

LEPHALALE LOCAL MUNICIPALITY



First Quarter Performance Report

2016/17

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Acronyms and abbreviations

IDP	Integrated Development Plan
SDBIP	Service Delivery and Budget Implementation Plan
KPA	Key Performance Area
MIG	Municipal Infrastructure Grant
MSIG	Municipal Service Infrastructure Grant
KPI	Key Performance Indicator
POE	Portfolio of Evidence
SLA	Service Level Agreement
VIP	Ventilated Improved Pit Latrine
LLM	Lephalale Local Municipality
YTD	Year to Date
AVG	Average
AG	Auditor General
i.t.o.	In terms of
SCM	Supply Chain Management
BSC	Bid Specification Committee
BAC	Bid Adjudication Committee
Infra	Infrastructure Department
BTO	Budget and Treasury Office
Dev-plan	Development Planning Department
Social	Community Social Services Department
Corp	Corporate Support Services Department

1. Purpose

The purpose of this report is to give feedback regarding the performance of Lephalale Local Municipality for the first quarter of the 2016/17 financial year and to be in compliance with the following legislative requirements:

- ▶ Section 41 (1) (e) of the Municipal Systems Act No. 32 of 2000 prescribes that a municipality must establish a process of regular reporting to-
- ▶ The Council, other political structures, political office bearers and staff of the municipality; and
- ▶ The public and appropriate organs of state”.
- ▶ Section 41 (2) further prescribes that the system applied by the municipality in compliance with subsection 1) (c) must be devised in such a way that it may serve as an early warning indicator of underperformance.
- ▶ National Treasury Circular 13, Component 31 that requires from municipalities that the targets and indicators contained in their SDBIP should be reported on for in-year reporting (quarterly and mid-year) and the annual report.

This First quarter performance report contains information about:

- ▶ Quarterly performance against quarterly and annual targets as per the SDBIP is reported on. The SDBIP for 2016/17 Financial Year contains the objectives and indicators as per the Municipal IDP as well as General Indicators. The SDBIP for 2016/17 was developed to reflect ***cumulative performance***, therefore the status of indicators are a reflection of the overall performance level achieved year to date.
- ▶ Challenges that were experienced in achieving targets, especially in cases where targets were not met will be mentioned in a specified column.
- ▶ Measures taken to improve performance
 - Corrective action is included for each KPI or Project Target not achieved
 - Section on improvement from challenges in previous financial year’s Annual Report as per the Annual Performance Report from the previous financial year
- ▶ Comparisons of performance against quarterly targets are highlighted in the form of colours based on scores which were calculated using a Performance Management system adapted to comply with the Lephalale Local Municipality’s performance management requirements.
- ▶ The reasons for variation between actual performance and targeted performance will be supplied per indicator in the report

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The scoring method utilised is in line with the assessment rating calculator prescribed by the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, Regulation 805 of 2006. An explanation is as per the table below:

Colour code	Scoring	% Target achieved	
Rating	Score	Low	High
Unsatisfactory	1-1.99	0.0%	66%
Below target	2 -2.99	66.7%	99.9%
Achieved target	3 -3.99	100%	132%
Achieved/ exceeded target	4 -4.99	133%	166.9%
Outstanding / far exceeds target	5+	167.0%	+

2. Components of the Report

The following is reported on in this report:

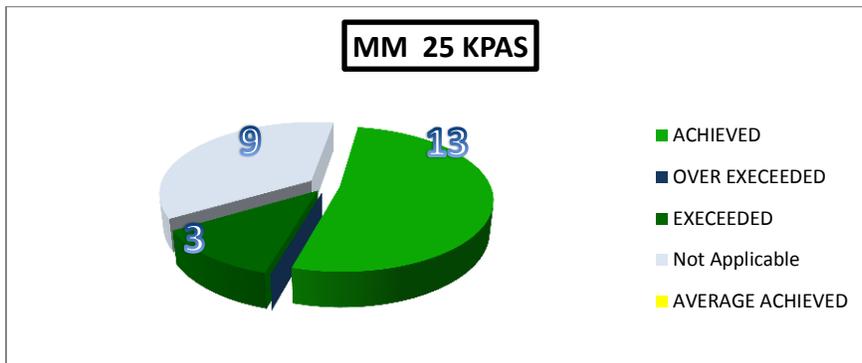
- ▶ Performance Highlights
- ▶ SDBIP performance of service delivery and performance indicators and targets
- ▶ SDBIP Project Implementation
- ▶ SDBIP Budget Statement Components

3. Overall Municipal Performance / Executive Summary

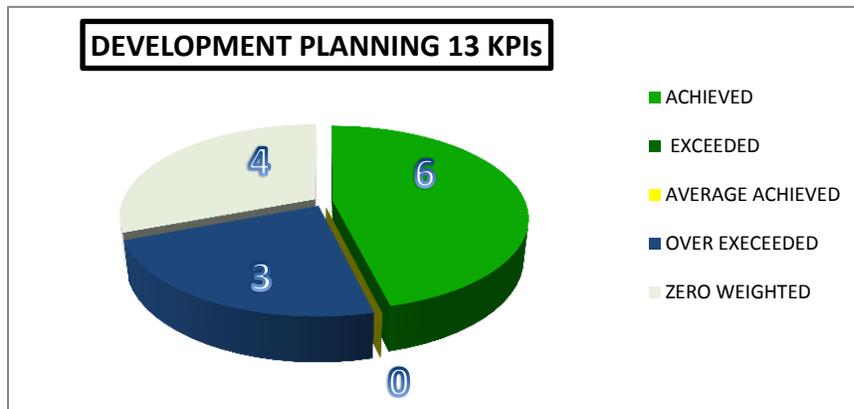
The first quarter of 2016/17 financial year, standard operating procedures and management resolutions as well as recommendation by the Audit committee will apply. Performance information submitted without supporting documents (POE and Corrective Action evidence) will not be saved or be recognized. There are 100 indicators in the 2016/17 Higher level SDBIP, 36 from this total is not applicable for the first quarter

Of the 64 KPIs that are reported on, twenty four (24) indicators over exceeded the set targets, whereas 30 indicators achieved the set targets and 10 indicators showed minimal progresses towards the set performance targets or did not achieve target as set for the quarter. Three indicators were zero weighted due various logistical challenges. The Overall SDBIP achievement is 54 out of 64 which a good Performance for the institution as a whole.

Office of the Municipal Manager has 25 indicators, on the higher level SDBIP these are operational deliverables from both the Mayor and the Municipal manager’s offices. The Municipal Manager is equally responsible for all the indicators in other departments. Out the 25 indicators 9 were not applicable for quarter one, 3 indicators exceeded the target and 13 indicators achieved target.

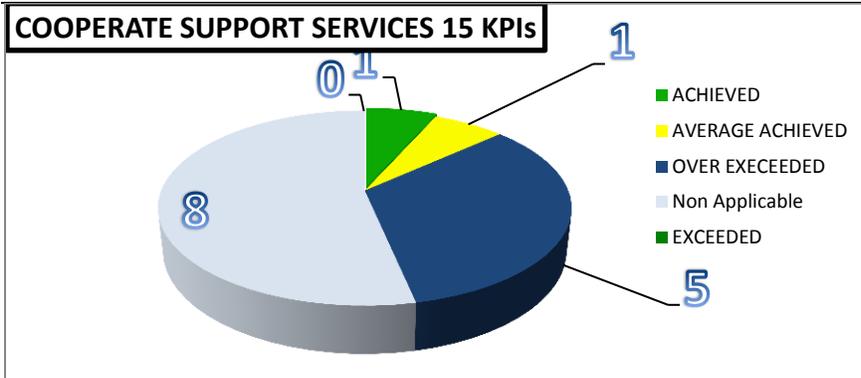


Development Planning has 13 indicators on the higher level SDBIP. Out of the 13 measured indicators 6 indicators achieved the set target, 3 indicators over exceeded target, and 4 indicators are not applicable for the first quarter. The pie chart below here graphically represents performance in the department of planning and development.

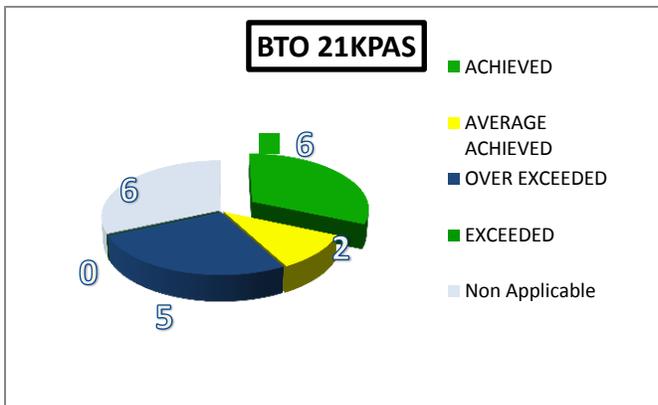


Corporate Support Services has 15 indicators in the higher level SDBIP2016/17. Out the 15 indicators 1 achieved target, 5 over exceeded the set targets and 1 indicator did not achieve a fair performance. 8 indicators were not applicable for the first quarter

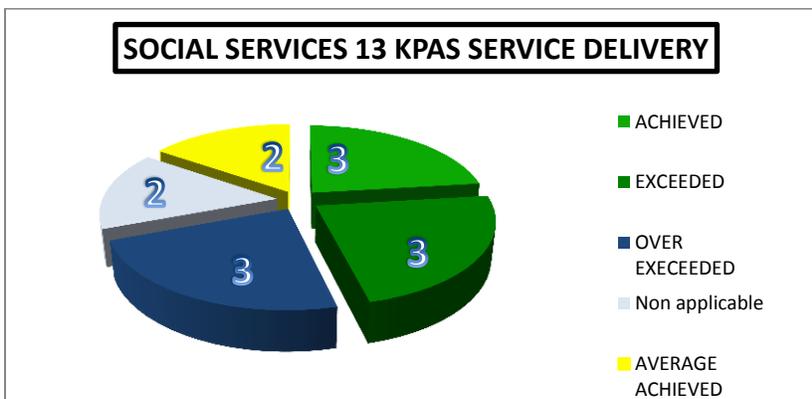
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Budget and Treasury has 21 indicators on the higher level SDBIP. From the 21 indicators 6 were not applicable for the first quarter, 6 achieved targets, 5 indicators over exceeded the set target and 2 indicators are below average.

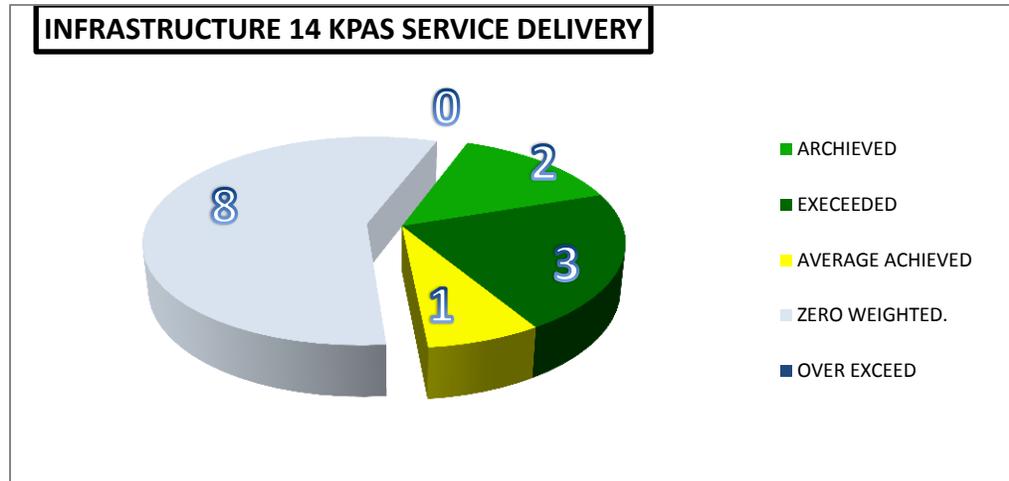


Social Services have 13 indicators on the higher level SDBIP and 2 indicators are not applicable for first quarter. 3 Indicators achieved the set target, 6 indicators over exceeded target and 2 indicators did not achieved target. Weekly refuse removal is enjoyed by over 19126 households at urban areas plus 5 rural villages estimated at 6759 households.



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Infrastructure Services have 14 indicators on higher level SDBIP and out the 14 indicators 8 indicators were not applicable for the first quarter. From the 6 measured indicators 2 achieved target, 3 exceeded target and only 1 indicators had an average performance.



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4. SDBIP Service Delivery and Performance Indicators

The total number of indicators in the SDBIP 2016/17 is 100. The average overall performance calculated from the key performance indicators and projects is 3.4

Out of the 100 indicators 36 were not applicable for the quarter and from the measured 64 indicators 30 have achieved the set target, 24 indicators over achieved the target. Only 10 indicators did not achieve the set target but had average achievement.

For service delivery performance statistics the number of households used in this report is 29800 from the 2011 South African statistics, however it is acknowledged that since 2011 there is a change to higher number which was not counted. Based on the records for new installation on electrical connections the estimated total number of households is 34249.

The outcomes of the average performance per department and per KPA are indicated in the table below:

Overall SDBIP	Number of KPIs	Qtr. 1			Overall Score
		KPI	PRJ	AVG	
SDBIP Overall Average Achieved					3.4
Office of the Municipal Manager	25				3.8
KPA6: Good Governance and Public Participation	25	3.8		3.8	
Corporate and Support Services	15				3.6
KPA5: Transformation and Organisational Development	9	3,3		3,3	
KPA6: Good Governance and Public Participation	6	3,8		3,8	
Development Planning	13				3.5
KPA1: Spatial Rationale	9	3.5		3.5	
KPA4: Local Economic Development	4	3.5		3.5	
Budget and Treasury	21				3,2
KPA3: Financial Viability and Financial Management	19	3,2		3.2	
KPA6: Good Governance and Public Participation	2	0		0	
Social Services	13				3.1
KPA2: Service Delivery and Infrastructure Development	13	3.1		3,1	
Infrastructure Services	14				3,2
KPA2: Service Delivery and Infrastructure Development	14	3.2		3.2	
Overall Capital Projects			3,2	3.2	
Own Funding Capital Projects			3.0	3.0	
MIG Funding Capital Projects			3.4	3.4	

4.1. Office of the Municipal Manager

The indicators below are in the Municipal Manager's Office and directly linked to the functions of the Office. Indicators and targets for the municipality to ensure the achievement of impact and outcomes identified in the strategic planning process are shared amongst all departments. For all practical purposes, the highest level of indicators related to all Key Performance Areas (KPA's) apply directly to the Office of the Municipal Manager which account to the overall performance of 3.8

The Municipal is accountable for other Performance indicators in all the departments, such indicators may not be on the score card below.

- Performance Management
- Internal Auditing
- Risk Management
- IDP
- Public Participation
- Communication
- Office of the Mayor/Speaker

The following SDBIP achievements were noted:

- A total of 3 special projects were completed successfully in the first quarter
- One HIV /Aids campaign was done during the Mayoral tournament at Thabo Mbeki
- A total of 6 media releases were issued in the first quarter of 2016/17.
- Twitter and Face book are utilised as media platforms to keep the stake holder and community abreast with matters of civil interest
- One (1) IDP rep forum was held in the first quarter of 2016/17 financial year
- The SDBIP was signed by the Mayor on the 27th of June 2016
- In the 2016/17 one (1) Audit Performance Committee meeting was held
- The Annual Performance Report for 2015/16 was submitted to the Auditor-General ,COGSHTA, National and Provincial Treasury by 31st August 2016
- One Audit Committee meeting was held in the first quarter
- Back to basics monthly and quarterly reports are submitted to National Cogta and Cogshta
- Communication strategy is implemented, where by three monthly internal newsletters and one quarterly newsletter distributed.
- Risk assessments were done

The detailed strategic scorecard follows:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
KPA6: Good Governance and Public Participation\ Capacitate disadvantaged groups\ Special Projects	M - 3 2 2	Number of HIV/Aids campaigns held YTD	Count the Number of HIV/Aids campaigns held YTD	#	Lep_MPP	0	1	1	One Hiv and Aids campaign held during the Mayoral tournament	None	None	4
KPA6: Good Governance and Public Participation\ Capacitate disadvantaged groups\ Special Projects	M - 6 4 1	Number of special projects awareness campaigns held YTD	Count the Number of special projects awareness campaigns held YTD	#	Lep_MPP	12	3	3	Three special projects done in the first quarter	None	None	12
KPA6: Good Governance and Public Participation\ Capacitate disadvantaged groups\ Special Projects	M - 2 3	Percentage (%) of complaints resolved	Count the number of complaints attended divide by the number of complaints received.	%	Lep_MIA	0	100	100	all complaints received were resolved	None	None	100
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Anti- corruption	M - 2 4	Number of fraud and corruption cases investigated YTD	Count number of fraud and corruption cases attended YTD	#	Lep_MRis k	0	0	0	There is no fraud and corruption case identified in the first quarter	None	None	0

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Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	M-648	Number of Audit committee reports submitted to Council YTD	Count the Number of Audit committee reports submitted to Council YTD	#	Lep_MIA	1	1	1	One Audit Committee report was submitted to council in the first quarter	None	None	4
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	M-26	% AG queries resolved.	Divide the number queries resolved by number of queries raised.	%	Lep_MIA	96 queries	50%	100%	All audit queries were resolved	None	None	100
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	M-652	Number of audit findings against the municipality YTD	Count the Number of audit findings against the municipality YTD	#	Lep_MIA	96 queries	0	0	N/A	N/A	N/A	0

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Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M-651	Number of Unqualified Performance Opinion	Count the Number of Unqualified Performance Opinion	#	Lep_MIA	1	N/A	N/A	N/A	N/A	N/A	1
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Communication	M-335	Number of media releases published YTD	Count the Number of media releases published YTD	#	Lep_MCom	20	5	9 Media releases	9 media releases were done in the first quarter	None	None	20
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Communication	M-654	Number social media platforms utilised for communication	Count the Number social media platforms being utilised for communication	#	Lep_MCom	3	3	3 Social Media	LLM used twitter, Facebook and Instagram as communication platforms	None	None	4

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Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning	M - 2 6 2	Number of IDP Rep forums meetings successfully held YTD	Count the Number of IDP Rep forums meetings successfully held YTD	#	Lep_MIDP	4	1	1	1 Rep Forum meeting held at Thabo Mbeki Community hall	None	None	4
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning	M - 3 2 5	Number of IDP road shows successfully held YTD	Count the Number of IDP road shows successfully held YTD	#	Lep_MIDP	3	N/A	N/A	N/A	N/A	N/A	3
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning	M - 6 5 7	MEC IDP credibility rating	MEC IDP credibility rating obtained from MEC (30% = low credibility, 50% = medium credibility, 80% = credible, 100% = highly credible)	%	Lep_MIDP	100	N/A	N/A	N/A	N/A	N/A	100

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Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning	M - 6 5 8	Number of Final IDP approved by Council by end May	Count the Number of Final IDP approved by Council by end May	#	Lep_MIDP	1	N/A	N/A	N/A	N/A	N/A	1
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Internal Audit	M - 6 5 9	Number of internal audit findings against the municipality YTD	Count the Number of internal audit findings against the municipality YTD	#	Lep_MIA	41	5	11	eleven internal audit findings were identified in the first quarter	None	None	20
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M - 0 6	Number of Final Annual Reports approved by Council	Count the Number of Final Annual Reports of previous financial year approved by Council YTD	#	Lep_PMS	1	N/A	N/A	N/A	N/A	N/A	1

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Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M-09	Number of Draft Annual Reports tabled to Council	Count the Number of Draft Annual Reports tabled to Council	#	Lep_PMS	1	N/A	N/A	N/A	N/A	N/A	1
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M-43	Number of final SDBIP approved by the Mayor within 28 days after the approval of budget and the IDP	Count the Number of final SDBIP approved by the Mayor within 28 days after the approval of budget and the IDP	#	Lep_PMS	1	N/A	N/A	N/A	N/A	N/A	1
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M-48	Number of Annual Performance Reports submitted to auditor general by August 30th YTD	Count the Number of Annual Performance Reports submitted to auditor general by August 30th YTD	#	Lep_PMS	1	1	1	The APR was submitted to AG by 30th of August	None	None	1

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Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M - 3 1 5	Number of quarterly performance assessments performed YTD	Count the Number of performance assessments performed YTD	#	Lep_PMS	4	1	1	The 4th quarter performance assessment was done	None	None	4
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M - 4 0	Number of Quarterly Performance Reports submitted to Audit Committee	Count the Number of Quarterly Performance Reports submitted to Audit Committee	#	Lep_PMS	4	1	1	The APR submitted to the Audit Committee in the first quarter	None	None	4
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M - 4 4	Number of Section 72 (mid-year performance) reports submitted to MM by 25th of January and to council by 31st January	Count the Number of Section 72 (mid-year performance) reports submitted to MM by 25th of January and to Council by 31st January	#	Lep_PMS	1	N/A	N/A	N/A	N/A	N/A	1

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Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Public Participation	M 6 6 4	Number of public participation policies reviewed and approved by Council	Count the Number of public participation policies reviewed and approved by Council	#	Lep_MPP	1	N/A	N/A	N/A	N/A	N/A	1
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	M 6 6 7	Percentage of risks that were identified for each quarter in the Risk Plan that were attended to successfully YTD	Number of risks that were identified for each quarter in the Risk Plan that were attended to successfully YTD / Number of risks that were identified for each quarter in the Risk Plan as %	%	Lep_MRisk	100	25%	27%	The total number of risk identified is 57(Strategic=8 and Operational=41) . The total number of controls identified to address the risks is 81. First Quarter 22 Mitigating controls (Strategic and Operational) were successfully achieved during the first Quarter. = 27%	1. No challenges, most mitigating controls are within their timeframes.	Review the timeframes set to talk to reality	100

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Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Ward Committees	M - 2 0 8	Number of ward committees that are functional	Count the Number of ward committees that are functional and having meetings at least once per quarter and submit reports of such meetings	#	Lep_MPP	12	12	12	12 ward committees were functional in the first quarter	None	None	13

* Note: The General key Performance Indicators as prescribed by section 43 of the MSA and the Regulation 796 section 10.

4.2. Corporate support services

The department has the following Divisions:

- ▶ Administration and Secretariat
- ▶ Human Resources
- ▶ Legal Services

The following were noted

The Department Corporate support services achieved an overall rating of 3.6 and the following successes were noted.

- ▶ OHS drills were conducted as expected
- ▶ 27 out of target of 33 managerial positions were filled at end of the first quarter
- ▶ About 0, 20 Percent of the municipal Operating budget was spent on implementing workplace skills plan against a target of 0.
- ▶ The municipal personnel budget spent is 24,6% against a target of 20%
- ▶ A total of 45 staff members were enrolled in the certificate for minimum financial competencies in Lephalale local Municipality.
- ▶ One (1) Ordinary and 2 Special Council Meetings were held in the first quarter financial year
- ▶ One (1)LLF special meeting was held in the first quarter
- ▶ The number of personnel with infrastructural technical skills is 18 against a target of 14

The challenges within the department are the delays in filling of positions as result of unsuitable applicants.

The detailed performance for the department follows:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Human Resource Management	M _4 04	Number of people from employment equity groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan	Number of people from employment equity groups (the groups as identified in the approved employment equity plan) employed in the three highest levels of management in compliance with the municipality's approved employment equity plan	#	Lep_MHR	29	29	27	27 post filled out of 33 post	Manager: HRM & LED were promoted; Manager in Office of the Mayor contract ended; CFO, and Internal Audit Manager resigned, a new position of Manager IDP/PMS was created hence us not meeting target. Salary package for CFO is not attractive	Most of the position have been advertised and will be filled by the end of the second quarter.	31
KPA5: Transformation and Organisational Development\ Improve functionality, performance and	M _6 72	Employee Satisfaction rating	Calculate the overall employee satisfaction rating obtained	%		N/A	N/A					50

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Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
professionalism\ Labour Relations and EAP			from all completed employee satisfaction surveys received from employees									
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Labour Relations and EAP	M - 6 7 3	Number of EAP policies reviewed and approved by Council	Count the Number of EAP policies reviewed and approved by Council	#	Lep_MHR	1	N/A					1
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Labour Relations and EAP	M - 6 7 8	Number of LLF meetings held YTD	Count the Number of LLF meetings held YTD	#	Lep_MHR	10	3	1	1 Special Meeting was held	new term of office of new Council hence us not meeting target	Schedule has been drafted for the year	10
KPA5: Transformation and Organisational Development\ Improve functionality, performance and	M - 6 8 0	Number of OHS audits conducted annually	Count the Number of OHS audits conducted annually	#	Lep_MHR	1	N/A					1

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							Target	Actual	Actual Notes	Challenges	Corrective Action	
professionalism\ Occupational health and Safety												
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Training and Development	M - 2 1 2	Percentage municipality's budget actually spent on implementing its workplace skills plan	R-value municipality's (operating) budget actually spent YTD on implementing its workplace skills plan / R- value R-value municipality's (operating) budget actually spent YTD as %	%	Lep_MHR	2	0	0.20	None	None	None	1
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Training and Development	M - 1 8	Number of municipal personnel with financial minimum competency requirements	Count the number of staff who have gone through minimum financial competency requirements	#	Lep_MHR	0	38	45	11 result pending	None		40
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Training and Development	M - 1 9	Number of municipal personnel with technical skills/ capacity (engineer and technicians)	Count the number of personnel with technical skills against the positions on organasational	#	Lep_MHR	0	14	18	1 vacant post out of 19 post	None	Position has been advertised and will be filled before the end of second	15

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Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
			structure.									quarter
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Training and Development	M - 2 1	% of municipal personnel budget spent	Divide the actual value spent on personnel remunerations by Total Budget for the Year	%	Lep_MHR	0	20	24.62	R39 662m spent from a budget of R161 092m	There are positions in process of filling by end of first quarter	Positions are scheduled for shortlisting's interviews and appointments	90
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ By-laws	M - 6 5 3	Number of by-laws Drafted/or reviewed, taken for public participation concluded and Adopted by Council YTD	Count the Number of by-laws Drafted/or reviewed, taken for public participation concluded and Adopted by Council YTD	#	Lep_MLegal	5	N/A	N/A	N/A	N/A	N/A	3
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Governance and Administration	M - 2 9	% of MPAC resolutions implemented	Check the number of MPAC resolutions implemented divide by the total number of resolutions in the register.	%	Lep_MAdmin	100	30	No resolutions for quarter 1	NONE	NONE	NONE	100

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Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Governance and Administration	M - 6 5 5	Number of ordinary Council meetings held YTD	Count the Number of ordinary Council meetings held YTD	#	Lep_MAdmin	10	1	1	Meeting held 29 September 2016 and two Special Meetings	n/a	n/a	4
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Legal Services	M - 6 5 6	Number of delegation of powers and functions reviewed to be in line with Constitutional requirements	Count the Number of delegation of powers and functions reviewed to be in line with Constitutional requirements	#	Lep_MLegal	0	N/A	N/A	N/A	N/A	N/A	1
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ IT and Support	M - 1 3 5	Number of ICT related policies and plans reviewed YTD	Count the Number of ICT related policies and plans reviewed YTD	#	Lep_MAdmin	9	N/A	N/A	N/A	N/A	N/A	9
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Legal Services	M - 3 1	Number of by-laws submitted for vetting and Gazetting for promulgation	Count the number of by-laws submitted for vetting and Gazetting for promulgation	#	Lep_MLegal	0	0	0	None	None	None	2

4.3. Development planning

The department has the following Divisions:

- ▶ Building Control
- ▶ Economic Development and International Relations
- ▶ Land Use Management
- ▶ Housing

The Department Development Planning achieved an overall rating of 3.5 at the first quarter, Successes and challenges are listed below:

- ▶ The housing beneficiary list was updated 24 times in the first quarter; the process was twice a week to match the housing needs locally.
- ▶ All 14 building contraventions were attended to on time and notices issued against defaulters within the given time frame;
- ▶ All the 32 building plans submitted were assessed within the prescribed time frame of 30 working days of receipt;
- ▶ All of land use (township establishment) applications were considered by Exco within 4 months of receipt of application;
- ▶ All of Land use application received in quarter one as considered in terms of delegated powers within 10 weeks against a target of 16 weeks;
- ▶ A total of 895 jobs were created through strategic partners, in the first quarter;
- ▶ A total of 404 jobs were created through municipal LED and capital projects in the first quarter, and about 53 jobs created through EPWP Waste programmes.
- ▶ The compilation of LUMS and the review of the SDF are in progress as at end September 2016.
- ▶ The establishment of SPLUMA by-laws is on scheduled progress

There are no notable challenges in this department, except for the establishment of the building control tribunal from the district municipality in accordance with SPLUMA regulations.

The detailed performance for the department follows:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Socio Economic Surveys	M - 1 8 6	Number of times Beneficiary list updated on monthly basis YTD	Count the Number of times Beneficiary list updated on monthly basis YTD	#	Lep_MHS	12	3	24	Beneficiary list updated twice a week to facilitate progress in terms of housing needs.	None	None	12
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Building Plans Administration and Inspectorate	M - 1 1 4	Percentage of building contraventions attended (submitted for legal action) within 6 weeks from detection	Number of building contraventions attended to within 6 weeks from detection YTD divided by Number of building contraventions atteded YTD *100	%	Lep_MBC	100	100	14 (100%)	14 building contraventions attended to, within 01 month of detection.	None	None	100

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Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Building Plans Administration and Inspectorate	M 7 5 9	Average turnaround time (weeks) for assessment of building plans YTD	Count the number working days from receipt of building plan to conclusion of assessment for each building plan received and calculate the average working days	# w o r k i n g d a y s	Lep_MBC	30 working days	30 working days	28 working days	32 building plans assessed within 30 working days of receipt.	None	None	30 working days

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Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	M - 7 6 0	Average turnaround time (weeks) related to applications of land use (rezoning, special consent or other uses) from time of receipt until consideration by EXCO YTD	Average turnaround time related to applications of land use (rezoning, special consent or other uses) from time of receipt until consideration by EXCO	# w e e k s	Lep_MLU	14 weeks	14 weeks	14 weeks	6 (six) applications received favorable to this target are subjected to operation of the Waterberg District Municipal Tribunal, as a result the same await adherence with the systems in favor of the administration in terms of the provisions of SPLUMA and the operation of the WDM Planning Tribunal,	Readiness of the District Municipal Planning Tribunal (including its systems to administer applications in terms of SPLUMA - {an enquiry in a form of correspondence has been forwarded to WDM in this regard);	Fast-track the finalisation of SPLUMA by-law;	14 weeks

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Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	M - 7 5 5	Average turnaround time (weeks) related to applications of land use (township establishment) from time of receipt until consideration by EXCO YTD	Count the number of weeks from receipt of township establishment application received until consideration by Exco took place, for each application and calculate the average weeks	# w e e k s	Lep_MLU	16 weeks	16 weeks	10 weeks	The proposal for a procedure to establish a township attached to the formalisation of Lesedi Settlement has been assessed within 10 weeks calculated from the 28th June 2016	Finalisation of the Local Spatial Development Framework for the Steenbokpan area.	Facilitation of favorable processes aiming to ensure the conclusion of the SLSDF - which will provide a directive in favor of the "to be" of the Steenbokpan area.	16 weeks
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for	M - 7 6 1	Average turnaround time (weeks) related to attend to (notices/directives issued) land	Count the number of weeks from detection of land use contraventions until notices or	# w e e k s	Lep_MLU	6 weeks		No contravention was detected during the subject quarter	N/A	N/A	N/A	6 weeks

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Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
development\ Land use		use contraventions YTD	directives have been issued, for each contravention and calculate the average weeks									
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	M - 7 3 3	Number of LUMS compiled, approved by Council and promulgated	Count the Number of LUMS compiled, approved by Council and promulgated YTD	#	Lep_MLU	0	N/A	Not applicable this quarter	The Service Provider has been appointed as of the 30th of June 2016 to proceed with these projects, and its conclusion is envisaged favorable to 2016/2017 municipal financial year	N/A	N/A	1
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	M - 7 3 4	Number of policies/plans to complement the implementation of the SDF compiled and approved by Council	Count the Number of policies to complement the implementation of the SDF compiled and approved by	#	Lep_MLU	0	N/A	Not applicable this quarter	The Service Provider has been appointed as of the 30th of June 2016 to proceed with these projects, and	N/A	N/A	1

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Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
			Council YTD						its conclusion is envisaged favorable to 2016/2017 municipal financial year			
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Sustainable and Integrated Rural Development	M - 7 0 7	Number of human settlement development plans reviewed and approved by Council	Count the number of human settlement development plans reviewed and approved by Council	#	Lep_MHS	0	N/A	N/A	N/A	N/A	N/A	1
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Job Creation	M - 5 1	Number of jobs created through strategic partners (energy generation, new mines and other business proposals) YTD	Count the Number of jobs created through strategic partners (energy generation, new mines and other business proposals) YTD	#	Lep_MLED	8785	213	895	Enel power - 14 ; MLI Dry land - ; Exxao - 128; Phahladira - 527; Lephalale CBD revitalization - 113;	None	None	850

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Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Job Creation	M-688	Number of jobs created through municipal LED initiatives and capital projects (from municipal budget) YTD	Count the Number of jobs created through municipal LED and capital projects (from municipal budget) YTD	#	Lep_MLED	1 280	320	404	EPWP - 53; CWP - 77; Electrical - 61; Joe Slovo Housing Development - 213;	None	None	1 500
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Marketing and Branding	M-695	Number of Public Private Partnerships established YTD	Count the Number of Public Private Partnerships established YTD	#	Lep_MLED	1	N/A	1	CSI - Ferrum Crescent iron ore mine Relocation of Mamojela park informal settlement	None	None	2
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Marketing and Branding	M-696	Number of meetings held with strategic partners YTD	Count the Number of meetings held with strategic partners YTD	#	Lep_MLED	2	N/A	5	LED working Group; LDF; Meeting with Department of Small Business Development - Co-location and funding for	None	None	2

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Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
									Small/informal business; Meeting with SEDA and LEDA about Co-location; DINYALA - TRC MEETING			

4.4. Budget and Treasury

The department has the following Divisions:

- ▶ Budget and Reporting
- ▶ Expenditure
- ▶ Income
- ▶ Supply Chain Management

The Department Budget and Treasury achieved an overall rating of 3.2, and the following Successes were noted from this department:

- ▶ The liquidity ratio stood at 562% against the target of 200% as the value of assets far outweigh the value of liabilities;
- ▶ Quarterly financial report were prepared submitted to Council on time;
- ▶ The annual financial statements (AFS 2015/16) were compiled and submitted to the Auditor-General on time;
- ▶ Percentage of Municipal Infrastructure Grant spend is 41% with roll over projects included.
- ▶ Percentage debt coverage was a staggering 348% against a target of 200%;
- ▶ 1470 households have been registered as indigents and all 1470 receive free basic services
- ▶ The Percentage debt collection rate was reported as 89% in that the total billing stood at R 76.6 Million revenue billed and R 68,4 Million collected
- ▶ Percentage of outstanding service debtors to revenue are currently 11% against a target of 30%.
- ▶ Percentage cost coverage was reduced from 450% at the end of the third quarter to 138% by year end against a target of 200%
- ▶ The Percentage of Capital budget spent at the end of quarter one is 43% with roll over projects included.

The notable challenge in the department is the decline in debt and revenue collection, where by the debt collection is below target by 6 % from the prescribed standard and 9% below the set target

The detailed performance for the department follows:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Asset Management	M - 1 7	Number of Asset Verification conducted YTD	Count the Number of Asset Verification conducted YTD	#	Lep_MB&R	1	N/A	N/A	N/A	N/A	N/A	2
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Asset Management	M - 6 3 0	Liquidity ratio (R-value assets / R-value liabilities as %)	R-value assets / R-value liabilities as %	%	Lep_MB&R	200	200	562	The liquid ratio is above target by 362%	None	None	200
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Budget and Reporting	M - 2 5	Number of quarterly financial reports submitted to Council YTD	Count the Number of quarterly financial reports submitted to Council YTD	#	Lep_MB&R	4	1	1	Report submitted for Agenda	None	None	4
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Budget and Reporting	M - 7 5 6	Number of quarterly financial statements prepared and submitted to Audit Committee	Count the Number of quarterly financial statements prepared and submitted to Audit Committee	#	Lep_MB&R	0	1	0	Quarterly financials not prepared yet as AG is still busy auditing.	None	Interim Financial to be prepared in January 2017	4

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Hierarchy (KPA \ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
KPA3: Financial Viability and Financial Management \ Enhance revenue and financial management \ Budget and Reporting	M - 2 8 1	Number of Annual Financial Statements submitted to the Auditor General on time (by end August)	Count the Number of Annual Financial Statements submitted to the Auditor General on time (by end August)	#	Lep_MB&R	1	1	1	Financial Statement Submitted to Auditor General on time	None	None	1
KPA3: Financial Viability and Financial Management \ Enhance revenue and financial management \ Budget and Reporting	M - 3 9 7	Percentage Cost coverage (R-value all cash at a particular time plus R-value investments, divided by R-value monthly fixed operating expenditure)	R-value all cash at a particular time plus R-value investments, divided by R-value monthly fixed operating expenditure	%	Lep_MB&R	646.44	200	223%	R81 159 730/36 309 545	None	None	200
KPA3: Financial Viability and Financial Management \ Enhance revenue and financial management \ Expenditure Management	M - 1 1	% of municipal infrastructure grant (MIG) spent	Divide the Actual MIG R/ value spent by Total MIG grant allocation for the Year	%	Lep_MExp	100	20	41%	Roll over projects not yet included	None	Awaiting approval on roll over from Treasury	100
KPA3: Financial	M	Debt coverage	Total R-value	%	Lep_MExp	1367	200	348	Debt	None	None	200

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Hierarchy (KPA \ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
Viability and Financial Management \ Enhance revenue and financial management \ Expenditure Management	– 205	(total R-value operating revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year)	operating revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year						coverage better than anticipated			
KPA3: Financial Viability and Financial Management \ Enhance revenue and financial management \ Expenditure Management	M – 398	Percentage Capital budget actually spent on capital projects identified for financial year i.t.o. IDP	R-value capital budget actually spent YTD / R-value capital projects on IDP as %	%	Lep_MExp	74.61	15	43%	Roll over projects not yet included	None	Roll over budget approved by Council must still be captured.	100
KPA3: Financial Viability and Financial Management \ Enhance revenue and financial management \ Free Basic Services	M – 638	Number of updated and credible indigents register in place	Count the Number of updated and credible indigents register in place	#	Lep_MRev	1	N/A	N/A	Updating of indigent register to be done in the 3rd quarter	Updating of indigent register to be done in the 3rd quarter	Updating of indigent register to be done in the 3rd quarter	1
KPA3: Financial Viability and Financial Management \	M – 7	Percentage (registered) households	Percentage households earning less	%	Lep_MRev	100	100	100	1470 indigent consumers	Indigent register is outdated	Indigent register to be updated in the	100

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Hierarchy (KPA \ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
Enhance revenue and financial management \ Free Basic Services	51	earning less than R3 500 (as per indigent policy) per month with access to free basic water	than R3 500 (as per indigent policy) per month with access to free basic water / Percentage households earning less than R3 500 (as per indigent policy) as %						receiving indigent subsidy		3rd quarter	
KPA3: Financial Viability and Financial Management \ Enhance revenue and financial management \ Free Basic Services	M - 7 5 2	Percentage (registered) households earning less than R3 500 (as per indigent policy) per month with access to free basic sanitation	Percentage households earning less than R3 500 (as per indigent policy) per month with access to free basic sanitation (VIP) / Percentage households earning less than R3 500 (as per indigent policy) as %	%	Lep_MRev	100	100	100	1470 indigent consumers receiving indigent subsidy	Indigent register is outdated	Indigent register to be updated in the 3rd quarter	100
KPA3: Financial Viability and Financial Management \ Enhance revenue and	M - 7 5	Percentage (registered) households earning less	Percentage households earning less than R3 500 (as	%	Lep_MRev	100	100	100	1470 indigent consumers receiving	Indigent register is outdated	Indigent register to be updated in the 3rd quarter	100

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Hierarchy (KPA \ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
financial management \ Free Basic Services	3	than R3 500 (as per indigent policy) per month with access to free basic electricity	per indigent policy) per month with access to free basic electricity / Percentage households earning less than R3 500 (as per indigent policy) as %						indigent subsidy			
KPA3: Financial Viability and Financial Management \ Enhance revenue and financial management \ Free Basic Services	M - 7 5 4	Percentage (registered) households earning less than R3 500 (as per indigent policy) per month with access to free solid waste removal	Percentage households earning less than R3 500 (as per indigent policy) per month with access to free basic refuse removal / Percentage households earning less than R3 500 (as per indigent policy) as %	%	Lep_MRev	100	100	100	1470 indigent consumers receiving indigent subsidy	Indigent register is outdated	Indigent register to be updated in the 3rd quarter	100
KPA3: Financial Viability and Financial Management \ Enhance revenue and financial	M - 3 3	Percentage debt collected	R-value debt collected YTD / R-value debt owed to the municipality	%	Lep_MRev	96.87	98	89	76.6 Million billed and 68.4 Million Collected	Collection challenges in Marapong, Thabo	Awareness campaign to be done in the 3rd quarter. Revenue	98

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Hierarchy (KPA \ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
management \ Revenue Management			YTD as % (in terms of current financial year billings)							Mbeki and Farms	enhancement strategy to be developed in the third quarter	
KPA3: Financial Viability and Financial Management \ Enhance revenue and financial management \ Revenue Management	M – 3 9 6	Percentage outstanding service debtors to revenue (R-value total outstanding service debtors divided by R-value annual revenue actually received for services)	R-value total outstanding service debtors divided by R-value annual revenue actually received for services	%	Lep_MRev	33.62	30	11	There is a 11% outstanding debt that is not collected	Collection challenges in Marapong, Thabo Mbeki and Farms	Awareness campaign to be done in the 3rd quarter. Revenue enhancement strategy to be developed in the third quarter	25
KPA3: Financial Viability and Financial Management \ Enhance revenue and financial	M – 6 3 7	Number of credit control policies reviewed and approved by	Count the Number of credit control policies reviewed and	#	Lep_MRev	1	N/A	N/A	Credit Control policy to be updated in the 4th	None	None	1

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Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
management\ Revenue Management		Council	approved by Council YTD						quarter			
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management	M - 1 4	% of revenue collected monthly at least at (95%) per month	Percentage(%) of revenue collected monthly, Divide the amount of money collected by the Total billed per month	%	Lep_MRev	98	98	89	76.6 Million billed and 68.4 Million Collected	Collection challenges in Marapong, Thabo Mbeki and Farms	Awareness campaign to be done in the 3rd quarter. Revenue enhancement strategy to be developed in the third quarter	98
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management	M - 6 3 6	Number of awareness programmes on payment for services	Count the Number of awareness programmes on payment for services YTD	#	0	1	N/A	N/A	Awareness campaign to be done in the 3rd quarter.	Awareness campaign to be done in the 3rd quarter.	Awareness campaign to be done in the 3rd quarter.	1
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and	M - 6 5 0	Number of Unqualified Audit Opinion received from AG	Count the Number of Unqualified Audit Opinion received from AG	#	Lep_CFO	1	N/A					1

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Hierarchy (KPA \ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
efficient corporate governance \ Auditor General								N/A	N/A	N/A	N/A	
KPA6: Good Governance and Public Participation \ Responsible, accountable, effective and efficient corporate governance \ Auditor General	M - 7 4 0	Number of audit findings against the municipality regarding financial statements	Count the Number of audit findings against the municipality regarding financial statements	#	Lep_CFO	45	N/A	N/A	N/A	N/A	N/A	0

4.5. Social Services

The department has the following Divisions:

- ▶ Traffic , Road Safety and Security
- ▶ Registration Authority and Licensing
- ▶ Waste Management
- ▶ Parks and Recreational facilities
- ▶ Libraries and Thusong Centres
- ▶ Fire and disaster management Divisions

The Department achieved the rating of 3.1 overall. The achievements are as follows:

- ▶ One (1) meeting held with stakeholders in the public transport sector as scheduled;
- ▶ A total of 101 trees were planted in the first quarter of the financial year against a target of 400;
- ▶ A total of 3 Library campaigns against 2 targeted were realised;
- ▶ Turnaround times of learner license applicants to be tested were achieved at three weeks.
- ▶ One (1) joint law enforcement campaigns was held with sector department, SAPS and Provincial traffic.
- ▶ A total of 3 safety and security forums were held successfully in the first quarter of the financial year.
- ▶ General non-hazardous waste collected in all 19126 households in urban areas and additional 6759 households at rural villages has access to refuse removal
- ▶ Refuse removal services provided in 5 villages namely: Setateng, Mmatladi, Ga-Monyeki, Mokuruenyane and Ga- Seleka
- ▶ The green procurement policy as part of the waste minimization strategy was reviewed.
- ▶ A total of 7 fire prevention awareness campaigns conducted against a target of 3 campaigns.
- ▶ About 8 environmental education campaign were conducted in the Municipal borders
- ▶ About 87.3% of households has access to solid waste removal
- ▶ Eight (8) government services are established and offered at thusong centres.
- ▶ There was no speed checks performed in the first quarter a result of mal-functioning speed machine.

The challenges experienced in this department is the mal-functioning of speed checking machine in the first quarter and as result no speed checks done in the quarter. The department planned to plant 400 trees and instead only 101 trees were planted.

The detailed performance for the department follows:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well- being\ Environmental Management	M - 1 7 0	Number of trees planted per year, year to date (operational budget)	Count the Number of trees planted per year, year to date (operational budget)	#	Lep_MParks	1541	400	101	101 trees were planted and distributed at schools	Procuremen t process took long	More trees will be planted in the 2nd quarter.	500
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well- being\ Environmental Management	M - 7 0 2	Number of environmental education programmes implemented YTD	Count the Number of environmental education programmes implemented YTD	#	Lep_MWaste	4	1	8	Eight environmental education programmes conducted	None	None	4
KPA2: Service	M	Number of fire	Count the	#	Lep_Fire	21	3	7	7x Fire	none	none	12

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Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Fire Protection Services	– 3 6 0	prevention awareness campaigns conducted YTD	Number of fire prevention awareness campaigns conducted YTD						prevention awareness conducted.			
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Library Services	M – 1 7 2	Number of library campaigns held YTD	Count the Number of library campaigns held YTD	#	Lep_MLib	4	2	3	3x library campaigns conducted	none	none	8
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Registry	M – 3 9 5	Average number of weeks turnaround time between application for learner license test until actually being tested	Count number of weeks between application for learner license test until actually being tested for each application, add them all up and divide by	# weeks	Lep_MReg	3	3	1	Average number of week's turnaround is one.	None	None	3

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Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
			number of applications received to determine the average turnaround time YTD									
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Road Safety / Law Enforcement	M 7 0 3	Number of speed checks held YTD	Count the Number of speed checks held YTD	#	Lep_MTraf	80	42	0	No speed checks held for this quarter	Speed measuring send for calibration	Make follow up with the service provider.	170
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Road Safety / Law Enforcement	M 7 0 4	Number of joint law enforcement operations with other law enforcement agencies undertaken YTD	Count the Number of joint law enforcement operations with other law enforcement agencies undertaken YTD	#	Lep_MTraf	4	1	1	Joint ops with Saps, Provincial traffic	None	Attendance register, vehicle register document	4
KPA2: Service Delivery and	M	Number of functional	Count the Number of	#	Lep_MTraf	3	3	3	Three (3) safety and	None	None	3

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Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
Infrastructure Development\ Protect the environment and improve community well-being\ Safety and Security	706	safety and security forums	functional safety and security forums that meet regularly as planned						security forums were held as planned.			
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Thusong Centre	M-380	Number of services (i.t.o. SLA) established at Thusong Centres YTD	Count the Number of services (i.t.o. SLA) established at Thusong Centres YTD	#	Lep_Thusong	10	14	8	Eight (8) services established at Thusong Centres and are functional.	Busy finalising the SLA	Make follow up with sectors.	14
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Waste Management	M-250	Number of urban household provided with weekly refuse removal	Count the Number of urban household provided with weekly refuse removal	#	Lep_MWaste	13652	19 942	19 126	Waste collected as scheduled	none	none	19942 (plus new developments)
KPA2: Service Delivery and Infrastructure	M-4	Percentage households with access to basic	Number of households with access to basic	%	Lep_MWaste	70	70	87	87% of households have access to	None	None	80

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Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
							Target	Actual	Actual Notes	Challenges	Corrective Action	
Development\ Protect the environment and improve community well-being\ Waste Management	02	level of solid waste removal	level (weekly kerbside collection) of solid waste removal // Number of household in the municipal area as %						refuse removal services			
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Waste Management	M708	Number of rural villages with access to weekly refuse removal services through roll-on, roll-off system and community contractors	Count the Number of rural villages provided with weekly refuse removal services through roll-on, roll-off system and community contractors	#	Lep_MWaste	0	N/A	5	Waste was collected as per schedule in all Five villages	none	none	10
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Waste Management	M709	Number of Integrated Waste Management Plans reviewed	Count the Number of Integrated Waste Management Plans reviewed YTD	#	Lep_MWaste	1	N/A	1	Green Procurement Policy as part of waste imminazation strategy was reviewed.	none	none	1

4.6. Infrastructure Services

The department has the following Divisions:

- ▶ Water
- ▶ Sanitation
- ▶ Project Management Unit
- ▶ Electrical
- ▶ Roads and Storm water

The Department achieved a rating of 3.2 and the following were noted:

- Water loss for the financial year was calculated as 12% water gain against a target of 14% loss
- Eleven (11) villages, internal streets were graded during the first quarter of the financial year 2016/17
- A total of 4 new electrical connections were done in the first quarter of 2016/17
- 94 % of the households have access to basic level of sanitation
- 89% of the households have access to basic level of water by end of first quarter. The municipality is busy with projects to address the backlog.
- Electricity loss was calculated to be at 0.28% electrical loss at the end of quarter one against a target of 20%
- A total of 3, 5 Km asphalt road was completed at Ga- Monyeki Village.

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
								Actual	Actual Notes	Challenges	Corrective Action	
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Electrical Network (Electricity – Maintenance and Upgrading)	M 7 1 0	Number of urban transformers upgraded YTD	Count the Number of urban transformers upgraded YTD	#	Lep_MElec	3	N/A	N/A	N/A	NONE	NONE	3
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Electrical Network (Electricity – Maintenance and Upgrading)	M 3 4 0	Percentage of Electrical losses	The following formula should be used to compute benchmark Electrical Losses = KWH billed/KWH purchased from Eskom x100	%	Lep_MElec	20	20	0.28	0.28	Eskom incorrect billing	arranged meeting with Eskom	18
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained	M 4 0 1	Percentage households with access to basic level of electricity	Number of households with access to basic level of electricity / Number of household in the	%	Lep_MElec	90	90	connections is done on customer request on	4 houses	internal network not sufficient	upgrading of internal network	95

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Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
								Actual	Actual Notes	Challenges	Corrective Action	
infrastructural services in all municipal areas\ Electrical Network (New Infrastructure)			municipal area as %					municipal license d area				
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Infrastructure Planning	M - 7 5 7	Number of infrastructure master plans reviewed	Count the Number of infrastructure master plans reviewed YTD	#	Lep_PMU	0	N/A	N/A	N/A	N/A	N/A	1
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Energy Efficiency	M - 7 1 3	Number of energy efficiency audits conducted	Count the Number of energy efficiency audits conducted YTD	#	Lep_MElec	0	N/A	N/A	N/A	N/A	N/A	1
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural	M - 2 1 8	Number of villages in which access roads bladed	Count the Number of villages in which access roads bladed during period of review	#	Lep_MPW	40	7	11	target reached	none	none	40

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Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
								Actual	Actual Notes	Challenges	Corrective Action	
services in all municipal areas\ Roads and Storm water – Maintenance and Upgrading												
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Roads and Storm water – Maintenance and Upgrading	M - 7 4	Number of kilometres of gravel roads upgraded to tar YTD	Count the Number of kilometres of gravel roads upgraded to tar YTD	#	Lep_MPW	0	N/A	N/A	N/A	N/A	N/A	7.5
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Sanitation - New Infrastructure	M - 1 6 6	Number of new VIPs constructed YTD	Count the Number of new VIPs constructed YTD	#	Lep_MSani- ation	46	N/A	0%	WDM to appoint the service provider	delay in procurement by WDM	WDM to expedite appointment of service provider	612

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Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
								Actual	Actual Notes	Challenges	Corrective Action	
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Sanitation - New Infrastructure	M 4 0 0	Percentage households with access to basic level of sanitation	Number of household with access to basic level of sanitation (VIP and waterborne sewerage connections in working condition) / Number of household in the municipal area as %	%	Lep_MSaniation	94	94	94	projects underway by WDM to address backlog	None	LLM to conduct verification of backlog	95
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Waste Water Quality (Green Drop)	M 7 5 8	Green drop risk rating (only tested bi-annually)	Green drop risk rating (only tested bi-annually) - for previous financial year	%	Lep_MSaniation	N/A	N/A	0%	no assessment conducted	Assessment conducted bi-Annually	DWS to conduct assessment	50

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Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
								Actual	Actual Notes	Challenges	Corrective Action	
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Water – Supply	M – 3 9 9	Percentage households with access to basic level of water	Number of household with access to basic level of water (within 200m from dwelling) / Number of household in the municipal area as %(see areas that have access on maps)	%	Lep_MWater	94	94	89	LLM busy with projects to address backlog	Additional budget required	Approval of revised technical reports by DWS	95
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Water – Supply	M – 7 2 6	Number of surveys and feasibility studies for development of technical report and realistic funding requirements conducted	Count the Number of surveys and feasibility studies for development of technical report and realistic funding requirements conducted YTD	#	Lep_MWater	0	N/A	0%	Tender advertised on 25 September 2016 for consultants	None	LLM to expedite appointment of service provider	4

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Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1					Annual Target 2016/17
								Actual	Actual Notes	Challenges	Corrective Action	
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Water loss (unaccounted water)	M-81	Percentage of water losses YTD	(Closing Stock- Closing stock as per reading) ÷ (Total water for the month) Closing stock = Total water – Billing Total Water = Opening balance + purchases (Exxaro and Eskom)	#	Lep_MWater	14	14	12	Water loss calculation updated and target for water is achieved	None	None	14
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Water Quality (Blue Drop)	M-728	Blue drop water quality standard rating	Blue drop water quality standard rating received from DWA	%	Lep_MWater	92.8	N/A	0%	no assessment conducted	Assessment conducted bi-Annually	DWS to conduct assessment	92.8

5. Project Implementation

Of all the capital projects, projects funded from Own Funding are on target to date except the Marapong Satellite Office project. Capital projects funded from Municipal Infrastructure Grant (MIG) and DWS achieved the targeted progress year to date. Projects funded for Municipal Systems Improvement Grant (MSIG) only achieved 35% progress against the projected target to date.

MIG Projects summary

Project name	Consultant	Contractor	Start	Completion	Budgeted Amount	% Progress	% Exp.	Comments
GA-MONYEKI ACCESS ROAD	STK Consulting	Komico Trade	December 2015	August 2016	R 6 356 302.30	100%	95%	The project is complete
SHONGOANE SPORTS COMPLEX	Fhisol Consulting	Bakgalaka Holdings (PTY) LTD	April 2016	April 2017	R 12 356 302.30	35%	23%	Contractor is on site
THABO MBEKI SEWER NETWORK SANITATION	HWA Engineers	Not yet appointed	July 2016	May 2017	R 8 967 047.90	0%	22%	The designs are complete, the tender has been advertised for procurement of contractor and the closing date is 27/10/2016. The expenditure is for professional fees
THABO MBEKI WATER NETWORK	Lazwi Engineering 16 CC	Not yet appointed	July 2016	March 2017	R 6 615 500.00	0%	13%	The designs are complete, the tender has been advertised for procurement of contractor and the closing date is 27/10/2016. The expenditure is for professional fees

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5.1. MIG and DWS Projects

The details of the capital projects funded by MIG funding follows:

Dept-vote	Project Name	No.	Description of deliverables	Start date	Completion date	Quarter 1						Annual Budget 2016-2017	Source of funding	
						% Prog	Activity /Milestone	Actual Progress	Actual Notes	Challenges	Corrective Action			Expenditure
Infra-5	Marapong Satellite Office	P-20	Purchase a Mobile Prefabricated Office.	01-Jul-16	31-Dec-16	30%	Compile Specifications and advertise	0%	No progress	Insurance pay out done late	Transfer the project and funds to public works for implementation.	0	500 000	LLM
Infra-5	Technical Reports FPR Village Water Extensions	P-21	Compile technical report to DWS and Cogsha to secure funding	01-Jul-16	31-Dec-16	0%	Procurement and Tendering process	10%	Tender advertised on 25 September 2016 for consultants	None	N/A	R 0.00	2 000 000	LLM
Infra-5	Refurbishment of Shongoane stadium & construction of access road to stadium	P-06	Refurbishment of Shongoane stadium & construction of access road to stadium	01-Jul-16	30-Jun-17	10%	Procurement and Tendering process	35%	contractor is on site	none	N/A	R2 890 802.42	12 598 399	MIG
Infra-5	ELECTRIFICATION GRANTS	P-07	Electrification Of houses at Rural Villages	01-Jul-16	30-Jun-17	10%	Procurement and Tendering process	35%	BAC stage	N/A	N/A	0%	7000000	DoE
Infra-5	Ga-Monyeki Access road	P-09	A paved 3,5 Km Road at Ga-Monyeki	10-Apr-16	27-Jul-17	100%	Completion on Construction of the Road	100%	completed	N/A	N/A	R6 066 143.10	6 356 302	MIG

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Dept-vote	Project Name	No.	Description of deliverables	Start date	Completion date	Quarter 1						Annual Budget 2016-2017	Source of funding	
						% Prog	Activity /Milestone	Actual Progress	Actual Notes	Challenges	Corrective Action			Expenditure
Infra-5	Thabo Mbeki sewer network sanitation	P-10	Construction of a new sewerage network for Thabo Mbeki	26-Apr-16	26-Dec-18	10%	Procurement and Tendering process, appointment of consultants	10%	Consultant appointed. Tender advertised on 25 September 2016 for construction	None	N/A	R 1 931 779.36	8 967 048	MIG
Infra-5	Thabo Mbeki water network	P-13	Planning and design for water network in Thabo Mbeki and Construction	May-16	30-Jun-17	50%	Scoping and preliminary design completed	10%	Tender advertised on 25 September 2016 for construction	None	N/A	R 858 295.	6 615 500	MIG
Infra-5	REFURBISHMENT AC PIPES LEPHALALE TOWN	P-15	Planning and design for water network in Thabo Mbeki and Construction	May-16	30-Jun-17	50%	Scoping and preliminary design completed	10%	Tender advertised on 25 September 2016 for construction	None	N/A	R 0.00	9 500 000	DWS
Infra-5	REFURBISHMENT AC PIPES ONVERWACHT	P-16	Planning and design for water network in Thabo Mbeki and Construction	May-16	30-Jun-17	50%	Scoping and preliminary design completed	10%	Tender advertised on 25 September 2016 for construction	None	N/A	R 0.00	5 000 000	DWS
Infra-5	TSHELAMMAKE 1BOREHOLE, 180KL STORAGE, 2KM CONNECTOR PIPE, 2K RETICULATION AND 10 TAPS	P-18	Planning and design for water network in Thabo Mbeki and Construction	May-16	30-Jun-17	50%	Scoping and preliminary design completed	10%	Tender advertised on 25 September 2016 for consultants	None	N/A	R 0.00	6 500 000	DWS

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5.2. Own Capital Projects

The details of the capital projects funded by MIG funding follows:

Dept-vote	Project Name	No.	Description of deliverables	Start date	Completion date	Quarter 1						Annual Budget 2016-2017	Source of funding	
						% Prog	Activity /Milestone	Actual Progress	Actual Notes	Challenges	Corrective Action			Expenditure
Planning-6	ESRI LICENCE	P-01	Renewal of the License Agreement	01 st July 2016	30 th June 2017	25%	Activation of the relevant licenses and continuous training of the end-users	Licenses maintained, 03 additional licenses installed and training to be attended by relevant officials	SLA signed with ESRI SA for 3 years	Usage of the licenses for the benefit of the Municipality	GIS Officer and other officials to attend training.	316000	316 000	LLM
Planning-6	Construction of Palisade fencing Review and update of the LUS			01 st July 2016	30 th June 2017	15%	Palisade fencing	Project tender at Procurement stage.	Project tender at Procurement stage.	Tender-re-advert	Fast-track procurement process	R0.00		
Infra-5	Marapong Satellite Office	P-20	Purchase a Mobile Prefabricated Office.	01-Jul-16	31-Dec-16	30%	Compile Specifications and advertise	0%	No progress	Insurance pay out done late	Transfer the project and funds to public works for implementation.	0	500 000	LLM
Infra-5	Technical Reports FPR Village Water Extensions	P-21	Compile technical report to DWS and Cogshita to secure funding	01-Jul-16	31-Dec-16	10%	Procurement and Tendering process	10%	Tender advertised on 25 September 2016 for consultants	None	N/A	R 0.00	2 000 000	LLM

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5.3. MSIG Projects

The details of the capital projects funded by MIG funding follows:

Dept-vote	Project Name	No.	Description of deliverables	Start date	Completion date	Quarter 1						Annual Budget 2016-2017	Source of funding	
						% Prog	Activity /Milestone	Actual Progress	Actual Notes	Challenges	Corrective Action			Expenditure
Corp-3	SERVER VIRTUALIZATION MSIG	P-02	Physical servers and its components and virtualization software	01-Jul-16	30-Dec-16	10%	Specifications to be formulated approved and advertised.	Tender advertised at BEC stage	Tender has been advertised and is at BEC stage	None	None	None	2 200 000	LLM
Corp-3	MICROSOFT LICENSE	P-03	Registration of licenses	01-Jul-16	30-Dec-16	10%	Compiling specifications, approval and advertising.	Specs Approved awaiting advertising	Specs Approved awaiting advertising	Delays in processes of approval of specs	Speed up the processes of approval of specs	None	200000	LLM
Corp-3	Electronic Record Management System - Phase 3 (Customer care module) Muncomp	P-04	Activations of customer care module and training of end-users	01-Jul-16	31-Mar-17	35%	Activation of the customer care module by Muncomp	System activated and training given	None	None	None	R 197 442	226 895	LLM
Corp-3	HARDWARE (computers and Laptops)	P-05	Hardware equipment, i.e. Computers, laptops and printers for municipal officials	01-Jul-16	30-Dec-16	20%	Specifications to be formulated approved and advertised.	Specs Approved awaiting advertising	Specs Approved awaiting advertising	Delays in processes of approval of specs	Speed up the processes of approval of specs	None	100 000	LLM

6. SDBIP budget statements

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

The Finance Department has submitted the following:

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

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7.1 Table C1 – Summary

Description	2015/16	Budget Year 2016/17							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
Financial Performance									
Property rates	0	48780304	0	3617244	12968105	12845244	122861	1%	-
Service charges	0	209707323	0	35027636.28	54550852.43	54503767	47085.43	0%	-
Investment revenue	0	4247120	0	256888	1197408	1002592	194816	19%	-
Transfers recognised - operational	0	99172000	0	207888	40078062	39582556	495506	1%	-
Other own revenue	0	48323484	0	6258352	13204385	12963417	240968	2%	-
Total Revenue (excluding capital transfers and contributions)	0	410230231	0	45368008.28	121998812.4	120897576	1101236.43	1%	-
Employee costs	0	161092176	0	12670635.06	39662393.87	42992179	-3329785.13	-8%	-
Remuneration of Councillors	0	8554081	0	736236.84	2109669.75	1839430	270239.75	15%	-
Depreciation & asset impairment	0	68953856	0	5791956	17375868	17170099	205769	1%	-
Finance charges	0	11465570	0	1101985.22	2935687.22	2936703	-1015.78	-0%	-
Materials and bulk purchases	0	124597479	0	12525502.93	37403502.46	31362976	6040526.46	19%	-
Transfers and grants	0	1315492	0	16190.69	341016.76	256109	84907.76	33%	-
Other expenditure	0	89599677	0	11620902.39	31971856.46	27898343	4073513.46	15%	-
Total Expenditure	0	465578331	0	44463409.13	131799994.5	124455839	7344155.52	6%	-
Surplus/(Deficit)	0	-55348100	0	904599.15	-9801182.09	-3558263	-6242919.09	175%	-
Transfers recognised - capital	0	62537000	0	6955898	27545089	15111000	12434089	82%	-
Contributions & Contributed assets	0	0	0	0	0	0	0	-	-
Surplus/(Deficit) after capital transfers & contributions	0	7188900	0	7860497.15	17743906.91	11552737	6191169.91	54%	-
Share of surplus/ (deficit) of associate	0	0	0	0	0	0	0	-	-
Surplus/ (Deficit) for the year	0	7188900	0	7860497.15	17743906.91	11552737	6191169.91	54%	-
Capital expenditure & funds sources									
Capital expenditure	0	68080250	0	7193228.79	33835767.89	15111000	18724767.89	124%	-
Capital transfers recognised	0	62537250	0	6955898	27545089	15111000	12434089	82%	-
Public contributions & donations	0	0	0	0	0	0	0	-	-
Borrowing	0	0	0	0	0	0	0	-	-
Internally generated funds	0	5543000	0	237330	6290679	0	6290679	#DIV/0!	-
Total sources of capital funds	0	68080250	0	7193228	33835768	15111000	18724768	124%	-
Financial position									
Total current assets	0	219566782.6	0		184328865				-
Total non-current assets	0	1283998000	0		1249704473				-
Total current liabilities	0	70900973	0		123466126				-
Total noncurrent liabilities	0	129238352	0		131175575				-
Community wealth/Equity	0	1303425458	0		1179391637				-
Cash flows									
Net cash from (used) operating	0	88009119.59	0	-11782892.5	27364057	29378737.56	2014680.558	7%	-
Net cash from (used) investing	0	-68080250	0	-6955898	-27545089	-15111000	12434089	-82%	-
Net cash from (used) financing	0	-4187278	0	0	0	0	0	-	-
Cash/cash equivalents at the month/year end	0	75504782.59	0	0	10624164	74030928.56	63406764.56	86%	10 805
Debtors & creditors analysis	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Dys	151-180 Dys	181 Dys-1 Yr	Over 1Yr	Total
Debtors Age Analysis									
Total By Income Source	25523120.52	13844960.03	9088066.54	7157796.16	6865891.72	5641767.11	22565021.07	91 028	181 715
Creditors Age Analysis									
Total Creditors	0	0	0	0	0	0	0	-	-

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7.2 Table C2 – Financial Performance (standard classification)

Description	2015/16	Budget Year 2016/17							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands									%
Revenue - Standard									
Governance and administration	0	82698414.46	0	10958620.03	24676519	20643410.5	4033108.497	20%	-
Executive and council	0	24959178.09	0	2255708.8	9228299	6239794.522	2988504.478	48%	-
Budget and treasury office	0	55547169	0	8527700.23	14816241	13886792.48	929448.519	7%	-
Corporate services	0	2192067.372	0	175211	631979	516823.5	115155.5	22%	-
Community and public safety	0	4083772.446	0	9780	70567	1020943.112	950376.1115	-93%	-
Community and social services	0	288566.2	0	7069	51976	72141.55	-20165.55	-28%	-
Sport and recreation	0	0	0	0	0	0	0		-
Public safety	0	3795206.246	0	2711	18591	948801.5615	930210.5615	-98%	-
Housing	0	0	0	0	0	0	0		-
Health	0	0	0	0	0	0	0		-
Economic and environmental services	0	29963291.67	0	7211449	16661923	7490822.918	9171100.082	122%	-
Planning and development	0	1047143.526	0	87196	239644	261785.8815	-22141.8815	-8%	-
Road transport	0	28916148.15	0	7124253	16422279	7229037.037	9193241.964	127%	-
Environmental protection	0	0	0	0	0	0	0		-
Trading services	0	356021751.1	0	34144057	108134892	106822205.2	1312686.806	1%	-
Electricity	0	190634978.4	0	21765150	59662278	65475512	-5813234	-9%	-
Water	0	102734001.6	0	6950415	27317308	25683500.4	1633807.597	6%	-
Waste water management	0	35379567.64	0	3007741	12062005	8844891.91	3217113.091	36%	-
Waste management	0	27273203.52	0	2420751	9093301	6818300.881	2275000.119	33%	-
Other	0	0	0	0	0	0	0		-
Total Revenue - Standard	0	472767229.7	0	52323906.03	149543901	135977381.7	13566519.27	10%	-
Expenditure - Standard									
Governance and administration	0	122271233.6	0	9082441.443	33342333.43	30567797	2774536.428	9%	-
Executive and council	0	50923429.96	0	2700770.443	14227557.43	12730854	1496703.428	12%	-
Budget and treasury office	0	33349295	0	3797924	8527097	8337322	189775	2%	-
Corporate services	0	37998508.59	0	2583747	10587679	9499621	1088058	11%	-
Community and public safety	0	33428096.12	0	3373798.93	9790604.62	8357021	1433583.62	17%	-
Community and social services	0	24230642.12	0	2210599.34	6425943.78	6057658	368285.78	6%	-
Sport and recreation	0	0	0	0	0	0	0		-
Public safety	0	3927794	0	307942.49	1027048.47	981948	45100.47	5%	-
Housing	0	5269660	0	855257.1	2337612.37	1317415	1020197.37	77%	-
Health	0	0	0	0	0	0	0		-
Economic and environmental services	0	68934459.57	0	8672230.59	20220917.22	17233612	2987305.22	17%	-
Planning and development	0	10668119.57	0	541821.42	1716154.42	2667028	-950873.58	-36%	-
Road transport	0	58266340	0	8130409.17	18504762.8	14566584	3938178.8	27%	-
Environmental protection	0	0	0	0	0	0	0		-
Trading services	0	240944147	0	23334938.17	68446139.25	68297409	148730.2524	0%	-
Electricity	0	143389304	0	14648850.26	43022428.39	43908700	886271.6076	-2%	-
Water	0	62320207	0	5603308	15852263	15580051	272212	2%	-
Waste water management	0	20203287	0	1683373	5514731	5050821	463910	9%	-
Waste management	0	15031349	0	1399406.91	4056716.86	3757837	298879.86	8%	-
Other	0	0	0	0	0	0	0		-
Total Expenditure - Standard	0	465577936.2	0	44463409.13	131799994.5	124455839	7344155.52	6%	-
Surplus/ (Deficit) for the year	0	7189293.464	0	7860496.9	17743906.48	11521542.73	6222363.754	54%	-

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

Vote Description	2015/16	Budget Year 2016/17							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands								%	
Revenue by Vote									
Vote 1 - MUNICIPAL MANAGER	0	5132047.308	0	1018887.8	2120859	1283011.827	837847.173	65.3%	-
Vote 2 - BUDGET AND TREASURY	0	75374300.7	0	9764521.23	21923681	18843575.18	3080105.824	16.3%	-
Vote 3 - CORPORATE SERVICES	0	374317.372	0	0	0	93579.343	-93579.343	-100.0%	-
Vote 4 - SOCIAL SERVICES	0	40922877.44	0	4198868	13982463	10230719.36	3751743.641	36.7%	-
Vote 5 - INFRASTRUCTURE SERVICES	0	349916544.3	0	37254433	111277254	105295903.5	5981350.518	5.7%	-
Vote 6 - PLANNING DEVELOPMENT	0	1047143.526	0	87196	239644	261785.8815	-22141.8815	-8.5%	-
Vote 7 - STRATEGIC SERVICE	0	0	0	0	0	0	0		-
Total Revenue by Vote	0	472767230.6	0	52323906.03	149543901	136008575.1	13535325.93	10.0%	-
Expenditure by Vote									
Vote 1 - MUNICIPAL MANAGER	0	32007360	0	1162670	10218449	8001838	2216611	27.7%	-
Vote 2 - BUDGET AND TREASURY	0	38639122	0	4345413	9330953	9659778	-328825	-3.4%	-
Vote 3 - CORPORATE SERVICES	0	25043908	0	1623399	7465796	6260975	1204821	19.2%	-
Vote 4 - SOCIAL SERVICES	0	63811829.12	0	8493736.289	20447641.65	15952953	4494688.648	28.2%	-
Vote 5 - INFRASTRUCTURE SERVICES	0	278384368.2	0	26755132.26	77871021.39	77657462	213559.3924	0.3%	-
Vote 6 - PLANNING DEVELOPMENT	0	17332976.57	0	1409734.583	4170579.48	4333242	-162662.52	-3.8%	-
Vote 7 - STRATEGIC SERVICE	0	10358372.36	0	673324	2295554	2589591	-294037	-11.4%	-
Vote 8 - [NAME OF VOTE 8]	0	0	0	0	0	0	0		-
Total Expenditure by Vote	0	465577936.2	0	44463409.13	131799994.5	124455839	7344155.52	5.9%	-
Surplus/ (Deficit) for the year	0	7189294.388	0	7860496.9	17743906.48	11552736.07	6191170.411	53.6%	-

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7.4 Table C4 – Financial Performance (revenue and expenditure)

Description	2015/16	Budget Year 2016/17							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
Revenue By Source									
Property rates	0	48780304	0	3617244	12968105	12845244	122861	1%	
Property rates - penalties & collection charges			0	0	0	0	0		
Service charges - electricity revenue	0	144626762	0	25258540.69	39345322.03	37632051	1713271.03	5%	
Service charges - water revenue	0	36845095	0	5178352.42	8331881.64	10181162	-1849280.36	-18%	
Service charges - sanitation revenue	0	16930406	0	2591996.8	3879437.55	3818426	61011.55	2%	
Service charges - refuse revenue	0	11305060	0	1998746.37	2994211.21	2872128	122083.21	4%	
Service charges - other	0		0	0	0	0	0		
Rental of facilities and equipment	0	287695	0	16598	43503	72897	-29394	-40%	
Interest earned - external investments	0	4247120	0	256888	1197408	1002592	194816	19%	
Interest earned - outstanding debtors	0	21190188	0	3017855	4451909	4774928	-323019	-7%	
Dividends received	0		0	0	0	0	0		
Fines	0	369700	0	223222	302041	80309	221732	276%	
Licenses and permits	0	9304731	0	1545588	4556146	2150311	2405835	112%	
Agency services	0		0	0	0	0	0		
Transfers recognised - operational	0	99172000	0	207888	40078062	39582556	495506	1%	
Other revenue	0	17171170	0	1455089	3850786	5884972	-2034186	-35%	
Gains on disposal of PPE	0						0		
Total Revenue (excluding capital transfers and contributions)	0	410230231	0	45368008.28	121998812.4	120897576	1101236.43	1%	-
Expenditure By Type									
Employee related costs	0	161092176	0	12670635.06	39662393.87	42992179	-3329785.13	-8%	
Remuneration of councilors	0	8554081	0	736236.84	2109669.75	1839430	270239.75	15%	
Debt impairment	0	1650000	0	0	0	405584	-405584	-100%	
Depreciation & asset impairment	0	68953856	0	5791956	17375868	17170099	205769	1%	
Finance charges	0	11465570	0	1101985.22	2935687.22	2936703	-1015.78	0%	
Bulk purchases	0	124597479	0	12525502.93	37403502.46	31362976	6040526.46	19%	
Other materials	0		0	0	0	0	0		
Contracted services	0	12837034	0	517829.28	2651783.96	2321017	330766.96	14%	
Transfers and grants	0	1315492	0	16190.69	341016.76	256109	84907.76	33%	
Other expenditure	0	75112643	0	11103073.11	29320072.5	25171742	4148330.5	16%	
Loss on disposal of PPE	0					0	0		
Total Expenditure	0	465578331	0	44463409.13	131799994.5	124455839	7344155.52	6%	-
Surplus/(Deficit)	0	-55348100	0	904599.15	-9801182.09	-3558263	-6242919.09	0	-
Transfers recognised - capital	0	62537000	0	6955898	27545089	15111000	12434089	0	
Contributions recognised - capital							0		
Contributed assets							0		
Surplus/(Deficit) after capital transfers & contributions	0	7188900	0	7860497.15	17743906.91	11552737			-
Taxation							0		
Surplus/(Deficit) after taxation	0	7188900	0	7860497.15	17743906.91	11552737			-
Attributable to minorities									
Surplus/(Deficit) attributable to municipality	0	7188900	0	7860497.15	17743906.91	11552737			-
Share of surplus/ (deficit) of associate									
Surplus/ (Deficit) for the year	0	7188900	0	7860497.15	17743906.91	11552737			-

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

Vote Description	2015/16	Budget Year 2016/17							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands									
Multi-Year expenditure appropriation									
Vote 1 - MUNICIPAL MANAGER	0	0	0	0	0	0	0		-
Vote 2 - BUDGET AND TREASURY	0	0	0	0	0	0	0		-
Vote 3 - CORPORATE SERVICES	0	0	0	0	0	0	0		-
Vote 4 - SOCIAL SERVICES	0	0	0	0	4709569	0	4709569	#DIV/0!	-
Vote 5 - INFRASTRUCTURE SERVICES	0	0	0	6955897.93	27636024.25	0	27636024.3	#DIV/0!	-
Vote 6 - PLANNING DEVELOPMENT	0	0	0	64135.86	706969.24	0	706969.24	#DIV/0!	-
Total Capital Multi-year expenditure	0	0	0	7020033.79	33052562.49	0	33052562.5	#DIV/0!	-
Single Year expenditure appropriation									
Vote 1 - MUNICIPAL MANAGER	0	0	0	0	289410.4	0	289410.4	#DIV/0!	-
Vote 2 - BUDGET AND TREASURY	0	0	0	0	0	0	0		-
Vote 3 - CORPORATE SERVICES	0	2727000	0	173195	493795	0	493795	#DIV/0!	-
Vote 4 - SOCIAL SERVICES	0	0	0	0	0	0	0		-
Vote 5 - INFRASTRUCTURE SERVICES	0	65037250	0	0	0	15111000	-15111000	-100%	-
Vote 6 - PLANNING DEVELOPMENT	0	316000	0	0	0	0	0		-
Total Capital single-year expenditure	0	68080250	0	173195	783205.4	15111000	-14327795	-95%	-
Total Capital Expenditure	0	68080250	0	7193228.79	33835767.89	15111000	18724767.9	124%	-
Capital Expenditure - Standard Classification									
Governance and administration	0	2727000	0	173195	783205.4	0	783205.4	#DIV/0!	-
Executive and council		0	0	0	289410.4	0	289410.4	#DIV/0!	
Budget and treasury office		0	0	0	0	0	0		
Corporate services		2727000	0	173195	493795	0	493795	#DIV/0!	
Community and public safety	0	0	0	0	0	0	0		-
Community and social services		0	0	0	0	0	0		
Sport and recreation						0	0		
Public safety						0	0		
Housing		0	0	0	0	0	0		
Health		0	0	0	0	0	0		
Economic and environmental services	0	18414399	0	5407947.86	14757453.24	0	14757453.2	#DIV/0!	-
Planning and development		316000	0	64135.86	706969.24	0	706969.24	#DIV/0!	
Road transport		18098399	0	5343812	14050484	0	14050484	#DIV/0!	
Environmental protection						0	0		
Trading services	0	46938851	0	1612085.93	18295109.25	5536875	12758234.3	230%	-
Electricity		7000000	0	0	0	0	0		
Water		29615500	0	1612085.93	11890996.95	5536875	6354121.95	115%	
Waste water management		10323351	0	0	1694543.3	0	1694543.3	#DIV/0!	
Waste management		0	0	0	4709569	0	4709569	#DIV/0!	
Other							0		
Total Capital Expenditure - Standard Classification	0	68080250	0	7193228.79	33835767.89	5536875	28298892.9	511%	-
Funded by:									
National Government		62537250	0	6955898	27545089	15111000	12434089	82%	
Provincial Government							0		
District Municipality							0		
Other transfers and grants							0		
Transfers recognised - capital	0	62537250	0	6955898	27545089	15111000	12434089	82%	-
Public contributions & donations							0		
Borrowing							0		
Internally generated funds		5543000	0	237330	6290679	0	6290679	#DIV/0!	
Total Capital Funding	0	68080250	0	7193228	33835768	15111000	18724768	124%	-

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7.6 Table C6 – Financial Position

Description	2015/16	Budget Year 2016/17			
	Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	Full Year Forecast
R thousands					
ASSETS					
Current assets					
Cash	0	75504782.59	0	10624164	
Call investment deposits	0	0	0		
Consumer debtors	0	130000000	0	103831082	
Other debtors	0	11543000	0	68214519	
Current portion of long-term receivables	0		0		
Inventory	0	2519000	0	1659100	
Total current assets	0	219566782.6	0	184328865	-
Non-current assets					
Long-term receivables	0	0	0	0	
Investments	0	23000	0	20824	
Investment property	0		0		
Investments in Associate	0		0		
Property, plant and equipment	0	1283898000	0	1248188578	
Agricultural	0		0		
Biological assets	0		0		
Intangible assets	0		0	621571	
Other non-current assets	0	77000	0	873500	
Total non-current assets	0	1283998000	0	1249704473	-
TOTAL ASSETS	0	1503564783	0	1434033338	-
LIABILITIES					
Current liabilities					
Bank overdraft					
Borrowing	0	3835000	0	11331686	
Consumer deposits	0	11503000	0	12097095	
Trade and other payables	0	53541000	0	92368005	
Provisions	0	2021973	0	7669340	
Total current liabilities	0	70900973	0	123466126	-
Noncurrent liabilities					
Borrowing	0	86455722	0	85208836	
Provisions	0	42782630	0	45966739	
Total noncurrent liabilities	0	129238352	0	131175575	-
TOTAL LIABILITIES	0	200139325	0	254641701	-
NET ASSETS	0	1303425458	0	1179391637	-
COMMUNITY WEALTH/EQUITY					
Accumulated Surplus/(Deficit)	0	1303425458	0	1179391637	

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Reserves					
TOTAL COMMUNITY WEALTH/EQUITY	0	1303425458	0	1179391637	-

7.7 Table C7 – Cash Flow

Description	2015/16	Budget Year 2016/17							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands								%	
CASH FLOW FROM OPERATING ACTIVITIES									
Receipts									
Property rates, penalties & collection charges	0	46341288.8	0	3794020.73	11559560.03	11585322.2	-25762.2	0%	
Service charges	0	199221957.4	0	18197154.9	54601738.49	49805489.36	4796249	10%	
Other revenue	0	30119951.3	0	3240497	8752476	8188489	563987	7%	
Government - operating	0	99172000	0	0	41310001	41310001	0		
Government - capital	0	62537000	0	1400000	24367000	24367000	0		
Interest	0	4247120.052	0	256888	1197408	1002592	194816	19%	
Dividends		0					0		
Payments									
Suppliers and employees	0	-340850136	0	-37553277.2	-111147423	-103687344	7460079	-7%	
Finance charges	0	-11464570	0	-1101985.22	-2935687.22	-2936703	-1015.78	0%	
Transfers and Grants	0	-1315492	0	-16190.69	-341016.76	-256109	84907.76	-33%	
NET CASH FROM/(USED) OPERATING ACTIVITIES	0	88009119.59	0	-11782892.5	27364057	29378737.56	2014681	7%	-
CASH FLOWS FROM INVESTING ACTIVITIES									
Receipts									
Proceeds on disposal of PPE							0		
Decrease (Increase) in non-current debtors							0		
Decrease (increase) other non-current receivables							0		
Decrease (increase) in non-current investments							0		
Payments									
Capital assets	0	-68080250	0	-6955898	-27545089	-15111000	12434089	-82%	
NET CASH FROM/(USED) INVESTING ACTIVITIES	0	-68080250	0	-6955898	-27545089	-15111000	12434089	-82%	-
CASH FLOWS FROM FINANCING ACTIVITIES									
Receipts									
Short term loans							0		
Borrowing long term/refinancing	0						0		
Increase (decrease) in consumer deposits							0		
Payments									
Repayment of borrowing	0	-4187278					0		
NET CASH FROM/(USED) FINANCING ACTIVITIES	0	-4187278	0	0	0	0	0		-
NET INCREASE/ (DECREASE) IN CASH HELD	0	15741591.59	0	-18738790.5	-181032	14267737.56			-
Cash/cash equivalents at beginning:	0	59763191	0		10805196	59763191			10 805

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Description	2015/16	Budget Year 2016/17							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
Cash/cash equivalents at month/year end:	0	75504782.59	0		10624164	74030928.56			10 805

7. Limitations of evaluation

1. Where no supporting documentation (POE) was supplied by departments, reported actual will amended.
2. All budget related data must be verified against the Municipal Financial System. Values input into the Performance Management System should be cumulative expenditure figures to give a true reflection of the actual performance.
3. The performance information has been audited by the Internal Auditor at the time of writing this report.

8. Approval

E M TUKAKGOMO
Municipal Manager

Date: