTIVITIES** |  | **248,061** | **357,006** | **–** | **(45,354)** | **166,426** | **178,503** | **12,077** | **7%** | **357,006** |
|  |  |  |  |  |  |  |  |  |  |  |
| **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 |  | 165 | 60,261 | – | – | – | 30,130 | (30,130) | -100% | 60,261 |
| **Payments** |  |  |  |  |  |  |  |  |  |  |
| Capital assets |  | (233,581) | (292,461) | – | (27,186) | (62,729) | (146,231) | (83,501) | 57% | (292,461) |
| **NET CASH FROM/(USED) INVESTING ACTIVITIES** |  | **(233,416)** | **(232,201)** | **–** | **(27,186)** | **(62,729)** | **(116,100)** | **(53,371)** | **46%** | **(232,201)** |
|  |  |  |  |  |  |  |  |  |  |  |
| **CASH FLOWS FROM FINANCING ACTIVITIES** |  |  |  |  |  |  |  |  |  |  |
| **Receipts** |  |  |  |  |  |  |  |  |  |  |
| Short term loans |  |  |  |  |  |  |  | – |  |  |
| Borrowing long term/refinancing |  |  |  |  |  |  |  | – |  |  |
| Increase (decrease) in consumer deposits |  | 6,404 | (9,461) | – | – | – | (4,730) | 4,730 | -100% | (9,461) |
| **Payments** |  |  |  |  |  |  |  |  |  |  |
| Repayment of borrowing |  | (58) | (24,550) | – | – | – | (12,275) | (12,275) | 100% | (24,550) |
| **NET CASH FROM/(USED) FINANCING ACTIVITIES** |  | **6,346** | **(34,011)** | **–** | **–** | **–** | **(17,005)** | **(17,005)** | **100%** | **(34,011)** |
|  |  |  |  |  |  |  |  |  |  |  |
| **NET INCREASE/ (DECREASE) IN CASH HELD** |  | **20,990** | **90,795** | **–** | **(72,541)** | **103,697** | **45,397** |  |  | **90,795** |
| Cash/cash equivalents at beginning: |  | (3,854) | 23,081 | – |  | 23,081 | 23,081 |  |  | 23,081 |
| Cash/cash equivalents at month/year end: |  | 17,136 | 113,876 | – |  | 126,777 | 68,478 |  |  | 113,876 |

# General Challenges and Recommendations

The following general challenges were received, the majority are still outstanding by the time of writing this report:

* Community Services

|  |  |  |
| --- | --- | --- |
| **DIVISION** | **CHALLENGES** | **INTERVENTION** |
| WASTE & ENVIRONMENTAL MANAGEMENT | * Lack of domestic, business, bulk refuse removal vehicles. | * Purchase of 3 REL Compactors @ R1 800 000.00 per unit * Purchase of Skip loader and Forklift truck @R900 000.00 each. |
| PARKS SIDEWALKS & CEMETERIES | * Insufficient fleet to run daily operations * Repair and maintenance of equipment * Shortage of staff | * Purchase of (2) 4-ton trucks * Turnaround time to repair and replace equipment to be improved * Filling of vacant positions. |
| SOCIAL SERVICES | * Spending of Library grant | * BTO (SCMU) to expedite all the request. |

* PSFFM Challenges

1. KPI aligned with budget and under budgeted

* To address the matter on the budget adjustment and allocations

2. Not achieved 1st quarter due to improper handover from previous manager

* The current management to be stabilised until the end of the financial year
* Addressed 2nd quarter recommendation that managers should not be rotated

3. The KPI not relevant for the Department or Division

4. The committee of CSF was dissolved, to be removed the KPI in the department report

# Progress on Annual Report 14/15

Progress is to be reported on in the next quarterly performance report.

# Approval

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Municipal Manager Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

# Limitations of Evaluation

1. The analysis contained in this report was based on information received until January 2016. Where no information was supplied, a **1.00** score was attached.
2. The automated system was used to capture and calculate scores. Any errors made in terms of incorrect data, formats or capturing into incorrect fields will have a direct impact on the final scores.
3. All budget related data must be verified against the Municipal Financial System. Values input into the performance management system should be cumulative expenditure figures to give a true reflection of the actual performance.
4. Project progress should be captured into the performance management system in order to achieve scores and keep track of performance.
5. Progress was not audited. Portfolio of Evidence to be uploaded into the performance management system thereby allowing Internal Audit to perform auditing functions directly into the system.

1. Service Delivery and Budget Implementation Plan [↑](#footnote-ref-1)
2. S42 (2) of the Municipal Systems Act no 32 of 2000 [↑](#footnote-ref-2)
3. IDF: Integrated Development Framework [↑](#footnote-ref-3)
4. MPAC: Municipal Performance Audit Committee [↑](#footnote-ref-4)
5. ICT - Information and Communication Technology [↑](#footnote-ref-5)
6. EAP – Employee Assistance Programme [↑](#footnote-ref-6)
7. MFMA - Municipal Financial Management Act [↑](#footnote-ref-7)
8. MIG - Municipal Infrastructure Grant [↑](#footnote-ref-8)
9. EPWP - Expanded Public Works Programme [↑](#footnote-ref-9)
10. SMME’s - Small, Medium and Micro Enterprise [↑](#footnote-ref-10)
11. PPP - Public Private Partnership [↑](#footnote-ref-11)