



"People's power in action"

MOQHAKA

LOCAL MUNICIPALITY

MID YEAR BUDGET AND FINANCIAL PERFORMANCE ASSESSMENT (JULY- DECEMBER 2016)

(In compliance with Sections 52 (d), 71 and 72 of the MFMA and as per Schedule C of the MBRR.)

**Executive Mayor
Municipal Manager**

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Part 1 – IN YEAR REOPRT

1. Purpose

The mid-year report is used as a management tool to assess the municipality's performance and financial position against the approved budget by analysing trends and patterns for the first six months of the 2016/17 financial year, with a view of giving effect to the Executive Mayor and Council's oversight role and to recommend the need for an adjustment budget as envisaged by the Municipal Finance Management Act 56 of 2003.

2. Legislative Background

In terms of Section 72 (1) of the Municipal Finance Management Act No. 56 of 2003, the Accounting Officer must by the 25th of January of each year assess the performance of the municipality during the first half of the financial year. A report on such assessment must then be submitted to the Executive Mayor, Provincial Treasury and National Treasury in terms of Section 72 (1) (b) of the Act. Once the Executive Mayor has considered the report in terms of Section 54 (1) (f) of the MFMA, the Executive Mayor must report with recommendations to Council by 31 January of each year. Section 52 (d) of the Municipal Finance Management Act No. 56 of 2003 states that the Executive Mayor of a municipality must, within 30 days of the end of each quarter submit a report to the Council on the implementation of the budget and the financial state of affairs of the municipality.

3. Executive Summary

This report sets out performance against the Integrated Development Plan (IDP) and Service Delivery and Budget Implementation Plan (SDBIP) for the mid-year period of 2016/17 financial year (July – December 2016). Performance is accounted for based on the delivery of projects and/or services in the IDP and the SDBIP for which Mqhashaka Council is responsible.

In-year budget statements tables

3.1 Table C1 s71 Monthly Budget Statement Summary

Free State: Mqhashaka(FS201) - Table C1 Schedule Quarterly Budget Statement Summary for 2nd Quarter ended 31 December 2016

R thousands	Description	Budget year 2016/17										
		2015/16	Audited Outcome	Original Budget	Adjusted Budget	Q1 Sept Actual	Q2 Dec Actual	YTD Actual	YTD Budget	YTD Variance	YTD variance %	Full Year Forecast
	Financial Performance											
	Property rates	48,467	65,709	65,709	16,975	12,210	29,186	32,856	(3,670)	(11.17)	65,709	
	Service charges	356,697	467,476	467,476	105,472	106,333	211,804	231,924	(20,120)	(8.68)	467,476	
	Investment revenue	2,271	872	872	314	256	571	-	571	-	872	
	Transfers recognised - operational	165,268	160,968	160,968	70,799	52,840	123,639	-	123,639	-	160,968	
	Other own revenue	35,628	41,547	41,547	6,988	13,357	20,345	119,761	(99,416)	(83.01)	41,547	
	Total Revenue (excluding capital transfers and contributions)	608,331	736,572	736,572	200,548	184,996	385,544	384,541	1,003	0.26	736,572	
	Employee costs	209,760	214,458	214,458	49,916	60,313	110,229	107,430	2,799	2.61	214,458	
	Remuneration of councillors	17,825	18,543	18,543	3,931	4,103	8,033	8,868	(835)	(9.41)	18,543	
	Depreciation & asset impairment	110,481	8,712	8,712	-	-	-	-	-	-	8,712	
	Finance charges	8,562	2,699	2,699	539	524	1,063	1,350	(287)	(21.27)	2,699	
	Materials and bulk purchases	270,843	234,531	234,531	38,905	15,848	54,753	117,264	(62,511)	(53.31)	234,531	
	Transfers and grants	3,347	-	-	-	-	-	-	-	-	-	
	Other expenditure	183,384	241,164	241,164	29,972	44,757	74,729	113,364	(38,635)	(34.08)	241,164	
	Total Expenditure	804,202	720,108	720,108	123,264	125,544	248,808	348,276	(99,468)	(28.56)	720,108	
	Surplus/(Deficit)	(195,870)	16,464	16,464	77,284	59,452	136,737	36,265	100,472	277.05	16,464	
	Transfers recognised - capital	99,812	-	-	-	-	-	-	-	-	-	
	Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-	-	
	Surplus/(Deficit) after capital transfers & contributions	(96,058)	16,464	16,464	77,284	59,452	136,737	36,265	100,472	277.05	16,464	
	Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-	
	Surplus/(Deficit) for the year	(96,058)	16,464	16,464	77,284	59,452	136,737	36,265	100,472	277.05	16,464	

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Capital expenditure & funds sources											
Capital expenditure											
Transfers recognised - capital	102,688	102,688	5 269	25 556	30 825	63,993	(33,013)	(51,59)	102,688		
Public contributions & donations	86,349	86,349	4 542	22 360	26 902	-	20,536	-	86,349		
Borrowing	-	-	-	-	-	-	-	-	-		
Internally generated funds	16,339	16,339	727	3 196	3 923	-	10,444	-	16,339		
Total sources of capital funds	102,688	102,688	5 269	25 556	30 825	-	30,980	-	102,688		
Financial position											
Total current assets	156,961	156,961	130,623	130,623	130,623	78,481	52,142	66,44	156,961		
Total non current assets	2,428,899	2,428,899	2,405,751	2,405,751	2,405,751	1,214,449	1,191,302	98,09	2,428,899		
Total current liabilities	144,760	144,760	207,303	207,303	207,303	72,380	134,923	186,41	144,760		
Total non current liabilities	94,077	94,077	93,779	93,779	93,779	47,039	46,740	99,36	94,077		
Community wealth/Equity	2,347,023	2,347,023	2,235,292	2,235,292	2,235,292	1,173,511	1,061,781	90,48	2,347,023		
Cash flows											
Net cash from (used) operating	81,747	81,747	6,053	24,606	30,659	90,263	(59,604)	(66,03)	81,747		
Net cash from (used) investing	(102,688)	(102,688)	(5,268)	(23,749)	(29,017)	(51,344)	22,327	(43,49)	(102,688)		
Net cash from (used) financing	(3,200)	(3,200)	-	-	-	(1,600)	1,600	(100,00)	(3,200)		
Cash/cash equivalents at the year end	6,419	6,419	5,848	6,705	6,705	67,879	(61,174)	(90,12)	6,419		
Collection Rate	86,79	86,79	73,53	50,02	61,95	86,80	-	-	86,79		
Property rates	100,00	100,00	73,95	66,26	70,73	100,00	-	-	100,00		
Service charges	85,00	85,00	76,33	50,20	63,21	85,00	-	-	85,00		
Service charges - electricity revenue	85,00	85,00	93,21	64,42	79,50	85,00	-	-	85,00		
Service charges - water revenue	85,00	85,00	44,18	28,39	34,86	85,01	-	-	85,00		
Service charges - sanitation revenue	85,00	85,00	35,66	25,34	30,50	84,99	-	-	85,00		
Service charges - refuse revenue	85,00	85,00	43,07	31,19	37,13	84,98	-	-	85,00		
Service charges - other	-	-	-	-	-	-	-	-	-		
Interest earned - outstanding debtors	85,00	85,00	7,78	4,69	6,20	84,96	-	-	85,00		

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3.2 Table C2 Monthly Budget Statement – Financial Performance (Standard Classification)

The table below shows the financial performance of the municipality for the first 6 months of the 2016/17 financial year.

Free State: Moghaka(FS201) - Table C2 Quarterly Budget Statement - Financial Performance (standard classification) for 2nd Quarter ended 31 December 2016

R thousands	Standard Classification Description	Ref	Budget year 2016/17													
			2015/16	Audited Outcome	Original Budget	Adjusted Budget	Q1 Sept Actual	Q2 Dec Actual	YTD Actual	YTD Budget	YTD Variance	YTD variance %	Full Year Forecast			
	Revenue - Standard	1														
	Governance and Administration															
	Executive & Council		316,762	217,457	217,457	93,385	77,730	171,116	148,968	22,148	14.87	217,457				
	Budget & Treasury Office		243,090	131,306	131,306	70,890	60,210	131,100	108,060	23,040	21.32	131,306				
	Corporate Services		68,578	85,232	85,232	22,427	17,443	39,870	40,908	(1,038)	(2.54)	85,232				
			5,095	919	919	68	77	145		145	-	919				
	Community and Public Safety															
	Community & Social Services		9,342	39,676	39,676	663	524	1,187	10,176	(8,989)	(88.33)	39,676				
	Sport And Recreation		9,342	39,676	39,676	324	227	551	10,176	(9,625)	(94.59)	39,676				
	Public Safety					32	30	62		62	-					
	Housing					307	268	574		574	-					
	Health															
	Economic and Environmental Services															
	Planning and Development		1,157	11,963	11,963	516	35	551	-	551	-	11,963				
	Road Transport		1,157	11,963	11,963	516	35	551		551	-	11,963				
	Environmental Protection															
	Trading Services															
	Electricity		380,883	467,476	467,476	105,984	106,707	212,690	231,924	(19,234)	(8.29)	467,476				
	Water		257,776	310,081	310,081	71,587	64,966	136,553	154,974	(18,421)	(11.89)	310,081				
	Waste Water Management		76,322	95,884	95,884	16,683	24,003	40,685	47,940	(7,255)	(15.13)	95,884				
			26,090	33,710	33,710	10,593	10,626	21,218	15,108	6,110	40.44	33,710				
	Waste Management		20,694	27,801	27,801	7,121	7,113	14,234	13,902	332	2.39	27,801				

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3.3 Table C4 Monthly Budget Statement – Financial Performance (Revenue and expenditure)

Free State: Moghaka(FS201) - Table C4 Quarterly Budget Statement - Financial Performance (revenue and expenditure) for 2nd Quarter ended 31 December 2016

R thousands	Description	Ref	2015/16 Audited Outcome	Budget year 2016/17							YTD Variance	YTD variance %	Full Year Forecast
				Original Budget	Adjusted Budget	Q1 Sept Actual	Q2 Dec Actual	YTD Actual	YTD Budget	YTD Budget			
	Revenue By Source												
	Property rates		48,467	65,709	65,709	16,975	12,210	29,186	32,856	(3,670)	(11.17)	65,709	
	Property rates - penalties and collection charges		-	-	-	-	-	-	-	-	-	-	
	Service charges - electricity revenue		246,400	310,081	310,081	71,152	64,708	135,859	154,974	(19,115)	(12.33)	310,081	
	Service charges - water revenue		72,732	95,884	95,884	16,633	23,950	40,583	47,940	(7,357)	(15.35)	95,884	
	Service charges - sanitation revenue		21,019	33,710	33,710	10,589	10,564	21,133	15,108	6,025	39.88	33,710	
	Service charges - refuse revenue		16,628	27,801	27,801	7,118	7,111	14,229	13,902	327	2.35	27,801	
	Service charges - other		(82)	-	-	-	-	-	-	-	-	-	
	Rental of facilities and equipment		5,999	8,337	8,337	67	4,556	4,623	3,822	801	20.96	8,337	
	Interest earned - external investments		2,271	872	872	314	256	571	-	571	-	872	
	Interest earned - outstanding debtors		15,453	16,112	16,112	4,593	4,787	9,380	8,058	1,322	16.40	16,112	
	Dividends received		12	-	-	-	-	-	-	-	-	-	
	Fines		2,635	4,719	4,719	162	131	293	660	(367)	(55.57)	4,719	
	Licences and permits		-	-	-	-	-	-	-	-	-	-	
	Agency services		-	-	-	-	-	-	-	-	-	-	
	Transfers recognised - operational		165,268	160,968	160,968	70,799	52,640	123,639	-	123,639	-	160,968	
	Other own revenue		11,530	12,380	12,380	2,166	3,883	6,049	107,221	(101,172)	(94.36)	12,380	
	Gains on disposal of PPE		0	-	-	-	-	-	-	-	-	-	
	Total Revenue (excl. capital transfers and contributions)		608,331	736,572	736,572	200,548	184,996	385,544	384,541	1,003	0.26	736,572	
	Expenditure By Type												
	Employee related costs		209,760	214,458	214,458	49,916	60,313	110,229	107,430	2,799	2.61	214,458	
	Remuneration of councillors		17,825	18,543	18,543	3,931	4,103	8,033	8,868	(835)	(9.41)	18,543	
	Debt impairment		66,683	5,898	5,898	-	-	-	-	-	-	5,898	
	Depreciation and asset impairment		110,481	8,712	8,712	-	-	-	-	-	-	8,712	

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Finance charges	8,562	2,699	2,699	539	524	1,063	1,350	(287)	(21,27)	2,699
Bulk purchases	211,953	234,531	234,531	28,661	927	29,588	117,264	(87,676)	(74,77)	234,531
Other Materials	58,890	-	-	10,245	14,921	25,166	-	25,166	-	-
Contracted services	27,431	29,774	29,774	4,880	7,869	12,749	15,036	(2,287)	(15,21)	29,774
Transfers and grants	3,347	-	-	-	-	-	-	-	-	-
Other expenditure	87,040	205,492	205,492	25,092	36,888	61,980	98,328	(36,348)	(36,97)	205,492
Loss on disposal of PPE	2,229	-	-	-	-	-	-	-	-	-
Total Expenditure	804,202	720,108	720,108	123,264	125,544	248,808	348,276	(99,468)	(28,56)	720,108
Surplus/(Deficit)	(195,870)	16,464	16,464	77,284	59,452	136,737	36,265	100,472	277,05	16,464
Transfers recognised - capital	99,812	-	-	-	-	-	-	-	-	-
Contributions recognised - capital	-	-	-	-	-	-	-	-	-	-
Contributed assets	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers and contributions	(96,058)	16,464	16,464	77,284	59,452	136,737	36,265	100,472	277,05	16,464
Taxation	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after taxation	(96,058)	16,464	16,464	77,284	59,452	136,737	36,265	100,472	277,05	16,464
Attributable to minorities	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality	(96,058)	16,464	16,464	77,284	59,452	136,737	36,265	100,472	277,05	16,464
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	(96,058)	16,464	16,464	77,284	59,452	136,737	36,265	100,472	277,05	16,464

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3.4 Table C5 Monthly Budget Statement – Capital Expenditure (Municipal vote, standard classification and funding)

Free State: Mqohaka(FS201) - Table C5 Quarterly Budget Statement - Capital Expenditure by Standard Classification and Funding for 2nd Quarter ended 31 December 2016

R thousands	Description	Ref	2015/16		Budget year 2016/17							Full Year Forecast
			Audited Outcome	Original Budget	Adjusted Budget	Q1 Sept Actual	Q2 Dec Actual	YTD Actual	YTD Budget	YTD Variance	YTD variance %	
	Capital Expenditure - Standard Governance and Administration			1,058	1,058	90	494	584	853	(269)	(31.55)	1,058
	Executive & Council			145	145	8	10	18	145	(127)	(87.57)	145
	Budget & Treasury Office			308	308	24	4	28	708	(660)	(96.05)	308
	Corporate Services			605	605	58	480	538	538			605
	Community and Public Safety			6,487	6,487	184	132	316	6,163	(5,847)	(94.87)	6,487
	Community & Social Services			5,745	5,745	31	17	49	5,658	(5,609)	(99.14)	5,745
	Sport And Recreation			742	742	95	71	166	505	(339)	(67.15)	742
	Public Safety					58	44	101		101		
	Housing											
	Health											
	Economic and Environmental Services			29,144	29,144	4,579	9,037	13,616	14,133	(517)	(3.66)	29,144
	Planning and Development			366	366				249	(249)	(100.00)	366
	Road Transport			28,778	28,778	4,579	9,037	13,616	13,884	(268)	(1.93)	28,778
	Environmental Protection											
	Trading Services			63,926	63,926	5,683	10,625	16,308	32,764	(16,300)	(49.75)	63,926
	Electricity			8,084	8,084	982	1,530	2,511	4,302	(1,791)	(41.62)	8,084
	Water			47,722	47,722	3,238	5,439	8,677	24,144	(15,312)	(63.42)	47,722
	Waste Water Management			8,104	8,104	1,295	3,533	4,828	4,302	526	12.22	8,104
	Waste Management			16	16	168	125	293	16	277	1,728.72	16
	Other			2,073	2,073				10,080	(10,080)	(100.00)	2,073
	Total Capital Expenditure - Standard	3		102,688	102,688	10,535	20,288	30,825	63,993	(33,013)	(51.59)	102,688

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Funded by:													
National Government		86,349	86,349	4 542	22 360	26 902		20,536				86,349	
Provincial Government													
District Municipality													
Other transfers and grants													
Transfers recognised - capital	5	86,349	86,349	4 542	22 360	26 902		20,536				86,349	
Public contributions and donations													
Borrowing	6	16,339	16,339	727	3 196	3 923		10,444				16,339	
Internally generated funds		102,688	102,688	5 269	25 556	30 825		30,980				102,688	
Total Capital Funding		-	-	-	-	-	-	-	-	-	-	-	-

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3.5 Table C6 Monthly Budget Statement – Financial Position

Free State: Moqhaka(FS201) - Table C6 Quarterly Budget Statement - Financial Position for 2nd Quarter ended 31 December 2016

R thousands	Description	Ref	2015/16 Audited Outcome	Budget year 2016/17								Full Year Forecast		
				Original Budget	Adjusted Budget	Q1 Sept Actual	Q2 Dec Actual	YTD Actual	YTD Budget	YTD Variance	YTD variance %			
	ASSETS													
	Current assets													
	Cash		5,497	15,399	15,399	5,497	5,497	5,497	7,699	(2,202)		(28.60)	15,399	
	Call investment deposits		6,349	15,162	15,162	6,349	6,349	6,349	7,581	(1,232)		(16.26)	15,162	
	Consumer debtors		87,751	94,408	94,408	87,751	87,751	87,751	47,204	40,547		85.90	94,408	
	Other debtors		18,937	20,194	20,194	18,937	18,937	18,937	10,097	8,840		87.55	20,194	
	Current portion of long-term receivables													
	Inventory		12,089	11,798	11,798	12,089	12,089	12,089	5,899	6,190		104.92	11,798	
	Total current assets		130,623	156,961	156,961	130,623	130,623	130,623	78,481	52,142		66.44	156,961	
	Non current assets													
	Long-term receivables		7,029			7,029	7,029	7,029			7,029			
	Investments		233	233	233	233	233	233	117	116		99.92	233	
	Investment property		158,155	191,992	191,992	158,155	158,155	158,155	95,996	62,159		64.75	191,992	
	Investment in Associate													
	Property, plant and equipment		2,234,929	2,233,721	2,233,721	2,234,929	2,234,929	2,234,929	1,116,860	1,118,069		100.11	2,233,721	
	Agricultural													
	Biological													
	Intangible		3,242	790	790	3,242	3,242	3,242	395	2,847		720.70	790	
	Other non-current assets		2,163	2,163	2,163	2,163	2,163	2,163	1,082	1,082		100.04	2,163	
	Total non current assets		2,405,751	2,428,899	2,428,899	2,405,751	2,405,751	2,405,751	1,214,449	1,191,302		98.09	2,428,899	
	TOTAL ASSETS		2,536,374	2,585,860	2,585,860	2,536,374	2,536,374	2,536,374	1,292,930	1,243,444		96.17	2,585,860	

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LIABILITIES																							
Current liabilities																							
Bank overdraft																							
Borrowing		1,866	1,282	1,866	1,866	1,866	1,866	641	1,225	191.03	1,282												
Consumer deposits		12,720	12,147	12,720	12,720	12,720	6,073	6,647	6,647	109.44	12,147												
Trade and other payables		192,718	131,331	192,718	192,718	192,718	65,666	127,052	193.48	131,331													
Provisions																							
Total current liabilities		207,303	144,760	207,303	207,303	207,303	72,380	134,923	186.41	144,760													
Non current liabilities																							
Borrowing		23,088	23,655	23,088	23,088	23,088	11,828	11,260	95.20	23,655													
Provisions		70,691	70,422	70,691	70,691	70,691	35,211	35,480	100.76	70,422													
Total non current liabilities		93,779	94,077	93,779	93,779	93,779	47,039	46,740	99.36	94,077													
TOTAL LIABILITIES		301,082	238,837	301,082	301,082	301,082	119,419	181,663	152.12	238,837													
NET ASSETS	2	2,235,292	2,347,023	2,235,292	2,235,292	2,235,292	1,173,511	1,061,781	90.48	2,347,023													
COMMUNITY WEALTH/EQUITY																							
Accumulated Surplus/(Deficit)		2,235,292	2,347,023	2,235,292	2,235,292	2,235,292	1,173,511	1,061,781	0	2,347,023													
Re-reserves																							
Minorities interests																							
TOTAL COMMUNITY WEALTH/EQUITY	2	2,235,292	2,347,023	2,235,292	2,235,292	2,235,292	1,173,511	1,061,781	0	2,347,023													

3.6 Table C7 Monthly Budget Statement -- Cash Flow

Free State: Moghaka(FS201) - Table C7 Quarterly Budget Statement - Cash Flows for 2nd Quarter ended 31 December 2016

R thousands	Description	Ref	Budget year 2016/17													
			2015/16	Audited Outcome	Original Budget	Adjusted Budget	Q1 Sept Actual	Q2 Dec Actual	YTD Actual	YTD Budget	YTD Variance	YTD variance %	Full Year Forecast			
1	CASH FLOW FROM OPERATING ACTIVITIES															
	Receipts															
	Property rates, penalties and collection charges		48,467	65,709	65,709	12,553	8,091	20,643	32,855	(12,211)	(37.17)	65,709				
	Service charges		292,044	397,354	397,354	80,507	53,379	133,886	197,136	(63,250)	(32.08)	397,354				
	Other revenue		18,777	19,039	19,039	11,882	10,440	22,321	9,579	12,743	133.04	19,039				
	Government - operating		264,726	160,968	160,968	68,945	2,706	71,651	107,312	(35,661)	(33.23)	160,968				
	Government - capital			86,349	86,349	16,542	547	17,089	57,566	(40,477)	(70.31)	86,349				
	Interest		17,724	14,567	14,567	357	225	582	6,846	(6,264)	(91.50)	14,567				
	Dividends		12													
	Payments															
	Suppliers and employees		(542,969)	(659,541)	(659,541)	(104,733)	(50,781)	(235,514)	(319,748)	84,234	(26.34)	(659,541)				
	Finance charges		(8,562)	(2,699)	(2,699)				(1,282)	1,282	(100.00)	(2,699)				
	Transfers and grants															
	NET CASH FROM/(USED) OPERATING ACTIVITIES		90,219	81,747	81,747	6,053	24,606	30,659	90,263	(59,604)	(66.03)	81,747				
	CASH FLOW FROM INVESTING ACTIVITIES															
	Receipts															
	Proceeds on disposal of PPE															
	Decrease in non-current debtors															
	Decrease in other non-current receivables															
	Decrease (increase) in non-current investments															
	Payments															
	Capital assets		(108,918)	(102,688)	(102,688)	(5,268)	(23,749)	(29,017)	(51,344)	22,327	(43.49)	(102,688)				

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NET CASH FROM/(USED) INVESTING ACTIVITIES	(108,918)	(102,688)	(5,268)	(23,749)	(29,017)	(51,344)	22,327	(43,49)	(102,688)
CASH FLOW FROM FINANCING ACTIVITIES									
Receipts									
Short term loans									
Borrowing long term/refinancing									
Increase (decrease) in consumer deposits									
Payments									
Repayment of borrowing	(16)	(3,200)					1,600	(100.00)	(3,200)
NET CASH FROM/(USED) FINANCING ACTIVITIES	(16)	(3,200)	-	-	-	(1,600)	1,600	(100.00)	(3,200)
NET INCREASE/(DECREASE) IN CASH HELD	(18,715)	(24,141)	784	858	1,642	37,319	(35,677)	(95.60)	(24,141)
Cash/cash equivalents at the year begin:	30,560	30,560	5,063	5,848	5,063	30,560	(25,497)	(83.43)	30,560
Cash/cash equivalents at the year end:	11,846	6,419	5,848	6,705	6,705	67,879	(61,174)	(90.12)	6,419

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Part 2- SUPPORTING DOCUMENTATION

3.7 Debtors' Age Analysis

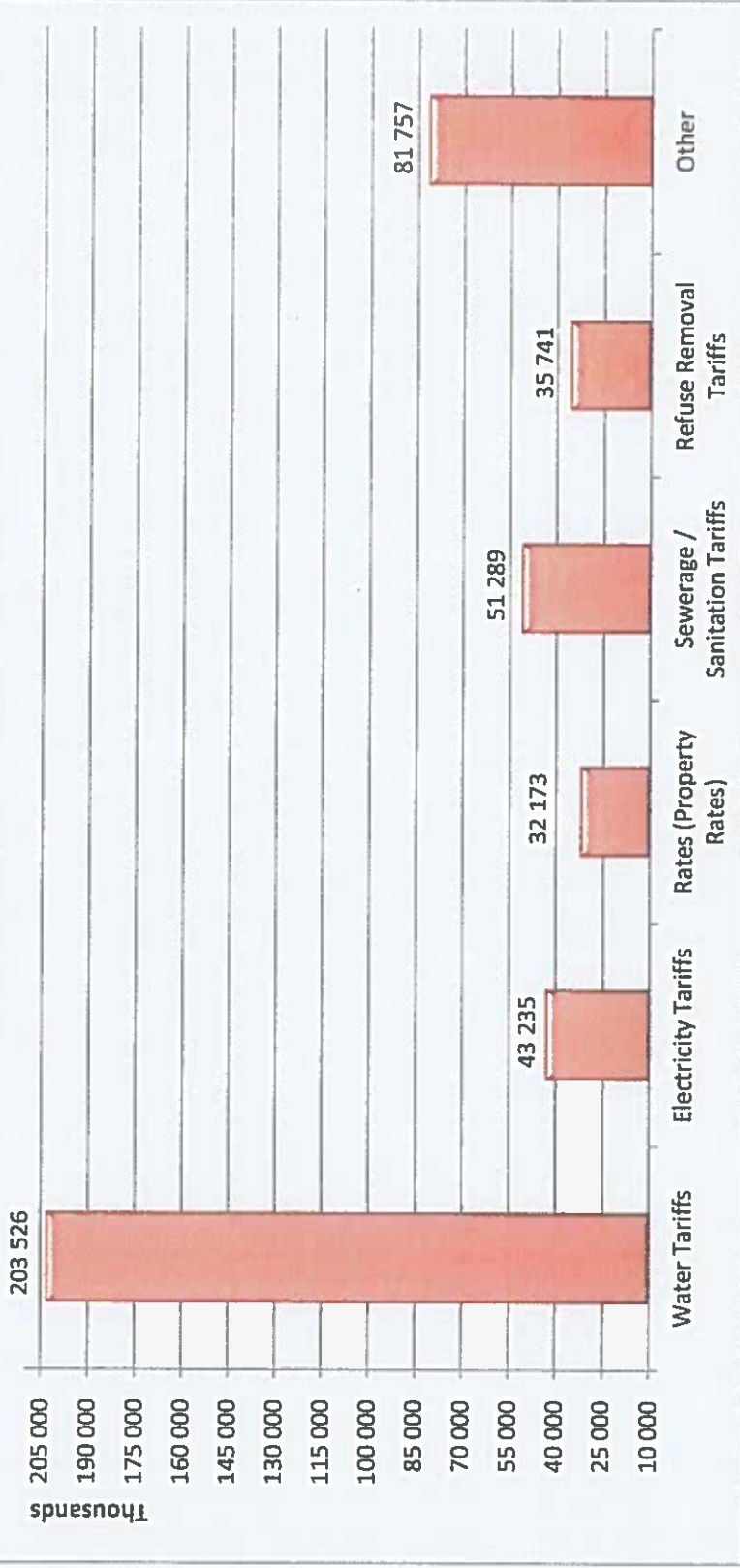
The municipality has embarked on rigorous debt collection process to ensure that the outstanding debt is serviced accordingly. The following table outlines the outstanding debtors per source of income.

Analysis of Debtors as at 31 December 2016						
Detail	0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	Total	
Debtors Age Analysis By Income Source						
Water Tariffs	8,439,394	4,655,559	4,404,034	186,026,885	203,525,872	
Electricity Tariffs	14,195,230	1,967,764	1,466,944	25,604,601	43,234,539	
Rates (Property Rates)	3,612,800	1,156,626	806,873	26,596,902	32,173,201	
Sewerage / Sanitation Tariffs	2,594,955	1,695,149	1,493,449	45,505,426	51,288,979	
Refuse Removal Tariffs	1,757,129	1,125,812	1,001,182	31,856,684	35,740,807	
Other	5,358,088	2,113,838	2,549,270	71,735,337	81,756,533	
Total By Income Source	35,957,596	12,714,748	11,721,752	387,325,835	447,719,931	
Debtors Age Analysis By Customer Group						
Government	5,368,694	1,661,461	1,588,504	10,742,730	19,361,389	
Business	13,171,982	1,300,078	736,678	12,421,139	27,629,877	
Households	10,569,966	6,989,057	5,913,687	195,912,864	219,385,574	
Other	6,846,954	2,764,152	3,482,883	168,249,102	181,343,091	
Total By Customer Group	35,957,596	12,714,748	11,721,752	387,325,835	447,719,931	

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Outstanding Debt per Service



The majority of the municipal outstanding debt relates to water, which comprises 45% of the total outstanding debt. This is as a result of the Matiwangtlwang (Steynsrus) and Rammulotsi (Vijoenkroon) the areas of which Eskom is directly supplying electricity to, hence the debt collection mechanism are adversely impacted by this.

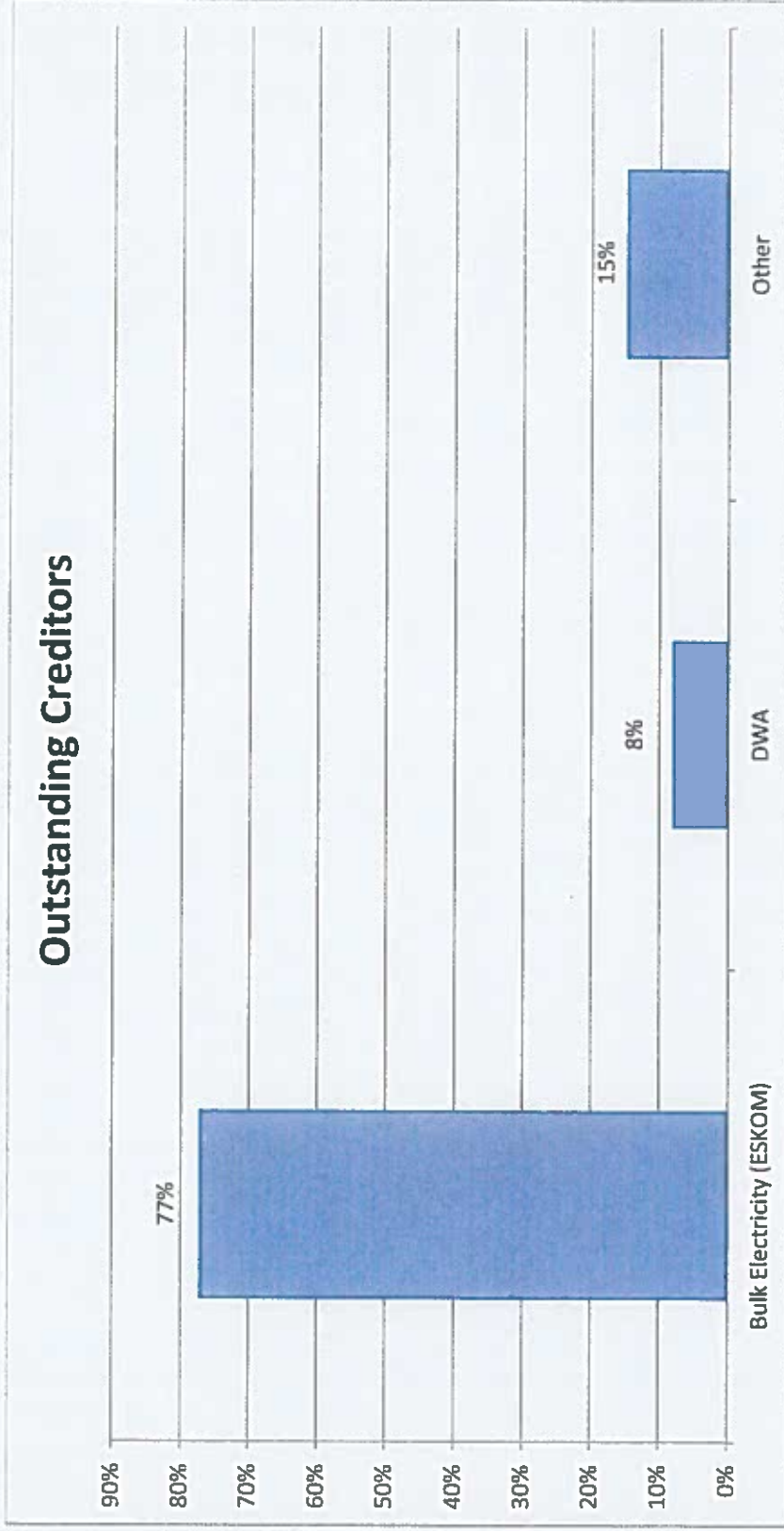
3.8 Creditors' Age Analysis

The following table outlines the outstanding creditors as at 31 December 2016

Creditors										
Detail	0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days - 1 Year	Over 1 Year	Total	
Bulk Electricity	18,860,588	19,597,825	18,598,477	82,562,442	-	-	-	-	139,619,332	
Loan repayments	1,600,000	-	-	-	-	-	-	-	1,600,000	
Trade Creditors	4,022,341	1,519,201	940,302	1,060,208	-	-	-	-	7,542,052	
Auditor General	654,855	2,787,978	-	-	-	-	-	-	3,442,833	
DWAS	56,583	248,793	1,594,394	-	-	-	-	12,804,215	14,703,985	
GOVERNMENT GARAGE	199,087	192,665	199,087	-	-	-	6,308,672	-	6,899,511	
WSSA	246,728	246,728	1,233,642	-	-	-	-	-	1,727,098	
OTHER CREDITORS	5,000,000	-	-	-	-	-	-	-	5,000,000	
Total	30,640,182	24,593,190	22,565,902	83,622,650	-	-	6,308,672	12,804,215	180,534,811	

The majority (77%) of the outstanding creditors relates to EKOM's outstanding electricity account.

Outstanding Creditors



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3.9 Investment Portfolio analysis

The municipality had the following investments portfolios during the financial year.

Municipal Investments				
<i>Regulation 9(1) of Government Gazette 27431 states:</i>				
<i>That the accounting officer of a municipality or municipal entity must within 10 working days of the end of each month, as part of the Section 71 report required by the Act, submit to the mayor of the municipality or the board of directors of the municipal entity a report describing in accordance with the generally recognised accounting practice the investment portfolio of that municipality or municipal entity at the end of the month.</i>				
Detail	Bank Acc num	Type of investment	Vote num	
ABSA - 1	20-7531-4898	Fixed Deposit	9100045050401	
ABSA - 2	20-5824-7882	Fixed Deposit	9100045050301	
ABSA - 3	91-3190-1443	Call Account	9100045060301	
	20-7531-4898	20-5824-7882	91-3190-1443	
	ABSA - 1	ABSA - 2	ABSA - 3	Total
Balance 01-Jul- 2016	3,671.12	69,808.87	6,271,061.97	6,344,541.96
Balance at 30-Nov-2016	3,765.99	74,533.88	2,643,900.24	2,722,200.11
Invested	-	-	6,067,308.11	6,067,308.11
Withdrawn	-	-	19,000,000.00	19,000,000.00
Interest earned	-	-	-13,000,000.00	-13,000,000.00
Balance at 31-Dec-2016	3,765.99	74,533.88	8,711,208.35	8,789,508.22

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INTEREST EARNED	94.87	4,725.01	447,217.92	452,037.80
DESCRIPTION	NUMBER OF SHARES	BALANCE 30/11/2016	WITHDRAWALS / TRANSFERS	FAIR VALUE GAIN / (LOSS)
				BALANCE 31/12/2016
Senwes	11,822	R 124,131	R -	R -591
Senwesbel	18,130	R 106,967	R -	R -7,252
		R 231,098	R -	R -7,843
				R 223,255

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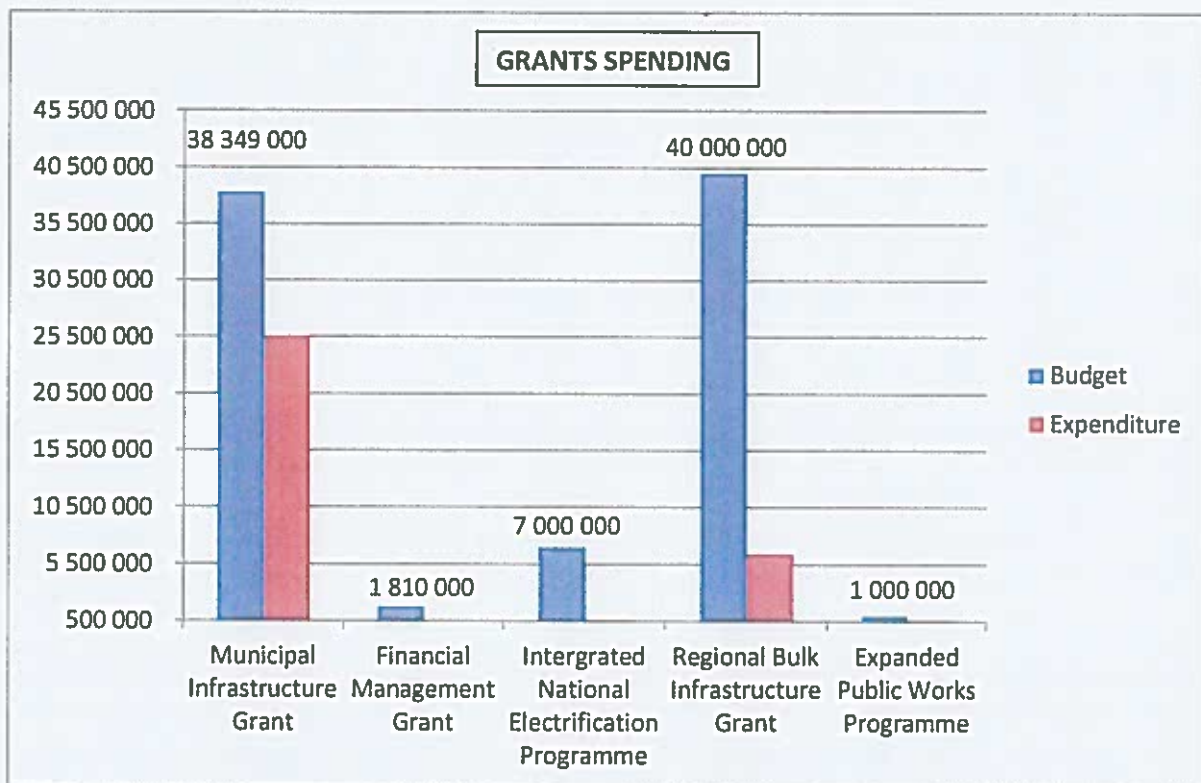
3.10 Allocation and Grant receipts and expenditure

Allocation of Grants in the municipal budget was done as per The Division of Revenue Act.

The mid-year payments from DORA were received as at 31 December 2016.

The details of the grants and subsidies receipts and expenditure are reflected in the table below:

Description	DORA	Received to date	Expenditure to date	Unspent: 31 Dec 2016	% Spending on Receipts	% Spending vs Dora
Municipal Infrastructure Grant	38,349,000	25,308,000	25,629,534	12,719,466	101%	67%
Financial Management Grant	1,810,000	1,810,000	543,906	1,266,094	30%	30%
Integrated National Electrification Programme	7,000,000	4,664,000	685,665	6,314,335	15%	10%
Regional Bulk Infrastructure Grant	40,000,000	1,589,160	6,472,570	33,527,430	407%	16%
Expanded Public Works Programme	1,000,000	250,000	664,070	335,930	266%	66%



3.11 Councillor allowances and Employee benefits

Councillors' allowances and employee benefits

Councillors are remunerated in terms of the Public Office Bearers Act and Senior Managers in terms of their individual employment contracts.

Employee related costs based on the salary and wage collective agreement for the period of 01 July 2015 to 30 June 2018 of the South African Local Government Bargaining Council.

Below is the summary of the Councillors' allowances and employee benefits:

REMUNERATION OF COUNCILLORS	Budget/Open Bal	YTD Movement	Balance	Pert
ALLOW - COUNCILLORS	5,638,997	2,534,264	3,104,732	44.94
ALLOW - MAN COMM	4,281,335	1,673,816	2,607,518	39.09
ALLOW - MAYOR	504,521	238,448	266,072	47.26
ALLW - SPEAKER	406,600	164,838	241,761	40.54
CELL PHONE ALLOWANCE	1,116,431	469,346	647,084	42.03
MEDICAL AID SCHEME - COUNCILLORS	942,484	389,252	553,231	41.3
PENSION CONTRIBUTIONS - COUNCILLORS	1,562,870	682,569	880,300	43.67
TRAVEL ALLOWANCE - COUNCILLORS	4,090,191	1,880,771	2,209,419	45.98
TOTAL COUNCILLORS REMUNERATION	18,543,429	8,033,307	10,510,121	43.32

Summary of Section 66 of the MFMA - Salaries and Wages (Staff Benefits)

DESCRIPTION	Budget 2016/17	Actual	YTD	% Exp
ANNUAL BONUS	9,782,260	1,388,030	7,433,690	76%
HOUSING SUBSIDY	1,367,650	101,801	618,170	45%
OTHER ALLOWANCES	914,965	124,788	742,082	81%
OVERTIME	13,995,187	1,396,417	8,167,018	58%
TELEPHONE ALLOWANCE	558,154	33,216	198,674	36%
SALARIES & WAGES BASIC	132,247,907	11,295,686	66,217,738	50%
STANDBY ALLOWANCE	1,727,737	130,464	806,872	47%
VEHICLE ALLOWANCE	10,875,300	897,833	5,059,202	47%
SUB-TOTAL EMPLOYEE COSTS	171,469,160	15,368,236	89,243,446	52%
GROUP LIFE INSURANCE GENERAL	2,063,483	136,075	813,031	39%
INDUSTRIAL COUNCIL LEVY	146,448	7,119	42,954	29%
INSURANCE UNEMPLOYMENT	1,428,407	118,601	717,074	50%
MEDICAL AID SCHEME	13,365,865	1,037,561	6,280,539	47%
PENSION FUNDS	23,012,023	1,895,458	11,456,128	50%
POST-RETIREMENT MEDICAL BENEFITS	2,972,467	272,771	1,675,972	56%
SUB-TOTAL SOCIAL CONTRIBUTION	42,988,693	3,467,585	20,985,698	49%
TOTAL EMPLOYEE COSTS	214,457,853	18,835,821	110,229,144	51%

3.12 Material variances to the service delivery and budget implementation plan

Refer to Annexure A

3.13 External Loans

The municipality has a loan with the Development Bank of South Africa (DBSA). The loan redemption date is the 31 July 2027.

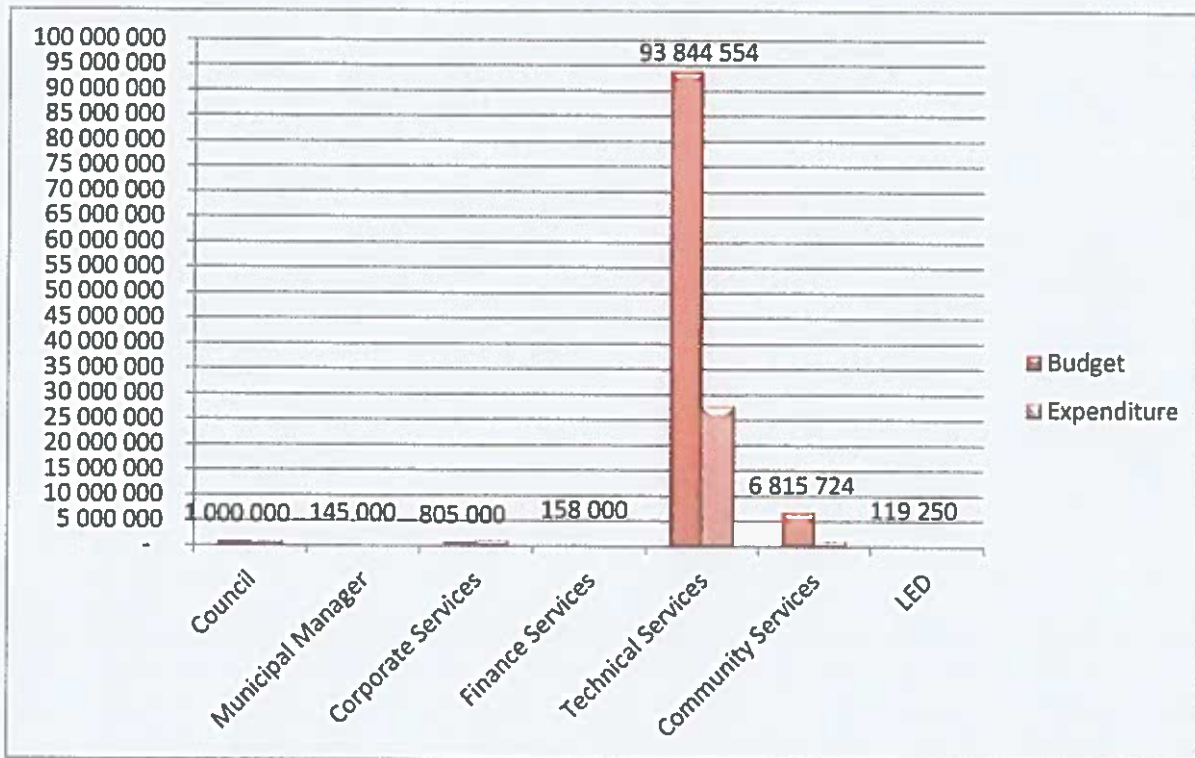
EXTERNAL LOANS REGISTER									
2016-2017									
Details	Product Number	Project/ Loan no.	Redemption date	Restructured Loan Amount	Restructured Opening Balance	Interest Paid	Capital Redeemed/Written-off	Closing Balance	
Annuity Loans									
Restructured DBSA Loan	61007042	12007690	31 July 2027	28,184,506.47	23,627,900.25	1,045,923.70	(1,669,323.19)	23,004,500.76	
Total Annuity Loans					23,627,900.25	1,045,923.70	(1,669,323.19)	23,004,500.76	
TOTAL EXTERNAL LOANS					23,627,900.25	1,045,923.70	(1,669,323.19)	23,004,500.76	

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3.14 Capital programme performance

Capital Expenditure per Department				
Department	Budget	Expenditure Own Funds	Grants Expenditure	TOTAL EXPENDITURE
Council	1,000,000	849,360	-	849,360
Municipal Manager	145,000	20,995	-	20,995
Corporate Services	805,000	1,050,987	-	1,050,987
Finance Services	158,000	23,803	-	23,803
Technical Services	93,844,554	937,841	26,901,875	27,839,716
Community Services	6,815,724	1,033,459	-	1,033,459
LED	119,250	6,534	-	6,534
Total	102,887,528	3,922,979	26,901,875	30,824,854



3.15 Quality Certificate



KROONSTAD
☎ 053 9500 1111 / 053 9477
✉ 053 9477 0000 / 053 9477 0000

STEYNSRUS
☎ 056 9512 1211 / Van Riebeeck Str./51
✉ 056 971 0000 / 056 471 0000

VILJOENSKROON
☎ X 02 9524 1211 / Derdepoort Str./51
✉ 056 343 3118 / 056 343 2075

QUALITY CERTIFICATE

I, Mr Simon Mncedisi Mqwathi, Municipal Manager of Moghaka Local Municipality hereby certify that-

- the monthly budget statement,
- quarterly report on the implementation of the budget and financial state of affairs of the municipality,
- mid-year budget and performance assessment,

for the month of December 2016 of Moghaka Local Municipality has been prepared in accordance with the Municipal Finance Management Act and regulations made under the Act.

Print Name: Mr Mncedisi Simon Mqwathi

Municipal Manager of Moghaka Local Municipality (FS201)

Signature: 

Date: 2017-01-18

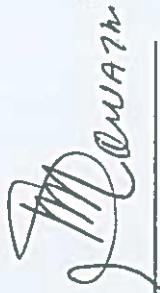
4. Conclusion

This report is submitted in compliance to section 72 of the MFMA, which requires the Municipal Manager to submit to the Executive Mayor a statement in the prescribed format of financial performance against the approved budget. The CFO has called on several cost cutting measures in line with MFMA Circular No. 82 to ensure that the municipality improves on its financial position and achieve its mandate as planned.

5. Recommendation

That the Executive Mayor notes the contents and issues emanating from this budget performance report for information and further action.

Based on the outcome of the mid-year budget and performance assessment for the 2016/17 financial year, it is my view that the adjustment budget is therefore necessary.



MUNICIPAL MANAGER

25/01/2017

DATE



Moqhaka Local Municipality

MID-YEAR PERFORMANCE ASSESSMENT REPORT

1 July 2016 – 31 December 2016

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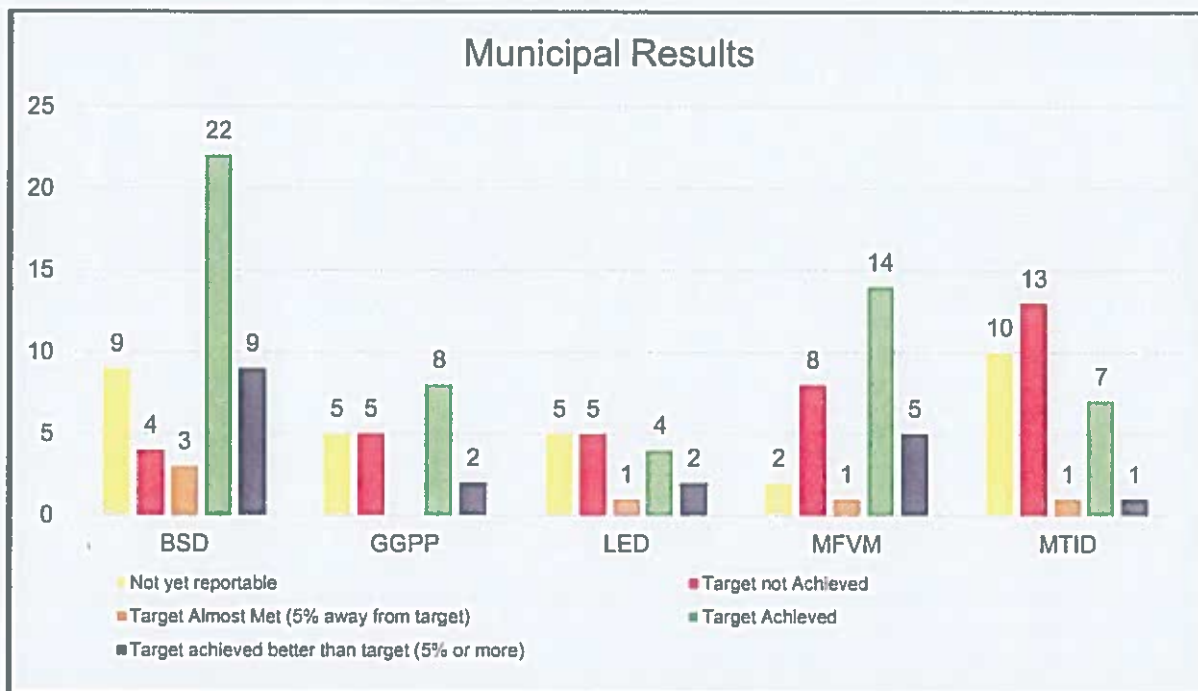
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Introduction

The municipality prepared 146 key performance indicators for the 2016/17 financial year in comparison to the eighty-two key performance indicators prepared for the 2015/16 financial year. This increase shows the municipality's commitment to expand performance measurement in the municipality to ensure that service delivery also improve to our communities. The key performance indicators set per key performance area is as follows:

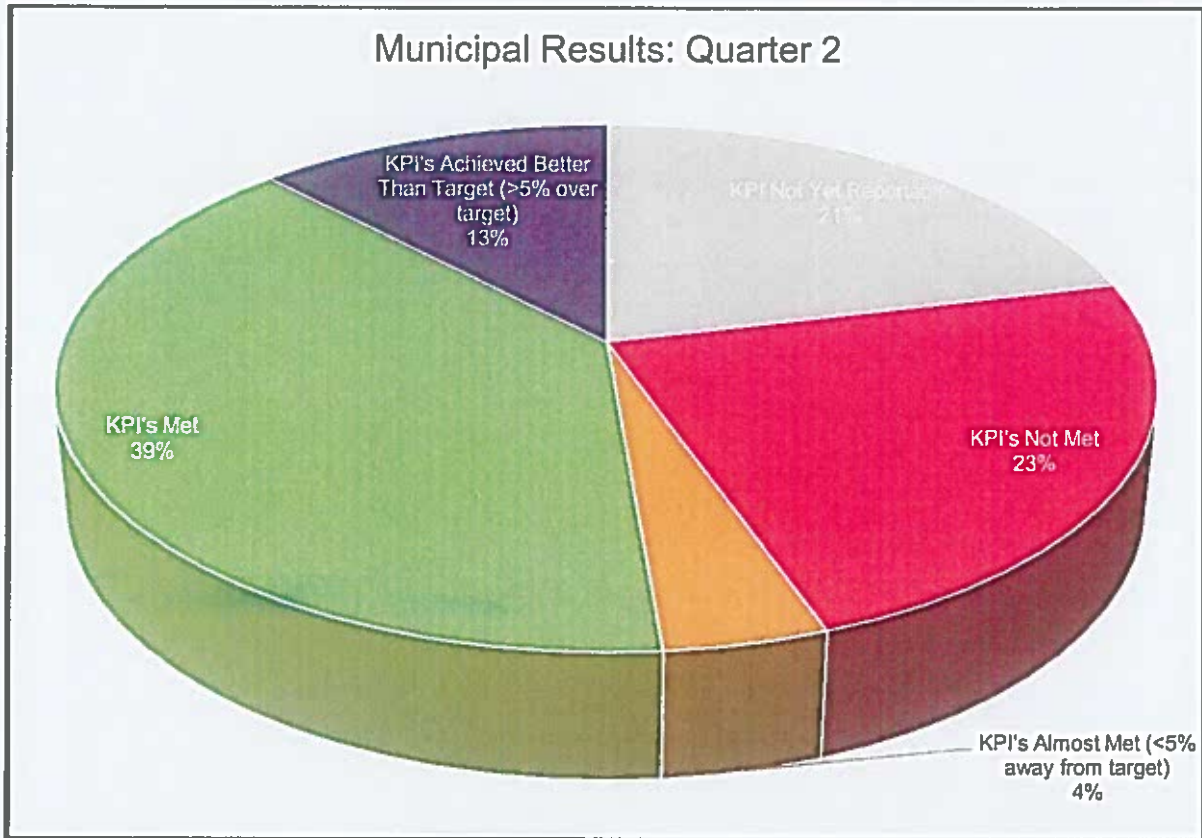
Key Performance Areas	No of key performance indicators
Basic Service Delivery	48
Good Governance and Public Participation	20
Local Economic Development	15
Municipal Financial Viability and Management	31
Municipal transformation and Institutional Development	32

The results achieved in the second quarter by the municipality per key performance area is shown in the graph below.




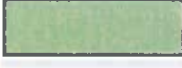



Fifty-two percent (52%) of the key performance indicators for the first quarter were achieved or met better than the target set. Four percent (4%) of the key performance indicators were almost met, meaning that the result achieved was less than 5% away from the expected target. Twenty-three percent (23%) of the key performance indicators were not met and twenty-one percent (21%) of the key performance indicators are not yet reportable and will only be measured in the following quarters. The results are summarised in the pie chart below.

Municipal Results: Quarter 2



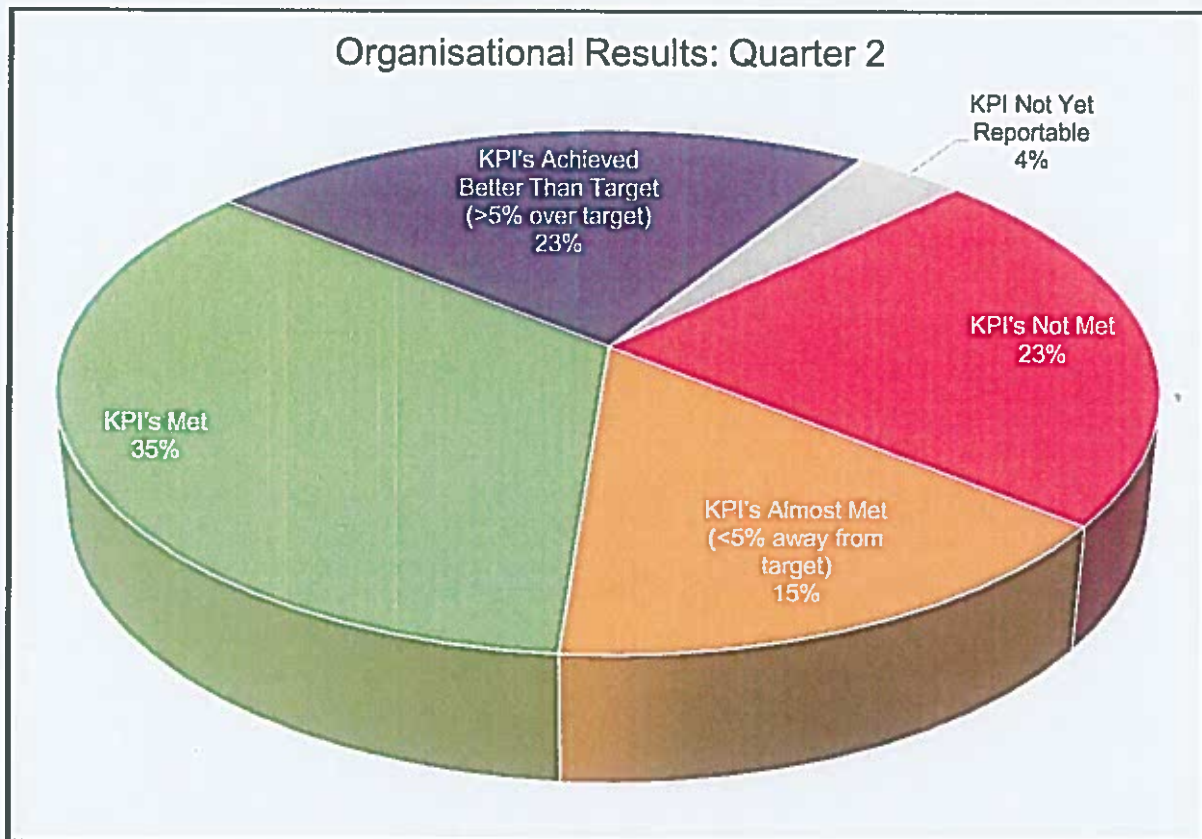
The results achieved per directorate is discussed in detail below. The following assessment rating scale shown in the table below was used during the assessment.

Category	Colour	Explanation
KPI's not yet Measured/Reportable		KPI's with no targets for the selected period
KPI's not Met		Actual Target less than (<) 75% of the Actual Target
KPI's almost Met		Target achievement between 75% and 99%
KPI's Met		Actual Target = 100%
KPI's better than Target		Target achievement between 100% and 150%

ORGANISATIONAL SCORECARD

The organisational scorecard consists of the national key performance indicators as required by Regulation 796 (Local Government: Municipal Planning and Performance Management Regulations, 2001 - GN R796/2001 (Local Government: Municipal Systems Act 32 Of 2000). Additional key performance indicators regarding public participation that were required by the provincial government is also included in this scorecard.

The results achieved is shown below:



Top Layer Scorecard Results: Organisational

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Source of Evidence	Baseline	Annual Target	Mid-Year Target	Mid-Year Results	Performance Comment	Corrective Measures	Evidence in Support of Performance
TL100	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Municipal Financial Viability and Management	Financial Viability: Cost coverage (Reg 796)	Where - *A* represents cost coverage *B* represents all available cash at a particular time *C* represents investments *D* represents monthly fixed operating expenditure $A=(B+C)/D$	Director Finance	Sec 52 Report	0	3	1	1	Target Achieved	None	Section 52 Report
TL101	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Municipal Financial Viability and Management	Financial Viability: Debt coverage (Reg 796)	Where - *A* represents debt coverage *B* represents total operating revenue received *C* represents operating grants *D* represents debt service payments (i.e. interest + redemption) due within the financial year. $A=(B-C)/D$	Director Finance	Sec 52 Report	4%	7%	5%	23%	Target Achieved	None	Section 52 Report
TL102	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Municipal Financial Viability and Management	Financial Viability: Service debtors to revenue (Reg 796)	Where - *A* represents outstanding service debtors to revenue *B* represents total outstanding service debtors *C* represents annual revenue actually received for services; $A=(B/C)$	Director Finance	Sec 52 Report	90%	95%	91.5%	34%	Target not achieved	Revenue Division is currently busy with its revenue enhancement project, which amongst others will address the issue of the completeness of billing. This project will also outline/indicate as to which of the erf/households are not been billed for refuse services.	Section 52 Report

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Source of Evidence	Baseline	Annual Target	Mid-Year Target	Mid-Year Results	Performance Comment	Corrective Measures	Evidence in Support of Performance
TL103	To implement an effective and efficient system of expenditure and supply chain management.	Basic Service Delivery	% of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan (MFMA Circular 71)	Actual Capital Expenditure / Budget Capital Expenditure x 100	Director Finance	Sec 52 Report	Disclaimer	95%	45%	35%	Target not achieved	The Capital Expenditure is being monitored monthly, and is expected to reach the budget before the end of the Financial Year.	Section 52 Report
TL104	To ensure that Electricity and Energy Master Plan is developed and approved.	Basic Service Delivery	% of households with access to basic electricity service standard	No. of HH with access to basic electricity service divided by total No. of HH	Director Technical Services	Technical Report	98,4%	98,6%	98,4%	98,4%	KPI Achieved	N/A	N/A
TL105	To ensure that Electricity and Energy Master Plan is developed and approved.	Basic Service Delivery	# of formal households connected to the municipal electrical infrastructure network (credit and prepaid electrical metering) (Excluding Eskom areas) at 30 June 2017	# of households, which are billed for electricity or have pre-paid meters (Excluding Eskom areas) at 30 June 2017	Director Finance	Billing Report (BS506)	0	23077	22 781	22 717	Target Partially achieved	Meter Inspection to be done	BS 506
TL106	To ensure that Electricity and Energy Master Plan is developed and approved.	Basic Service Delivery	% of indigent households receiving free basic electricity.	No. of HH that are registered as indigent receiving free basic electricity divided by the total No. of HH	Director Finance	Indigent Register (P956) and BS506	46%	46%	46%	60%	Target Achieved	N/A	BS 506
TL107	To ensure that the HR function responsibly forecast the future staffing needs and create plans for recruiting, hiring and retaining top talent.	Municipal Transformation and Institutional Development	% of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	No. of employees from designated groups in three highest levels of management divided by total No. of employees in three highest levels of management	Director Corporate Services	Report from HR	69%	70%	69,5%	96%	Target Achieved	N/A	Report from HR

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Source of Evidence	Baseline	Annual Target	Mid-Year Target	Mid-Year Results	Performance Comment	Corrective Measures	Evidence in Support of Performance
TL108	To review and submit LED Strategy to Council for Approval.	Local Economic Development	No. of jobs created through the municipality's LED, EPWP and other initiatives (Reg 796)	Sum of jobs created per year	Director Technical Services	EPWP Reports & Employment Contracts	48	48	24	83	Target achieved	N/A	EPWP Report
TL109	To ensure continuous training and development of employees.	Municipal Transformation and Institutional Development	% of a municipality's personnel budget actually spent on implementing its workplace skills plan.	R value spent on training divided by total personnel budget value of the municipality	Director Corporate Services	AFS & Report extracted from Financial System	1%	1%	0.25%	0.2%	Target partially achieved	Implementation of more training on the next quarter.	Expenditure reports
TL110	Develop a credible Sanitation Master Plan.	Basic Service Delivery	% of households with access to basic sanitation service standard	No. of HH with access to basic sanitation divided by total No. of HH	Director Technical Services	Technical Report	99.4%	99.7% at the end of the year due to 191 even not serviced	99.54%	99.7%	Target achieved	N/A	Completion Certificate of the completed units
TL111	Develop a credible Sanitation Master Plan.	Basic Service Delivery	# of formal households connected to the municipal water sanitation/sewerage network for sewerage service, irrespective of the # of water closets (toilets) at 30 June 2017	# of households, which are billed for sewerage at 30 June 2017	Director Finance	Billing Report (BS506)	32829	32 589 HH must have access to sanitation at the end of the year	32 589	32 188	Target partially achieved	Data Cleansing in Progress	BS 506
TL112	Develop a credible Sanitation Master Plan.	Basic Service Delivery	% of indigent households receiving free basic sanitation	No. of HH receiving free basic sanitation divided by No. of HH	Director Finance	Indigent Register(BP956) and BS506	33%	35%	33.5%	42%	Target Achieved	N/A	BS 506
TL113	To ensure that all key municipal stakeholder is engaged.	Good Governance and Public Participation	No. of community report back meetings convened by Councilors for improved communication on service delivery including IDPs, SDBIP, etc.	No. of community report back meetings held	Manager. Speakers Office	Agenda and attendance registers	4	4	1	1	Target Achieved. Constituency meetings were called during the process for establishing Ward Committees. Ward meetings called to wish community members good festive season	None	Agenda and attendance registers
TL114	To ensure that functional ward committees	Good Governance and Public Participation	No. of meetings per ward per annum	No. of meetings held from 1 Jul to 30 Jun (25 wards X 12)	Manager. Speakers Office	Agenda and attendance registers	12	12	3	2	Not Achieved. Ward Committees where established	Schedule of Ward Committees Meeting Prepared for all Wards	Agenda and attendance registers

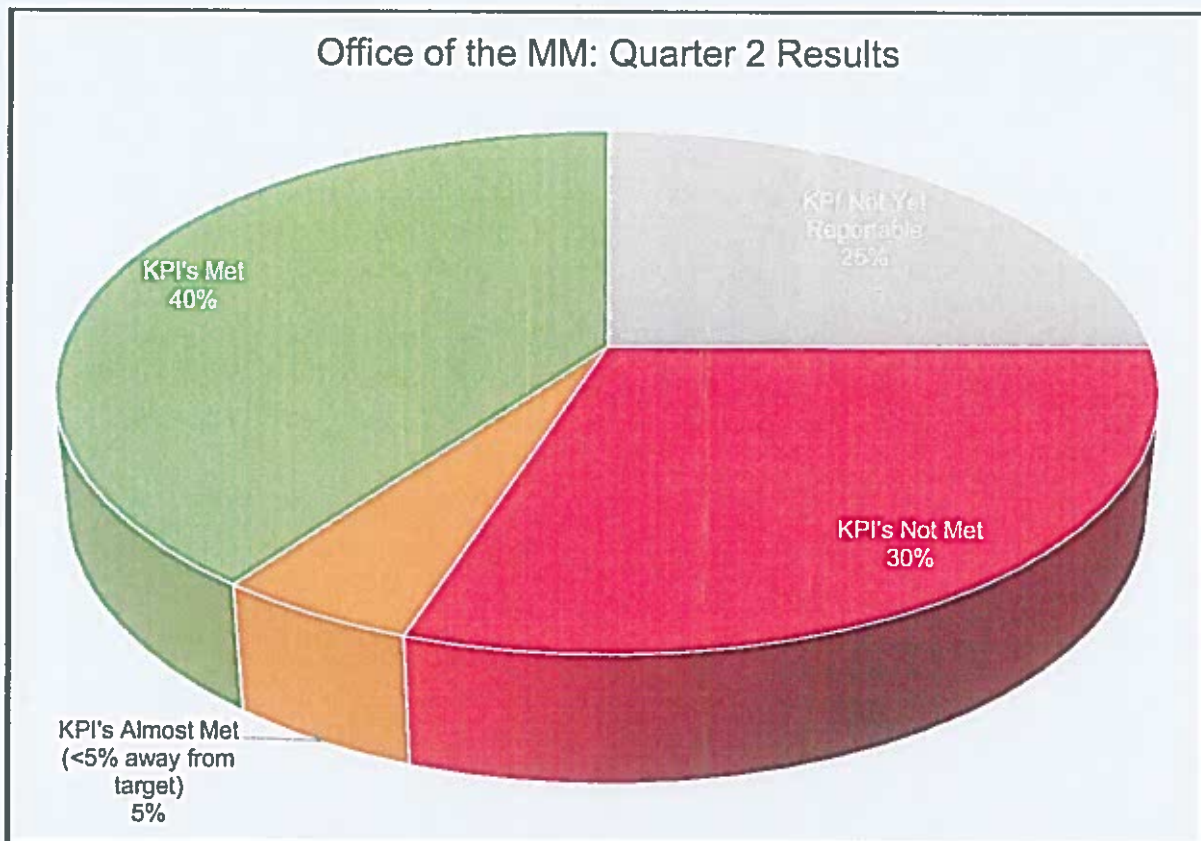
KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Source of Evidence	Baseline	Annual Target	Mid-Year Target	Mid-Year Results	Performance Comment	Corrective Measures	Evidence in Support of Performance
	are established.										Between Nov/Dec/2016.		
TL115	To ensure that functional ward committees are established.	Good Governance and Public Participation	No. of ward committees established	No of ward committees	Manager. Speakers Office	Ward Committee members elected	New KPI	23	23	20	Not Achieved. Three Wards in Kroonstad town meetings postponed due to poor attendance.	17 to 19 /01/17 remaining wards will be going for elections of ward committees.	Ward Committee members elected
TL116	To ensure that functional ward committees are established.	Good Governance and Public Participation	No. of CDWs deployed	Sum of CDW's deployed	Manager. Speakers Office	CDW List	New KPI	23	0	25	CDW's appointments	N/A	Employment contracts and CDW list
TL117	To ensure that functional ward committees are established.	Good Governance and Public Participation	No. of ward committees trained on identified core skills areas	Sum of ward committees trained	Manager. Speakers Office	Attendance registers of training events	New KPI	23	5	0	Not Achieved. Ward Committees where established Between Nov/Dec/2016.	23 to 30 January 2017 induction workshop training arranged for Ward Committees.	None
TL118	To ensure that functional ward committees are established.	Good Governance and Public Participation	No. of quarterly interactions held with relevant municipal and community stakeholders (business, religious, etc.)	Sum of events held	Manager. Speakers Office	Attendance registers of events	New KPI	4 [per annum]	1	1	Target Achieved. Speaker established local governments depts forum which met in december 2016.	None	Attendance registers of events
TL119	To ensure that functional ward committees are established.	Good Governance and Public Participation	No of public participation meetings convened on IDP, Budget, By-laws, etc.	Sum of events held	Manager. Speakers Office	Attendance registers of meetings held	New KPI	2	0	0	Not Yet Reportable	None	None
TL120	To ensure that the IWMP is finalized and approved.	Basic Service Delivery	% of households with access to basic refuse service standard in the municipal area of responsibility	No. of HH with access to basic refuse service divided by total No. of HH within the municipal area	Director Community & Social Services	Technical Report	100%	100%	100%	100%	Target Achieved	N/A	Technical Report
TL121	To ensure that the IWMP is finalized and approved.	Basic Service Delivery	# of formal households for which refuse is removed once per week at 30 June 2017	# of households which are billed for refuse removal at 30 June 2017	Director Finance	Billing Report (BS506)	32 023	32 589 every month	32 589 every month	31745	Target not achieved	Data Cleansing in Progress	BS 506

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Source of Evidence	Baseline	Annual Target	Mid-Year Target	Mid-Year Results	Performance Comment	Corrective Measures	Evidence in Support of Performance
TL122	To ensure that the IWMP is finalized and approved.	Basic Service Delivery	% of indigent households receiving free basic Refuse	No. of HH that are registered as indigent receiving free basic refuse divided by the total No. of HH	Director Finance	Indigent Register(BP956) and BS506	32%	34%	32.5%	43%	Target Achieved	N/A	BS 506
TL123	To ensure approved water master plan is in place.	Basic Service Delivery	% of households with access to basic level of water service standard	No. of HH with access to basic water divided by total No. of HH	Director Technical Services	Technical Report	100%	100%	100%	100%	Target achieved	N/A	N/A
TL124	To ensure approved water master plan is in place.	Basic Service Delivery	# of formal households that receive piped water (credit and prepaid water) that is connected to the municipal water infrastructure network as at 30 June 2017	# of households which are billed for water or have pre-paid meters as at 30 June 2017	Director Finance	Billing Report (BS506)	32068	32 589 every month	32 589 every month	26844	Target not achieved	Data Cleansing in Progress	BS 506
TL125	To ensure approved water master plan is in place.	Basic Service Delivery	% of indigent households receiving free basic water	No. of HH receiving free basic water divided by No. of HH	Director Finance	Indigent Register(BP956) and BS506	33%	35%	33.5%	51%	Target Achieved	N/A	BS 506

Office of the Municipal Manager

The Office of the Municipal Manager is responsible for 20 key performance indicators. Two (2) relate to basic service delivery and five (5) to good governance and public participation, four (4) to municipal financial viability and management and nine (9) to municipal transformation and institutional development.

The results achieved in the second quarter is shown below.



The detailed results achieved for each key performance indicator are discussed in the following table.

Top Layer Scorecard Results: Office of the Municipal Manager

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Source of Evidence	Baseline	Annual Target	Mid-Year Target	Mid-Year Results	Performance Comment	Corrective Measures	Evidence in Support of Performance
TL80	To ensure that an effective and efficient risk management function is established.	Good Governance and Public Participation	Monthly submit the Back to Basics report to take part in the provincial intergovernmental programs	No. of reports submitted by the 15th of each month	Municipal Manager	B2B Reports & Proof of submission	New KPI for 2015/16	12	3	3	Target Achieved	None	Reports and proof of submission
TL81	To ensure that the customer care policy is approved and implemented.	Good Governance and Public Participation	Complete a customer satisfaction survey by end of March and submit report with recommendations to Council	No. of surveys conducted and No. of reports submitted to council	Municipal Manager	Report with recommendations submitted to council on or before 30 April 2015	0	2	0	0	Not yet reportable	None	None
TL82	To ensure that the customer care policy is approved and implemented.	Basic Service Delivery	% of customer complaints handled within 24 hrs.	No of complaints received/No of complaints resolved within 24 hours	Municipal Manager	Complaints register	New KPI	75%	75%	75%	Target Achieved	System upgrades in process in order to fast track feedback from Departments on resolution of the complaints.	Extract of complaints register (data base)
TL83	To facilitate the optimal functioning of Council.	Good Governance and Public Participation	Annual Report tabled in council on or before 31 Jan 2017	Date annual report tabled	Municipal Manager	Council resolution and annual report	31 Jan 2015	1	0	0	Not yet reportable	None	None
TL84	To facilitate the optimal functioning of Council.	Basic Service Delivery	Annual review of IDP completed before the end of May 2017	Date annual review completed	Municipal Manager	Council resolution and annual report	May 2015	1	0	0	Not yet reportable	None	None
TL85	To facilitate the optimal functioning of Council.	Good Governance and Public Participation	% of Council Resolutions implemented within prescribed timeframe stipulated on resolution register	No. of council resolutions implemented within time frame divided by total No. of resolutions	Municipal Manager	Execution list and reports submitted to council	85%	85% of resolutions taken in each quarter	85%	75%	Target Not Achieved	Council Meeting sat on 15 December and offices were closed on 21 December. The Resolution will be fully implemented in the third quarter.	Schedule of resolutions
TL86	To ensure a fully functional Audit Unit.	Municipal Financial Viability and Management	Develop a risk based audit plan with an internal audit plan (RBAP) (MFMA - Section 165(2)(a)) and submit to the Audit Committee by 30 June 2017	RBAP with internal audit program submitted to the Audit Committee by 30 June 2017	Municipal Manager	RBAP and IAP submitted to MPAC	30 Jun 2017	1	0	0	Target achieved in the first quarter	None	None

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Source of Evidence	Baseline	Annual Target	Mid-Year Target	Mid-Year Results	Performance Comment	Corrective Measures	Evidence in Support of Performance
TL87	To ensure a fully functional Audit Unit.	Municipal Transformation and Institutional Development	No. of audit committees held per annum	Sum of audit committees held	Municipal Manager	Minutes and agendas and attendance register	New KPI	4 [per annum]	1	0	Target Not Achieved	None	Agenda, minutes, and attendance register
TL88	To ensure a fully functional Audit Unit.	Municipal Financial Viability and Management	Internal Audit charter reviewed and completed annually (reviewed charters must be approved by the Audit Committee before the end of June annually)	Date IA Charter approved	Municipal Manager	IA Charter and Minutes of IAC	New KPI	1	0	0	Target Achieved in the first quarter	None	None
TL89	To ensure a fully functional Audit Unit.	Municipal Financial Viability and Management	No of internal audit queries produced	Sum of IA queries produced	Municipal Manager	IA Queries register	New KPI	18	5	3	Target Partially Achieved	The two outstanding reports for the second quarter they will be issued to management by not later than the 20th of January 2017.	IA Queries register
TL90	To ensure a fully functional Audit Unit.	Municipal Transformation and Institutional Development	% of management comments on internal audit queries received within 14 days.	No of IA Queries/No of management comments received within 14 days	Municipal Manager	IA Queries register	New KPI	100%	100%	75	Target Not Achieved	The two outstanding reports for the second quarter they will be issued to management by not later than the 20th of January 2017.	IA Queries register
TL91	To ensure a fully functional Audit Unit.	Municipal Transformation and Institutional Development	No of performance audits undertaken	Sum of performance audits	Municipal Manager	Performance audits report	New KPI	4 [per annum]	1	0	Target not achieved	The audit for performance for 1st and 2nd quarters they will be combined. The audit report will be provided by not later than 28 Feb 2017.	None
TL92	To ensure a fully functional Audit Unit.	Municipal Financial Viability and Management	Audit action plan developed to address AG Findings and submitted to council for approval on or before 30 Jan 2017	Date Audit action plan submitted to council for approval	Municipal Manager	Council resolution and Audit Action Plan	Jan 2015	1	0	0	Not yet reportable	None	None
TL93	To facilitate the optimal functioning of Council.	Municipal Transformation and Institutional Development	Submit quarterly reports to council on the actual performance in terms of the Top Layer of the SDBIP	No. of SDBIP Top Layer performance reports submitted to council	Municipal Manager	Quarterly SDBIP performance reports and council minutes	4	4	1	1	Achieved. Performance report compiled will be submitted to Council on 26 January 2017.	None	Quarterly SDBIP Report and Council Minutes

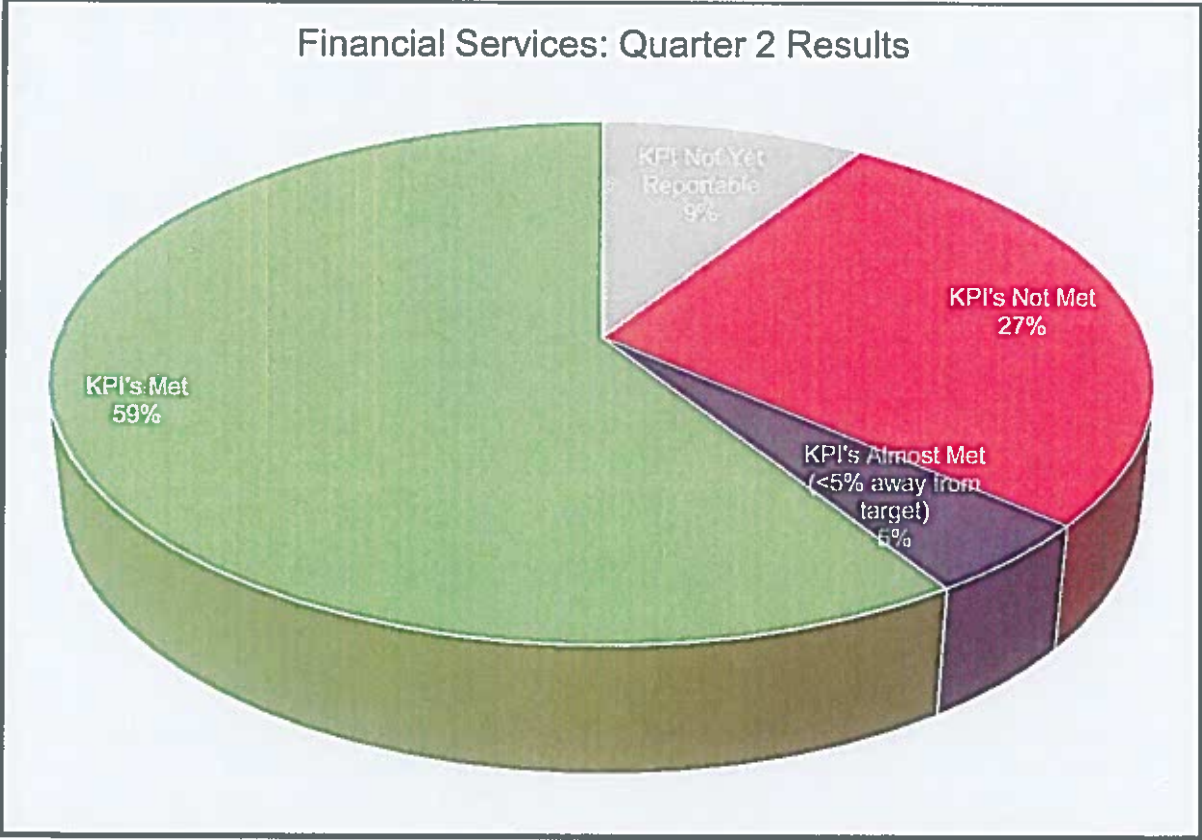
KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Source of Evidence	Baseline	Annual Target	Mid-Year Target	Mid-Year Results	Performance Comment	Corrective Measures	Evidence in Support of Performance
TL94	To facilitate the optimal functioning of Council.	Good Governance and Public Participation	Submit the previous financial year annual report at the end of Aug annually	Annual Report	Municipal Manager	Proof of submission	New KPI	1	0	0	Target achieved in the first quarter	None	None
TL95	To facilitate the optimal functioning of Council.	Municipal Transformation and Institutional Development	Annual Review of PMS by the end of 30 May annually	PMS Framework	Municipal Manager	Review report	New KPI	1	0	0	Not yet reportable	None	None
TL96	To ensure that an effective and efficient risk management function is established.	Municipal Transformation and Institutional Development	Risk register compiled and updated quarterly and approved by MM	Sum of Risk register quarterly updates	Municipal Manager	Quarterly reports	New KPI	4 Reports submitted	1	0	Target not achieved	The risk register will be circulated to management for comments on the 16th of January 2017 and after this the second quarter report will be issued on the 20th of Feb 2017.	None
TL97	To ensure that an effective and efficient risk management function is established.	Municipal Transformation and Institutional Development	No. of RMC meetings held	Sum of RMC meetings held	Municipal Manager	Minutes and agendas and attendance register	New KPI	4 [per annum]	1	0	Target not achieved	The risk management committee meeting will be held for the second quarter by not later than the 28 Feb 2017.	None
TL98	To ensure that an effective and efficient risk management function is established.	Municipal Transformation and Institutional Development	Approved fraud prevention and anti-corruption strategy annually reviewed on or before 30 June	Date plan approved	Municipal Manager	Minutes and agendas	New KPI	1	0	0	Achieved in the first quarter	None	None
TL99	To ensure that an effective and efficient risk management function is established.	Municipal Transformation and Institutional Development	Risk management strategy, that includes fraud prevention plan, and policy reviewed and approved on or before 30 September annually	Date risk register approved	Municipal Manager	Risk Management Strategy & Council Resolution	None	1	0	0	Target achieved in the first quarter	None	None

DIRECTORATE FINANCIAL SERVICES

The directorate set 22 key performance indicators for the 2016/17 financial year. The directorate set key performance indicators for the following key performance areas:

- ❖ Basic Service Delivery
- ❖ Municipal transformation and institutional development
- ❖ Local Economic Development; and
- ❖ Municipal Financial Viability and Management
- ❖ Good Governance and Public Participation

The directorate achieved the following results in the second quarter.



TOP LAYER SCORECARD RESULTS: DIRECTORATE FINANCIAL SERVICES

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Source of Evidence	Baseline	Annual Target	Mid-Year Target	Mid-Year Results	Performance Comment	Corrective Measures	Evidence in Support of Performance
TL42	To ensure the effective, efficient and economical management of municipal assets.	Municipal Transformation and Institutional Development	Fixed Asset Register (FAR) compiled and updated annually on or before 31 Aug in line with GRAP requirements	Fixed Asset Register (FAR)	Director Finance	Proof of submission and Acknowledgement letter	New KPI	1	0	0	Target Achieved in Quarter 1	N/A	AG Acknowledgement Letter
TL43	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Good Governance and Public Participation	Compliant annual budget (MTREF) compiled and approved by end of May each year	Actual date budget approved	Director Finance	Council Resolution	17 June 2015	1	0	0	Not yet reportable.	N/A	Council Resolution approving the Annual Budget
TL44	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Municipal Financial Viability and Management	No of monthly budget statements (s71 of MFMA) are compiled and submitted to the Mayor by no later than 10 working days after the end of each month	Working days taken to submit sec 71 report after end of month	Director Finance	Monthly reports and proof of submission	12	12	3	3	Target Achieved	N/A	Email submissions.
TL45	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Municipal Financial Viability and Management	No of monthly National Treasury returns submitted on time	Sum of returns submitted	Director Finance	Submissions emailed	12	12	3	3	Target Achieved	N/A	S71 Email submissions
TL46	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Municipal Financial Viability and Management	No of quarterly National Treasury returns submitted on time	Sum of returns submitted	Director Finance	Submissions emailed	1	4	1	1	Target Achieved	N/A	Email submissions to NT.
TL47	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Municipal Financial Viability and Management	Mid-year budget assessment and budget adjustments report submitted on or before 25 January each year (s72 of MFMA)	Date Mid-year assessment submitted	Director Finance	Council resolution	25 Jan 2017	1	0	0	Not yet reportable.	None	Council Resolution approving the Mid-year Budget Assessment

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Source of Evidence	Baseline	Annual Target	Mid-Year Target	Mid-Year Results	Performance Comment	Corrective Measures	Evidence in Support of Performance
TL48	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Municipal Financial Viability and Management	% of Operating Expenditure Budget Implementation Indicator	Actual Operating Expenditure / Budgeted Operating Expenditure x 100	Director Finance	Sec 52 Reports	New KPI	≥95%	≥95%	69%	Target not achieved	The operating expenditure budget will be reviewed during the budget adjustment process to ensure that service delivery expenditure receives priority, to ensure appropriate spending.	Section 52 Report
TL49	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Municipal Financial Viability and Management	% of Operating Revenue Budget Implementation Indicator	Actual Operating Revenue (excl Capital Grant Revenue) / Budgeted Operating Revenue x 100	Director Finance	Sec 52 Reports	New KPI	≥95%	≥95%	79%	Target not achieved	Revenue Division is currently busy with its revenue enhancement project, which amongst others will address the issue of the completeness of billing. This project will also outline/indicate as to which of the e-refs/households are not being billed for refuse services.	Section 52 Report
TL50	To ensure that the municipality receives a Clean Audit by 2014.	Municipal Financial Viability and Management	Service Charges and Property Rates Revenue Budget Implementation Indicator	Actual Service Charges and Property Rates Revenue / Budgeted Service Charges and Property Rates Revenue x 100	Director Finance	Sec 52 Reports	New KPI	≥95%	≥95%	98%	Target Achieved	N/A	Section 52 Report
TL51	To ensure that the municipality receives a Clean Audit by 2014.	Municipal Financial Viability and Management	Annual Financial Statement submitted to the Auditor-General by the end of August each year	Date annual financial statements submitted to the AG	Director Finance	Proof of submission	31 Aug 2016	1	0	0	Achieved in the 1st Quarter	None	Letter AG Acknowledgement of Receipt-AFS
TL52	To ensure that the municipality receives a Clean Audit by 2014.	Municipal Financial Viability and Management	% internal audit queries received and responded to within specified time frames	No of internal audit queries received/No of queries implemented within time-frame	Director Finance	Queries and responses	New KPI	100%	100%	0	There were no queries for the Directorate's implementation during the 2nd Quarter of the 2016/17 financial year.	N/A	Internal Audit Resolutions

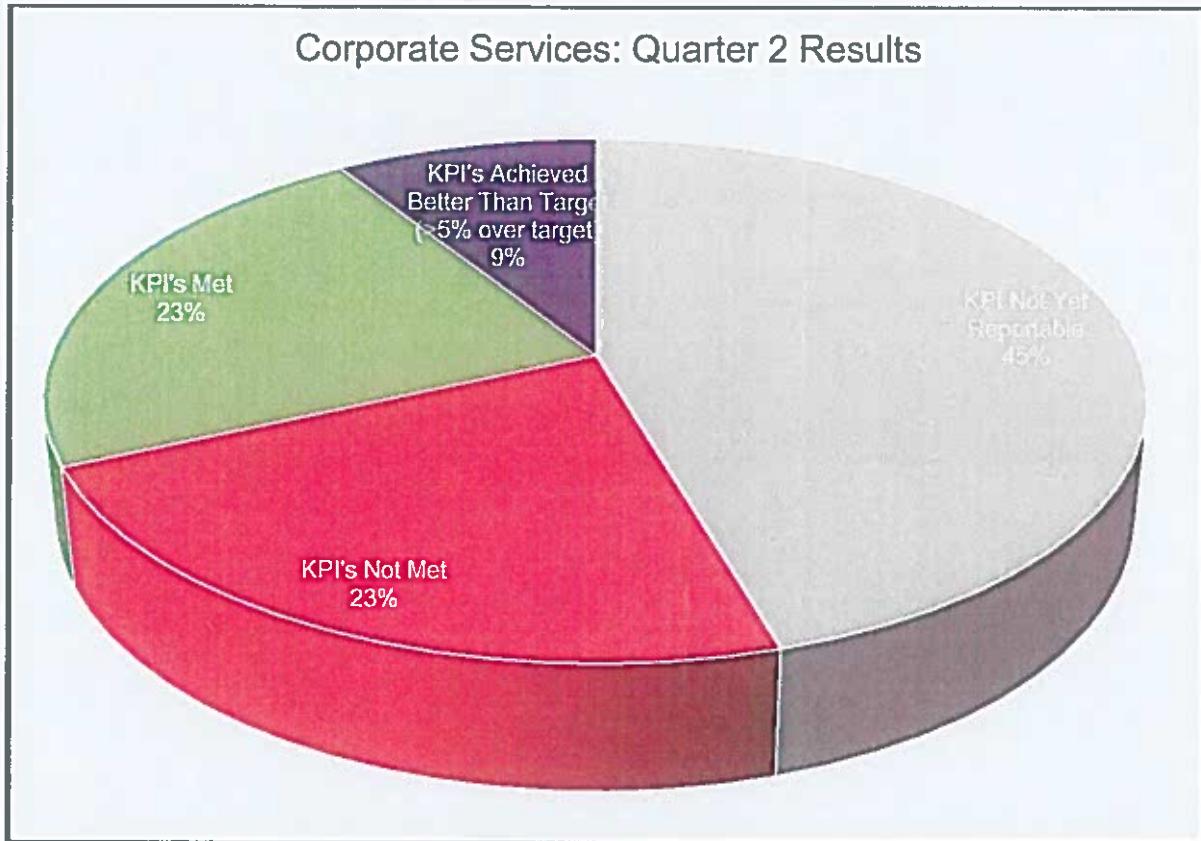
KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Source of Evidence	Baseline	Annual Target	Mid-Year Target	Mid-Year Results	Performance Comment	Corrective Measures	Evidence in Support of Performance
TL53	To implement an effective and efficient system of expenditure and supply chain management.	Basic Service Delivery	% actual expenditure on repairs and maintenance as a percentage of the approved/adjusted budget	Total Repairs and Maintenance Expenditure / Total amount budgeted for repairs and maintenance x 100	Director Finance	Sec 52 Reports		28%	≥8%	10%	Target Achieved	N/A	Section 52 Report
TL54	To implement an effective and efficient system of expenditure and supply chain management.	Local Economic Development	Creditors Payment period	Trade Creditors Outstanding / Credit Purchases (Operating and Capital) x 365	Director Finance	Sec 52 Reports	New KPI	>30 days	>30 days	422 Days	Target not achieved	The Revenue division is reviewing its standard operating procedures (SOP's) to outline those areas which impede the municipality from effectively implementing its Debt and Credit Control Policy with regards to collection and improving cash flows, which will enable the municipality to pay all its creditors within 30 days from invoice date	Section 52 Report
TL55	To implement an effective and efficient system of expenditure and supply chain management.	Municipal Financial Viability and Management	No of SCM reports submitted to council	Sum of reports submitted	Director Finance	Reports and Council Resolution	New KPI	4	1	2	Target Achieved	None	Council Resolution
TL56	To implement an effective and efficient system of expenditure and supply chain management.	Local Economic Development	% of tenders awarded within 60 days of tender closing date	No tenders awarded / Tenders awarded within 60 days	Director Finance	Tenders and date tenders awarded; appointment letters	New KPI	95%	95%	90%	Target not Achieved	During the 2nd Quarter 10 tenders were advertised but only 8 tenders were awarded, Reason for delays was due to December Public Holidays	Council Resolution

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Source of Evidence	Baseline	Annual Target	Mid-Year Target	Mid-Year Results	Performance Comment	Corrective Measures	Evidence in Support of Performance
TL57	To ensure the effective and efficient management of municipal revenue and cash-flow per national norms and standards.	Municipal Financial Viability and Management	% of consumer debtor's revenue collected (actual total collections as a percentage of total levies/billings)	Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100	Director Finance	Sec 52 Reports	90%	≥95%	≥95%	76%	Target not achieved	The Revenue division is amongst other things busy with the data cleansing process, which will enable the division to effectively communicate and locate the municipality's debtors with the endeavour of collecting the arrear debts	Section 52 Report
TL58	To ensure the effective and efficient management of municipal revenue and cash-flow per national norms and standards.	Municipal Financial Viability and Management	Net Operating Surplus Margin (MFMA Circular 71)	(Total Operating Revenue - Total Operating Expenditure) / Total Operating Revenue x 100%	Director Finance	Sec 52 Reports	New KPI	≥0%	≥0%	-16%	Target not achieved	The 2nd Quarter expenditure slightly exceeded the budget. This loss will break-even in the subsequent quarters.	Section 52 Report
TL59	To ensure the effective and efficient management of municipal revenue and cash-flow per national norms and standards.	Municipal Financial Viability and Management	% payment of municipal accounts by municipal employees	No of municipal employees/divided by No. of employees paying accounts	Director Finance	Payment list (BP136(a))	New KPI	≥95%	≥95%	79%	Target not achieved	The Officials' report is being reviewed monthly, and for those employees who are not honouring their service accounts, arrangements are entered with the endeavour of settling the arrears on the account	Officials report
TL60	To ensure the effective and efficient management of municipal revenue and cash-flow per national norms and standards.	Municipal Financial Viability and Management	% payment of municipal accounts by councillors	No of councillors/divided by No. of councillors paying accounts	Director Finance	Payment list (BP136(r))	New KPI	≥95%	≥95%	95%	Target Achieved	The report is being updated on a monthly basis	Councillors report
TL61	To ensure the effective and efficient management of municipal revenue and cash-flow per national norms and standards.	Municipal Financial Viability and Management	No of households disconnected from the electricity network due to non-payment	Sum of HH disconnected	Director Finance	Cut-off list (BP412 and BL305)	New KPI	Defaulters	Actual Defaulters	507	N/A	N/A	Blocking Files

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Source of Evidence	Baseline	Annual Target	Mid-Year Target	Mid-Year Results	Performance Comment	Corrective Measures	Evidence in Support of Performance
TL62	To ensure the effective and efficient management of municipal revenue and cash-flow per national norms and standards.	Municipal Financial Viability and Management	Own Source Revenue to Total Operating Revenue (MFMA Circular 71)	Own Source Revenue (Total Revenue - Government Grants and Subsidies - Public Contribution and Donations)/ Total Operating Revenue (Including Agency Services) x 100	Director Finance	Sec 52 Reports	New KPI	65%	65%	72%	Target Achieved	N/A	Section 52 Report
TL63	To facilitate the optimal functioning of Council	Good Governance and Public Participation	% of Council Resolutions implemented within prescribed timeframe stipulated on resolution register	No. of council resolutions implemented within time frame divided by total No. of resolutions	Director Finance	Execution list and reports submitted to council	85%	85% of resolutions taken in each quarter	85%	0	There were no resolutions for the Directorate's implementation during the 2nd Quarter of the 2016/17 financial year.	N/A	Council Resolution Implementation report

DIRECTORATE CORPORATE SERVICES

The directorate is responsible for 22 key performance indicators of which 16 relate to Municipal Transformation and Institutional Development. The directorates strategic focus is Transformation and Institutional development. The directorate is responsible for human resource management, legal services and to ensure an effective and efficient administration.



The top layer scorecard below discusses in detail the directorates performance regarding the various key performance indicators set by the directorate. Almost half (45%) of the directorates key performance indicators are not yet reportable in this quarter.

TOP LAYER SCORECARD RESULTS: DIRECTORATE CORPORATE SERVICES

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Source of Evidence	Baseline	Annual Target	Mid-Year Target	Mid-Year Results	Performance Comment	Corrective Measures	Evidence in Support of Performance
TL20	To facilitate the optimal functioning of Council.	Good Governance and Public Participation	% of agendas for scheduled meetings distributed to Councillors and officials at least 48 hours before the meeting	No. of agendas distributed 48 hours before the meeting divided by the total No. of agendas distributed	Director Corporate Services	Distribution list	98%	98% for each quarter	98%	98%	Target achieved	None	Distribution list
TL21	To facilitate the optimal functioning of Council	Good Governance and Public Participation	% of Council resolutions distributed within 7 working days after each meeting	No. of council resolutions distributed within 7 days after each council meeting divided by No. of council resolutions taken	Director Corporate Services	Distribution list	98%	98% for each quarter	98%	98%	Target achieved	None	Distribution list
TL22	To facilitate the optimal functioning of Council	Good Governance and Public Participation	Annual council schedule compiled and approved by end of June each year	Annual Schedule provided on or before due date	Director Corporate Services	Approved schedule and council minutes	0	1	0	0	Not yet reportable	None	None
TL23	To facilitate the optimal functioning of Council	Municipal Transformation and Institutional Development	% of Council Resolutions implemented within prescribed timeframe stipulated on resolution register	No. of council resolutions implemented within time frame divided by total No. of resolutions	Director Corporate Services	Execution List	85%	85% of resolutions for each quarter	85%	0	Target not achieved	Council Meeting sat on 15 December. Resolutions will be implemented in the third quarter.	None
TL24	To facilitate the optimal functioning of Council	Municipal Transformation and Institutional Development	No. of quarterly reports to Council on the tracking of council resolutions (submitted at the end of each quarter - Sept, Dec, Mar & Apr)	No. of reports submitted.	Director Corporate Services	Reports and council agenda	0	1 report per quarter (4)	1	1	Target Achieved	None	Reports and council agenda
TL25	To ensure continuous training and development of employees.	Municipal Transformation and Institutional Development	WSP, annual training report(ATR) & PIVOTAL report compiled and submitted to LGSETA on 30 April each year.	Date annual training report and WSP submitted to the LGSETA	Director Corporate Services	Proof of Submission	1	1	0	0	Not yet reportable	None	None

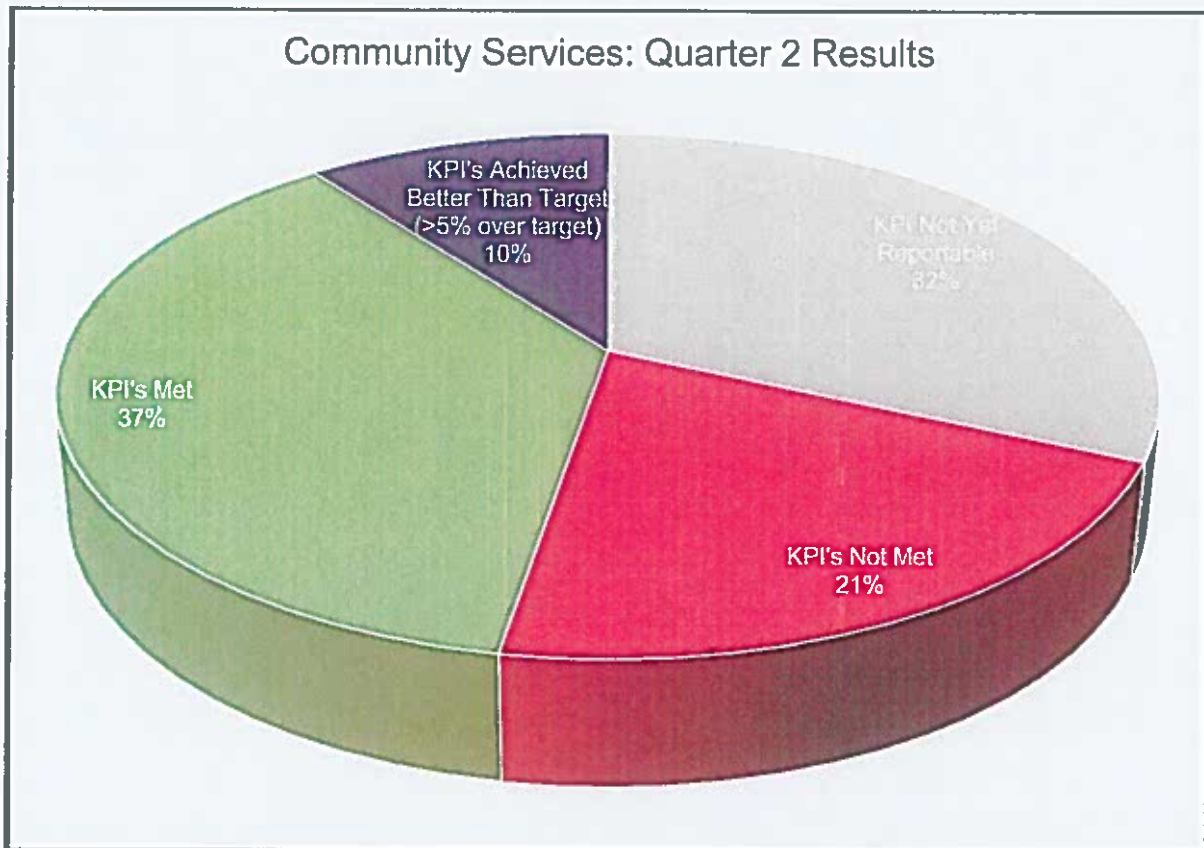
KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Source of Evidence	Baseline	Annual Target	Mid-Year Target	Mid-Year Results	Performance Comment	Corrective Measures	Evidence in Support of Performance
TL26	To ensure continuous training and development of employees.	Municipal Transformation and Institutional Development	No. of Apprenticeships implemented as per WSP.	Sum of Apprenticeships implemented	Director Corporate Services	LGSETA approval	New KPI	3	0	0	Not yet reportable	None	None
TL27	To ensure continuous training and development of employees.	Municipal Transformation and Institutional Development	No. of skills programs implemented	Sum of skills programs implemented	Director Corporate Services	LGSETA approval	New KPI	4	1	0	Target not achieved	LGSETA only forwarded approvals at the end of November 2016	Implementation of the approved skills programme will unfold on the next quarter
TL28	To ensure continuous training and development of employees.	Municipal Transformation and Institutional Development	No. of Senior & Finance officials trained on MFMP competency levels	Sum of students enrolled	Director Corporate Services	No of students enrolled	New KPI	10	0	0	Not yet reportable	None	None
TL29	To ensure that the HR function responsibly forecast the future staffing needs and create plans for recruiting, hiring and retaining top talent.	Municipal Transformation and Institutional Development	Structure reviewed and approved before 30 Jun 2017	Date structure approved	Director Corporate Services	Approved structure and council minutes	New KPI	1	0	0	Not yet reportable	None	None
TL30	To ensure that the HR function responsibly forecast the future staffing needs and create plans for recruiting, hiring and retaining top talent.	Municipal Transformation and Institutional Development	No of employees undergoing medical tests annually as required by OHSA	Sum of employees undergoing medical tests	Director Corporate Services	Summary report from service provider	New KPI	450	150	0	Target not achieved	Next medical check-ups is scheduled to take place within the next quarter.	N/A
TL31	To ensure that the HR function responsibly forecast the future staffing needs and create plans for recruiting, hiring and retaining top talent.	Municipal Transformation and Institutional Development	No of EE Reports submitted to DoL by 15 January each year [EEA2 and EEA4]	Sum of reports submitted	Director Corporate Services	Proof of submission received from DoL	1	2 (EEA2 & EEA4)	0	0	Not yet reportable	None	None
TL32	To ensure that the HR function responsibly forecast the future staffing needs and create plans for recruiting, hiring and retaining top talent.	Municipal Transformation and Institutional Development	Review of EE Plan and numerical goals and targets by 31 March 2017	Revised EE Plan and Council Resolution	Director Corporate Services	Agendas and Minutes of LLF Meetings	0	1	0	0	Not yet reportable	None	None

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Source of Evidence	Baseline	Annual Target	Mid-Year Target	Mid-Year Results	Performance Comment	Corrective Measures	Evidence in Support of Performance
TL33	To ensure that the HR function responsibility forecast the future staffing needs and create plans for recruiting, hiring and retaining top talent.	Municipal Transformation and Institutional Development	% of Full Time Equivalent posts on the organogram vacant	No. of vacant posts divided by Total No of posts	Director Corporate Services	Organogram and budget report	35%	<30%	32%	26%	Target achieved	N/A	Organogram and budget report
TL34	To ensure that the HR function responsibility forecast the future staffing needs and create plans for recruiting, hiring and retaining top talent.	Municipal Financial Viability and Management	Total overtime hours as a percentage of all work hours	Overtime hours worked divided by total hours worked	Director Corporate Services	Payroll report on overtime hours paid	20%	<15%	18%	11,90%	Target achieved	N/A	Report on overtime hours paid
TL35	Ensure that the effective and efficient system master plan	Municipal Transformation and Institutional Development	Review ICT Strategy on or before 31 March 2017	Date ICT Strategy approved by Director	Director Corporate Services	ICT Strategy	New KPI	1	0	0	Not yet reportable	None	None
TL36	Ensure that the effective and efficient system master plan	Municipal Transformation and Institutional Development	Disaster recovery room (Server) constructed and operational on or before 31 Dec 2017	Date disaster recovery room operational	Director Corporate Services	Operational server room and project and documents	New KPI	1	1	0	Target not achieved	Last Phase still to be completed	Memo Filed
TL37	Installation of Voice over Internet Protocol (VoIP) telephone system	Basic Service Delivery	% of municipal sites connected through VoIP telephone system on 31 Dec 2016	No of municipal sites/divided by No. of sites operational	Director Corporate Services	List of sites operational	New KPI	100%	70%	70%	Target achieved	None	List of sites operational
TL38	To ensure that an effective helpdesk is implemented	Basic Service Delivery	% of user complaints handled within 48 hours	No of complaints received/complaints resolved within 48 hours	Director Corporate Services	User complaints register	New KPI	≥90%	90%	90%	Target achieved	None	User complaints register
TL39	To ensure the effective functioning of the LLF	Municipal Transformation and Institutional Development	No. of LLF meetings held per annum	Sum of LLF meetings held per year	Director Corporate Services	Agendas and Minutes of LLF Meetings	Only 1 meeting held during year	10	2	1	Target not achieved	to resuscitate LLF Meeting	Agendas and Minutes of LLF Meetings
TL40	To ensure the effective functioning of the LLF	Municipal Transformation and Institutional Development	% implementation of LLF resolutions taken (including monitoring of SALGBC collective agreements)	No of LLF resolutions taken/No of resolutions implemented	Director Corporate Services	Resolution register	New KPI	85%	85%	0%	Target not achieved	LLF Resuscitate	Resolution register

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Source of Evidence	Baseline	Annual Target	Mid-Year Target	Mid-Year Results	Performance Comment	Corrective Measures	Evidence in Support of Performance
TL41	To provide efficient and effective legal services	Municipal Transformation and Institutional Development	No. of by-laws developed and approved as per priority functional area	No of by-laws developed	Director Corporate Services	Council minutes and by-laws	New KPI	8	0	0	Not yet reportable	None	None

DIRECTORATE COMMUNITY AND SOCIAL SERVICES

The directorate is responsible for 19 key performance indicators that were set during the development of the 2016/17 SDBIP. Key performance indicators were set for all five of the key performance areas. The pie chart below summarises the directorates performance for the second quarter.



The scorecard below discusses the results of the second quarter assessment and provide reasons for under performance as well as the corrective measures that will be implemented to address the short comings identified.

TOP LAYER SCORECARD RESULTS: DIRECTORATE COMMUNITY AND SOCIAL SERVICES

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Source of Evidence	Baseline	Annual Target	Mid-Year Target	Mid-Year Results	Performance Comment	Corrective Measures	Evidence in Support of Performance
TL1	To optimize community participation in Arts and Culture.	Basic Service Delivery	No of arts and culture activities and events held in the municipal area	No of activities held	Director Community & Social Services	Execution list and reports submitted to council	22	6	2	8	Target Achieved	N/A	Execution list and reports submitted to council
TL2	To upgrade the existing facilities to for use by the community	Municipal Transformation and Institutional Development	Strategy for the upgrading of the Civic Theatre developed and approved by the Council on or before 31 Dec 2016	Date strategy approved	Director Community & Social Services	Council minutes and Strategy document	New KPI	1 Strategy approved	1	0	Target not Achieved	Will be submitted in the third quarter.	N/A
TL3	To upgrade the existing facilities to for use by the community	Municipal Financial Viability and Management	No of business plans developed for funding of the strategy for the upgrading of the Civic Theatre and submitted to donors on or before 20 May 2017	Sum of business plans approved and submitted	Director Community & Social Services	No business plans approved by Dir and submitted to donors	New KPI	3 Business plans developed and approved (1 per quarter)	1	1	Target Achieved	N/A	Business plans approved by Dir and submitted to donors
TL4	Ensure effective maintenance of cemeteries.	Local Economic Development	No of cemeteries maintained quarterly	Sum of cemeteries maintained	Director Community & Social Services	Staff Establishment and Parks and Cemeteries work plans	3	4 [per annum]	1	2	Target Achieved	N/A	Work plan and photos
TL5	Effective maintenance of cemeteries	Basic Service Delivery	Develop a plan for the expansion of existing cemeteries for approval by Council on or before 31 March 2017	Plan approved by Council	Director Community & Social Services	Expansion plan for cemeteries and council minutes	New KPI	1 Expansion plan developed	0	0	Not yet reportable	N/A	N/A
TL6	Effective maintenance of cemeteries	Basic Service Delivery	No of awareness sessions with communities held regarding alternative burial methods	Sum of awareness sessions held	Director Community & Social Services	Notice of meetings; Minutes and attendance registers	New KPI	2 per annum	0	0	Not yet reportable	N/A	N/A
TL7	To facilitate the optimal functioning of Council.	Good Governance and Public Participation	% of Council Resolutions implemented within prescribed timeframe stipulated on resolution register	No. of council resolutions implemented within time frame divided by total No. of resolutions	Director Community & Social Services	Execution list and reports submitted to council	85%	85% of resolutions for each quarter	85%	0	Target not Achieved	Council meeting was held on 15 December 2016. Therefore, implementation will be in the 3rd quarter.	Execution list and reports submitted to council

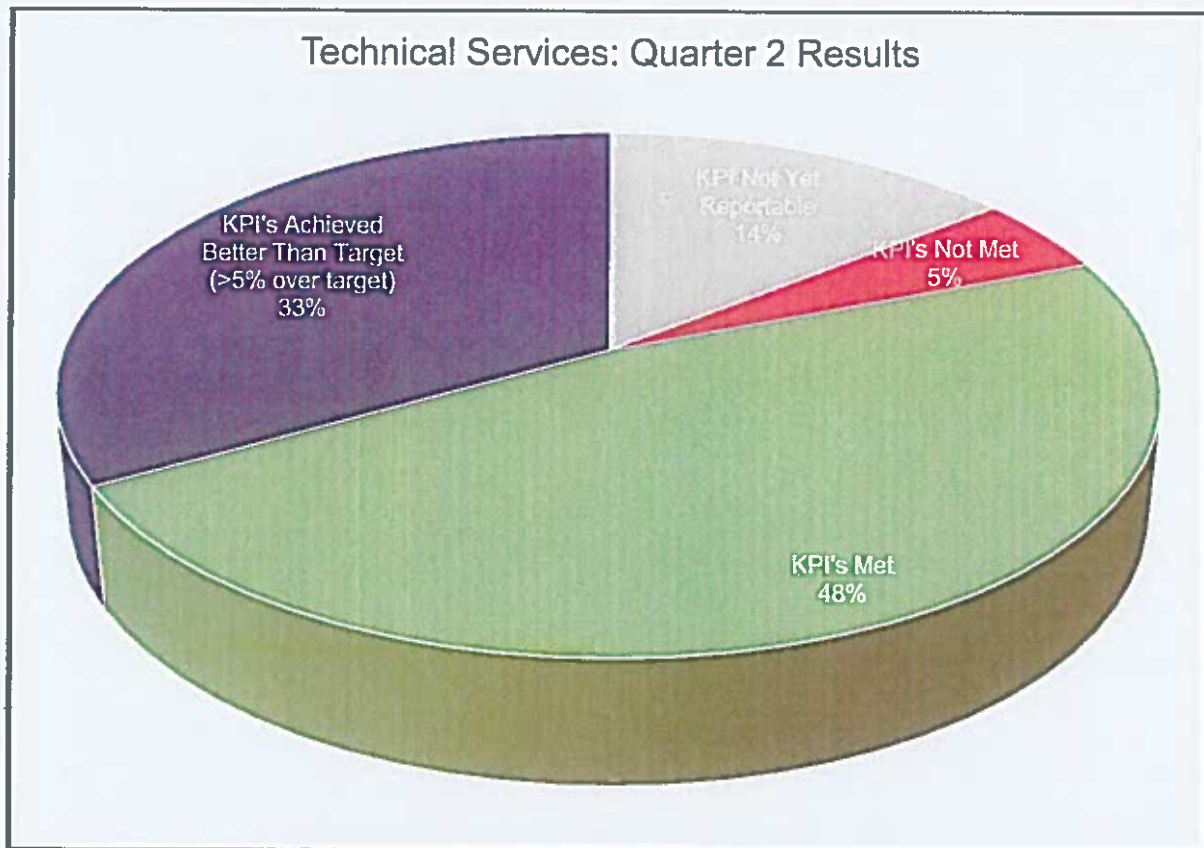
KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Source of Evidence	Baseline	Annual Target	Mid-Year Target	Mid-Year Results	Performance Comment	Corrective Measures	Evidence in Support of Performance
TL8	To ensure the provision of an effective and efficient law enforcement service to increase public safety.	Basic Service Delivery	No of Traffic violations issued	No of tickets issued to offenders	Director Community & Social Services	Revenue reports from Financial System	#REF!	14050	3 512	1 729	Not achieved, service provider was appointed with effect from 01 August 2016 to assist in this regard, but has unfortunately not started with the project to date. This has largely contributed to the Section not meeting the projected target for Q1	A letter signed by the Municipal Manager putting the Service Provider on terms has been drafted	Revenue reports from Financial System
TL9	Maintain and repair all outdated and inferior Road signs and markings	Basic Service Delivery	Develop maintenance plan for approval by HOOD on or before 30 Aug 2016 for the repair of existing road signs and markings and for new road signs and road markings where signs and markings are needed	Date Maintenance plan approved	Director Community & Social Services	Approval of Director	New KPI	1	0	0	Achieved in the first quarter	N/A	N/A
TL10	Draft and submit By-Laws to Council for approval and implementation	Basic Service Delivery	No of by-law enforcement operations held	Sum of all events held	Director Community & Social Services	Dates of events held and No. of violations issued	New KPI	4 operations per year and report on number of violations identified	1	1	Target Achieved	N/A	Dates of events held and Number of violations issued
TL11	To provide professional fire service within Steynsus/Matlwanglwang and Vlijoenkroon/Rammulolsi	Basic Service Delivery	No of satellite fire stations established	No fire stations established	Director Community & Social Services	Actual fire station operational	New KPI	1	0	0	Not yet reportable	N/A	Actual fire station operational
TL12	To ensure that the municipality have an approved Disaster Management Plan for implementation in the event of such a disaster occurring	Basic Service Delivery	Disaster Management Plan for the municipality reviewed and approved by the Provincial Disaster Management Committee on or before 30 Jun 2017	Date DMP approved	Director Community & Social Services	DMP approved and minutes of DMC	New KPI	1 DMP plan approved	0	0	Not yet reportable	N/A	DMP approved and minutes of DMC

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Source of Evidence	Baseline	Annual Target	Mid-Year Target	Mid-Year Results	Performance Comment	Corrective Measures	Evidence in Support of Performance
TL13	To provide an effective and efficient fire service in Moqhaka to ensure community safety.	Basic Service Delivery	No. of premises inspected for fire safety and compliance	Sum of premises inspected for fire safety and compliance	Director Community & Social Services	List of premises inspected and signed by owner of premises	100	100	25	45	Target Achieved	N/A	List of premises inspected and signed by owner of premises
TL14	Effective maintenance of sport and recreation facilities	Basic Service Delivery	No. of existing sport and recreation facilities maintained quarterly	Sum of sport and recreation facilities maintained	Director Community & Social Services	Staff Establishment and Sport and Recreation facilities work plans	4	4 per quarter	4	4	Target Achieved	N/A	Staff Establishment and Sport and Recreation facilities work plans
TL15	Effective maintenance of sport and recreation facilities	Basic Service Delivery	No. of swimming pools upgraded [Morewag]	Sum of swimming pools upgraded	Director Community & Social Services	Opening of upgraded pool, expenditure reports	New KPI	1	0	0	Not yet reportable	N/A	N/A
TL16	To ensure that the IWMP is finalized and approved.	Basic Service Delivery	Completion with the rehabilitation and licensing of unlicensed waste disposal sites	Submit application to DEA on or before 15 June 2017	Director Community & Social Services	Valid waste disposal sites licenses	1	1	0	0	Not yet reportable	N/A	N/A
TL17	By ensuring access to solid waste removal services to all HH within the municipal area by 2018	Basic Service Delivery	No. of households in formal areas with kerb-side refuse removal services (once a week)	Sum of sites serviced	Director Community & Social Services	HH paying for refuse removal services	New KPI	32448 every month	32448 every month for the quarter	32791	Target Achieved	N/A	HH paying for refuse removal services
TL18	To curb the incidence of illegal dumping in the municipal area	Municipal Transformation and Institutional Development	Develop strategy on how to deal with illegal dumping. Strategy approved by Director on or before 30 Sept 2016	Date Strategy approved	Director Community & Social Services	Strategy and approval date	New KPI	1	1	1	Target Achieved	1	Strategy and approval date
TL19	To curb the incidence of illegal dumping in the municipal area	Basic Service Delivery	No of operation for illegal dumping conducted by law enforcement	Sum of operations conducted by law enforcement	Director Community & Social Services	Evidence of operations conducted	New KPI	3	1	0	Target not Achieved	Registration of law enforcement officers to be done.	Evidence of operations conducted

DIRECTORATE TECHNICAL SERVICES

The directorate prepared twenty-one (21) key performance indicators for the 2016/17 financial year. Most the key performance indicators relate to basic service delivery issues namely water, sanitation, and electricity provision.

The pie chart below summarises the directorates performance for the second quarter (1 October 2016 to 31 December 2016) of the financial year.



A detailed discussion of the directorates performance assessment of the quarter is given in the table below.

TOP LAYER RESULTS: DIRECTORATE TECHNICAL SERVICES

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Source of Evidence	Baseline	Annual Target	Mid-Year Target	Mid-Year Results	Performance Comment	Corrective Measures	Evidence in Support of Performance
TL126	To implement an effective and efficient system of expenditure and supply chain management.	Municipal Financial Viability and Management	% of departmental capital budget spent	Actual expenditure divided by total Budget	Director: Technical Services	Finance Expenditure report	98%	98%	44%	66%	Target achieved	N/A	N/A
TL127	To ensure that Electricity and Energy Master Plan is developed and approved.	Basic Service Delivery	No. of HH in municipal supply area meet agreed electricity service standards (connected to the national grid)	Sum of HH with access to electricity (connected to the National Grid)	Director: Technical Services	Technical Reports	23037	23 077	22 781	22781	Target Achieved	N/A	N/A
TL128	To ensure that Electricity and Energy Master Plan is developed and approved.	Basic Service Delivery	No. of HH without access to minimum electricity standards	Sum of HH without access to minimum electricity services	Director: Technical Services	Technical Reports	351	311	351	351	Target Achieved	N/A	N/A
TL129	Reduce electricity losses by improving inspections and maintenance.	Basic Service Delivery	% Electricity distribution losses. (KWH billed/KWH acquired) (MFMA Circular 71)	(No. of Electricity Units Purchased and / or Generated - No. of Electricity Units Sold) / No. of Electricity Units Purchased and / or Generated) x 100	Director: Technical Services	Billing and Purchase info from Financial System	14%	13%	13.5%	11.98	Target achieved (up to Nov 2016, Eskom account for Dec 2016 not available)	This is a desktop exercise and figure could change depending on the financial reporting system. Busy replacing faulty meters and bypassed meters and currently busy with tender for smart metering	Meter numbers of faulty and bypassed meters and financial records of purchases and billings
TL130	By ensuring that the Roads and Storm Water Master Plan is developed and approved.	Basic Service Delivery	% of the roads and storm water maintenance budget spent by the end of June	Actual expenditure on maintenance divided by the total approved maintenance budget	Director: Technical Services	Expenditure reports on Financial System	New KPI	95%	40%	70.78%	Above Target	N/A	Print out 560 report
TL131	By improving accessibility of roads	Basic Service Delivery	km gravel roads maintained and or re-graveled	Sum of km roads maintained and or graveled	Director: Technical Services	Technical reports	New KPI	160km	40km per quarter	59.5km	Above Target	N/A	Monthly reports

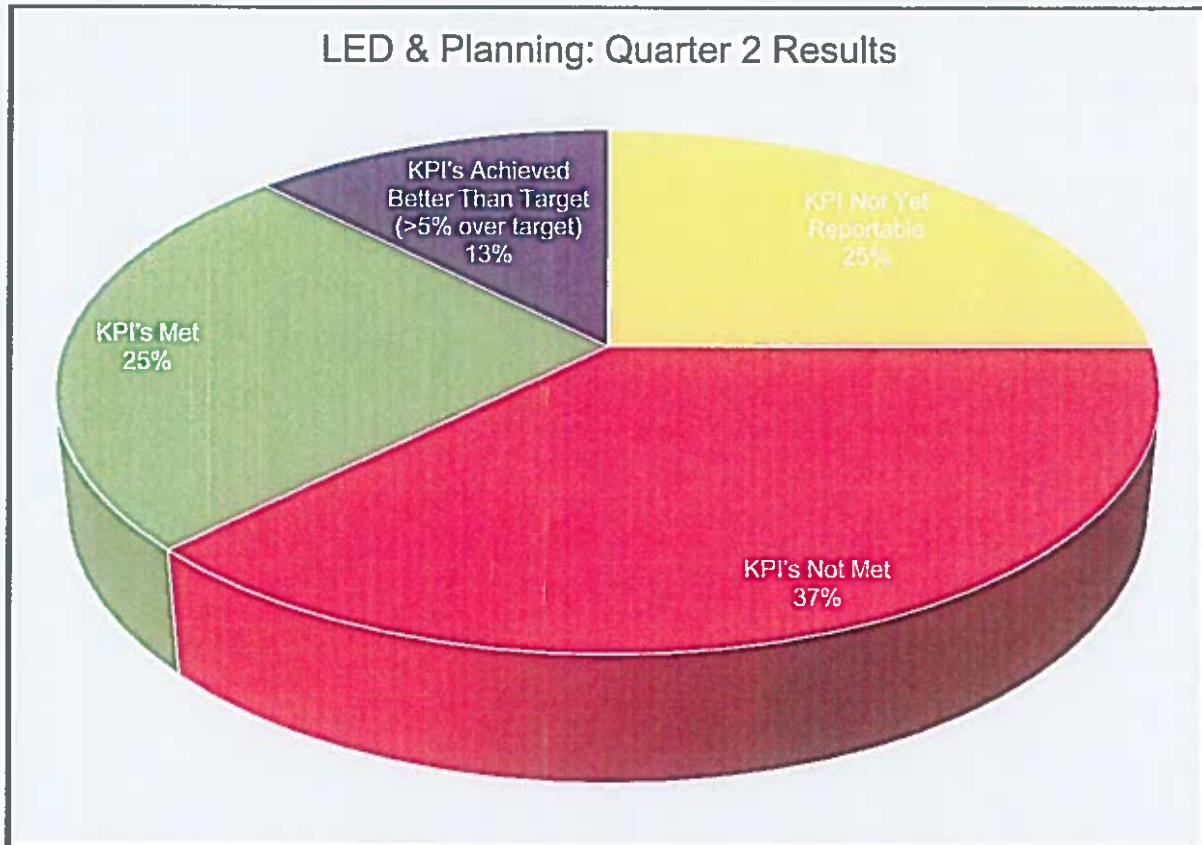
KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Source of Evidence	Baseline	Annual Target	Mid-Year Target	Mid-Year Results	Performance Comment	Corrective Measures	Evidence in Support of Performance
TL132	By improving accessibility of roads	Basic Service Delivery	m ² of potholes patched	Sum of m ² of potholes patched	Director Technical Services	Technical reports	New KPI	3000m ²	750m ² per quarter	35732	Above Target	N/A	N/A
TL133	By improving accessibility of roads	Basic Service Delivery	KMs of new paved roads to be built	Sum of km new paved roads built	Director Technical Services	Technical reports	New KPI	2km	0	0	Not yet reportable	N/A	Completion Certificate
TL134	By improving accessibility of roads	Basic Service Delivery	KMs of new graveled roads to be built	Sum of km new graveled roads built	Director Technical Services	Technical reports	New KPI	16km	4km per quarter	0	Already achieved target in first quarter. Second quarter the focus was on regravelling.	N/A	Monthly report
TL135	By improving accessibility of roads	Basic Service Delivery	KMs of storm water drainage installed in addition to current ones	Sum of km storm water drainage installed in addition to current one	Director Technical Services	Technical reports	New KPI	1km	0	0	Not yet reportable	N/A	Completion Certificate / Monthly report
TL136	Increase capacity to operate and maintain treatment plants	Basic Service Delivery	No. of HH in formal areas meet the minimum sanitation service standards (VIP and better)	Sum of HH with access to basic sanitation	Director Technical Services	Technical Reports	32 250	32350HH must have access to sanitation at the end of the year	32 300	32 489	The 32589 should be an annual target to be reached by the end of June 2017. To date 100 toilets where installed in Rammulotsi.	N/A	Project Completion Certificate
TL137	Increase capacity to operate and maintain treatment plants.	Basic Service Delivery	No. of HH without access to minimum sanitation standards	Sum of HH in formal areas without access to minimum sanitation services (Northleigh and Vilienskroon)	Director Technical Services	Technical Reports	198	98	>148	91	Target achieved	N/A	Project Completion Certificate
TL138	By improving Green Drop rating from DWA	Municipal Transformation and Institutional Development	50% green drop rating achieved by 2017	DWS report	Director Technical Services	DWS Report	New KPI	50%	30%	25.89%	It is the existing results achieved during the previous assessment during 2013	Several changes have been made to the WWWTW during the previous financial years based on the recommendations from DWS.	Awaiting assessment to be done by DWS
TL139	Upgrade and refurbish B pump station	Basic Service Delivery	100% of B pumps stations upgrading and refurbishment completed	Sum of project completed	Director Technical Services	Completion report	New KPI	1 P/S upgraded and refurbished	0	1	Target achieved	N/A	Project Completion Certificate

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Source of Evidence	Baseline	Annual Target	Mid-Year Target	Mid-Year Results	Performance Comment	Corrective Measures	Evidence in Support of Performance
TL140	To facilitate the optimal functioning of Council.	Good Governance and Public Participation	% of Council Resolutions implemented within prescribed timeframe stipulated on resolution register	No. of council resolutions implemented within time frame divided by total No. of resolutions	Director: Technical Services	Execution list and reports submitted to council	85%	85% of resolutions for each quarter	85%	0	No resolutions taken for the Directorate	N/A	Execution list and reports submitted to council
TL141	By reducing water loss in the municipal distribution areas.	Basic Service Delivery	To reduce water loss in distribution to 37%. (MFMA Circular 71)	(No. of Kiloliters Water Purchased or Purified - No. of Kiloliters Water Sold) / No. of Kiloliters Water Purchased or Purified x 100	Director: Technical Services	Billing and Purchase info from Financial System	40%	37%	39%	8%	Target achieved	N/A	Plant meter readings sheet and BS 541 for three months in Q2
TL142	By ensuring access to potable water by 2017 and provide a network with meters to all current erven.	Basic Service Delivery	No. of HH in formal areas meet the minimum water service standards (Stand pipe 200m & better)	No. HH with access to water within 200m	Director: Technical Services	Technical Reports	32 448	32 589 every month	32 589 every month for the quarter	32 589 every month for the quarter	Target achieved	N/A	N/A
TL143	By ensuring access to potable water by 2017 and provide a network with meters to all current erven.	Municipal Transformation and Institutional Development	65% blue drop rating achieved by 2017	DWS Report	Director: Technical Services	DWS Report	60.16%	65%	60.16%	60.16%	Target achieved	N/A	N/A
TL144	By ensuring access to potable water by 2017 and provide a network with meters to all current erven.	Basic Service Delivery	No. of water samples taken and submitted for testing in terms of water quality monitoring program	Sum of samples taken	Director: Technical Services	Technical Reports	24	24	6	12	Target achieved	N/A	N/A
TL145	By ensuring access to potable water by 2017 and provide a network with meters to all current erven.	Basic Service Delivery	% of samples that complies with the norm	Sum of samples taken/No of samples complying with the norm	Director: Technical Services	Lab reports	New KPI	≥90%	≥90%	90%	Operational plant tests only. Bacterial test was performed by external lab but results have not been released yet.	N/A	Copy from logbook
TL146	By ensuring access to potable water by 2017 and provide a network with meters to all current erven.	Local Economic Development	No of projects registered and funded from Sector Departments for the upgrading of the Steynsrus treatment plant and the provision of additional water resources	Sum of projects registered	Director: Technical Services	Projects registered	New KPI	1	0	0	Not yet reportable. Funding application rejected by Sector Department	N/A	Letter received from sector department

DIRECTORATE LOCAL ECONOMIC DEVELOPMENT AND PLANNING

Currently the key performance indicators for the directorate is the responsibility of the director corporate services. The directorate have sixteen (16) key performance indicators of which most relate to local economic development.

The chart below summarises the directorates performance for the second quarter.



The results of each key performance indicator are summarised in the table below.

TOP LAYER RESULTS: DIRECTORATE LOCAL ECONOMIC DEVELOPMENT AND PLANNING

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Source of Evidence	Baseline	Annual Target	Mid-Year Target	Mid-Year Results	Performance Comment	Corrective Measures	Evidence in Support of Performance
TL64	To review and submit LED Strategy to Council for Approval.	Local Economic Development	Submit to Council the existing strategy for review on or before 31 Dec 2016	LED Strategy approved	Director LED & Planning	Council minutes and reviewed strategy	0	1	0	0	Not yet reportable	N/A	N/A
TL65	To develop a database for SMMEs.	Local Economic Development	No of new business registrations processed in terms of the Business Act, 1991	No of reports regarding new business registrations submitted to the Director	Director LED & Planning	Applications received	Reports will be based on applications received.	4 reports per year	1	1	Target Achieved	N/A	Filled
TL66	To develop a database for SMMEs.	Local Economic Development	No of SMME/Co-operative enterprise support programs implemented	Sum of SMME support programs implemented	Director LED & Planning	SMMEs supported Quarterly and monthly reports	0	2	0	0	Not yet reportable	N/A	N/A
TL67	To develop a database for SMMEs.	Local Economic Development	No. of business development events held	Sum of all events held	Director LED & Planning	Events held and attendance registers and adverts	0	1	1	4	Target Achieved	None	Events held and attendance registers and adverts
TL68	To develop a database for SMMEs.	Local Economic Development	Establish LED Forum and hold quarterly meeting	No of promotional sessions held for SMME regarding waste management business opportunities	Director LED & Planning	No of events held	0	4	1	0	Target Not Achieved.	The LED Forum will be established in the third quarter.	N/a
TL69	To review the Housing Sector Plan.	Local Economic Development	HSP reviewed and approved by Director on or before 31 May 2017	HSP	Director LED & Planning	HSP	New KPI	1	0	0	Not yet reportable	N/A	N/A
TL70	To review the Housing Sector Plan.	Local Economic Development	No. of informal settlements targeted for upgrading	Sum of settlements	Director LED & Planning	HSP	New KPI	1	0	0	Not yet reportable	N/A	N/A

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Source of Evidence	Baseline	Annual Target	Mid-Year Target	Mid-Year Results	Performance Comment	Corrective Measures	Evidence in Support of Performance
TL71	To facilitate the optimal functioning of Council.	Good Governance and Public Participation	% of Council Resolutions implemented within prescribed timeframe stipulated on resolution register No. of chalets renovated	No. of council resolutions implemented within time frame divided by total No. of resolutions	Director LED & Planning	Execution list and reports submitted to council	85%	85% of resolutions taken in each quarter	85%	0	No resolutions were taken for LED Directorate	N/A	N/A
TL72	To support the expansion of the tourism potential of Kroonpark Holiday Resort	Local Economic Development	No. of ablution facilities renovated	Sum of chalets renovated	Director LED & Planning	List of chalets renovated and expenditure	New KPI	15	8	0	Target Not Achieved	Material for renovations purchased but due to financial constraints the actual renovations could not be done. The renovations will start in the third quarter and be finalised in the fourth quarter. Annual target must be amended to 10 chalets.	Purchased material.
TL73	To support the expansion of the tourism potential of Kroonpark Holiday Resort	Local Economic Development	No. of annual entertainment activities held	Sum of ablution facilities upgraded	Director LED & Planning	List and expenditure reports	New KPI	1	0	0	Target not Achieved	Project is 90% completed. Only ceilings must be fitted. Due to financial constraints, it could not be finalised.	Expenditure report for the project and quarterly reports
TL74	To support the expansion of the tourism potential of Kroonpark Holiday Resort	Local Economic Development	Revenue per available chalet	Sum of events held	Director LED & Planning	Promotional material and approval	New KPI	6	4	4	Target Achieved	N/A	Events diaries and expenditure reports
TL75	To support the expansion of the tourism potential of Kroonpark Holiday Resort	Municipal Financial Viability and Management	Revenue per Caravan site	[revenue] divided by [No. of available chalets] for each quarter and calculating an average for the year	Director LED & Planning	Finance report	New KPI for 2015/26	R12 000 average for the year.	18 360.23	20 437.34	Target Achieved	N/A	HOTSOF System reports
TL76	To support the expansion of the tourism potential of Kroonpark Holiday Resort	Municipal Financial Viability and Management	Revenue per Caravan site	[revenue] divided by [No. of available Caravan/camping sites] for each quarter and calculating an average for the year	Director LED & Planning	Finance report	New KPI for 2015/27	R800 average for the year	1 897.63	1 719.42	Target not Achieved	Due to seasonal changes, less visitors visited the Resort.	HOTSOF System reports

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	KPI Owner	Source of Evidence	Baseline	Annual Target	Mid-Year Target	Mid-Year Results	Performance Comment	Corrective Measures	Evidence in Support of Performance
TL77	To support the expansion of the tourism potential of Kroompark Holiday Resort	Municipal Financial Viability and Management	% of occupancy of chalets	No. of days that chalets were occupied in measurement period relative to days in measurement period x No. of chalets and calculating an average for the year	Director LED & Planning	Finance report	New KPI for 2015/28	10% average for the financial year	10.00%	34.00%	Target Achieved	N/A	HOTSOF System reports
TL78	To support the expansion of the tourism potential of Kroompark Holiday Resort	Municipal Financial Viability and Management	% of occupancy of Caravan sites	No. of days that Caravan/Camping sites were occupied in measurement period relative to days in measurement period x No. of Caravan/Camping sites and calculating an average for the year	Director LED & Planning	Finance report	New KPI for 2015/29	3% average for the financial year	5.50%	2.00%	Target not Achieved	Due to seasonal changes, less visitors visited the Resort.	HOTSOF System reports
TL79	To support the expansion of the tourism potential of Kroompark Holiday Resort	Municipal Financial Viability and Management	% increase in the No. of day visitors at Kroompark	No. of day visitors at Kroompark for the period divided by the baseline of 24 000 and calculating an average for the year	Director LED & Planning	Quarterly and monthly Kroompark resorts	24 000	10% average for the financial year	8.00%	60.00%	Target Achieved	N/A	HOTSOF System reports