



**MAKHUDUTHAMAGA LOCAL MUNICIPALITY**

**SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (SDBIP)**

**2015/2016**

## **STRATEGIC OVERVIEW**

### **Vision:**

A developmental municipality that provides needs satisfying sustainable services

### **Mission:**

To strive for a people centred municipality that delivers sustainable services underpinned by the following principles:

- Efficiency
- Effectiveness
- Economy
- Integration and
- Accountability

## QUARTER 2 PERFORMANCE REVIEW TEMPLATES

### KPA 1: SPATIAL RATIONALE:

#### Strategic Objectives:-

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 TARGET	Q2 ACTUAL	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Expenditure
Economic Development and Planning	Demarcation of Sites	To ensure effective and efficient utilisation of space	Number of settlements	1	3 Settlement demarcated	0	Target set for 4 <sup>th</sup> Quarter  Project advertised and awaiting for appointment	None	None	Approved layout plan	R 3 500 000.00	R 0.00
Economic Development and Planning	Implementation of LUMS	To ensure effective and efficient utilisation of space	Number of workshops with traditional authorities	4	4 workshops with tribal authorities and 1 LUMS Awareness Seminar	2	Target attained  Two workshops held at Phokwane tribal authority regarding Klipsruit demarcation and land use	None	None	Reports	R 200 000.00	R0.00

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 TARGET	Q2 ACTUAL	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Expenditure
Economic Development and Planning	Process of acquiring land	To ensure effective and efficient utilisation of space	Number of Sites acquired	0	1 site acquired	0	Target set for 4 <sup>th</sup> Quarter  Site identified and valuated, waiting for EIA report to purchase	None	None	Community Resolution	R 200 000.00	R0.00
Economic Development and Planning	Implementation of GIS	To ensure effective and efficient utilisation of space	% progress in GIS implementation	New Baseline	100% implementation of GIS	50%	Target not attained  Project at Procurement stage	Delays in sitting of bid committees	Revision of procurement plan	Completion Report	R 500 000.00	R0.00
Economic Development and Planning	Building Regulations Awareness	To ensure effective and efficient utilisation of space	Number of awareness seminars	2	2 Building regulation awareness workshops/seminars	0	Target set for third and fourth quarter	None	None	Seminar reports	R200 000.00	R0.00
Economic Development and Planning	Development of municipal Park and cemetery	To ensure effective and efficient utilisation of space	% progress in construction of municipal park and cemetery	New Baseline	100% development of municipal park and cemetery	50%	Target not attained  Project at design stage	Land dispute at municipal front still pending	Negotiations with Mamone Tribal are underway	Reports	R 1 920 690	R 1 920 690

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 TARGET	Q2 ACTUAL	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Expenditure
Economic Development and Planning	Formalisation of Jane Furse primary node	To ensure effective and efficient utilisation of space	% progress in formalisation of Jane Furse.	New Baseline	25% formalisation of Jane Furse primary node	10%	Target not attained  Project at procurement stage	Delays in sitting of bid committees	Revision of procurement plan	Draft Layout Plan	R 500 000	R 0.00

## KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 target	Q2 Actual performance	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Expenditure
Infrastructure Services	Vierfontein to Rietfontein Link road Phase3 (MIG)	To provide sustainable accessible road infrastructure	% progress in repairs and Maintenance	5.8km	100% complete(2km)	0%	Target set for 1 <sup>st</sup> quarter  100% complete	None	None	Progress report and/or Completion Certificate	R 4,000 000	R 4,000,000
Infrastructure Services	Construction of Moretsele /Dichoeong road link	To provide sustainable accessible road infrastructure	% progress in tarring of road	3km	100% complete(1.7km)	100%	90%	Target not attained  Delays in appointment of contractor	To be completed in the 3 <sup>rd</sup> quarter	Progress report and/or Completion Certificate	R 4,500,000.00	R 4,500,000

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 target	Q2 Actual performance	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Expenditure
Infrastructure Services	Construction of Moraba Access Bridge	To provide sustainable accessible road infrastructure	% progress in erecting the bridge	0	100% complete (low level bridge)	50%	95%	Target attained	None	Progress report and/or Completion Certificate	R3 500 000	R 2 817 269
Infrastructure Services	Construction of Nebo/Maserumule Park Access Road(1.5km)	To provide sustainable accessible road infrastructure	% progress in tarring of road	0	100% complete(1.5km)	50%	90%	Target attained	None	Progress report and/or Completion Certificate	R5 500 000	R 5 430 767
Infrastructure Services	PMU overheads	To improve the PMU administration	% progress in PMU administration T	R1m	100% spending	50%	0%	Target not attained Consolidation of PMU office expenditure.	To be done in the 3 <sup>rd</sup> quarter	Progress report and/or Completion Certificate	R 1 229 999	R 0
Infrastructure Services	Construction of access road to Mohlala/Madibaneng (6km)	To provide sustainable accessible road infrastructure	% progress in tarring of road	0km	100% complete(6km)	50%	35%	Target not attained Delays in social issue prior implementation	Revision of programme of works	Progress report and/or Completion Certificate	R 25,820,364.56	R 10 740 807
Infrastructure	Construction of	To provide	% progress	0km	100%	50%	100%	Target	None	Progress	R15 399	R 15

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 target	Q2 Actual performance	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Expenditure
re Services	access road to Maila Segolo Tribal Office (3,7km)	sustainable accessible road infrastructure	in tarring of road		complete(3.7km)			attained		report and/or Completion Certificate	636.44	619 137
Infrastructure Services	Construction of Kutupu road	To provide sustainable accessible road infrastructure	% progress in tarring of road	4.5km	100% complete(4.68km)	50%	84%	Target attained	None	Progress report and/or Completion Certificate	R 9 500 000.00	R
Infrastructure Services	Rehabilitation of R579 Road	To provide sustainable accessible road infrastructure	% progress in tarring of road	Rehabilitation of 800m and stormwater control	100% complete(stormwater control, sidewalks)	50%	10%	Target not attained Delays in finalisation of scope of works	Revision of programme of works	Progress report and/or Completion Certificate	R 5 000.000.00	R 0.00
Infrastructure Services	Construction of Thusong Centre	To ensure greater investment in infrastructure and provisioning of services to the community of Makhuduthama ga	% in Construction	0	100% complete(1 Centre)	50%	15%	Target not attained The progress has been affected by the issues related to site locality)	Revision of programme of works	Progress report and/or Completion Certificate	R 5,000,000	R 0.00

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 target	Q2 Actual performance	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Expenditure
Infrastructure Services	Construction of access road to Tisane tribal office Phase 3 (1.3KM)	To provide sustainable accessible road infrastructure	% progress in tarring of road	1.2km	100% complete(1.3km)	75%	100%	Target not attained	None	Progress report and/or Completion Certificate	R 5,120,000	5 288 124
Infrastructure Services	Construction of access road to Mampane tribal office phase 3	To provide sustainable accessible road infrastructure	% progress in tarring of road	3.1km	100% complete(1.8km)	75%	100%	Target not attained	None	Progress report and/or Completion Certificate	R 8,950,000	R 9 103 869
Infrastructure Services	Construction of access road to Mogashoa Manamane and Dithakaneng Phase 4	To provide sustainable accessible road infrastructure	% progress in tarring of road	2km	100% complete(1.6km)	75%	98%	Target not attained	None	Progress report and/or Completion Certificate	R 6,000,000	R 6 000 000
Infrastructure Service	Construction of access road to Maila Mapitsane Tribal Office Phase 3	To provide sustainable accessible road infrastructure	% progress in tarring of road	1.7km	100% complete(2.2km)	75%	95%	Target not attained	None	Progress report and/or Completion Certificate	R 6,100,000	R 5 335 918
Infrastructure Services	Construction of Access Road to Marulaneng Tribal Office	To provide sustainable accessible road	% progress in tarring of road	1km	100% complete(2.4km)	75%	100%	Target not attained	None	Progress report and/or Completion	R 12,300,000	R 11 513 640



Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 target	Q2 Actual performance	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Expenditure
	Phase 3	infrastructure								Certificate		
Infrastructure Services	Installation of High mast at Phokwane Taxi Rank	Installed high mast light	% progress	0	100% complete(2 high mast lights)	50%	2%	Target not attained Tender closes on the 16/10/15	Revision of programme of works	Progress report and/or Completion Certificate	R 700 000	R0.00
Infrastructure Services	Installation of High mast at Mamone	Installed high mast light	% progress	0	100% complete(2 high mast lights)	50%	2%	Target not attained Tender closes on the 16/10/15	Revision of programme of works	Progress report and/or Completion Certificate	R 700 000	R0.00
Infrastructure Services	Installation of High mast at Phaahla	Installed high mast light	% progress	0	100% complete(2 high mast lights)	50%	2%	Target not attained Tender closes on the 16/10/15	Revision of programme of works	Progress report and/or Completion Certificate	R 700 000	R 0.00
Community Services	Solid waste collection and management	To ensure sustainable environment	% progress on Solid Waste Management	20% solid waste management done. (equipment procured and waste	100% (Procure refuse bags, management of illegal dumping, bins procured	50%	Target attained  Maintenance and operational of landfill sites in	None	None	Progress report	R 2 200 000	R 525 468

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 target	Q2 Actual performance	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Expenditure
				collected daily )			progress  Volume of Waste collected daily  60 000 refused bag procured and are used daily through EPWP					
Community Services	Protection of Environmental Sensitive areas	To ensure sustainable environment	No. of environmental sensitive areas	03 wetland protected and one incomplete	2 wetlands protected	02	Target attained  Two wetlands fenced at Eenzaam phase and Mashabela phase 2	None	None	Completion certificate	R500 000	R 350 059
Community Services	Environmental awareness and Cleanup campaigns	To ensure clean environment	No. of awareness and cleanup activities conducted	06 awareness activities done	4 campaigns conducted	02	Target attained  03 Environmental clean up	None	None	Register	R200 000	R 0.00

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 target	Q2 Actual performance	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Expenditure
							campaign and tree planting held at Phokwane , Jane Furse and Glen cowie( 03 Events)					
Community Services	Fencing of cemeteries	To protect community cemeteries	No. of cemeteries fenced	27 cemetery fenced	10 cemeteries fenced	02	<p>Target attained</p> <p>Fencing of the following cemeteries completed</p> <p>1..Dihlabane ng</p> <p>2. Riverside</p> <p>3.Vergelegen A (Replaced Dichweung)</p> <p>4.Madibong Phase 2</p> <p>5.Maila</p>	None	None	Completion letters	R1 500 000	R 1 238 349

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 target	Q2 Actual performance	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Expenditure
							<p>Mapitsane</p> <p>6.Makhutjo</p> <p>The following cemeteries are still under construction</p> <p>Masemola Mokalapeng and Mampana Thabeng and will be completed by end of January 2016</p>					
Community Services	Consultation and Implementation of IWMP	To comply with the waste regulations	No. consultation and % progress in implementation of IWMP	50% progress on Consultation and Implementation of IWMP	4 cluster meetings conducted	04	Target not attained	Draft IWMP available and ready for public consultation. Will be submitted to MEC		Attendance registers and reports	R2 000 000	R 0.00

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 target	Q2 Actual performance	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Expenditure
								for Environment and Tourism office by February 2016				
Community Services	Library Awareness campaign	Conduct awareness programmes for the use of libraries	No. of activities held	06 awareness Campaign	15 Awareness Campaigns to be held. 5 per library	10	Target not attained  07 library awareness done at Phathantswane, Madibong and Phaahla.	03 National Library week awareness planned for the first week of March 2016	Revision of programme of works	Attendance register and reports	R300,000	R 198 000
Community	Road safety programmes	To improve traffic safety	% progress on procured traffic uniform	traffic road equipment	100% procured traffic uniform.	100%	Target not attained  Appointment Cards Procured and delivered.  Uniform not	Delays due to Contractual disputes	Appointment of service provider	Distribution list	R450 000.00	R101 050

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 target	Q2 Actual performance	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Expenditure
							yet procured					
Community Services	Road safety programmes	To improve traffic safety	% progress in management of traffic fines  04 awareness campaign	speed camera, Roads	100%	50%  Upgrade of traffic lights  Direction sign boards	Target not attained	Delays in finalisation of ToR	Revision of procurement plan	Traffic fines, invoices	R1000 000.00	R 0.00
Community Services	Disaster Relief management	To improve public and community services	No. of Availability of disaster relief	200 Blankets 20 shelters	100 Sponges, 200 Blankets and 20 temporary shelters procured.	0	Target set for 3 <sup>rd</sup> quarter  22 families relieved with blankets and sponges	None	None	Reports	R500,00 0.00	R 252 927
Community Services	Disaster awareness campaign	To improve public and community services	No. of Disaster awareness campaign	New indicator	6 awareness campaign to be held.	4	Target attained  07 awareness campaigns held at ward	None	None	Attendance register	R300.00 0	R 180 500

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 target	Q2 Actual performance	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Expenditure
							20, 21 and 31					
Community Services	Upgrading of sports facilities	To improve public and community services	% in upgrading of sports facilities	3 sports facilities	3 sports facilities upgrading.	01	<p>Target attained</p> <p>Maintenance of Tennis court, basket ball, volley ball at Peter Nchabeleng is in progress</p> <p>Maintenance of tractor and artificial pitch machine is progress</p>	None	None	Completion letter evidence	R800,000.00	R 28 614
Community Services	Sports, Arts and Culture promotion	To improve public and community	% in upgrading of sports facilities	3 sports facilities	03 sports facilities upgrading	01	Target not attained	To be done in 3 <sup>rd</sup> quarter	Revision of procurement plan		R1300 000	R 742 468

### KPA 3: LOCAL ECONOMIC DEVELOPMENT

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 Target	Q2 Actual performance	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Expenditure
Economic Development and Planning	Annual LED Summit and Forums	To promote Local economic development in the municipal area	No. Of Summit and forum meetings held		2 LED Summit and 4 LED Forums	2 LED Forum	Target attained  02 LED forum meetings held	None	None	Attendance registers and minutes	R250 000	R 4750
Economic Development and Planning	Tourism Forum and Shows	To promote Local economic development in the municipal area	No. Of Tourism Forums and show held and attended	1 Tourism shows and 5 forums attended	4 Tourism Forum and two shows	2 Tourism Forum	Target not attained  01 Tourism indaba planned for May 2016	Tourism officer transferred to Community Services	Revision of programme of works	Attendance registers and report	R250 000	R 0.00
Economic Development and Planning	Expanded Public Works Programme Projects	To promote Local economic development in the municipal area	Number of EPWP Projects supported	213 participants	<u>12 EPWP Projects</u> 1. Farmers/Co-operatives. 2. Cleaning 3. Recycling 4. Revival of Cultural Village 5. EPWP Coordinators	265 EPWP participants annually	Target attained  320 Participants appointed based on 12 Projects	None	None	Attendance registers, contracts and payments memorandum	R 1 069 000  R 2 000 000	R 2 034 500



Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 Target	Q2 Actual performance	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Expenditure
					6. Tisane Community Park 7. Stone Crushing 8. Maintenance of Municipal Roads 9. Disaster Management 10. Maintenance of Municipal Parks 11. Maintenance of Municipal Sports Facilities 12. Traffic Wardens							
Economic Development and Planning	Expanded Public Works Programme Protective Clothing	To provide safety working environment	Number of EPWP Protective Clothing purchased	213 protective clothing purchased	Purchasing of Protective Clothing & Equipments	0	Target not attained  Procurement Stage	Target set for 1 <sup>st</sup> Quarter Delay in procurement process	Revision of procurement plan	Purchasing order , memorandum of payment and distribution list of PPE	R 500 000	R 0.00

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 Target	Q2 Actual performance	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Expenditure
Economic Development and Planning	SMME/Cooperative Support	To promote Local economic development in the municipal area	Number of SMMEs supported	10 SMME	20 SMME/Cooperatives supported	10 SMME /Cooperatives supported	Target not attained  03 SMMEs supported and 07 not yet supported	None compliance of specification	Revision of procurement plan	Memorandum and invoices of payments	R2 000 000	R 440 902
Economic Development and Planning	Market Stalls	To promote Local economic development in the municipal area	Number of Stalls constructed		Construction of 60 market stalls	60	Target not attained  30 Stalls constructed at Moratiwa and 30 to be constructed in Jane Furse	Poor performance by the service provider	An urgent meeting with Service Provider to be arranged in Jan 2016		R 0.00	R 0.00
Economic Development and Planning	Landscaping	To enhance the municipal front portion.	% progress in landscaping .	New baseline	Construction of Municipal Parks Landscaping/Greening and Paving.	0	Target set for 4 <sup>th</sup> quarter  Project delayed by land dispute, community service land	Land dispute is delaying the project	Negotiations with Mamone Tribal are underway	Completion certificate and pictures	R 3 000 000.00	R 2 242 095.00

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 Target	Q2 Actual performance	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Expenditure
							scarping at procurement stage					

#### KPA 4: FINANCIAL VIABILITY

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 Target	Q2 Actual performance	Reasons for not attaining the target	Corrective action	Evidence	Budget	Expenditure
Budget and Treasury Services	Implementation of Revenue enhancement strategy	To maximally harness opportunities for revenue generation	<p>Number of activities completed in the implementation process:</p> <ul style="list-style-type: none"> <li>- Stakeholder engagement meetings.</li> <li>- Local businesses &amp; residents meetings</li> <li>- Local Traditional Leaders engagements</li> </ul>	New performance indicator	<p>8 stakeholder engagement meetings.</p> <p>(4 – Local businesses &amp; residents)</p> <p>(4 – Local Traditional Leaders)</p> <p>Updating of revenue</p>	02 Stakeholder	<p>Target not attained</p> <p>01 stakeholder meeting held</p>	Continuous postponement of meetings	Meeting to be held in the 3 <sup>rd</sup> quarter	<p>Attendance registers and minutes</p> <p>Attendance registers and minutes</p> <p>Attendance registers and minutes</p> <p>Council</p>	R300 000.00	R0.00

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 Target	Q2 Actual performance	Reasons for not attaining the target	Corrective action	Evidence	Budget	Expenditure
			<ul style="list-style-type: none"> <li>- Updating of revenue enhancement strategy</li> <li>- Development and updating of indigent register.</li> </ul>		<p>enhancement strategy</p> <p>Development and updating of indigent register.</p>					<p>resolution and the approved Revenue enhancement strategy</p> <p>Indigent register and application forms</p>		
Budget and Treasury Services	Development of Certified Valuation Roll	Ensure Compliance with MPRA Legislation	Development and Implementation of Valuation Roll	Certified Valuation Roll from July 2011 – June 2016	Certified Valuation Roll from July 2016 – June 2020	Submission of Draft Valuation roll	<p>Target attained</p> <p>Draft valuation roll in place</p>	None	None	Publication and Certified valuation Roll	R 750 000.00	R 263 157.89
Budget and Treasury Services	FMG Programmes	To implement FMG programmes as per FMG implementation plan from July 2015 to June 2016	Percentage of grant utilized for implementation of approved programmes.	100%	<p>100%</p> <p>Minimum competency level training for 8 interns and 4</p>	65%	<p>Target attained</p> <p>75% of expenditure recognised</p>	<p>None</p> <p>None</p>	None	Grant reconciliations	R1 600 000.00	R1 172 721.00

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 Target	Q2 Actual performance	Reasons for not attaining the target	Corrective action	Evidence	Budget	Expenditure
				Subscription fees paid For Accpac/ Caseware/ VIP	financial officials. Renewal of VIP/Caseware/ Accpac					Grant reconciliations And invoices		
Budget and Treasury Services	Unconditional Government Grants	To recognise the total amount of the equitable share	% progress on the recognised total amount of the equitable share	100%	100%	33%	Target attained  75% equitable expenditure received	None	None	Bank statement	R 228 571 000	R 168 712 000
Budget and Treasury Services	Conditional Government Grants	To recognise the total amount of the grants (FMG,MIG,MSIG,EPWP)	% progress on the recognised total amount of the grants (FMG,MIG,MSIG,EPWP)	100%	100%	50%	Target attained  Grants transfers received  MSIG-	None	None	Grant Reconciliations	R 63 549 000	R 1 172 721

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 Target	Q2 Actual performance	Reasons for not attaining the target	Corrective action	Evidence	Budget	Expenditure
							100% FMG-100% MIG-64.37% EPWP-70.07%					
Budget and Treasury Services	MSIG programmes	To implement MSIG programmes as per MSIG implementation plan from July 2014 to June 2015	Percentage of grant utilized for implementation of approved programmes	100%	1 Ward committee capacity building programme.  2 by –laws promulgated.	40%	Target attained 60.44%	None	None	None	R 930 000	R 562 070.00
Budget and Treasury Services	Adherence to s65 of MFMA	To ensure effective and efficient administration	Percentage of percentage of invoices paid within 30 days	100%	100% compliance	100%	Target attained 100% compliance	None	None	Creditors age analysis	R0.00	R 0.00
Budget and Treasury Services	Own revenue	To Improve debt collection on a monthly basis through the use of debt collector.	Percentage on collected overdue debtors account	26%	75% collection	35%	Target not attained 11% On own	Inadequate staff in the Revenue	Appointment of additional staff to	Debtors age analysis	R 65 272 554	R 3, 478, 094.00

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 Target	Q2 Actual performance	Reasons for not attaining the target	Corrective action	Evidence	Budget	Expenditure
							revenue collected from Municipal property Rates, Traffic Licence, Rentals ,Interest on investment and other income	Unit Land ownership	be done in 3 <sup>rd</sup> quarter  Engage Magoshi on land issues			
Budget and Treasury Services	Building of municipal offices (Apply for approval from National treasury)	To obtain approval for office extension within 2015/16	Written approval from National treasury.	Approval from National treasury.	Approval from National treasury.	Engagement meeting with National Treasury	Target not attained	Meeting not held due to tight schedules	Meeting to be held in the 3 <sup>rd</sup> quarter	Munities of Meeting	R0.00	R 0.00
Budget and Treasury Services	Develop procurement plan for all department	To develop a procurement plan that should be approved by management in June 2015 to facilitate effective and efficient procurement/implementation of the IDP and	Procurement plan	Annual Municipal Procurement plan in place	1 Procurement plan	1 Approved procurement plan	Target attained  1 Approved procurement plan	None	None	Procurement plan approval. Proof of submission to provincial and	R 0.00	R0.00

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 Target	Q2 Actual performance	Reasons for not attaining the target	Corrective action	Evidence	Budget	Expenditure
		Budget for 2015/16 on a monthly basis.								National Treasury		
Budget and Treasury Services	Repairs and Maintenance: Other Assets	To lengthen the life span of assets through timeous repairs and maintenance of the municipal assets that need repairs.	Percentage of assets repaired.	100%	100%	100%	Target attained  100% Expenditure incurred	None	None	Invoices	R 5 038 104	R 1 022 926
Budget and Treasury Services	Depreciation	To run depreciation in ACCPAC for all complete assets for each month of 2014/15 financial year.	Amount of depreciation recognized	R 11 977 832.07	R 16 615 720.00	R 4 153 930	Target attained  R 8 307 860.00	None	None	Asset register	R 16 615 720	R 6 513 950
Budget and Treasury Services	Acquisition of new assets: 1 motor grader, Mobile office x 2. Office furniture. 1 low-bed truck.	To ensure sound asset management.	Number of assets acquired	1 Motor Grader  1 Mobile Office container  4 Traffic vehicles  1, 22 Sitter bus  1 single	1 Motor Grader  1 Low-bed truck  2 Mobile office container	1 Motor Grader	Target attained  01 Grader procured	None	None	Invoices	R 6 700 000	R 4 422 078



Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 Target	Q2 Actual performance	Reasons for not attaining the target	Corrective action	Evidence	Budget	Expenditure
				cab bakkie								
Budget and Treasury Services	Acquisition of Stationery	To ensure Timeous replenishment of inventory per Economic Order Quantity.	Amount of stationery consumed	R 1 300 000	R 1 500 000	R 100 000	Target attained  Stationery to the value of R1 420 032	None	None	Invoices	R 955 810	R 276 031
Budget and Treasury Services	Preparation and implementation of Municipal Budget	To Prepare draft budget and Final budget for 2016/2017 through the use of MFMA timetable; Council approved process plan and MFMA circulars available by 31 May 2016.	Complete set of the draft budget and final budget to be tabled and adopted by council within due dates.	1 Draft budget tabled on the 23rd March 2015, 1 Final Budget approved by 28 <sup>th</sup> May 2015	1 draft budget  1 Approved budget.	0	Target set for 3 <sup>rd</sup> quarter	None	None	Approved Budget /Council resolution.	R0.00	R 0.00
Budget and Treasury Services	Preparation and implementation of Adjustment budget	To Prepare draft adjustments budget for 2015/2016 through the use of MFMA timetable; Council approved process plan and MFMA circulars available by 20	Complete set of the draft adjustments budget for 2015/16 to be tabled and adopted by council within due dates	Adjustment budget for 2014/15 approved by Council on ...Februar	1 Adjustment budget.	0	Target set for 3 <sup>rd</sup> quarter	None	None	Approved adjustment budget/council resolution	R0.00	R 0.00

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 Target	Q2 Actual performance	Reasons for not attaining the target	Corrective action	Evidence	Budget	Expenditure
		February 2016.		y 2015								
Budget and Treasury Services	Monitoring and evaluation of the budget	Effective and efficient administration	Number of section 71 reports submitted per month, Section 52 reports submitted per quarter and section 72 reports submitted by annually.		12 section 71 reports 1 section 72 report 4 section 52 reports 1 Annual report	03 Section 71 Reports 1 Sec 52	Target attained  06 Section 71 Reports submitted1 Sec 52 report	None	None	Reports	R0.00	R 0.00
Budget and Treasury Services	Early detection of unauthorised, irregular, fruitless and wasteful expenditure	Effective and efficient administration	Number of section 32 events.	R 9 100	Zero section 32 events	0	Target not attained  01 Incident occurred	Matter still under investigation by MPAC	Ensure 100% compliance with MFMA sec. 32	Reports and invoices	R0.00	R 0.00
Budget and Treasury Services	Compilation of Annual Financial Statements	To prepare and submit to AG, National Treasury and Provincial Treasury, the GRAP complying Annual financial statements for 30 June 2015, internally by 31 August 2015.	A complete set of Annual Financial Statements for 30 June 2015.	Reviewed 1 set of GRAP Compliant Annual Financial Statements submitted	Reviewed 1 set of GRAP Compliant Annual Financial Statements submitted on time.	0	Target set for 1 <sup>st</sup> quarter	None	N/A	Reviewed set of AFS for 30 June 2015	R 140 000	R 114 824

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 Target	Q2 Actual performance	Reasons for not attaining the target	Corrective action	Evidence	Budget	Expenditure
				on time.								
Budget and Treasury Services	Submission of AFS on time	To comply with MFMA by submitting AFS to AGSA and NT on or before end of August 2015.	Submission of Annual financial Statements for June 2015 by 31 August 2015.	Timely submission of Annual Financial Statements	1 Set of Annual Financial Statements submitted to AGSA, COGHSTA and NT.	0	Target set for 1 <sup>st</sup> quarter	None	None	Proof of submission	R0.00	R0.00
Budget and Treasury Services	Coordination of external audit	To adhere to terms of audit engagement and maintain a good working relation with AGSA within the whole audit process.	Turnaround time for submission of information requested by AGSA.	Unqualified Audit Opinion	100% compliance with AGSA turnaround time for submission of documents.	100% compliance with AGSA turnaround time for submission of documents	Target attained  100% compliance with AGSA turnaround time for submission of documents	None	Submit requested information within turnaround time agreed with AGSA	AGSA information register	R0.00	R0.00

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 Target	Q2 Actual performance	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Expenditure
Office of the Municipal Manager	Risk management programmes	To identify risk that may negatively impact on the municipality	Operational and Strategic Risk assessment conducted	2	1 Operational Risk Assessment 1 Strategic Assessments 4 Risk management committee reports 4 Projects assessed	1	Target not attained  1. Operational Risk assessment completed and provisionally approved by audit committee  1. Strategic Risk assessment completed and Provisionally approved by Audit committee Risk	Chairperson of Risk management Committee have resigned.  Shortage of staff to conduct project risk assessment	Appointment of Risk management committee chairperson to be done in 3 <sup>rd</sup> quarter  Appointment of Risk Manager to be done in 3 <sup>rd</sup> quarter	Internal Audit Report approved by Audit Committee and minutes of Audit Committee meetings	R850 000	R 160 000



Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 Target	Q2 Actual performance	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Expenditure
Office of the Municipal Manager	Audit Committee support	To provide oversight review of the Municipality to the Council	Number of Reports by Audit Committee	4	4 Quarterly Reports	2	Target attained 2 Meeting were held	None	None	Audit Committee Reports	R600 000	R 441 985
Corporate Services	Customer care	To improve service delivery through efficient customer care services	No. of Build-up Activity	01  20  1	1 Bathopele build up activity  20 Management of service complaint  Review of service standards	1  4  1	Target attained. 01 build-up activity held on the 30 <sup>th</sup> September 2015 Target attained  07 service complaints resolved	None	None	Invitation to stakeholders  minutes  service standards document	R450 000	R 237 665
Corporate	Public participation	To enhance	Number of	4 Public	4 public	1	Target	None	None	Attenda	R2000	R 121 648

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 Target	Q2 Actual performance	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Expenditure
Services		public participation	public participation programmes to be held	participation programmes	participation events held		attained  1 participation event held			nce registers	000	
Corporate Services	Council Logistics	To enhance public participation	Number council meetings, workshops and trainings	4 ordinary council meetings per annum and 8 special meeting  4 council workshops per annum  4 training programmes per annum.	4 ordinary council meetings per annum and 8 special meetings  4 council workshop per annum  4 training programmes per annum	1  2  1	Target not attained 02 Ordinary councils held	None  Dates clashes	None  Trainings reschedule for third and fourth quarters	Council notice and attendance register  Attendance Register  Attendance Register	R142 000	R 369 628

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 Target	Q2 Actual performance	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Expenditure
Corporate Services	Ward committee support	To enhance public participation	Number of ward committee meetings and trainings	4 ward committee meetings per annum	310 ward committee s capacitated	1	Target attained  03 Meetings per ward committee held	None	None	Attendance register	R500 0000	R 0.00
Corporate Services	Whippery support	To enhance public participation	No of Whippery programmes supported	4 Whippery programmes supported	12 programmes supported	4	Target not attained	Inadequate staff	Appointment of staff in the chief whip's office in the 4 <sup>rd</sup> quarter	Attendance registered	R100 000	R0.00
Corporate Services	Councillors welfare and support	To enhance public participation	No. Of capacity building programmes held	Six capacity building programmes held	Two public participation workshops  Two governance workshops  Two rules	Target attained  2 workshop held	None	None	None	Attendance registers/minutes  Minutes /attendance	R 800 000	R 544 801



Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 Target	Q2 Actual performance	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Expenditure
					/ ethics and petitions workshops (all per annum)					registers  Minutes and attendance registers		
Corporate Services	Multi-media channels	Improve good governance and deepen community involvement in the affairs of the municipality	To communicate with stakeholders via multi-media channels such as SMS line, facebook	SMS and social media system developed	4 Quarterly reports	1	Target attained	None	None	Reports	R100 000	R 60 429
Corporate Services	Publication	To ensure effective involvement and participation of all stakeholders	No. Of newsletter compiled.	External newsletter compiled	4 public participation programmes	1	Target not attained  Service Provider not appointed	Late appointment of the service provider	Appointment of Service Provider to be done in 3 <sup>rd</sup>	Newsletter	R 3000 0000	R 2 797 200

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 Target	Q2 Actual performance	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Expenditure
									quarter			
Corporate Services	Branding and Marketing	Improving the image and the identity of the municipality	No. Of workshops on branding & marketing	Branding manual has been developed	Reports	1	Target not attained	Branding manual still on consultation and waiting for council approval	To submit the manual to council for approval in the 3 <sup>rd</sup> quarter	Attendance register Branded marketing material	R300 000	R 0.00
Corporate Services	Advertising	Improving the image and the identity of the municipality	% progress on advertised programs	Advertising programmes done	Reports	10	Target attained	None	None	Newspaper/web site advert cuttings/ copies	R400 000	R 310 678
Corporate Services	Media Bulk Buying	Improving Public participation through media channels	% progress on advertised programs	Advertising programmes done	Reports	1	Target not attained	Poor planning	To be implemented in the 3 <sup>rd</sup> quarter	Newspapers and recording/radio schedule	R500 000	R 0.00
Corporate	Strengthening support for youth council,	To enhance public	No. Of special programmes	16	7 Special programm	0	Target attained	None	None	Attendance	R 1 400	R 1 276 655

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 Target	Q2 Actual performance	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Expenditure
Services	women, disability forums, the elderly	participation.	held		es		Youth pageant held on the Youth pageant held in November  1 elderly event was held in October			register	000	
Corporate Services	Mayoral outreach	To enhance public participation.	No. Of mayoral outreach programmes held	4	10 Mayoral outreach programmes	03	Target not attained	Poor Planning	To be held in 3 <sup>rd</sup> quarter	Invitation notices/ attendance registers	R 1 000 000	R 1 276 655
Corporate Services	Develop municipal children's charter	To enhance public participation.	No. Of Municipal children's charter done	municipal children's charter done	1	1	Target not attained	Reserved for fourth quarter	Target to be revised	Children's charter document/chart er	R50 000	0.00

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 Target	Q2 Actual performance	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Expenditure
										publication invoice		
Corporate Services	Forge partnerships with all stakeholders i.w HIV/AIDS	Support of HIV/AIDS initiatives	No. Of Municipal AIDS Council meetings/activities held	4	2	0	Target set for 3 <sup>rd</sup> quarter	None	None	Minutes of HIV council meetings/attendance registers.	R150 000	R 0.00

#### KPA 6: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 Target	Q2 Actual performance	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Actual
Economic Development and Planning	2016/17 IDP/Budget Review	Improve good governance and deepen community involvement in the affairs of the municipality	%completion of Process Plan for 2016/17 IDP/Budget  % review of 2016/17 IDP/Budget	Approved 2015/16 IDP	100% completion of Process Plan for 2016/17 IDP/Budget  100% review of	0	Target set for 1 <sup>st</sup> quarter	None	None	1 approved process plan	R 0.00	R 0.00

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 Target	Q2 Actual performance	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Actual
					IDP/Budget							
Economic Development and Planning	Procurement of PMS system and support	To build the capacity of MLM by way of raising institutional efficiency	No. Of PMS System Purchased.	Purchasing of PMS system	1 Procurement of PMS system and support	1	Target not attained	Specification inappropriate	To be procured in the third quarter	PMS system	R 500 000	R 0.00
Legal costs and development of by-laws	Improve good governance and deepen community involvement in the affairs of the municipality	No. Of by-laws published.	0 by-laws published	7 by-laws published	Development of cemetery By-Law.  Enter into a service level agreement with a firm of attorneys.	3	Target not attained  1	Capacity challenges	To be done in 3 <sup>rd</sup> quarter	Government gazette's  Signed Service level agreement samples  Subscription agreement	R1 300 000	R 0.00
Corporate services	IT Infrastructure	To install and implement HR Premier electronic system	Premier electronic system installed and functional	Service Level Agreements	Premier electronic system installed and functional	1	Target attained	None	None	Service level agreement/purchase invoice	R 2 250 000	R 1 981 038
Corporate	Renewal of municipal	To be up to date with	% progress on Renewal of	License	100%	100%	Target	None	None	Service level agreement/purchase	R 1 520	R 0.00

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 Target	Q2 Actual performance	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Actual
services	software licenses	software licensing	Municipal Software licenses	Certificates  Service Level Agreements			attained			invoice/ License Certificate	000	
Corporate services	Human Resources Strategy and HR Policies	Development of HR Strategy and HR policies	HR Strategy developed  HR Policies reviewed	0  18 HR policies in place	HR Strategy developed and implemented  HR Policies reviewed and implemented	1	Target attained	None	None	HR strategy document sample  HR policy document sample	R 400 000	R 0.00
Corporate service	Review records management policy and procedure manual	To protect municipal information	No. of policy reviewed	0	01 records policy  01 procedure manual	1	1 draft records policy	Target not attained Awaiting public consultation	Policy to be finalised y 30 <sup>th</sup> January 2016	Records policy  Procedure manual	R0	R0.00
Corporate service	Records	To enhance records management	No. of records management	0	02	0	Set for 3 <sup>rd</sup> quarter	None	None	Attendance registers	R50,000	R 0.00

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 Target	Q2 Actual performance	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Actual
	management awareness campaign	capacity in the municipality	campaign									
Corporate service	Implementation of file plan	To safeguard the municipal information	% percentage in implementation plan	1 approved file plan in place	100%	25%	Target not attained 10% All the documents received for the quarter filed according to file plan	Lack of support from Provincial Achieves	To request support from Ephraim Mogale Municipality	File plan	R0	R0.00
Corporate service	Develop PAIA Manual	To enhance compliance with regulations	01 PAIA manual developed	1 approved Section 14 manual in place	01	01	Target not attained	Inadequate capacity	To be done in Feb 2016	Section 14 manual	R0	R0.00
Corporate Services	Implement WSP	To implement municipal WSP for all internal stakeholders.	No. Of courses offered in terms of WSP(2016/17)	WSP in place	4 courses offered annually (1 course offered per quarter)	01	Target attained	None	None	WSP report submission register	R 1000 000	R 376 631
Corporate Services	Bursary	Financial Support to disadvantaged	No of students supported	17 bursary holders	10	0	Target set for 3 <sup>rd</sup> quarter	None	Bursaries to be issued in	Admission letter	R 2 000 000	R 52 852

Directorate	Project	Measurable Objective	Key Performance Indicators	2015/2016 Baseline	Annual Target	Q2 Target	Q2 Actual performance	Reasons for not attaining the target	Corrective measure	Evidence	Budget	Actual
		students							January			
Corporate Services	Functionality of the Local Labour Forum	Functional Local Labour Forums (LLF) in place.	No. of approved minutes of LLF.	LLF Committee in place	12 LLF approved minutes available	3	Target not attained  2 Meetings held	The meetings were not forming Quorum	Annual meetings schedule adopted	LLF minutes	R100 000	R 0.00
Corporate Services	OHS & Wellness services.	To establish OHS & Wellness services	No. Of OHS post to be filled.	OHS officer appointed	2 policies developed and adopted.	0	Target archived in the 1 <sup>st</sup> quarter	None	None	Council resolutions/policy sample	R136 225	R 136 225

#### SIGN OFF PAGE

Mr. Moropa M.E.

Municipal Manager's Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Cllr Matlala M.A

Mayor's Signature: \_\_\_\_\_

Date: \_\_\_\_\_