

RAMOTSHERE MOILOA LOCAL MUNICIPALITY



MID-YEAR PERFORMANCE ASSESSMENT REPORT 2014/15

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1. INTRODUCTION

The Services Delivery and Budget and Implementation Plan interprets the five-year Integrated Development Plan and three year Budget into twelve-month contract between the Administration, Council, and Community thereby expressing the goals and objectives set by the council as quantifiable outcomes to be implemented by the administration. The SDBIP is an expression of the objectives of the municipality, in quantifiable outcomes that will be implemented by the administration for the financial period from 01 July 2014 to 30 June 2015.

The service delivery targets in the SDBIP will form the basis for the Municipal Manager's performance plan which will be attached as an annexure (performance plan) to the performance agreement for 2013/14 financial year and the performance plan of other section 56 managers. The SDBIP enables the Municipal Manager to monitor the performance of senior

1.1 MFMA LEGISLATIVES

REQUIREMENTS

In terms of section 53 (1) (c) of the MFMA, the SDBIP is defined as a detailed plan approved by the Mayor of the Municipality

managers, the Mayor to monitor the performance of the Municipal Manager and for the community to monitor the performance of the municipality as each activity contains outputs, outcomes and timeframes. The SDBIP is compiled on an annual basis and includes a 3 year capital budget programme. The SDBIP is yet another step forward to increase the principle of democratic and accountable local government as enshrined in Section 152 (a) of the Constitution.

The SDBIP is in essence the management and implementation tool which sets in-year information such as quarterly service delivery and monthly budget targets and links each service delivery output to the budget of the municipality. It further indicates the responsibilities and outputs for each of the senior managers and the top management team, the resources to be used and the deadlines set for the relevant activities.

for implementing the municipality's delivery of services and its annual budget, and which must indicate the following:

Projections for each month of Revenue collected by source; and Operational and capital expenditure, by vote

Service Delivery Targets and performance indicators for each quarter, and

Other matters prescribed

According to section 53 of the MFMA, the Mayor is expected to approve the SDBIP within 28 days after the approval of the budget. This section requires him or her to take all reasonable steps to ensure that the SDBIP is approved within 28 days. In addition, the Mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are circulated or made public within 14 days after its approval.

2. TOP LAYER SDBIP and INDICATORS

The SDBIP is required to include targets for the activities that will be undertaken, for physical and measurable progress as well as financially. The top-layer SDBIP includes measurable performance objectives in the form of the service delivery targets and performance indicators that are provided to the community, that is, what impacts it seeks to achieve. These are drawn from the IDP programmes, services and activities that are relevant to each specific directorate as well as the statutory plans that the Directorates are responsible for. The SDBIP's therefore are key mechanisms for monitoring the different responsibilities and targets that each Directorate must fulfil in meeting service delivery needs provided to the community.

The SDBIP is conceptualised or defined as a layered plan, with consolidated service targets and quarterly to annual deadlines and linking those targets to senior management. The Municipal Manager's scorecard represents the consolidation of all the Municipal's detailed performance indicators and service delivery targets as contained in each Directorate's SDBIP. The community and stakeholders can review these targets and performance during the IDP processes.

3. LINKING THE IDP and THE BUDGET

Integrated Development Planning requires many different planning processes in order to be brought together. In terms of linking service delivery and budget implementation plans of the individual directorate in the municipality with the other planning processes in the IDP, the directorates routinely produce operational plans, capital plans, annual budgets, institutional and HR plans, etc to take the IDP forward. Clearly it is not feasible to include all of this detail within the IDP document.

The budget is allocated against the different Directorates within the municipality and also the thematic areas as contained in the IDP of Ramotshere-Moiloa Local Municipality.

Corporate objectives with measurable key performance indicators and targets are identified. The operational planning process undertaken at Directorate and sub-directorate levels yields objectives with indicators, targets and resource allocation (includes budgets) at these various levels.

4. REPORTING ON THE SDBIP

Directors report to the Municipal Manager on a monthly basis. The reports must reflect whether key performance indicators and performance targets of the Service Delivery and Budget Implementation Plans are achieved.

The reasons for under performance, deviations and other challenges must be clearly spelt out, as well as measures to address under performance.

Copies of these reports are made available to the internal audit which make comments and report to the Municipal Manager. These reports are tabled at a management meeting before they are tabled at the various political committees established to assist the Mayor.

Council Committees discuss these reports and make recommendations to the Mayor. The Audit Committee receives reports from the internal audit division through the Municipal Manager and makes recommendations to Council quarterly.

Council receives performance reports from the Mayor, accompanied by the Audit committee report at the end of every quarter. Council reports twice per annum to the community through mechanisms determined by it through its community participation and communication policy.

Council also reports annually to the Office of the Auditor General and the MEC responsible for local government in the province.

5.1 MONTHLY REPORTING

Section 71 of MFMA stipulates that reporting on actual revenue targets and spending against the budget should occur on a monthly basis. This reporting must be conducted by the accounting officer of a municipality no later 10 working days, after the end of the month.

5.2 QUARTERLY REPORTING

Section 52 (d) of the MFMA compels the mayor to submit a report to the council on the implementation of the budget and the financial state of the municipality within 30 days of the end of each quarter. The quarterly performance projections captured in the SDBIP form the basis for the Mayor's quarterly report.

5.3 MID-YEAR REPORTING

Section 72 (1) (a) of the MFMA outlines the requirements for mid-year reporting. The accounting officer is required by the 25th January of each year to assess the performance of the municipality during the first half of the year.

5. MUNICIPAL MANDATE, POWERS AND FUNCTIONS

a. Municipal Mandate

The mandate (itemised below) is contained in Section 152 of the Constitution and serves as **focus areas** of the municipality:

- 1.1.1 To provide democratic and accountable government for local communities;
- 1.1.2 To ensure the provision of services to communities in a sustainable manner;
- 1.1.3 To promote social and economic development;
- 1.1.4 To promote a safe and healthy environment;
- 1.1.5 To encourage the involvement of communities and community organisations in the matters of local government

b. Allocated Powers and Functions

i. Powers and Functions allocated to the municipality

- Air Pollution
- Building Regulations
- Beaches and Amusement Facilities
- Billboards and the display of advertisements in public places
- Child Care Facilities (Childhood care and development that fall outside the National and Provincial competency)
- Cemeteries, Funeral Parlors and Crematoria
- Cleansing
- Control of public nuisance
- Control of undertakings that sell liquor to the public
- Facilities for the accommodation, care and burial of animals
- Fencing and Fences
- Licensing of dogs
- Licensing and control of undertakings that sell food to the public
- Local Amenities
- Local Tourism
- Local Sports Facilities
- Markets
- Municipal Airport
- Municipal Abattoirs
- Municipal Parks and Recreation
- Municipal Planning
- Municipal Public Transport
- Noise pollution

- Pounds
- Public Places
- pontoons and ferries
- Refuse Removal, Refuse Dumps and Solid Waste Disposal
- Trading Regulations
- Traffic and Parking

ii. Powers and Functions that the municipality perform

- Building Regulations
- Billboards and the Display of Advertisements
- Cemeteries, Funeral Parlors and Crematoria
- Cleansing
- Control of public nuisance
- Electricity Reticulation
- Local Sport Facilities
- Local amenities
- Licensing and control of undertakings that sell food to the public
- Municipal Airport
- Municipal Planning
- Municipal Parks and Recreation
- Municipal Roads
- Pounds
- Public Places
- Refuse removal, Refuse dumps, and Solid Waste disposal
- Storm Water
- Street Trading
- Street Lighting
- Traffic and parking

Powers and Functions allocated but not performed

- Air Pollution
- Beaches and Amusement Facilities (not applicable)
- Child Care Facilities
- Control of Undertakings that sell Liquor to the Public
- Facilities for the Accommodation, Care and Burial of Animals
- Fencing and Fences
- Licensing of Dogs
- Local Tourism
- Markets
- Municipal Abattoir

- Municipal Transport
- Noise Pollution
- Pontoons and Ferries
- Trading Regulations

iii. Powers and Functions Performed on behalf of Other Provincial or National Departments or District (Service Level Agreement is required)

- Electricity (Eskom)
- Environmental Health (NMMDM)
- Housing (Provincial)
- Libraries (Provincial)
- Licensing (Provincial)
- Sanitation (NMMDM)
- Water Services (NMMDM)

6. VISION AND MISSION

VISION

“We strive to be the best in the provision of sustainable development and service delivery at local government level“

MISSION

“To provide people-oriented government that enable integrated social and economic development in the whole of Ramotshere Moiloa Local Municipality “

7. MUNICIPAL SCORE CARD (Incorporating the IDP)

STRATEGIC FOCUS AREAS		PROVIDE DEMOCRATIC AND ACCOUNTABLE GOVERNMENT	PROVIDE SERVICES TO COMMUNITIES IN A SUSTAINABLE MANNER		PROMOTE SOCIAL AND ECONOMIC DEVELOPMENT	PROMOTE SAFE AND HEALTHY ENVIRONMENT	INVOLVEMENT OF COMMUNITY IN LOCAL GOVERNMENT MATTERS
PERSPECTIVES	Customer (Infrastructure and service delivery)	Provide Municipal Planning Provide Institutional Performance Management Services Provide Internal Audit Services Promote Good Governance	Provide Water (Urban areas) Facilitate Provision of Water (Rural areas) Provide Sanitation (Urban areas) Facilitate Provision of access to Sanitation (Rural areas) Provide Public lighting	Construct, Upgrade and Maintain Roads Construct, Upgrade and Maintain Storm Water	Promote LED and Tourism Develop and Maintain Parks Develop and Maintain Sports facilities	Provide Public Safety (Traffic and Security Services) Provide Public Safety (Testing & Licensing) Provide Environmental Health Services Provide Primary Health Care Provide Town Planning and	
	FINANCIAL (municipal financial viability)		Provide budgeting, supply chain management	Render Accounting Service			
	INNOVATION LEARNING AND GROWTH		Recruit and Retain Staff Develop Human Resources		Promote library services		Promote Public Participation
		Provide Human Resources	Provide Legal Support Services	Provide		Provide Fleet management services	

8. MUNICIPAL FINANCIAL INFORMATION

Section 72. (1) of the MFMA states that the accounting officer of a municipality must by 25 January of each year-

(a) assess the performance of the municipality during the first half of the financial year, taking into account-

(i) the monthly statements referred to in section 71 for the first half of the financial year,

(ii) the municipality's service delivery performance during the first half of financial year taking into account the service delivery targets and performance indicators set in the service delivery and budget implementation plan

(iii) the past year's annual report, and progress on resolving problems identified in the annual report: and

(b) submit a report on such assessment to-

(i) the mayor of the municipality;

(ii) the National Treasury; and

(iii) the relevant provincial treasury.

This section therefore seeks to outline the assessment of the budget performance for the first half of the 2014/15 financial year as follows:

The following **key considerations** were taken into account when performing **full year forecasting** of both revenue and expenditure items:

1. Past performance/trend of each revenue and expenditure item
2. Effectiveness of revenue enhancement and debt collection strategies implemented by the municipality e.g. completeness of the valuation roll and property registers
3. Effectiveness of cost containment measures implemented by the municipality
4. Inflation rate
5. Socio-economic and market related factors

Below is an extract of a C1 table, which is the summary of the total/overall budget performance for the first six months of the 2014/15 financial year, as required by sec 72(1)(a)(i) of the MFMA:

Remuneration of Councillors	12 693	12 592	–	589	3 515	6 296	9 077	72%	9 811
Depreciation & asset impairment	26 724	5 000	–	–	–	2 500	5 000	100%	2 500
Finance charges	939	1 750	–	329	730	875	1 020	58%	1 605
Materials and bulk purchases	37 503	45 989	–	256	19 388	22 995	26 601	58%	42 383
Transfers and grants	–	1 464	–	79	332	732	1 132	77%	1 064
Other expenditure	10 543	70 271	–	1 966	20 951	35 136	49 320	70%	56 087
Total Expenditure	170 027	218 717	–	10 859	90 756	109 358	127 960	59%	200 115
Surplus/(Deficit)	14 524	0	–	(2 337)	34 408	0	(34 408)	–	34 408
Transfers recognised - capital	59 303	–	–	4 526	30 299	–	(30 299)	–	30 299
Contributions & Contributed assets	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital tr	73 827	0	–	2 189	64 707	0	(64 707)	–	64 707
Share of surplus/ (deficit) of associat	–	–	–	–	–	–	–	–	–
Surplus/ (Deficit) for the year	73 827	0	–	2 189	64 707	0	(64 707)	–	64 707
Capital expenditure & funds sources									
Capital expenditure	71 924	54 301	–	3 299	27 841	27 150	26 459	49%	–
Capital transfers recognised	59 303	41 869	–	3 299	27 651	20 935	14 218	34%	48 585
Public contributions & donations	–	–	–	–	–	–	–	–	–
Borrowing	–	–	–	–	–	–	–	–	–
Internally generated funds	12 621	17 152	–	–	190	8 576	16 961	99%	8 766
Total sources of capital funds	71 924	59 021	–	3 299	27 841	29 510	31 179	53%	57 352
Financial position									
Total current assets	98 851	181 745	–	–	155 878	–	–	–	246 751
Total non current assets	430 525	401 896	–	–	455 340	–	–	–	656 288
Total current liabilities	83 629	168 617	–	–	210 238	–	–	–	294 547
Total non current liabilities	43 255	32 671	–	–	40 088	–	–	–	56 424
Community wealth/Equity	402 492	382 234	–	–	360 892	–	–	–	552 009
Cash flows									
Net cash from (used) operating	76 213	27 091	–	(35 368)	25 046	13 545	2 045	8%	–
Net cash from (used) investing	(72 091)	(16 710)	–	(3 299)	(9 915)	(8 355)	(6 794)	4%	–
Net cash from (used) financing	(11 437)	(994)	–	–	–	(497)	(994)	100%	–
Cash/cash equivalents at the m	18 157	33 197	–	–	18 632	28 503	14 564	44%	3 502
Debtors & creditors analysis									
Debtors Age Analysis									
Total By Income Source	5 348	3 773	3 064	2 952	2 743	2 487	73 621	–	93 987
Creditors Age Analysis									
Total Creditors	553	(12)	16	(8)	453	6 172	3 340	–	10 514

8.1. ASSESSMENT OF THE FINANCIAL PERFORMANCE

From the above it can be determined that the municipality recognized 57% of the total revenue anticipated and incurred 41% of the budgeted expenditures. This is attributed mainly to the following reasons:

- a) Recognition of the anticipated revenue from identified sources
- b) Good performance on grant expenditures
- c) Priority spending
- d) Cash flow constraints
- e) Only 29% recognized for prepaid electricity, which constitutes the bulk of "other income" allocation

However; it should further be noted that management is currently implementing cost cutting measures by tightening controls especially on consumable items, which are considered to be high spending on the budget, such as repairs and maintenance, bulk purchases, printing and stationery, telephone costs, fuel, etc.

The table below is a synopsis of the budget performance of some of the identified items:

Item Description	Budgeted Amount	YTD Expenditure -	Variance	%Remaining
Repairs and Maintenance	2 209 744.00	1 365 309.00	844 435.00	38%
Bulk Purchases	30 000 000.00	19 130 110.00	10 869 890.00	36%
Telephone and faxes	267 407.00	319 001.00	-51 594.00	-19%
External Audit Fees	2 600 000.00	1 627 149.39	972 850.61	37%

1. REPAIRS AND MAINTENANCE

Percentage remaining in the repairs and maintenance account is an indication that that this expenditure was under budgeted for, hence provision should be made in the adjustment budget.

2. BULK PURCHASES

Percentage remaining in the bulk purchase account seems to be showing signs that the provision should be made in the adjustment budget. This expenditure was under budgeted for. This may be as a result of peak season consumption (i.e. May to July) being winter months and therefore usage was high same as demand as well as distribution losses due to illegal connections etc.

3. TELEPHONE

Percentage spent in the telephone and fax account vs the budget shows that the telephone and fax account has already been overspent. This is an indication that the municipality may need to consider centralising the telephone and fax account. This will assist in monitoring the overall telephone expense on a monthly basis.

4. EXTERNAL AUDIT FEES

Though the external audit fees account is well within the budget, it should be noted that there still pending invoices to be processed against this amount, which might lead to the allocation being exceeded.

8.2. ASSESSMENT OF THE CAPITAL EXPENDITURES AND FUNDING

From the above it can be determined that the municipality spent 51% of the total capital budget and recognized 66% of the grants and transfers. This is attributed mainly to the following reason(s):

- a) Slow spending on NDPG and INEP Grants
- b) Slow spending on own funded capital programmes/projects due to cash flow constraints

8.3. ASSESSMENT OF THE FINANCIAL POSITION

From the above it can be determined that the community wealth is steadily on the increase as compared to the audited outcome of the 2013/14 financial year.

8.4. ASSESSMENT OF THE CASHFLOW POSTION

From the above it can be determined that the municipality continues to maintain a positive bank balance despite the debt collection challenges. During December 2014, the municipality invested surplus cash amounting to R15, 000,000.00, which heightened the cash flow status of the municipality.

It should however be noted that though there is a positive bank balance, there is a need to intensify debt collection as the available cash is not sufficient to honour monthly commitments.

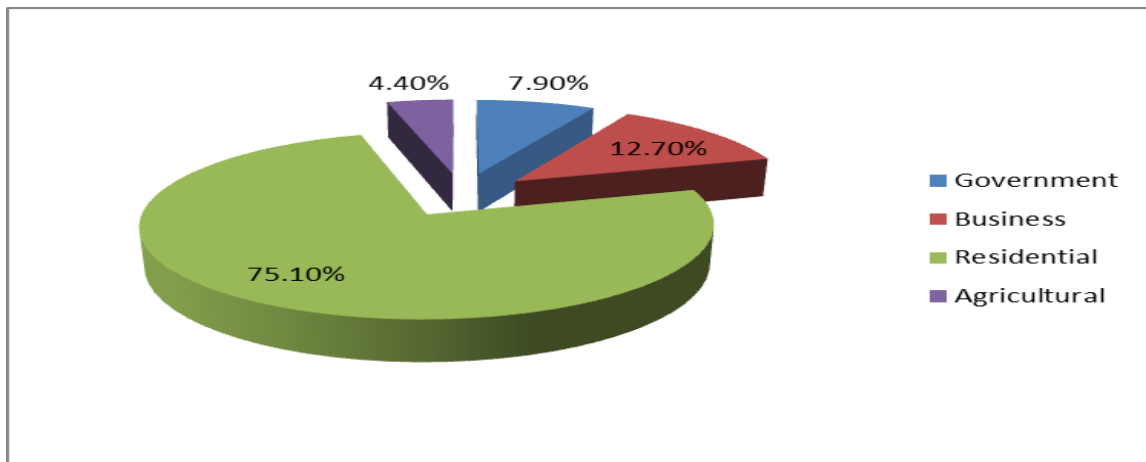
8.5. ASSESSMENT OF THE DEBTORS AND CREDITORS ANALYSIS

1. Debtors Analysis

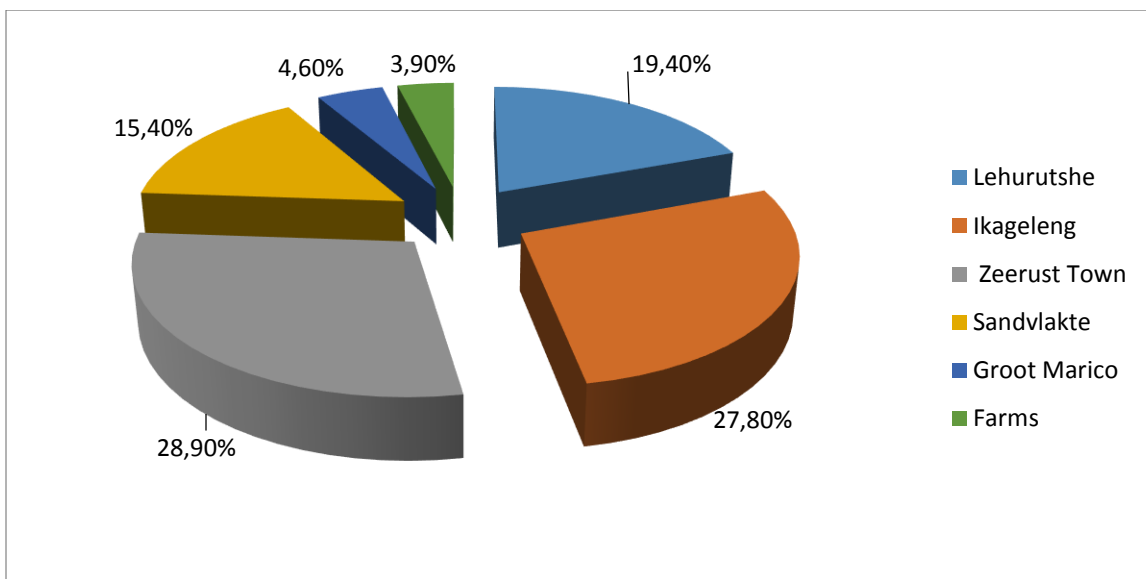
Indigent household debt is on the increase, which is an indication that intense programmes on indigent registration should be prioritized. Furthermore, government debt is also considered to be on the increase.

The graphical presentations below seeks to support the above statement.

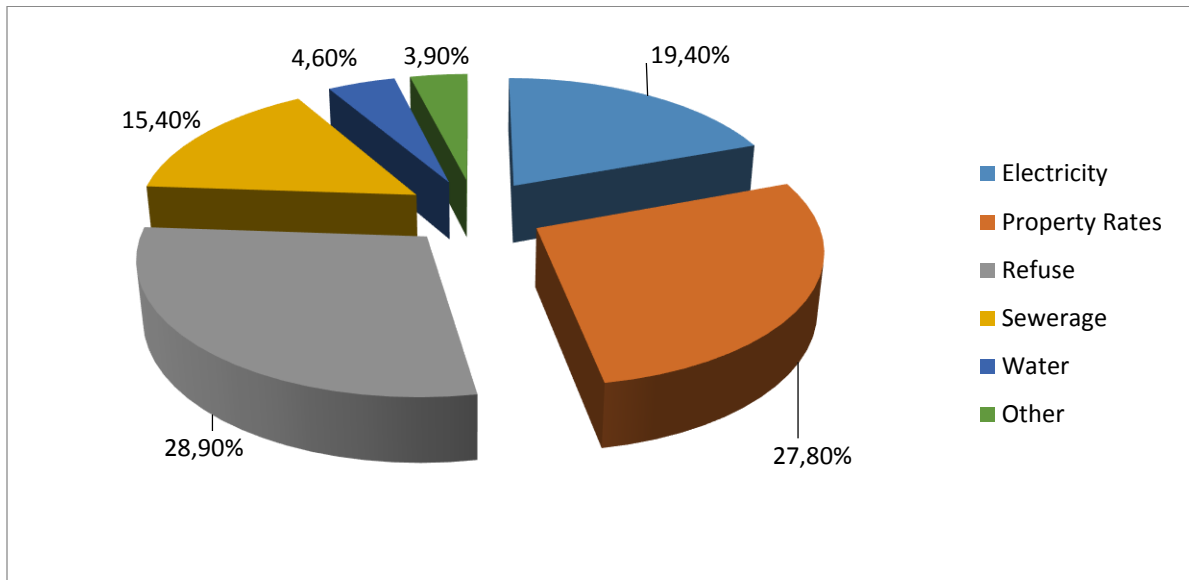
Debtors analysis per category.



Debtors' analysis per area.



Debtors' analysis per service type



Creditors Analysis

The municipality has entered into and continues to honour a debt settlement agreement entered into with ESKOM

9. Service Delivery Targets

This section consists of objectives, key performance indicators and targets guide and direct planning, decision making, resource allocation and the accomplishment of the vision and mission. These measures create a direct link between the integrated development plan and the operational plans of the municipality for the 2014/2015 financial year. The measures are arranged according to the five key performance areas of local government.

OFFICE OF THE ACCOUNTING OFFICER – PROMOTE GOOD GOVERNANCE

Measurable Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Mid-Year Expenditure to	Outcome Indicator	1 st Quarter Target	2 nd Quarter Target	Actual Performance	Reason for deviation	Corrective Measure	Portfolio Of Evidence
To ensure functional Audit Committee	Submitted Annual Financial Statements to Audit Committee for Review	AFS never submitted to audit Committee for review before	25-Aug-14	Operational	N/A	Functional and Value Adding Audit Committee	AFS submitted to Auditor General	-	Achieved	-	-	Audit Committee Report on AFS
	Number of Audit Committee Meetings held	Audit Committee non-existent in 2013/14	9 Meetings	R25 000.00	R9 347-00		3 Meetings	3 meetings	Achieved	-	-	Attendance Registers and AC Reports
	Revised Audit Committee Charter	Audit Committee Charter In place	May 2015	OPEX	N/A		-	-	-	-	-	Copy of Charter and Council Resolution
	Developed Internal Audit Methodology	No Internal Audit Methodology Exists	01-Sep-14	OPEX	OPEX		Internal Audit Methodology Developed	-	Achieved	-	-	Signed IA Methodology
	Number of ARC Reports submitted to Council	No ARC Reports submitted to Council in 2013/2014 FY	4 Reports	OPEX	OPEX		1 Report	1 Report	Achieved			Council Resolution
	Revised IA 3 year Rolling Plan	IA Plan in place	01-Jun-15	OPEX	OPEX		-	-	-	-	-	Copy of Plan Signed AC Recommendation

OFFICE OF THE ACCOUNTING OFFICER – PROMOTE GOOD GOVERNANCE

	Approved Revised Internal Audit Charter	Internal Audit Charter In place	01-Jun-15	OPEX	OPEX		-	-	-	-	-	Signed AC Recommendation Copy of Approved IA Charter
	Number of Internal Audit Reports submitted to Council	1 report submitted in the 2013/14 FY	4 reports	OPEX	OPEX		1 report	1 report	Achieved			Council Resolution Copy of Signed Reports
	Number of reports on implementation of the 2013/2014 Audit Recovery Plan	2 reports during 2013/2014	4 reports	OPEX	OPEX		1 Report	1 Report	Achieved			Audit Recovery Plan and Progress Report to Council & Council Resolution

Measurable Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Mid-Year Expenditure	Outcome Indicator	1 st Quarter Target	2 nd Quarter Target	Actual Performance	Reason for deviation	Corrective Measure	Portfolio Of Evidence
To promote accountability and transparency	2013/2014 AFS submitted to Auditor General	Submitted 2012/2013 AFS	AFS submitted to AG by 31-Aug-14	Operational	N/A	Improve Audit Outcome	AFS submitted to AG by 31-Aug-14	-	Achieved	-	-	Copies of Signed AFS Acknowledgment Letter
	Submit 2013/14 Performance Report to the Auditor General	Submitted 2012/2013 Performance Reports	Submit 2013/14 Performance Report to the Auditor General by 31-Aug-14	Operational	N/A		Submit 2013/14 Performance Report to the Auditor General by 31-Aug-14	-	Achieved	-	-	Copies of Signed Performance Reports and Letter of Acknowledgment
	Annual Report 2013/14 Submitted to the AGSA & MEC DTLG&TA	Annual Report 2012/13 Submitted to the AGSA & MEC DTLG&TA	Feb-15	Operational	N/A		-	-	-	-	-	-
Improve Communication	Reviewed Communication Strategy adopted	Strategy in place	Dec-14	Operational	N/A	An informed community		Reviewed Comm. Strategy	Not Achieved			Council Resolution
	Reviewed Community Participation Policy	Policy in place	Dec-14	Operational	N/A		-	Reviewed Comm. Participation Policy	Not achieved	Delay in the appointment of Manager	Manager to be appointed during 3 rd Quarter	Council Resolution
	Number of municipal Newsletter publications	4 publications	4	R 200 000	R905 170		1 newsletter	1 newsletter	Not achieved	Delay in the appointment of Manager	Manager appointment to be finalized in Jan. 15	4 copies of news letter
	Number of reports on Implementation of Risk Management and Fraud Prevention Plan	No Reports in 2013/14 F/Y	4 Reported presented to council	OPEX	OPEX	Risk Management	1 Report	1 Report	Achieved	-	-	Copy of Report Council Resolution

	Number of Risk Assessment Workshops Held in 2014/15 F/Y	2 Risk Assessment Workshop held in 2013/14 F/Y	2 Assessments Workshops Held	OPEX	OPEX		1 Report	-	Not achieved	Risk Assessment was at establishment	Risk Assessment Workshops	Living Risk Register Attendance Register
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OFFICE OF THE ACCOUNTING OFFICER – PROMOTE GOOD GOVERNANCE

	Policy Framework	Policy Framework in place	Policy developed by Aug-14				Policy developed by Aug-14					
	Reviewed Risk Register	Risk Registers in place	September 2014 & March 2015	OPEX	OPEX		-	-	-	-	-	Report by IA
Provide Legal Services	Number of reports on litigations against the Municipality	100%	4 Reports	R1.5m	R838 000	Sound Legal Environment	1 Report	1 Report	Achieved	-	-	Council Resolutions
	Number of By-Laws Gazetted	15 By-Laws Gazetted by June 2014	15 By-Laws Gazetted by June 2015	R300 000	R120 374		-	-	-	-	-	Published Gazette
	Number of reports on litigations against municipality attended	100% on litigations against municipality attended to	4 reports on litigations against municipality attended to	OPEX	OPEX		1report on litigations against municipality attended to	1report on litigations against municipality attended to	Achieved	-	-	4 reports on litigations against municipality attended to

Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Mid-Year Expenditure	Outcome Indicator	1 st Quarter Target	2 nd Quarter Target	Actual Performance	Reason for deviation	Corrective Measure	Portfolio Of Evidence
To Provide Municipal Strategic Planning	Develop 2015 – 2016 IDP Review Process Plan	2013- 2014 IDP Process Plan in place	August 2014	Operational	Operational	A strategic focused municipality	2013- 2014 IDP Process Plan in place by Aug. 14	-	Achieved	-	-	Council Resolution
	Number of IDP Representative meetings held during 2014/2015	3 IDP Development Meetings held during 2013/2014	4	R300 000 (IDP Budget Vote)	R32 404-16		1 meeting	1 Meeting	Achieved during 2 nd Quarter	-	-	Minutes and Attendance Registers
	2015/2016 Reviewed IDP adopted	Adopted Reviewed IDP adopted	May 2015	Operational	Operational		-	-	-	-	-	Council resolution
To Provide Institutional/ Municipal Performance Management Services	2015/2016 Performance agreements signed	6 Signed PA's in place	July 2015	Operational	Operational	Improved performance	6 Signed PA's in July 14	-	Achieved	-	-	Copies of Signed PA's
	2015/2016 SDBIP's approved	2014/2015 SDBIP in place	June 2015	Operational	Operational		-	-	-	-	-	Signed off SDBIP's by the Mayor
	Number of performance assessments held with senior managers	No performance Assessments performed during 2013/2014	4 Performance Assessments conducted	Operational	Operational		Performance Assessment Report	Performance Assessment Report	Not achieved	Poor Participation by other Panel Members	To be conducted during the 3 rd Quarter	Council Resolution
	Reviewed PMS Policy Framework	PMS Policy in place	PMS Policy developed by Aug-14	Operational	Operational		PMS Policy adopted	-	Achieved during 2 nd Quarter	-	-	and council resolution

PROMOTE GOOD GOVERNANCE AND PUBLIC PARTICIPATION

OFFICE OF THE MAYOR

Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Mid-Year Expenditure	Outcome Indicator	1 st Quarter Report	2 nd Quarter Target	Actual Performance	Reason for deviation	Corrective Measure	POE
Municipal Social Responsibility Programmes	Number of Poverty Relief Programme funded	12 of Poverty Relief Programmes funded during	16 Programmes funded by June 2015	R150 000	R138 325	Social Cohesion	4 Programmes funded during 1 st Quarter	4 Programmes funded during 2 nd Quarter	Achieved	-	-	Beneficiary List with signatures
	Number of CSF Programmes Supported	2 CSF Programmes Supported during 2013/2014	2 programmes to be supported during 2014/2015	R50 000	R4 800		1 CSF Programme Supported	1 CSF Programme Supported at the CSF Request	Achieved during 2 nd Quarter	-	-	Proof of transaction and attendance Registers
	Nelson Mandela Day celebrated on 18 th July 2014	Nelson Mandela Day celebrated on 18 th July 2013	Nelson Mandela Day Celebration on 18 th July 2014	R300 000	R152 957		Nelson Mandela Day Celebrations funded on 18 th July 2014	-	Achieved	-	-	Proof of transaction and Attendance Register
	Number of War on Poverty interventions and profiling	No War on poverty programmes during 2013/2014	2 War on poverty programmes funded	R350 000	R28 355		1 War on poverty programmes funded	1 War on Poverty programme funded	Achieved during the 2 nd quarter	-	-	Proof of transaction and Profiling Report
	Number of progs to support vulnerable groups	2 programmes supported during 2013/2014	4 programmes supported by June 2015	R300 000	R0-00		1 programme supported	1 programmes supported	Achieved during the 2 nd quarter	-	-	List of beneficiaries and record of transactions
	Number of Mayoral Imbizo's held	6 Mayoral Imbizo's held	6 Mayoral Imbizo's Held by November 2014	R250 000	R159 587-85		-	6 Mayoral Imbizo's Held by November 2014	Achieved	-	-	Minutes and Attendance Registers

	Number of students supported through Mayoral Student Support Programme	60 stents supported through Mayoral Student Support Programme	60 Students supported through MSSP by June 2015	R300 000	R261 800		-	-	-	-	-	Payment Vouchers
Municipal Social Responsibility Programmes	Mayoral Disaster Management Interventions	No interventions during 2013/2014	4 Mayoral Disaster Management Interventions done by June 2014	R200 000	R18 107-02	Social Cohesion	No disaster reported during 1 st Quarter	No disaster reported during 2 nd Quarter	-	-	-	Report on interventions and copies of transactions
	Mayoral Cup	No Mayoral Cup during 2013/2014	1 Mayoral Cup Tournament during the 4 th quarter	R300 000	R0-00		-	-	-	-	-	Copies of transactions
	Support Programmes to the War Veterans	5 War Veterans supported during 2013/2014	5 or more programmes supported by June 2015	R100 000	R13 676-28		-	-	-	-	-	Report
	Support to the RMLM Youth Council	RMLM Youth Council supported during 2013/2014	Youth Council Programmes supported by June 2015	R200 000	R0-00		-	-	-	-	-	Report
	Number of Intergovernmental Forums Held	2 IGR Forums held during 2013/2014	4 IGR Forums held by June 2014	R100 000	R0-00		1 IGR Forum held	1 IGR Forum held	Achieved during the 2 nd quarter	-	-	-

PROMOTE GOOD GOVERNANCE AND PUBLIC PARTICIPATION

OFFICE OF THE SPEAKER

Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Mid-Year Expenditure	Outcome Indicator	1 st Quarter Target	2 nd Quarter Target	Actual Performance	Reason for deviation	Corrective Measure	POE
Promote Community participation	Number of reports on the functionality of ward committees	2 Reports submitted during 2013/2014	4	R3.5m (Sitting Allowance)	R1 498396	Optimal participation by community	1 Report submitted	1 Report submitted	Achieved	-	-	Council Resolution
	Number of reports on the functionality of ward committee Forum	No report on the functionality of WCF during 2013/2014	4 Reports on the functionality of WCF by June 2015	Operational	Operational		1 Report	1 report submitted	Achieved during the 2 nd Quarter	-	-	Council Resolution
	Number of capacity building programmes for councillors	No Capacity Building Programmes for Councillors during 2013/2014	4	Operational	Operational		1 Capacity Building Programme	1 Capacity Building Programme	Not achieved	Function currently residing at Corporate Services	Function transferred to Office of the Speaker during the third Quarter	Reports and Attendance Registers
	Number of capacity building programmes for Ward Committees	4 capacity building programme conducted during 2013/2014	4 Capacity building programmes during 2014/2015	Operational	Operational		1 Capacity Building Programme	1 Capacity Building Programme	Achieved	-	-	Reports on the capacity building programmes
	Number of reports on Complaints Handling System	4 Reports on CHS submitted	4 reports submitted by June 2015	Operational	Operational		1 Report on Complaint Handling System	1 Report on Complaint Handling System	Achieved	-	-	Copy of the report and Acknowledgment letter from DLGTA
	Number of Community Satisfaction surveys conducted	No CSS conducted during 2013/2014	2 Surveys by June 2015	Operational	Operational		1 Community Satisfaction Survey	1 Community Satisfaction Survey conducted	Achieved	-	-	Reports of Community Satisfaction Surveys conducted

INSTITUTIONAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT CORPORATE SERVICES

							conducted					
Promote Communi ty participa tion	Number of reports on Moral Regeneration Programmes	No MRP during 2013/2014	4 MRP by June 2015	Operational	Operational	Optimal participation by community	1 MRP Conducted	1 MRP Conducted	Achieved during 2 nd Quarter	-	-	Reports on the MRP conducted
	Number of Anti-Corruption forums held	No Anti-Corruption Forums held during 2013/2014	4 Anti-Corruption Forums held by June 2015	Operational	Operational		1 Anti-Corruption Forum held	1 Anti-Corruption Forum held	Not achieved	Congested consultation programme during 2 nd quarter	To be held during the 3 rd quarter	Reports and Attendance Registers
	Number of public participation campaigns	4 Public Participation Campaigns conducted	6 Public Participation Campaigns conducted by June 2015	R300 000	R94 846-76		1 Campaign Conducted	1 Campaign Conducted	Achieved	Achieved during 2 nd Quarter	-	Reports and Attendance Registers

Measurable Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Mid-Year Expenditure	Outcome Indicator	1 st Quarter Target	2 nd Quarter Target	Actual Performance	Reason for deviation	Corrective Measure	Portfolio Of Evidence
Promotion of Labour Peace within the workplace	Number of Local Labour Forum meetings held	2 Local Labour Forum meeting held during 2013/2014	4 Local Labour Forum meeting held by June 2015	Operational	Operational	Sound labour climate	1 Local Labour Forum meeting held	1 Local Labour Forum meeting held	Achieved-meeting held on the 06 th day of October 2014	-	-	Minutes of LLF meetings and attendance register
	Turnaround time in handling Grievances	30 days Turnaround time in handling Grievances	30 days Turnaround time in handling Grievances	Operational	Operational		30 days Turnaround time in handling Grievances	30 days Turnaround time in handling Grievances	Achieved during the 1 st Quarter	-	-	Report on Management of Grievances (Grievance forms and Outcome and council Resolution)
To build and enhance the human resource capacity of the municipality	Reviewed human resource strategy	Human resource strategy in place	Reviewed human resource strategy by June 2015	Operational	Operational	Capacitated and motivate employees	-	-	-	-	-	Copy of reviewed HR strategy and Council Resolution
	Reviewed Council Policies	20 Policies Reviewed during 2013/2014	25 Council Policies Reviewed by May 2015	Operational	Operational		-	-	-	-	-	Approved Council Policies, register of policies, Council Resolution
To provide human resource management	Number of reports on selection process	Recruitment Policy	8 weeks from date of advertisement – as per policy	Operational	Operational	Operationally functional municipality	8 weeks	8 weeks	Not achieved	The shortlisting and interview panels failed to meet as planned.	All outstanding funded posts to be finalised within the third quarter.	Reports of selection processes and Council Resolutions
	Revised Organisational Structure adopted	Organisational Structure Reviewed during May 2014	Organisational Struct. reviewed by May 2015	Operational	Operational		-	-	-	-	-	Approved Organogram and Council Resolution

Achieve employment equity	Reviewed and submitted 2014/2015 Employment Equity Plan	Existing Employment Equity Plan	Employment Equity Plan Reviewed and submitted to department of labour by Sept. 2014	Operational	Operational	Transformed organisation	-	Employment Equity Plan Reviewed and submitted to department of labour by Sept 2014	Achieved	-	-	Proof of submission. Approved EE plan. Acknowledgement by Dept. of Labour
	Number of people from employment equity target groups employed in the three highest levels of management in compliance with the EE Plan.	EE Plan is in place	12 people from employment equity target groups employed in the three highest levels of management in compliance with the EE Plan.	Operational	Operational		-	12 people from employment equity target groups employed in the three highest levels of management in compliance with the EE Plan.	Achieved during 2 nd Quarter	-	-	Implementation Report. Employment Contracts (Council Resolution)
Ensure skills enhancement through the workplace skills development plan.	2015/16 Workplace Skills Plan developed and submitted to LGSETA by April 2015	2014/2015 Workplace Skills Plan submitted in April 2014	2015/2016 Workplace Skills Plans submitted by April 2015	Operational	Operational	Motivated ,efficient and capacitated employees	-	-	-	-	-	Approved WSP and Council Resolution and confirmation of submission
	Implementation of the Work Place Skills Plan	WSP in place	Implementation of the Work Place Skills Plan	Operational	Operational		Implementation of the Work Place Skills Plan	Implementation Plan to be submitted to LG-SETA	Not achieved	Delay by LGSETA to release funds	To be implemented during the 2 nd and 3 rd Quarter	Implementation Report /Council Resolution and confirmation of submission.
Occupational Health & Safety	Number of reports on compliance with Occupational health and safety	Occupational health and Safety Act	Development of Occupational health and safety Act Implementation Plan by July 2014	Operational	Operational	Safe working environment	Development of Occupational health and safety Act and Implementation	-	Achieved	-	-	Approved Plan, Implementation Report and council resolution
Provide filing and records services	Reviewed file plan for 2014/15	File reviewed during 2013/2014	Reviewed file plan May 2015	Operational	Operational	Improved accountability	-	-	-	-	-	Approved File Plan and council resolution and confirmation of submission

To Provide Information Communication Technology services	Developed a Master System Plan (ICT Integration)	New KPI	Develop a Master System Plan adopted (IT Integration) by Dec. 2014	R 500 000	R137 922-91	Functional ICT governance	-	Achieved – service provider appointed by December 2014	Achieved	-	-	Copy of adopted Master System Plan adopted(ICT Integration) and Council Resolution by Dec. 2014
	Developed Operational Disaster and Business Continuity Plan	New KPI	Developed Operational Disaster and Business Continuity Plan by June 2015	R 750 000	R0-00		-	-	-	-	-	Copy of Approved Plan and Council Resolution
Council Support	Implement Council resolutions within the required timeframes	% of Council resolutions implemented in 2013/14 (specify)	% of Council resolutions implemented by June 2015	Operational	Operational	Effective council	1 report	1 report	Achieved	-	-	Register of Council Resolutions
	Number of employees trained	49 Employees trained during 2013/2014	110 Employees to be trained by end June 2015	R 500 000	R392 066-49		-	-	-	-	-	Training report and certificate and attendance register, confirmation from service provider
To provide training to Councillors and Employees	Number of councillors trained	22 Councillors trained during 2013/2014	39 Councillors trained by end June 2015	Operational	Operational	Motivated ,efficient and capacitated employees	-	-	-	-	-	Training Report and Certificates
	Number of Bid Committee members and SCM personnel	17 Bid Committee Members and SCM personnel trained during 2013/2014	17 All Bid Committees Trained by Dec. 2014	Operational	Operational		-	17 All Bid Committees Trained by Dec. 2014	Not achieved	Some managers attended and some did not attend due other work related engagement.	Arrangements done with North West University for those managers to attend on the 23 rd – 27 days of February 2015.	Training Report and Certificates

To provide training to Councillors and Employees	Number off managers who have achieved the minimum competency level as required	7 Senior Managers trained on Minimum Com. During 2013/2014 (current)	10 Senior Managers Trained on Minimum Competency by June 2015	Training budget above	Refer to above expenditure on training	-	-	Achieved	10 Senior Managers Trained on Minimum Competency by June 201	Training Report and Certificates	Completion certificates	
To maintain municipal buildings	Number of halls and buildings maintained	1 hall maintained, Civic Centre	6 halls to be maintained 4 Municipal Buildings	R1 091 700	R144 366-70	Safe & well maintained facilities	-	6 halls to be maintained 4 Municipal Buildings	Not achieved	Lack of maintenance plan by the department	The maintenance will be done within the third quarter.	Maintenance Report
	Number of Libraries maintained	No maintenance of libraries during 2013/2014	Library (Supingstad) to be maintained by Dec. 2014				-	Implementation Report	Achieved	-	The maintenance will be done within the third quarter.	Maintenance Report
To create a health working environment for Employees and Councillors	Number of reports of employees and Councillors who underwent Employee Assistance Programme	Policy on Employee Assistance programme in place	4 Quarterly Reports by June 2015	R100 000	R37 556-15	Healthy Employees and Councillors	1 Report	1 Report	Achieved	-	-	EAP Report and Council Resolution
	Employee Satisfaction Survey conducted	New KPI	One Employee Satisfaction Survey conducted June 2015	Operational	Operational	Healthy and motivated Employees and Councillors	-	-	-	-	-	ESS report (Council Resolution)

FINANCIAL VIABILITY

Measurable Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Mid-Year Expenditure	Outcome Indicator	1 st Quarter Target	2 nd Quarter Target	Actual Performance	Reason for deviation	Corrective Measure	POE
To promote accountability and transparency	2015/16 Tabling of Draft budget	2014/15 draft budget tabled	31 March 2015	Operational	Operational	Accountable and Transparent Municipality	-	-	-	--	--	Council Resolution
	Approval of 2015/16 Budget	2014/15 Budget approved	31 May 2015	Operational	Operational		-	-	-	-	-	Copy of budget and council resolution
	2014/2015 Adjustment Budget Approved by Council	2013/ 14 Adjustment budget approved by Jan. 2014	2014/2015 budget adjustment approved by January 2015	Operational	Operational		-	-	-	-	-	Copy of adjustment budget and council resolution
	Number of Section 71 (MBS) Reports submitted to Mayor & Council	12 sec 71 report submitted during 2013/14	12 sec 71 reports submitted by June 2015	Operational	Operational		3 sec. 71 reports	3 sec. 71 reports	Achieved	-	-	Acknowledgement of receipt and Council Resolution
	A set of financial/budget related by-laws and policies reviewed	Budget related policies reviewed during 2013/2014	A set of financial/budget related by-laws and policies reviewed by May 2015	Operational	Operational		-	--	--	--	--	Council resolution
	Number of Cashbook reconciliations performed	12 cashbook recons performed during 2013/14	12 cashbook reconciliations to be performed by June 2015	Operational	Operational		3 cashbook recons performed	3 cashbook recons performed	Achieved	-	-	Monthly cashbook reconciliations signed off

	Number of Accounts receivables and payables reconciliations performed	12 Account Receivable and payables reconciliations performed during 2013/2014	12 Account Receivables and payables performed by June 2015	Operational	Operational	Accountable and Transparent Municipality	3 Account Receivables and payables performed	3 Account Receivables and payables performed	Achieved	-	-	Monthly Accounts receivables and payables reconciliations signed-off
	Number of Grants and Investment reconciliations performed	No Grants and Investment Recons. Performed during 2013/14	12 Grants and Investment Recons. Performed by Jun 2015	Operational	Operational		3 Grants and Investment Recons. Performed	3 Grants and Investment Recons. Performed	Achieved	-	-	Monthly Grants and Investment reconciliations signed- off
	Number Assets register reconciliations performed	No Asset Register Reconciliations performed during 2013/14	12 Asset Register Reconciliations performed by June 2015	Operational	Operational		3 Asset Register Reconciliations performed	3 Asset Register Reconciliations performed	Achieved	-	-	Monthly Assets register reconciliations signed-off
To promote accountability and transparency	No of reports on MPRA Compliance	4 MPRA Reports submitted during 2013/14	4 reports submitted by June 2015	Operational	Operational		1 MPRA Report	1 MPRA Report	Achieved	-	-	Copies of Reports and Council Resolutions
	Number of reports on the implementation of Revenue Enhancement Strategy	2 report submitted during 2013/2014	4 reports on the Implementation of RES by June 2015	Operational	Operational		1 Report	1 Report	Achieved	-	-	Copy of Report and Council Resolution
	Number of reports on Electricity Distribution Losses	No reports during 2013/2014	4 reports by June 2015	Operational	Operational		1 Report	1 Report	Achieved	-	-	Copy of report and Council Resolution

FINANCIAL VIABILITY

Measurable Objective	Key Performance Indication	Baseline	Annual Target	Budget	Mid-Year Expenditure	Outcome indicator	1 st Quarter Target	2 nd Quarter Target	Actual Performance	Reason for deviation	Corrective Measure	POE
Enhance Revenue	Financial turnaround Plan adopted	No Financial Turnaround Plan adopted during 2013/2014	FTP adopted by Dec 2014	Operational	Operational	Financial sound municipality	-	Financial Turnaround Plan adopted	Not Achieved	Plan not yet presented to Council for adoption	Submit a developed plan to Council for adoption by 31 st March 2015	Council Resolution
	Number of reports on Billing submitted to Council	12 Billing Reports submitted during 2013/2014	12 Billing Reports submitted by June 2015	Operational	Operational		3 Billing Reports	3 Billing Reports	Achieved	-	-	Copy of Report and Council Resolution
	Number of reports on debtors management	12 Debtors Reports submitted during 2013/14	12 Debtors Reports submitted by June 2015	Operational	Operational		3 Debtors Reports	3 Debtors Reports	Achieved	-	-	Copy of Report and Council Resolution
	No of supplementary valuations conducted	One supplementary Valuation conducted during 2013/14	2 supplementary valuations conducted by June 2015	Operational	Operational		-	1 supplementary valuations conducted	Achieved	-	-	Certified Supplementary Valuation Roll
	% of Revenue Collection	14% Revenue Collection during 2013/14	65% Revenue Collection by June 2015	Operational	Operational		-	-	-	-	-	Debtors Age Analysis
	Number of Reports on Bad Debts written off	1 report submitted during 2013/2014	2 report on Bad Debts written off by June 2015	Operational	Operational		-	1 report on Bad Debts written off	Achieved	-	-	Council resolutions and a list of all bad debts
	Number Indigent households receiving Free Basic Water	9500 Indigent Households provided with Free Basic Water during 2013/2014	9500 + 10 500 Households receiving Free Basic Water by June 2015	R5m	R124 573-88		-	9500 + 10 500 Households receiving Free Basic Water	Not Achieved	10485 indigents registered. Registration on-going.	Conduct indigent registration and awareness campaigns by 31 st March 2015	Reports on FBS provided
	Number Indigent households receiving Free Basic Electricity	9500 Indigent Households provided with Free Basic Electricity in 2013/2014	9500 + 10 500 Households receiving Free Basic Electricity by June 2015	R6m	R748 561-12	-	9500 + 10 500 Households receiving Free Basic Electricity	Not Achieved	5200 of 10485 configured. However, only 3652 are collecting tokens from ESKOM and 831 from the mun.	Conduct indigent registration and awareness campaigns by 31 st March 15	Reports on FBS provided	

	Number Indigent households receiving Free Basic Refuse	9500 Indigent Households provided with Free Basic Refuse during 2013/2014	9500 + 10 500 Households receiving Free Basic Refuse by June 2015	R4.7m	R0	Poverty alleviation and access to basic services	-	9500 + 10 500 Households receiving Free Basic Refuse	Not Achieved	10485 indigents registered. Registration on-going.	Conduct indigent registration and awareness campaigns by 31 st March 2015	Reports on FBS provided
	Number Indigent households receiving Free Basic Sewer	9500 Indigent Households provided with Free Basic Sewer during 2013/2014	9500 + 10 500 Households receiving Free Basic Sewer by June 2015	R5m	R0		-	9500 + 10 500 Households receiving Free Basic Sewer	Not Achieved	10485 indigents registered. Registration on-going.	Conduct indigent registration and awareness campaigns by 31 st March 2015	Reports on FBS provided
	Frequency of verification and updating of the indigent register	No verifications performed during 2013/2014 FY	4 verifications performed by June 2015	Operational	Operational		-	1 verification performed	Not Achieved	Verification done on an ad hoc basis	Publicize the indigent register by 31 st March 2015 and appoint the Verification Officer	Verifications Report and updated Indigent Register

FINANCIAL VIABILITY

Measurable Objective	Key Performance Indication	Baseline	Annual Target	Budget	Mid-Year Expenditure	Outcome Indicator	1 st Quarter Target	2 nd Quarter Target	Actual Performance	Reason for deviation	Corrective Measure	POE
of management Improve Revenue	% of budgeted revenue for property rates collected	23% during 2013/2014	80% of revenue collected by June 2015	Operational	Operational	Improved efficiencies	-	-	-	-	--	Age Analysis of debt on property rates
	% Grants as a % of revenue received	54% (Bushy to provide figures)	40% of grants as a % of revenue collected by June 2015	Operational	Operational		-	-	-	-	-	Statement of Financial Performance & sec 71 reports
	% Monthly operational expenditure as a percentage of planned expenditure	56%	100%	Operational	Operational		100%	100%	Achieved	-	-	Section 71 Reports and Council Resolutions
	Number of reports submitted to council on % expenditure on MIG grant	4 reports on expenditure of MIG submitted to Council during 2013/2014	4 reports on expenditure on MIG submitted by June 2015	Operational	Operational		1 report on expenditure on MIG	1 report on expenditure on MIG	Achieved	-	-	MFMA Returns

	FINANCIAL VIABILITY											
Measurable Objective	Key Performance Indication	Baseline	Annual Target	Budget	Mid-Year Expenditure	Outcome Indicator	1st Quarter Target	2nd Quarter Target	Actual Performance	Reason for deviation	Corrective Measure	POE
Improve management of Revenue	Number of Reports of Asset Management Committee	2 reports submitted during 2013/2014	4 Reports on Asset Management Committee	Operational	Operational	Improve Revenue Management and Collection	1 report of Asset Management Committee	1 report of Asset Management Committee	Achieved	-	-	Report and minutes of committee /Council Resolution
	Number of SCM Reports submitted to council	4 reports submitted during 2013/2014	4 Reports submitted by June 2015	Operational	Operational		1 SCM Report	1 SCM Report	Achieved	-	-	Copies of reports/Council Resolution
	Updated suppliers database	Database updated during 2014/2015	2015/2016 Suppliers Database updated by June 2015	Operational	Operational		-	-	-	-	-	Updated Database, Adverts and Register
	Develop a Demand Management Plan	Demand Management Plan in place during 2014/2015	2015/2016 Demand Management Plan developed by June 2015	Operational	Operational		-	-	-	-	-	Council Resolution adopting Demand Management Plan
	Review of SCM Procedure manual	Procedure manual in place in 2013/2014	2015/2016 Procedure Manual Reviewed by June 2015	Operational	Operational	Improve Compliance with SCM Policies	-	-	-	-	-	Copy of the Reviewed Procedure Manual signed off
	Number of reports on implementation of SCM Policy	One report submitted during 2013/2014	4 Reports by July 2014	Operational	Operational		1 SCM implementation Report	1 SCM implementation Report	Achieved	-	-	Council Resolution and copy of report
	Number of reports on contract register (CR)	3 Contract Register reports submitted during 2013/2014	4 Reports on updated CR	Operational	Operational		1 Reports on updated CR	1 Reports on updated CR	Achieved	-	-	Copy of reports and Council Resolutions
	Number of campaigns on the registration of Indigents	No campaigns during 2013/2014	20 campaigns by June 2015	Operational	Operational		5 campaigns	5 campaigns	Not Achieved	Budgetary Constraints	Provision be made in the budget	Copy of Indigent Register and Campaigns Report

Improve management of Revenue	Number of reports of businesses awarded to SMME's	No reports during 2013/2014	4 reports by June 2015	Operational	Operational	Improve Revenue Management and Collection	1 Report	1 Report	Achieved	-	-	Copy of report and Council Resolution
	Number of reports on awarded contracts above R100 0000	4 Reports submitted during 2013/2014	4 reports by June 2015	Operational	Operational		1 Report	1 Report	Achieved	-	-	Copy of report and Council Resolution
	Number of reports on SCM Deviations	4 reports during 2013/2014	4 reports by June 2015	Operational	Operational		1 Report	1 Report	Achieved	-	-	Copy of report and Council Resolution
	Number of reports on contract Management	4 reports during 2013/2014	4 reports by June 2015	Operational	Operational		1 Report	1 Report	Achieved	-	-	Copy of report and Council Resolution
	Number of reports of SCM Checklist	4 reports during 2013/2014	4 Reports by June 2015	Operational	Operational		1 Report	1 Report	Achieved	-	-	Copy of report and Council Resolution
	Number of reports on unauthorized, fruitless and wasteful expenditure	4 reports during 2013/2014	4 reports by June 2015	Operational	Operational		1 Report	1 Report	Achieved	-	-	Copy of report and Council Resolution

Basic Service Delivery and Infrastructure Investment

Measurable Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Mid-Year Expenditure	Outcome Indicator	1 st Quarter Target	2 nd Quarter Target	Actual Performance	Reason for deviation	Corrective Measure	Portfolio Of Evidence
To Provide Water within the urban areas	Number of Households provided with water connections	9580 households have access to house connections	60 Households provided with water connections	R 192 500	R53 102-36	Increased access to services	100% of applications received	15 Households provided with water connections	Not Achieved 08 Households provided with connections	Only 8 applications received and connected	Kpi to be revised meet the smart principle	Connections Reports and job cards. Council Resolution
	Number of informal settlement households provided with basic water	450 informal settlements provided with basic water during 2013/2014	325 Ikageleng (Ext 3) June 2015	Operational-	Operational		-	-	-	-	-	Connections Register/Job Cards and council resolution
	Number of households provided with free basic water	9580 households provided with FBW during 2013/2014	1200 Indigent Households to be provided with free basic water by June 2015	Operational	Operational		-	-	-	-	-	Billing Reports for the Indigents
	Water services maintenance plan approved	There is no Plan in place	Water services maintenance plan Developed by Dec 2014	Operational	Operational		-	Water services maintenance plan developed and approved by Dec 2014	Achieved Plan adopted	-	-	Council resolution/Approved WSMP Plan
	Water servitudes secured	No Water Servitudes secured during 2013/2014	Water Servitude secured by Dec. 2014	Operational	Operational		-	Water Servitude secured by Dec. 2014	Not Achieved 10 Communal taps installed @ 200m radius to supply 325 houses	The current number of taps can provisionally meet target	Increase number of communal taps by 5	Connections Register/Job Cards and council resolution

	Water quality testing samples submitted to laboratory	Monthly (12) Water Quality samples submitted during 2013/2014	12 water quality samples submitted by June 2015	R150 000	R28 512-60		3 water quality samples submitted to laboratory in compliance to SANS 241	3 water quality samples submitted to laboratory in compliance to SANS 241	reports of quality on water and sanitation quality submitted	Not Achieved 1 Report submitted Work in progress	Sanitation is now the District's competency.	Facilitating and following up on reports from District
To reduce water loss	Sustain Compliance with SANS South African national Standards 241	Compliant with SANS 241	Daily treatment of water	Operational	Operational		2 Water Samples submitted to the laboratory	Sustained compliance to SANS 241	Achieved	-	-	Water quality reports and council resolution
	Number of kilolitres of reduction in water loss	5million kl losses during 2013/14	1m% kl reduction of water loss by June 2015	Operational	Operational		-	-	-	-	-	Water consumption Report and council resolution
	Number of Bulk water meters Maintained	8 Bulk water meters maintained during 2013/2014	8 Bulk water meters Maintained By 30 June 2015	R800 000	R30 000		-	-	-	-	-	Water Maintenance report/Job cards and council resolution
	Refurbishment of Rietpoort pump station	Rietpoort pump station not refurbished 2013/2014.	Rietpoort pump station refurbished by June 2015.	R2 536 000	R0-00		-	-	-	-	-	Completion Certificate and council resolution
To Provide Sanitation (within the urban areas)	Number of households provided with access to house sewer connections	9580 provided with sewer connections during 2013/14	60 (As and When applications are received)	R 200 000	R917-29	Access to services and Sustainable development	-	15 Households provided with connections	Achieved 5 applications received	-	-	Copy of the connections report

Basic Service Delivery and Infrastructure Investment

Measurable Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Mid-Year Expenditure	Outcome Indicator	1 st Quarter Target	2 nd Quarter Report	Actual Performance	Reason for deviation	Corrective Measure	Evidence
To Provide Sanitation (within the urban areas)	Maintenance plan for sanitation services developed	No maintenance plan in place.	Maintenance plan for sanitation services developed by December 2014	Operational	Operational	Improved access to sanitation	-	Sanitation services maintenance plan approved by Dec 2014	Achieved - Draft Plan adopted	-	-	Council Resolution and the Sanitation services maintenance plan
	Report on the Provision of adhoc honeysuckle services to schools, households and public institutions submitted	4 reports submitted during 2013/2014 FY	4 Reports on provision of adhoc honeysuckle services to schools, households and public institutions submitted by June 2015	Operational	Operational		Honeysuckle services report	Honeysuckle services report	Achieved	-	-	Copy of the report and Council Resolution
	No of reports on sanitation quality submitted	4 reports submitted during 2013/2014	4 reports on water and sanitation quality submitted	Operational	Operational		-	Reports of quality on water and sanitation quality submitted	Not Achieved 1 Report submitted Work in progress	Sanitation is the District's competency.	Facilitating & following up on reports from District	Waste water quality reports submitted and council resolution
To Construct, Upgrade and Maintain Roads and Storm-water	Number of Kilometers of road paved	7km of roads paved during 2013/2014 FY	Total 9km – by December 2014 Mosweu 1.5KM Mokgola 1.5km Ikageleng 2km Sikwane 2km Mogopa 2km	R34 624 000	R31 739 002 -65	Improved access to basic services	Completed 9Km roads paved by Dec. 2015	Completed 9Km roads paved by Dec. 2015	Not achieved 7.5 km done by December 2014	Delay due to weather conditions	All projects to be completed during the 3 rd Quarter	Report MIG 10 and Completion Certificates and council resolution
	Number of kilometers of roads bladed	45 km of roads bladed during 2013/2014	20km of roads bladed by June 2015	Operational	Operational		5 km's bladed	5 km's bladed	Achieved, 10.27km	-	-	Job Cards and Blading Report and council resolution
	Number of kilometers of roads gravelled	3km's of road gravelled during 2013/2014	4km's of roads gravelled by June 2015	R2.5 M	R1 258 357-89		1 km gravelled	1 km gravelled	Not Achieved 0.17 km's gravelled	Inadequate trucks and continuous break down	Fixing current trucks and acquiring more trucks	Job Cards and graveling Report (Council Resolution)

To Construct, Upgrade and Maintain Roads and Storm-water	Square meters of roads patched	3 000m ² of roads patched during 2013/2014	4 000m ² of roads patched by June 2015	Operational	Operational		1000 m ² of roads patched	1000 m ² of roads patched	Achieved 2500m ²	-	-	Job Cards and patching Report (Council Resolution)
	Number of kilometres of storm-water maintained (cleaning culverts, de-silting, stone pitching, wing walls, kerbs)	20 km storm-water maintained in 2013/2014.	20km's storm-water maintained by June 2015	Operational	Operational		-	5km's maintained	Not Achieved 2.6km storm water maintained during 2 nd quarter	Some Equipment not working; Delays in procurement processes	Purchasing equipment	Job Cards and Maintenance Report and council resolution
	Number of km's of roads resealed	No roads resealed during 2013/2014	3km's or roads resealed by June 2015	R4.8m	R0-00		1 km road resealed	1 km road resealed	Achieved	-	-	Completion Certificate and council Resolution

Basic Service Delivery and Infrastructure Investment

Measurable Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Mid-Year Expenditure	Outcome Indicator	1 st Quarter Target	2 nd Quarter Target	Actual Performance	Reason for Deviation	Corrective Measure	Evidence
To Facilitate Provision of Electricity	Number of High Mast Lights installed	Total of 24 HML installed in 2013/2014 in Lobatla 6 Borakalalo 6 Mogopa 4 Rietpan 4 Mmutsweu 4	Total of 8 HML by Dec. 2014 4 in Sandvlagte 4 in Ward 11	R3 000 000	R0-00	Increase d access to electricity Services	-	8 HML Installed by Dec 2014	Achieved	-	-	Reports and Completion certificates
	Number of households with access to basic electricity	8970 households with access to electricity in 2013/2014.	300 households connected with electricity in Zeerust-Sandvlagte /Ikageleng by 30 June 2015.	Operational	Operational		-	300 households connected with electricity (As and when application is received)	Achieved	-	-	Job Cards and connection reports and council resolution
	Length of electrical supply network maintained	9,5 km of electricity network maintained during 2013/2014.	4 km of electricity network maintained by June 2015	R800 000	R74 950-77		1 km maintained	1 km maintained	Achieved 2 km's maintained	Still in progress	Ensure that the remaining 2KM is achieved in the next quarters	Job Cards
	Number of reports on maintenance of street lights and High Mast Lights	4 reports during 2013/2014	4 reports by June 2015	Operational	Operational		1 report	1 report	Achieved	-	-	Maintenance report and job cards and Council Resolution
	Number of Households electrified at Kruisrivier	No electricity infrastructure at Kruisrivier	337 households electrified at Kruisrivier by June 2015	R3.5m	R340 581-81		-	-	-	-	-	Completion certificate and council resolution
	Payment for the Upgrading of Zeerust sub-station (9MVA to 20MVA)	R12 M paid to Eskom during 2012/2013	Upgraded Zeerust sub-station (9MVA to 20MVA) by December 2014	R2m	R2m paid upfront to ESKOM		-	Upgraded Zeerust sub-station (9MVA to 20MVA) by December 2014	Not Achieved Project still on-going	Delay by ESKOM to appoint contractor	Put pressure on ESKOM to complete project	Completion certificate
	Number of Households electrified at Driefontein Farm	No electricity infrastructure at Driefontein	20 households electrified by Dec. 2014	R 1 500 000	R577 193-35		-	(100) Number of Households electrified at Driefontein Farm	Not Achieved Project ongoing	Delay by contractor to occupy site	Project to be completed during March 2015	Completion certificate and council resolution

To Facilitate Provision of Electricity	Electricity network Maintenance Plan	No maintenance plan in place	Maintenance plan for Electricity services developed by Dec 2014	Operational	Operational	Increase access to electricity services	-	Developed Electricity network Maintenance Plan	Achieved Plan Adopted	-	-	Approved Plan and Council Resolution
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Basic Service Delivery and Infrastructure Investment

Measurable Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Mid-Year Expenditure	Outcome Indicator	1 st Quarter Target	2 nd Quarter Target	Actual Performance	Reason for deviation	Corrective Measure	Portfolio Of Evidence
To sustain clean and safe environment	Number of households provided with refuse removal services in urban areas	9570 households provided with Refuse Removal Services during the 2013/2014 FY	9570+250 By June 2015	Operational	Operational	A health environment	9570 + 250	9570 + 250	achieved	-	-	Reports and Roosters
	% of municipal landfill volume licensed according to the Environmental Conservation Act	1 Land Fill Site licensed during 2013/2014	2 to be licenced by June 2015	Operational	Operational		2 to be licenced by June 2015	Achieved -2 Landfill Sites Licensed	-	-	Copy of Licence	
	Installation of palisade fencing at the Zeerust landfill site.	No Palisade Fencing installed during 2013/2014 FY	Palisade fencing installed by June 2015.	R 500 000	Operational		-	-	-	-	Completion certificate	
	Number of reports on illegal dumping cleansing Programme	1 Report in 2013/2014	4 Reports by end of June 2015	Operational	Operational		1 Report	1 Report	Achieved	-	-	Council Resolutions
	Development of an Integrated Waste Management Plan	No ITWMP developed 2013/2014 FY	Approved IWMP by Dec. 2014	R500 000	R191 746-00			Approved IWMP	Not Achieved	Had to amend the Terms of Reference	Service Provider to expedite consultation process	Copy of Plan and Council Resolution
	Number of Anti-littering campaigns conducted	4 Campaigns conducted during 2013/2014	4 campaigns by June 2015	Operational	Operational		1 campaign	1 campaign	Achieved	-	-	Report, attendance Register and Council Res.

	Leasing of one Refuse Truck	No Refuse Truck Leased during 2013/2014 FY	1 Refuse Truck Leased by October 2014	R620 000	R620 000		1 Refuse Truck leased	1 Refuse Truck leased	Not achieved	The amount for lease was not adequate for 12 months contract	To provide adequate budget in the next financial year	Lease Agreement
	Number of street refuse bins installed on street poles	No refuse bins installed during 2013/2014 FY	40 Refuse Bins installed by October 2014	R50 000	R0-00		Not achieved	40 street refuse bins installed	Not achieved	Had to research on more durable and sustainable bins	Bins to be installed in third quarter	Purchase docs
Provide public safety	Number of joint-operations conducted (k78)	10 joint operations conducted during 2013/2014	16 joint operations conducted by June 2014	Operational	Operational	Positive perception of safety	4 Joint Operations conducted	4 Joint Operations conducted	Achieved	-	-	Reports and Attendance Registers

Basic Service Delivery and Infrastructure Investment

Measurable Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Mid-Year Expenditure	Outcome Indicator	1 st Quarter Target	2 nd Quarter Target	Actual performance	Reason for deviation	Corrective Measure	Portfolio Of Evidence
To issue licenses	Signed Service Level Agreement (SLA) of Testing and Licensing Services	2013/2014 SLA signed.	1 SLA signed by July 2014	Operational	Operational	Access to licensing services	1 SLA signed by July 2014	-	Achieved	-	-	Copy of signed SLA
	Number of quarterly reports on applicants and learners tested for Learner Licenses.	4 Quarterly Reports submitted during 2013/2014	4 Reports by June 2015	Operational	Operational		1 Report	1 Report	Achieved	--	-	Copy of the e-NATIS report & Council Resolution
	Customised Code of conduct for traffic officers adopted	Customised code of conduct for TO during 2013/2014	Sept. 2014	Operational	Operational		Customised code of conduct for Traffic Officers by Sept. 2014	-	Not achieved	Awaiting awaited inputs from Council	To be finalized during the 2 nd Quarter	Copy of the signed Code & Council Resolution
	Number of reports on Traffic Policing Services	4 reports submitted during 2013/2014	4 reports by June 2015	Operational	Operational		1 Report	1 Report	Achieved	--	-	Copy of Reports and Council Resolutions
	Number of reports on vehicles tested and/or registered	4 Quarterly reports submitted during 2013/2014	4 quarterly reports by June 2015	Operational	Operational		1 Report	1 Reports	achieved	-	-	Copy of the inspection report & Council Resolutions
	Number of reports on Enforcement of Bylaws	No reports submitted during 2013/2014	4 reports by June 2015	Operational	Operational		1 Report	1 Report	achieved	-	-	Copy of reports & Council Resolution

To provide safe working environment	Installation of Phase 2 Integrated access control	Phase 1 done	Integrated Access Control done By June 2015	R600 000	R0-00	Improved Security	-	-	-	-	-	Completion certificate
	Installation of fire detectors	New Project	Fire Detectors installed by October 2014	R175 000	R169 000-00		-	Fire Detectors installed	achieved	-	-	Completion certificate
	Number of reports on the provision of security services	4 reports submitted during the 2013/2014 FY	4 reports submitted by June 2015	R5.7m	R2 736 733-47		1 Report	1 Report	achieved	-	-	Copy of Reports and Council Resolution
To provide safe recreational activities	Number of recreational parks developed	4 recreational Parks developed by 2013/2014	Phase 2 of parks development by October 2014	R150 000	R0-00	Access to community facilities	-	Phase 2 of parks developed by October 2014	Not achieved	Delay in agreeing with materials to be installed in parks	To expedite the finalisation of acquiring parks materials	Completion certificate
	Maintenance of parks and sports facilities	5 parks maintained during 2013/2014	5 parks maintained by June 2015	R50 000	R0-00		-	5 Parks maintained	achieved	-	-	Completion Certificates
	Number of entrances and circles refurbished	1 entrances refurbished during 2013/2014	3 entrances and circles refurbished by June 2015	R 100 000	R0-00		-	-	-	-	-	Completion Certificates
	Number of cemeteries maintained	4 Cemeteries maintained during 2013/2014	4 Cemeteries to be maintained by June 2015	R45 000	R0-00		1 maintenance report	1 maintenance report	Achieved	-	-	Maintenance Reports and Council Resolutions
	Number of cemeteries provided with fencing	10 cemeteries fenced during 2013/2014	4 cemeteries to be fenced By June 2015	R 350 000	R0-00		1 cemetery fenced	1 cemetery fenced	Achieved	-	-	Inspection Reports/Purchase Documents

PROMOTE LOCAL ECONOMIC DEVELOPMENT

Measurable Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Mid-Year Expenditure	Outcome Indicator	1 st Quarter Target	2 nd Quarter Target	Actual Performance	Reason for deviation	Corrective Measure	Portfolio Of Evidence
Provide Town Planning Services	Number of residential and business sites Subdivided	129 sites developed during 2013/2014	150 Sites in Sandvakte by June 2015	R1 045 000	R300 162	A liveable town	-	-	47 sites subdivided	None	-	Approved subdivision Diagrams by Chief Surveyor General and council resolutions
	Number of sites Rezoned	6 sites rezoned during 2013/2014	Rezoning of 100 sites by June 2015				-	-	47 Sites rezoned achieved	None	-	Surveyor General's Report
	Number of townships established	2 township establishment during 2013/2014	1 Township established by June 2015				-	-	N/A	None	-	Proclaimed Township
	Reviewed SDF	SDF not reviewed during 2013/2014	2 reports on the review process by June 2015	Funded by Dept. of Rural Development	N/A		-	-	-	None	-	Council Resolution and copy of the report
Facilitate the provision of housing and sanitation	Facilitated the provision of VIP Toilets in Dinokana	1557 VIP Toilets in 2013/2014	200 Dinokana VIP by June 2015	Funded by Department of human settlement	N/A		1 Report on the facilitation -	1 Report on the facilitation	Achieved	-	-	Installation report presented to Council (Council resolution & Happy Letters)
	Facilitation for the construction of houses in Dinokana 2014/2015 FY	Construction of 853 houses facilitated in 2014/2015	Total of 870 houses to be constructed in Dinokana (200), Groot Marico (117), Kruisrivier (250), Khunotswana (300) and Ikageleng (3) by June 2015	Operational	Operational		1 Facilitation Progress report	1 Facilitation Progress report	Achieved	-	-	Construction report presented to Council (Council resolution; Hand-over Report & Happy Letters)

Promote Job Creation	Facilitation of Title Deeds of Ikageleng RDP Houses	Ikageleng RDP houses not registered in the beneficiaries name	619 Ikageleng RDP Houses registered for Title Deeds by June 2015	Operational	Operational		1 Facilitation Progress report	1 Facilitation Progress report	Achieved	None	-	Title Deeds registration report presented to Council (Council resolution & Registration Certificates)	
	Water servitudes secured	New KPI	Water Servitude secured by Dec. 2014	Operational	Operational		-	Water Servitude secured by Dec. 2014	Not achieved	There is no contractual Agreement between the Municipality and the Property Owner,	The Municipality should appoint a Notary Public to register the Servitudes.		Registration Certificate
	Number of job opportunities created the	New KPI	20 job opportunities created through the brick making	Operational	Operational		-	10 General Assistants and five EPWP Workers Appointed at Brickmaking	Achieved	-	-		Implementation report presented to Council (Council resolution &
	Brick Making Machine	1 job opportunity created during 2013/2014	machine by June 2015	R1M	R54 225-66	Economic ally sustainable community	-	-	-	-	-		Appointment Contracts)
	Number of SMME's supported through LED Fund	9 SMME's Supported during 2013/2014.	20 SMME's by June 2015	R1m	R258 687-69		11 SMME's supported	13 SMME's supported	Achieved	None	-		Implementation report presented to Council (Council resolution Confirmation of Start-up Funding)
	Number of jobs created through government initiatives (EPWP)	1497 jobs created through EPWP during 2013/2014 financial year	101 jobs created through EPWP by June 2015	R1.4M	R1 717 000		101 jobs created – 12 months contract	101 jobs created – 12 months contract	Achieved	None	-		Implementation report presented to Council (Council resolution & Employment Contracts)

Implementation of CWP Project plan	1085 cwp workers employed in 2013/2014	4 quarterly Implementation reports submitted by June 2015	Operational	Operational		Implementation Report	Implementation Report	achieved	-	-	Implementation report presented to Council (Council resolution & Employment Contracts)
Number of jobs created through the municipality's LED and MIG initiatives	340 jobs created during 2013/2014	400 jobs created by June 2014	Operational	Operational		100 jobs created	133 jobs created	Achieved	-	-	Implementation report presented to Council (Council resolution, Appointment letters and contracts)
Number of cooperatives registered	145 Cooperatives registered during 2013/2014 financial year	200 Cooperatives registered by June 2015	R 45 000	R0-00		50 cooperatives registered	26 cooperatives registered	Not Achieved	Non availability of applicants at Cooperative Registration Meetings	The Department has planned to minimise the registration of New Cooperatives and harness the available resources towards the Registration of Cooperative for Incentive Grant .	Registration Certificates
Development of the Vredekopie boundary Wall	New Indicator	Vredekopie Site boundary wall developed by June 2015	R300 000	N/A		-	Tender-Advertisement place in the Mail Newspaper 28 November 2014 Tender closed on 18 December 2014.	-	-	-	Completion Certificate

	LED Forum meetings held	2 LED forum meetings during 2013/2014	4 quarterly meetings to be held by June 2014	Operational	Operational		1 Meeting	1 Meeting	Achieved	-	-	Reports on LED Forum Meetings (Council Resolution)
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