



Molemole Municipality

2017/2018

ANNUAL PERFORMANCE REPORT

Vision: "A developmental people driven organisation that serves its people"

Mission: To provide essential and sustainable services in an efficient and effective manner.

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1. INTRODUCTION AND BACKGROUND

In terms of section 46(1) and (2) of the Local Government: Municipal Systems Act (MSA), 2000(Act 32 of 2000), municipalities are required to annually prepare a performance report reflecting, the performance of the municipality and of each service provider during the financial year. The annual performance report must also reflect comparison of performance with targets set for the year under review with performance of the previous financial year.

Section 121 of the Local Government: Municipal Finance Management Act (MFMA), 2003 (Act 56 of 2003) further states that the annual performance report must form part of the municipality's Annual Report. Molemole Municipality's Annual performance report for the 2016/17 financial year has been prepared in line with the provisions of the MSA read together with the MFMA.

The Municipal Finance Management Act (MFMA) no 56 of 2003, further defines the Service Delivery Budget Implementation Plan (SDBIP) as a detailed plan approved by the Mayor of the municipality for implementing the municipality's delivery of municipal services and its annual budget and must include the following:

- (a) Projections of each month of:
 - (i) Revenue to be collected, by source and
 - (ii) Operational and Capital expenditure, by vote;
- (b) Service delivery targets and performance indicators for each quarter

The Mayor of Molemole Municipality approved the 2017/18 SDBIP which captured the performance indicators and targets for the financial year. The approved SDBIP translated the objectives and targets set in the municipality's Integrated Development Plan (IDP) and the tabled budget into quarterly monitoring tool that was used to measure the performance of the municipality. The approved 2017/18 SDBIP was reviewed in February 2018 through a council resolution after council approved an adjustment budget.

The SDBIP is a tool that enables both the political and administrative components of the municipality to monitor, evaluate and report performance quarterly, half-yearly and annually. This document presents the performance report for the whole of 2017/18 financial year in terms of financial projections and service delivery targets as set in the 2017//2018 SDBIP.

2. Molemole Municipality Performance Management System(PMS)

In terms of section 38 of the MSA municipalities are required to establish a performance management system that is commensurate with their resources, best suited to their circumstances and in line with the priorities, objectives, indicators and targets set in its IDP.

The municipality adopted its Performance Management System Policy Framework in 2012. The framework guides how performance management system is undertaken and prescribes the development, of the PMS Policy to ensure the implementation of framework. The PMS Policy is reviewed annually and adopted by council during the adoption of the IDP and Budget.

In terms of the adopted PMS Policy the reporting cycle of the municipality is as follows:

- Quarterly reporting;
- Mid-Year reporting; and
- Annual reporting

3. Issues raised by the Auditor General in the 2016/17 Annual Report and Management's Corrective Measures.

During the 2016/17 financial year the Auditor General highlighted issues that need to be corrected by management. Issues raised included among others; compliance to legislation, internal control and governance related issues. Management developed an Audit Action Plan to address issues raised in the Auditor General Report. The Audit Action plan was also submitted to the Auditor General for comment.

Coordination was done through the Office of the Chief Financial Officer and Internal Audit. Issues raised form part of the senior management meetings and Audit Steering Committee meetings chaired by the Municipal Manager where progress in terms of the implementation was reported. The AG Action plan was also a standing item on the municipality's Audit Committee meetings.

3.1. The table below presents an abridged version of the key issues raised, management's corrective measures as well as progress as at the end of June 2018.

Financial year	2016/17
Municipality name	Molemole
Audit opinion	Unqualified
Reporting period	Jun-17

ANNEXURE A: MATTERS AFFECTING THE AUDITORS REPORT

2016/17 SUMMARY OF ALL AG FINDINGS STATUS PER MUNICIPAL DEPARTMENTS			
Department	Number of findings	Number of findings resolved	% of findings resolved
1 Municipal Manager	2	2	100%
2 Budget & Treasury	37	30	81%
3 Technical Services	0	0	0
4 LED&P	1	1	100%
5 Community Services	0	0	0
6 Corporate Services	10	6	60%
	50	39	78%

Financial year	2016/17										
Municipality name	Molokwane										
Audit opinion	Unqualified										
Reporting period	Jun-18										
ANNEXURE A: MATTERS AFFECTING THE AUDITOR'S REPORT											
Audit Findings	Category of Finding	Description of Finding	Finding status	Root Cause	Action Plan Description	Start Date	Completion/Person Responsible	Position	Progress	Narrative to Progress/Challenges	
1	AOPO	Matters affecting the auditor's report	The adopted IDP 2016/17 does not reflect and identify the key performance indicators and targets.	Recurring	Non compliance with the MSA	The review of the IDP should reflect key performance indicators and performance targets in line with MSA sec 26 and 41.	1-Dec-17	30-Jun-18 M Moroko	Manager IDP	Completed	The review of the IDP 2017/18 has reflected the targets in line with the requirements of the Acts.
2	AOPO	Matters affecting the auditor's report	The monthly projections of revenue collected by source and operational and capital expenditure by vote were not indicated service delivery and budget implementation plan(SDBIP).	Recurring	Non compliance with the MFMA	The monthly projections of revenue collected by source and operational and capital expenditure by vote to be indicated in the service delivery and budget implementation plan(SDBIP).	1-Aug-17	30-Nov-17 KM Mbagakane	Manager PMS	Completed	The matter has been addressed in the 2017/18 Financial Year.
3	SCM	Matters affecting the auditor's report	Awards made to suppliers in the service of the state. The person in the service of the state who had interest in contracts awarded by the municipality failed to disclose their interest in the suppliers.	Recurring	Non compliance with SCM policy and applicable regulations.	Provincial and National Treasury to clarify the matter	1-Dec-17	30-Jun-18 NU Mabote/ D Mashatola	Manager SCM Procurement Officer	In progress	Management is undergoing investigation to proof the status quo of the directors.
4	SCM	Matters affecting the auditor's report	Irregular and unauthorised expenditure incurred in 2016/17 were not prevented as required by the MFMA.	Recurring	Non compliance with the MFMA and applicable legislations.	On irregular expenditure, the adverts will be verified for compliance	1-Dec-17	30-Jun-18 NU Mabote/ BM Lefhuba	Manager SCM Manager Budget & Reporting	In progress	Irregular and unauthorised expenditure was tabled to Council and now under investigations by the MPAC.

NB. Most of the issues that were not addressed as at the end of June 2018 were matters that could only be corrected during the preparations of the Annual Financial Statements.

4. FINANCIAL PERFORMANCE OF THE MUNICIPALITY FOR THE FINANCIAL YEAR 2016/17

DESCRIPTION	ANNUAL BUDGET	ANNUAL ACTUAL	% REVENUE COLLECTED	VARIANCE	REASONS FOR VARIANCE
Revenue By Source	R	R	%	%	
Property Rates	13,725,095	16,184,010	118	-18	properties received from former Aganang.local municipality allocation to the system.
Service Charges- Electricity	8,057,753	8,300,884	103	-3	None
Service Charges-Refuse	2,057,915	1,763,228	86	14	None
Rental of facilities and equipment	255,587	338239.64	132	-32	Rental income accrual recognition had an impact on reporting processes.
Interest earned- external investment	1,888,257	1,575,122	83	17	The municipality did not have enough funds to invest as it initially anticipated
Interest earned- outstanding debtors	1,330,849	1,138,975	90	10	Debt written-off and the increase in collection rate.
Fines	1,079,173	1,008,500	93	7	None

Licences and permits	6,354,053	2,455,745	39	61	System problem and the break-in at morebeng traffic station.
Agency services	2,175,948	2,368,757	108	-8	None
Transfers and subsidies	174,320,118	167,951,927	96	4	None
Gain on disposal of assets	-	102,235	-	100	
Actuarial gains	-	1,472,458	-	100	
Other revenue	26,535,849	315,092	1	99	Stands to be sold by the municipality processes has not been finalised and the process was implemented in august 2018.
Total Revenue (including Capital transferred)	237,780,597	204,878 615	86	14	

The total annual revenue budget for the financial year 2017/18 amounts to **R237,780,597.00** and the actual revenue collected from 01 July 2017 to 30 June 2018 amounts to **R 204,878 615 (86%)** compared to the proportional percentage of **100%**.

DESCRIPTION	ANNUAL BUDGET	ANNUAL ACTUAL	% EXPENDITURE	VARIANCE	REASONS FOR VARIANCE
Employee related costs	76,839,806	67,443,438	88	12	Some vacant and funded posts not filled
Remuneration of Councillors	12,023,638	12,031,429	100	0	None
Debt impairment	5,195,000	3,969,726	72	28	Debts Write-Off Resolution For 100% Write Off On Water Issued By The District Council And 100% Residential Write-Off Issued By Molemole Council Lead To The Delays In Finalizing The Impairment As It Is Having Direct Impact On The Final Figure
Depreciation	7,699,972	7,527,326	98	2	None
Finance costs	1,128,569	1,188,951	105	5	None
Bulk purchases	9,473,821	9,198,303	97	3	None
Contracted services	19,050,814	15,909,210	84	16	None

Other material	2,054,571	1,781,069	87	13	
collection costs	400,000	32,982	8	92	
General Expenses	40,383,456	46,443,277	115	-15	None
TOTAL OPERATING EXPENDITURE	174,249,647	163,711,661	93	7	

The total annual operating budget for the financial year 2017/18 amounts to **R174,249,647.00** and the actual expenditure from 01 July 2017 to 30 June 2018 amounts to **R162,812,059(93%)** compared to the proportional percentage of **100%**.

DESCRIPTION	ANNUAL BUDGET	ANNUAL ACTUAL	% EXPENDITURE	VARIANCE	REASONS FOR VARIANCE
	R				
Assets from own funds	17,679,067	11 854 293	67	33	
Assets from Grants and subsidies	46,376,457	23 452 126	51	49	
TOTAL EXPENDITURE CAPITAL	64,055,524	35,306,419	55	45	

The annual capital budget for 2017/18 financial year amounts to R64, 055,524.00. The actual capital expenditure for the period ending 30 June 2018 amounts to **R35, 306,419.00**. The Municipality should spend 100% against the total allocated budget at the end of the financial year and the Municipality spent 55% and variance is 45%.

DEBTORS

Comprehensive Analysis Of Services Debtors

The Outstanding Service Debtors As At 30 June 2018 Amounts to R 86 895 938.77 and Is Made Up As Follows:

Row Labels	Sum of Total 30days	Sum of total 60 days	Sum of total 90 days	Sum of total > 90 days	Sum of Total Debt outstanding
Electricity	657 766,06	277 663,43	217 311,38	5 568 337,21	6 721 078,08
Refuse	344 138,56	164 165,96	160 965,77	6 482 094,91	7 151 365,20
Sundries	8 669,73	4 279,03	4 224,40	430 207,37	447 380,53
CDM	502 753,30	169 794,62	156 128,76	2 223 917,30	3 052 593,98
Rates - Residential development	302 915,76	143 804,12	140 427,28	5 976 193,27	6 563 340,43
Rates - Residential vacant land	5 690,69	2 762,63	1 887,59	90 638,51	100 979,42
Rates - Bussiness and Commercial	228 386,28	94 979,38	86 032,09	2 484 767,24	2 894 164,99
Rates - Residential National Government	17 102 560,90	736 342,18	735 833,56	32 842 186,87	51 416 923,51
Rates - Public Service Infrastructure	1 810,49	962,16	958,89	60 125,71	63 857,25
Rates - Agricultural Properties	275 753,75	93 887,81	93 432,19	8 019 025,04	8 482 098,79
Rates - Agriculture	194,83	94,84	93,11	1 716,36	2 099,14
Rates - Farm Properties - other	30,50	15,25	11,70	-	57,45
Grand Total	19 430 670,85	1 688 751,41	1 597 306,72	64 179 209,79	86 895 938,77

5. NON-FINANCIAL/SERVICE DELIVERY PERFORMANCE

5.1. Summary of non-Financial Performance per Municipal Departments during 2016/17 FY

No	Department	No. of planned targets	No of targets achieved	% targets achieved	No of targets not achieved	% not achieved	No of targets discontinued	% targets discontinued
1	Corporate Services	10	7	70%	2	20%	1	10%
2	Technical Services	12	2	17%	9	75%	1	8%
3	Community Services	4	4	100%	0	0%	0	-
4	Local Economic Development and Planning	16	12	75%	3	19%	1	6%
5	Finance/Budget and Treasury	10	9	90%	1	10%	0	-
6	Municipal Manager's Office	36	19	53%	16	44%	1	3%
	Total	88	53	60%	31	35%	4	5%

5.2. Summary of non-Financial Performance per Municipal Departments during 2017/18 FY

No	Department	No. of planned targets	No of targets achieved	% targets achieved	No of targets not achieved	% not achieved	No of targets discontinued/Target not verifiable	% targets discontinued
1	Corporate Services	13	10	77%	03	23%	0	0%
2	Technical Services	09	03	33%	06	67%	0	0%
3	Community Services	5	1	20%	04	80%	0	0%
4	Local Economic Development and Planning	20	17	89%	02	11%	01	5%
5	Budget and Treasury	29	24	86%	04	14%	01	3%
6	Municipal Manager's Office	25	17	68%	08	32%	0	0%
	Total	101	72	71%	27	29%	02	2%

6. 2017/18 SUMMARY OF NON-PERFORMANCE OF SET TARGETS AND MEASURES TO IMPROVE PERFORMANCE

TARGETS NOT ACHIEVED	CHALLENGE	CORRECTIVE MEASURES
<p>1. LED&P Department</p> <ul style="list-style-type: none"> - IDP representative Forum - Risk management 	<p>Only 2 x IDP rep Forums was achieved due to budget constraints. Spatial planning framework and LED strategy were not reviewed</p>	<p>Provision of adequate budget in the 2018/19 financial year. Spatial planning framework and LED strategy should be reviewed in the 2018/19 FY.</p>
<p>2. TECHNICAL SERVICES</p> <ul style="list-style-type: none"> - Matipana to Madikana gravel to tar road - Ramokgopa Eiseben gravel to tar - Upgrading of Nthabiseng internal streets. - Mohodi sports complex. - Upgrading of electricity network. - Supply and installation of street lights. 	<p>There was hard rock discovered whereby blasting was required and resulted in the delay. Financial constraints from MIG registration and internal funding was not available. way-leave application submitted in Nov 2017. Awaiting way-leave approval from SANRAL which delays registration by MIG. Multi-year project (17/18 and 18/19) Project discontinued due to budget constraints. Project re-advertised.</p>	<p>Project rolled over to 2018/19 Financial year, to be completed end August 2018. 0,5km will be budgeted for in the 2018/19 with internal funding. Project rolled over to 2018/19 Financial year, follow ups are done regularly to speed up the approval by SANRAL Budgeted and completed in the 18/19 fin year Project will be implemented in the 2018/19 FY. Project will be implemented in the 2018/19FY</p>
<p>3. CORPORATE SERVICES</p> <ul style="list-style-type: none"> - Establishment of Molejji satellite Cluster office. - Recruitment and selection processes - Fire detectors and alarm system 	<p>There were delays in surveying and rezoning of the allocated site Ongoing terminations. The municipality has prioritised filling positions that became vacant due to terminations over other vacant posts on the organisational structure Fire detectors not recommended for Molemole municipal building as per building and construction regulations. The previous target was not in line with relevant legislations.</p>	<p>Survey report submitted and the handover of site to service provider is done. Municipality will implement the retention strategy to reduce staff turn-over. Revisit the project and take guidance from the building and construction regulations. The project will be implemented in 2018/19 FY.</p>
<p>4. COMMUNITY SERVICES</p>		

<ul style="list-style-type: none"> - Renovation and extension of Mogwadi Tennis Court. - Procurement of a tractor with grass cutting equipment. - Beautification of Morebeng town. - Risk management. 	<p>There were delays in SCM processes.</p> <p>There were delays in SCM processes.</p> <p>There were delays in SCM processes.</p> <p>The municipal landfill sites not adequately managed.</p>	<p>Project will be rolled over and be completed in the 1st quarter 2018/19.</p> <p>Project will be rolled over and be completed in the 1st Quarter of 2018/19.</p> <p>Project rolled over to be completed in the 1st quarter 2018/19. Municipality should appoint security to control access into landfill sites.</p> <p>Municipality should appoint operator to assist in managing the waste disposal processes and include the disposal fee tariff provision in the Tariff policy.</p>
<p>5. OFFICE OF MUNICIPAL MANAGER</p>		
<ul style="list-style-type: none"> - Youth activities 	<p>Only One instead of Four Youth events was held due to budget constraints.</p>	<p>The events will be implemented in the 2018/19 FY.</p>
<ul style="list-style-type: none"> - Disability programme 	<p>Two events were held due to financial constraints.</p>	<p>The programme will be implemented in the 2018/19 FY.</p>
<ul style="list-style-type: none"> - Older persons programme 	<p>Three events held due to budget constraints</p>	<p>Programme will be implemented in the 2018/19 FY.</p>
<ul style="list-style-type: none"> - Events Management Equipments 	<p>Only municipal branding was purchased.</p>	<p>Purchasing of podium and Loud haiters revised as municipality had recently purchased.</p>
<ul style="list-style-type: none"> - Audit Action Plan 	<p>Slow implementation of issues raised.</p>	<p>Weekly steering comm meetings will be coordinated to address outstanding issues.</p> <p>Departments not complying.</p>
<ul style="list-style-type: none"> - Risk register 	<p>Not all risks were resolved within the timeframe as specified in the register.</p>	<p>Municipality should fill all senior managers positions.</p>
<ul style="list-style-type: none"> - Assessment of Senior Managers. 	<p>The municipality had only One permanent senior manager to be assessed.</p>	<p>Strengthening of monitoring and evaluation tools by cascading performance management.</p>
<ul style="list-style-type: none"> - Risks identified 	<p>Municipality did not yet signed performance agreement with middle management.</p>	
<p>6. BUDGET AND TREASURY</p>		
<ul style="list-style-type: none"> - Cost recovery and Debtors analysis 	<p>Rate payers who did not complete write-off applications are disputing the process.</p>	<p>Extension of the application process in respect to write-off will be reconsidered after the council resolution.</p>
<ul style="list-style-type: none"> - Reconciliation of debtors account 	<p>Only 6 out of 12 months debtor reconciliation was done.</p>	<p>Opening balances upload was done in second quarter due to MSCOA implementation processes.</p>
<ul style="list-style-type: none"> - Salary reconciliation 	<p>MSCOA votes having insufficient funds. Some votes not allocated the budget.</p>	<p>Allocation of correct votes and budget should be done.</p>

7. Following below is detailed departmental performance against planned targets as per the 2017/18 Service Delivery and Budget Implementation Plan

7.1 DEPARTMENT: LOCAL ECONOMIC DEVELOPMENT AND PLANNING

Key Performance Area (KPA) 1:													
Outcome 9:													
Outputs :													
Strategic objectives													
No.	Priority area (IDP)	Project Name	Key performance indicator	Baseline	2017/18 annual target	Revised 2017/18 Annual target	2016/17 Actual performance achievement	2017/18 actual achievement or Not Achieved	New or Old indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit review
Spatial Rationale Responsive, Accountable, Effective and Efficient Local Government System • Actions supportive of the human settlement outcome • Implement a differentiated approach to municipal financing, planning, and support To Promote Orderly Development Through Integrated Spatial Planning And Land Use Management													
1	Spatial planning	Spatial planning awareness	Number of workshop conducted	New indicator	4 spatial awareness workshop conducted	None	N/A	Achieved. 4 spatial awareness workshops conducted	New	None	None	Budget: R40 000 Expenditure: R20 300	No exception found Attendance registers submitted.
2	Spatial planning	Development of Spatial development framework	Number of Spatial development frameworks developed	New Indicator	One(1) Spatial Development Framework developed	SDF Status Quo Report	N/A	Achieved. SDF Status Quo Report compiled	New	None	None	Budget: R900 000 Expenditure: R326 000	No exception found SDF status quo report submitted.

Key Performance Area (KPA) 1:													
Spatial Rationale													
Responsive, Accountable, Effective and Efficient Local Government System													
<ul style="list-style-type: none"> Actions supportive of the human settlement outcome Implement a differentiated approach to municipal financing, planning, and support 													
Strategic objectives													
To Promote Orderly Development Through Integrated Spatial Planning And Land Use Management													
No.	Priority area (IDP)	Project Name	Key performance indicator	Baseline	2017/18 annual target	Revised 2017/18 Annual target	2016/17 Actual performance achievement	2017/18 actual achievement or Not Achieved	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit review
3	Spatial planning Spatial planning	Pegging of sites	Percentage of sites requested pegged	New indicator	100% of sites requested pegged	None	N/A	N/A No sites requested	New	N/A	N/A		No requests received
4			Number of sites pegged in Mogwadi and Morebeng	100 sites pegged in Mogwadi and Morebeng	No Target	180 sites pegged in Mogwadi /Morebeng	Achieved	Achieved 180 sites pegged in Mogwadi and Morebeng	old	None	None	Budget: R500 000 Expenditure: R496 407	No exception found 100 sites pegged in Mogwadi and Morebeng
5	Spatial planning	Subdivision /consolidation and rezoning of municipal sites	Number of Subdivision /consolidation and rezoning of municipal sites	New Indicator	100% of sites for subdivision/consolidation and rezoning processed	2 sites subdivided and rezoned	N/A	Achieved 2 sites subdivided and rezoned	New	None	None	Budget: R150 000 Expenditure: R122 381	No exception found. Two(2) subdivided and rezoned sites reports submitted.
6	Spatial planning	Drafting of building plans for existing municipal properties	Percentage of building plans compiled	100% (8 out of 8 building plans) compiled	Building plans compiled	Project discontinued	Achieved	Project Discontinued	Old	N/A	N/A	N/A	N/A

Key Performance Area (KPA) 1:													
Spatial Rationale													
Responsive, Accountable, Effective and Efficient Local Government System													
Outcomes:													
Outputs:													
Strategic objectives													
To Promote Orderly Development Through Integrated Spatial Planning And Land Use Management													
No.	Priority area (IDP)	Project Name	Key performance indicator	Baseline	2017/18 annual target	Revised 2017/18 Annual target	2016/17 Actual performance achievement	2017/18 actual achievement or Not Achieved	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit review
7	Spatial planning	Processing of building plans	Percentage of building plans received processed	New indicator	100% processing of building plans received	None	N/A	Achieved	New	None	None	OPEX	No exception found Registers of applications for Building plans submitted
8	Spatial planning	Processing of land use applications	Percentage of land use applications received processed	New indicator	100% processing of land use applications received	None	N/A	Achieved	New	None	None	OPEX	No exception found. Register of land use application submitted
LOCAL ECONOMIC DEVELOPMENT													
9	Local Economic Development	LED Stakeholder engagements	Number of LED Stakeholder engagement held	New Indicator	4 Forum Meetings held	None	N/A	Achieved	New	None	None	Budget: R116 394 Expenditure: R79 731	No exception found Attendance Register, Minutes submitted. Budget amount not consistent with the reviewed SDBIP

Key Performance Area (KPA) 1:													
Spatial Rationale													
Responsive, Accountable, Effective and Efficient Local Government System													
Outcome 9:													
Outputs :													
Strategic objectives													
Actions supportive of the human settlement outcome													
Implement a differentiated approach to municipal financing, planning, and support													
To Promote Orderly Development Through Integrated Spatial Planning And Land Use Management													
No.	Priority area (IDP)	Project Name	Key performance indicator	Baseline	2017/18 annual target	Revised 2017/18 Annual target	2016/17 Actual performance achievement	2017/18 actual achievement or Not Achieved	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit review
10	Local Economic Development	Investor conference	Number of SMME/Investor Conference held	1x Investor conference/No partnership agreement signed	1 investor Conference held and 1x partnership agreement signed on social labour plans	1 SMME/Investors Conference held	Not Achieved	Achieved 1 SMME/Investor Conference held	Old	None	None	Budget: R400 000 Expenditure: R338 125	No exception found Report on Investor/SMME conference with attendance register, order, SLA submitted
11	Local Economic Development	Review of Molemole LED Strategy	Number of LED strategies reviewed	Current LED Strategy outdated (last reviewed in 2012)	Reviewed LED Strategy	LED Strategy Status Quo Report	N/A	Achieved LED Strategy Status Quo Report Compiled	New	None	None	Budget: R500 000 Expenditure: R93 302	No exception found LED Strategy Status Quo Report submitted
12	Local Economic Development	Molemole Career Expo	Number of Career Expo held	1x Career Expo held	1x Career expo	None	Not Achieved	Achieved - target exceeded 2 Career EXPOs held	Old	None however reason for over-achievement was the 2016/17 target which was also	None	Budget: R380 000 Expenditure: R354 000	No exception found TOR and attendance register Budget not consistent with the SDBIP

Key Performance Area (KPA) 1: Spatial Rationale													
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System													
Outputs :													
Strategic objectives													
No.	Priority area (IDP)	Project Name	Key performance indicator	Baseline	2017/18 annual target	Revised 2017/18 Annual target	2016/17 Actual performance achievement	2017/18 actual achievement or Not Achieved	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit review
13	Local Economic Development	Job Creation Monitoring	Number of reports on Job Creation from Municipal projects	New indicator	2 reports compiled on creation	None	N/A	Achieved 2 reports compiled on job creation	New	None	None	OPEX	No exception found 2 reports on job creation from municipal projects submitted
14	Local Economic Development	Youth agriculture programme	Number of graduates in agricultural programmes	6 Graduates appointed and capacitated	6 graduates capacitated in agricultural programmes	None	Achieved	Achieved 6 graduates capacitated in Agricultural Programmes	Old	None	None	Budget: R450 000 Expenditure: R318 299	No exception found 4X Capacity building reports submitted.
15	Local Economic Development	Capacity building on SMME	Number of SMME's trained	20 SMME's capacitated	20 SMME's capacitated	None	Achieved	Achieved 20 SMME's capacitated	Old	None	None	Budget: R200 000 Expenditure R177 022	No exception found Training implementation plan and attendance register submitted.

Key Performance Area (KPA) 1:													
Spatial Rationale													
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Implement a differentiated approach to municipal financing, planning, and support													
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No.	Priority area (IDP)	Project Name	Key performance indicator	Baseline	2017/18 annual target	Revised 2017/18 Annual target	2016/17 Act	2017/18 actual achievement or Not Achieved	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit review
INTEGRATED DEVELOPMENT PLANNING													
16	IDP	Development and review of IDP/Budget	Number of IDP Reviewed	One Reviewed and adopted 2016/2017 IDP/Draft 2017/18 IDP	Adopted and printed a credible 2018/2019 IDP	None	Achieved	Achieved 2018/2019 IDP compiled and adopted	Old	None	None	Budget: R1 326 084 Expenditure: R1 311 468	No exception found Process Plan; ward consultation report; Adopted 2018/19 IDP submitted
17	IDP	IDP Representative Forum	Number of IDP Representative Forum coordinated	2016/17 IDP Representative Forum in place	3 X 2016/17 IDP Representative Forum meetings coordinated	None	Achieved	Not Achieved 2 Representative Forum meetings coordinated	Old	Budget Constraints	Provide adequate budget in the next Financial Year		Exception found Target not achieved.
18	IDP	Strategic planning sessions	Number of strategic working sessions held	4 strategic working sessions held	3 strategic sessions held	None	Achieved	Achieved 3 strategic sessions held	Old	None	None		No exception found Strategic working sessions reports with resolutions Attendance Registers and

Key Performance Area (KPA) 1: Spatial Rationale													
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System													
Outputs :													
Strategic objectives													
To Promote Orderly Development Through Integrated Spatial Planning And Land Use Management													
No.	Priority area (IDP)	Project Name	Key performance indicator	Baseline	2017/18 annual target	Revised 2017/18 Annual target	2016/17 Actual performance achievement	2017/18 actual achievement or Not Achieved	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit review
19	IDP	Printing of IDP document	Number of IDP documents printed	Approved 2017/2018 IDP	200 IDP Document printed	None	Achieved	Achieved 200 IDP Documents printed	Old	None	None		minutes submitted No exception found
20	IDP	Printing of Annual Report	Number of Annual Reports documents printed	Approved 2015/ 16 Annual report	200 2016/2017 Annual documents printed	Target transferred to municipal Manager's Office	Achieved	N/A Reported in Municipal Managers office	N/A	N/A	N/A		Invoice and printed 2017/18 IDP submitted N/A
21	IDP Unit	Adoption of Final IDP/Budget	No meetings held	One Council Meeting on adoption of final IDP	One council meeting on the adoption of the final IDP	None	Achieved	Achieved 1 council meeting on the adoption of the final 2018/19 IDP coordinated.	Old	None	None		No exception found Minutes attendance registers submitted
22	Risk Management	Risk Management	Percentage of identified risks resolved within	0% of risks resolved	100% of risks resolved within the timeframe	None	N/A	Not Achieved 0% of risks resolved	Old	Spatial Planning Framework and LED strategy	Reviewed Spatial Planning Framework and	None	Exception found Target not achieved.

Key Performance Area (KPA) 1:													
Spatial Rationale													
Responsive, Accountable, Effective and Efficient Local Government System													
Outputs :													
<ul style="list-style-type: none"> Actions supportive of the human settlement outcome Implement a differentiated approach to municipal financing, planning, and support 													
Strategic objectives													
To Promote Orderly Development Through Integrated Spatial Planning And Land Use Management													
No.	Priority area (IDP)	Project Name	Key performance indicator	Baseline	2017/18 annual target	Revised 2017/18 Annual target	2016/17 Actual performance achievement	2017/18 actual achievement or Not Achieved	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit review
			timeframe as specified in the risk register		as specified in the register			within the timeframe as specified in the register		were not reviewed	LED strategy		Update risk register submitted

7.2 DEPARTMENT: TECHNICAL SERVICES

Basic Services & Infrastructure Planning													
Responsive, Accountable, Effective and Efficient Local Government System													
<ul style="list-style-type: none"> Implement a differentiated approach to municipal financing, planning, and support Improving access to basic services Implementation of the community works programme 													
Strategic objectives													
Provision of sustainable infrastructure and basic services													
No	Priority area (IDP)	Project Name	Key performance indicator	Baseline	2017/18 annual target	Revised 2017/18 Annual target	2016/17 Actual performance Achievement	2017/18 Actual achievement or not Achieved	New or Old Indicator	Challenges	Corrective measures	Budget Expenditure	Internal Audit Review
OPERATIONS AND MAINTENANCE													
23	Road and storm water	Mohodi to Maponto gravel to tar road	Percentage construction to Maponto gravel to Tar	2 km of road upgraded from gravel to tar	Construction of Mohodi to Maponto from gravel to tar (1,5km of road tarred)	None	Achieved	Achieved 1,5km roads constructed and completed	Old	None	None	Budget R 9 733 468 Expenditure R 6,468,598.88	No exception found Completion Certificate submitted
24	Roads	Ramokgopa Eisleben gravel to tar road	Ramokgopa Eisleben gravel to tar	11 km of road upgraded from gravel to tar	Construction of Ramokgopa to Eisleben from gravel to tar (2.0km of road tarred)	None	Achieved	Not Achieved 1,5km roads constructed and completed	Old	Financial constraints from MIG registration and internal funding was not available	0,5km will be budgeted for in the 2018/19 with internal funding.	Budget R8 250 769 Expenditure R 8,250,769	Exception found Target not achieved.

Key Performance Area (KPA) 2: Basic Services & Infrastructure Planning													
Responsive, Accountable, Effective and Efficient Local Government System													
Outcome 9:													
Outputs:													
Strategic objectives													
Provision of sustainable infrastructure and basic services													
No	Priority area (IDP)	Project Name	Key performance indicator	Baseline	2017/18 annual target	Revised 2017/18 Annual target	2016/17 Actual performance Achievement	2017/18 Actual achievement or not Achieved	New or Old Indicator	Challenges	Corrective measures	Budget Expenditure	Internal Audit Review
OPERATIONS AND MAINTENANCE													
25	Road and storm water	Matipane to Madikana gravel to tar road	Percentage of Matipane to Madikana road from gravel to tar including upgrading of stormwater system	7 km of road upgraded from gravel to tar	Construction of Matipane to madikana road from gravel to tar (3km of storm water system upgraded	None	None	Not Achieved	Old	There was a hard rock discovered whereby blasting was required and resulted in the delay.	Project rolled over to 2018/19 Financial year, to be completed end August 2018.	Budget R3 629 677 Reviewed (R3,437,688.44) Expenditure R3 409 474.32	Exception found Actual achievement (progress) not provided.
26	Roads	Upgrading of Nthabiseng Internal Streets	Percentage upgrading of Nthabiseng Internal Streets	New indicator	Upgrading of Nthabiseng Internal Streets from gravel to tar (1.5km of road tarred	Preparation of specifications, advertisement of contractor and site establishment	None	Not Achieved	New	way-leave application submitted in Nov 2017. Awaiting way-leave approval from SANRAL which	Project rolled over to 2018/19 Financial year, follow ups are done regularly to speed up the approval	Budget R6 960 486 Reviewed (2,702,451.78) Expenditure R1,536,187.53	Exception found Actual achievement (progress) not provided.

Key Performance Area (KPA) 2: Basic Services & Infrastructure Planning													
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System													
Outputs:													
<ul style="list-style-type: none"> Implement a differentiated approach to municipal financing, planning, and support Improving access to basic services Implementation of the community works programme 													
Strategic objectives													
Provision of sustainable infrastructure and basic services													
No	Priority area (IDP)	Project Name	Key performance indicator	Baseline	2017/18 annual target	Revised 2017/18 Annual target	2016/17 Actual performance Achievement	2017/18 Actual achievement or not Achieved	New or Old Indicator	Challenges	Corrective measures	Budget Expenditure	Internal Audit Review
OPERATIONS AND MAINTENANCE													
27	Roads	Purchase of new Tractor Loader Backhoe(TLB)	Number of Tractor Loader Backhoe(TLB)Procured	1X Tractor Loader Backhoe (TLB)	1X Tractor Loader Backhoe (TLB) procured	Preparation of specifications, advertisement and Appointment of Service Provider	Achieved	Achieved 1X Tractor Loader Backhoe (TLB) procured and delivered.	Old	None	None	Budget R1 500 000 Expenditure R 1 219 550	No exception found Specifications, SLA, Appointment letter submitted
28	Sports Facilities	Mohodi Sport Complex	Complete sports complex	No sport complex in Mohodi	Sports complex constructed	None	Not achieved	Not Achieved	Old	Multi year project (17/18 and 18/19)	Budgeted and completed in the 18/19 financial year	Budget R5 357 700 Expenditure R 5 357 700	Exception found Target not achieved.
29	Electricity	Upgrading of Electricity Network	Electricity Network infrastructure Upgraded	New Indicator	Convert old conventional meters to pre-payment and	None	Not achieved.	Not Achieved.	Old	Project discontinued due to budget constraints.	Project will be implemented in the 2018/19 F.Y.	Budget R1,500,000 Reviewed Budget. R0.00	Exception found Target not achieved.

Key Performance Area (KPA) 2: Basic Services & Infrastructure Planning													
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System													
Outputs:													
<ul style="list-style-type: none"> Implement a differentiated approach to municipal financing, planning, and support Improving access to basic services Implementation of the community works programme 													
Strategic objectives													
No	Priority area (IDP)	Project Name	Key performance indicator	Baseline	2017/18 annual target	Revised 2017/18 Annual target	2016/17 Actual performance Achievement	2017/18 Actual achievement or not Achieved	New or Old Indicator	Challenges	Corrective measures	Budget Expenditure	Internal Audit Review
OPERATIONS AND MAINTENANCE													
30	Electricity	Purchasing of electrical Bakkie	Electrical Bakkie purchased	New Indicator	1X Electrical Bakkie purchased	None	Not achieved.	Achieved 1X Electrical Bakkie purchased	Old	None	None	Budget R650,000.00 Reviewed budget R 750,000.00 Expenditure R 689,557.51	Council resolution not submitted. No exception found Specification, SLA, Appointment letter, delivered bakkie/delivery note submitted. Exception found Target not achieved.
31	Electricity	Supply and installation of street lights	No of streetlights installed and maintained	New Indicator	Streetlights maintained	None	None	Not achieved	New	Project re-advertised.	Project to be implemented in the 2018/19 financial year.	Budget R300,000.00 Expenditure R0.00	Exception found Target not achieved.

Key Performance Area (KPA) 2:													
Outcome 9:													
Outputs:													
Strategic objectives													
No	Priority area (IDP)	Project Name	Key performance indicator	Baseline	2017/18 annual target	Revised 2017/18 Annual target	2016/17 Actual performance Achievement	2017/18 Actual achievement or not Achieved	New or Old Indicator	Challenges	Corrective measures	Budget Expenditure	Internal Audit Review
OPERATIONS AND MAINTENANCE													
32	Risk Management	Risk management	Percentage of risks resolved within timeframe as specified in the risk register	% of risks resolved(1 operational risk resolved)	100% of risks resolved within the timeframe as specified in the register	None	N/A	Achieved 100% of risks resolved within the timeframe as specified in the register	Old	None	None	Opex	

7.3.DEPARTMENT: CORPORATE SERVICES

Municipal Transformation and Organizational Development													
Responsive, Accountable, Effective and Efficient Local Government System													
Implement a differentiated approach to municipal financing, planning, and support													
Ensure administrative support to municipal units through continuous institutional development and innovation.													
No	Priority area (IDP)	Project Name	Key performance Indicator	Baseline	2017/18 Annual target	Revised 2017/18 Annual target	2016/17 Actual performance achieved	2017/18 Actual Achievements	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit Review
33		Procurement of office furniture	Number of furniture procured and allocated	200 furniture items procured in 2016/17 Financial Year	Preparation of specification, approval and advertisement	Procurement of 37 furniture items for allocation to officials	Not achieved	Achieved Procured 37 furniture and allocated to officials	Old	None	None	Budget R400 000 Expenditure R 372,000	No Exception found Advert, appointment letter, Tender Specification submitted
34	Administration	Procurement of 1 x bakkie	Number of new municipal vehicles procured	02 new vehicles procured in 2016/17 Financial Year	No Target	Procurement of 37 furniture items for officials	Achieved	Achieved Procured 1x bakkie	Old	None	None	Budget R400 000 Expenditure R395,512.65	No exception found Advertisment, appointment letter, Tender specification submitted.
35	Administration	Establishment of Moleleji satellite/ Cluster office	Number of Cluster offices established	New indicator	Establishment of 1x Cluster Office	Construction of 1x Moleleji Cluster office	New	Not achieved Service Provider appointed and site handed over.	New	Delays in surveying and rezoning of the allocated site	Survey report has been submitted and site handed over to Service Provider	Budget R2 844 000 Expenditure R0	Exception found Target not achieved Budget not aligned to the reviewed SDBIP. Advertisment, appointment

Key Performance Area (KPA) 6: Municipal Transformation and Organizational Development													
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System													
Outputs : Implement a differentiated approach to municipal financing, planning, and support													
Strategic objectives													
Ensure administrative support to municipal units through continuous institutional development and innovation.													
No	Priority area (IDP)	Project Name	Key performance indicator	Baseline	2017/18 Annual target	Revised 2017/18 Annual target	2016/17 Actual performance achieved	2017/18 Actual Achievements Not Achieved	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit Review
36	Information and Communication Technology	Annual Software License renewal	Renewal of annual software licenses	Microsoft, Symantec and backup exec, Venus, Payday and GIS licenses are in place	100% maintenance of ICT Systems and licensing	None	Achieved	Achieved Renewal of annual software licenses	Old	None	None	Budget R892 440 Expenditure R 887,885	letter, specification submitted Advertiseme nt, order and invoices submitted.
37	Information and Communication Technology	Replacement of Obsolete ICT Equipment	Percentage procurement of ICT Equipment	35 laptops, 32 desktops, 41 printer, 3 UPS in place	100% (13) procurement of ICT Equipment	None	Achieved 100% procurement of ICT Equipment	Budget moved to repairs and maintenance category	Old	None	None	N/A	Project discontinued
38	Information and Communication Technology	Procurement of ICT equipment	Number of ICT equipment procured and allocated to officials	35 Laptops, 32 desktops, 4 printer, 3 UPS, 2 server ranks in place	100% of computer equipment maintained	None	New	Achieved 100% procurement of ICT Equipment	New	None	None	Budget R300 000 Expenditure R288 071.00	No exception found Advertisement Order and Invoices submitted

Key Performance Area (KPA) 6: Municipal Transformation and Organizational Development													
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System													
Outputs: Implement a differentiated approach to municipal financing, planning, and support													
Strategic objectives													
No	Priority area (IDP)	Project Name	Key performance indicator	Baseline	2017/18 Annual target	Revised 2017/18 Annual target	2016/17 Actual performance achieved	2017/18 Actual Achievements	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit Review
39	Human Resources Management	Recruitment and selection processes	Percentage of vacant positions filled	162 position filled	100% of vacant positions filled	100% of vacant positions filled	Not achieved	Not achieved 81% of vacant positions filled	Old	Ongoing terminations	Implement retention strategy to reduce staff turnover.	Opex	Exception found Target not achieved. Appointment letters submitted.
40	Human Resources Management	Training of Employees	Training of employees	Number of training programmes undertaken for employees	100% of the training programmes for employees	04 training programmes undertaken for Employees	Achieved	Achieved 06 training programmes for employees	Old	None	None	Budget R400 000 Expenditure R332,284.00	No exception found Attendance register of training reports submitted
41	Human Resources Management	Training of Councilors	Number of training programmes undertaken for councilors	04 training programmes undertaken for employee	100% of the training budget spent on training of councilors	To undertake 04 training programmes for Councilors	Achieved	Achieved 10 programmes undertaken	Old	None	None	Budget R300 000 Expenditure R100,208.68	Exception found Target not achieved.
42	Human Resources Management	Bursary fund Internal	Percentage of eligible employees awarded	08 Employees awarded study bursary	100% percent of eligible employee awarded	None	N/A	N/A	Old	Target removed during budget review	None	Budget R152 332 Expenditure R173 565	Exception found No progress reported for 2017/18.

Key Performance Area (KPA) 6: Municipal Transformation and Organizational Development													
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System													
Outputs : Implement a differentiated approach to municipal financing, planning, and support													
Strategic objectives													
Ensure administrative support to municipal units through continuous institutional development and innovation.													
No	Priority area (IDP)	Project Name	Key performance indicator	Baseline	2017/18 Annual target	Revised 2017/18 Annual target	2016/17 Actual performance achieved	2017/18 Actual Achievements	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit Review
			with bursary/Loan in line with available budget		with bursary/Loan in line with available budget								
43	Human Resources Management	Internships and experiential training	Number of programs put in place to capacitate youth people in Molemole Municipality jurisdiction (internships and experiential training)	09 Learners enrolled for internship programme	2 programs put in place to capacitate young people in Molemole Municipality jurisdiction (Experiential Training)	Place 04 Learners on internship and Experiential Training Programme	Achieved	Achieved Placed 06 learners on internship and Experiential Training programme	Old	None	None	Opex	No exception found Learnership contract submitted.
44	Human Resources Management	Employment equity report	Number of employment equity reports submitted to DOL	1X employment equity report submitted to DOL	1X employment equity report submitted to DOL by January 2017	None	Achieved	Achieved 1 employment equity report submitted to DoL by January 2018	Old	None	None	Opex	No exception found. Employment equity report submitted

Key Performance Area (KPA) 6: Municipal Transformation and Organizational Development													
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System													
Outputs : Implement a differentiated approach to municipal financing, planning, and support													
Strategic objectives													
No	Priority area (IDP)	Project Name	Key performance indicator	Baseline	2017/18 Annual target	Revised 2017/18 Annual target	2016/17 Actual performance achieved	2017/18 Actual Achievements	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit Review
45	Human Resources Management	Fire detectors and alarm system	Percentage of Fire detectors and alarm system	New Indicator	100% Installation of fire detectors and alarm system in Morebeng Satellite Office	Installation of Fire detectors at Mogwadi Building	None	Not achieved	Old	Fire detectors not recommended for Molemole municipal building as per building and construction regulation	Revisit the project and take guidance from the building and construction regulations	Budget R150 000 Expenditure R0	Exception found Target not achieved.
46	Risk Management	Risk Management	Percentage of identified risks resolved within timeframe as specified in the risk register	54% of risks resolved (2 strategic risks and 15 operational risks resolved)	100% of risks resolved within the timeframe as specified in the register	None		Achieved 100% of risks resolved within the timeframe as specified in the register	Old	None	None	Opex	No exception found. Risk Register submitted

7.4. DEPARTMENT: COMMUNITY SERVICES

Spatial Rationale and Basic Service Delivery Responsive, Accountable, Effective and Efficient Local Government System													
Actions supportive of the human settlement outcome													
To promote orderly development through integrated spatial planning and land use management													
No	Priority area (IDP)	Project Name	Key performance indicator	Baseline	2017/18 annual target	Revised 2017/18 Annual target	2016/17 Actual performance achievement	2017/18 Actual achievement	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit review
ENVIRONMENTAL MANAGEMENT													
47	Social amenities	Renovation and Extension of Mogwadi Tennis Court	Number of tennis courts renovated and extended	Renovation and Extension of Mogwadi Tennis court 1 st phase	Implementation of 2 nd phase of Mogwadi tennis court	None	Achieved	Not Achieved	Old	Delay in supply chain processes.	Project will be rolled over and be completed in the 1 st quarter.	R600 000 Exp. R0.00	Actual achievement (progress) 2017/18 not provided.
48	Social amenities	Procurement of a tractor with grass cutting equipment	Number of tractor with grass cutting equipment	New Indicator	Procurement of one tractor with a grass cutting equipment	None	Achieved	Not Achieved	New	Delay in supply chain processes	Project will be rolled over and be completed in the 1 st quarter.	R500 000 Exp. R0.00	Actual achievement (progress) 2017/18 not provided.
49	Environment management	Purchasing of 240 litre capacity litter bins	Number of wheely litter bins purchased	New Indicator	Procurement of 700 wheely bins	None	Achieved	Achieved 700 x wheely bins procured	New	None	None	Budget R400 000 Exp. R385 000	Actual achievement (progress) 2017/18 not provided.
50	Social amenities	Beautification of Morebeng Town	Number of entrances beautified	Beautification of 2 nd Morebeng town 1 st phase	Implementation of 2 nd beautification on project	None	Achieved	Not Achieved	Old	Delay in supply chain processes.	Project will be rolled over and be completed in the 1 st quarter.	Budget R400 000 Exp R0.00	Actual achievement (progress) 2017/18 not provided.

Key Performance Area (KPA) 1 & 2:													
Spatial Rationale and Basic Service Delivery													
Responsive, Accountable, Effective and Efficient Local Government System													
Actions supportive of the human settlement outcome													
To promote orderly development through integrated spatial planning and land use management													
No	Priority area (IDP)	Project Name	Key performance indicator	Baseline	2017/18 annual target	Revised 2017/18 Annual target	2016/17 Actual performance achievement	2017/18 Actual achievement	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit review
ENVIRONMENTAL MANAGEMENT													
51	Risk Management	Risk management	Percentage of identified risks resolved within timeframe as specified in the risk register	% of risks resolved(1 operational risk resolved)	100% of risks resolved within the timeframe as specified in the register	None	N/A	Not Achieved 0% of risks resolved within the timeframe as specified in the register	Old	Landfill sites not adequately managed	1.Appoint security to control access into landfill sites. 2.Appoint the operator to assist in managing the waste disposal process. 3.Include Disposal fee tariff provision in the Tariff policy.	Opex	Exception found Target not achieved

7.5 DEPARTMENT: MUNICIPAL MANAGERS OFFICE

Good Governance and Public Participation													
Responsive, Accountable, Effective and Efficient Local Government System													
Deepen democracy through a refined ward committee model													
Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees													
No.	Priority area (IDP)	Project Name	Key performance Indicator	Baseline	2017/18 annual Target	Revised 2017/18 Annual target	2016/17 Actual performance achievement	2017/18 Actual achievement	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit Review
MAYOR'S OFFICE													
52	Special Focus	HIV/AIDS	Number of HIV/AIDS activities/events coordinated	New indicator	4 events/meetings	None	Achieved	Achieved 4X HIV events held	Old	None	None	Budget R120 000 Expenditure	No exception found. Attendance registers of 4meetings/events submitted
53	Special Focus	Youth	No of youth activities/Events coordinated	New indicator	4 x events/activities/meetings to be held	None	Achieved	Not achieved 1x event held	Old	Youth event exhausted the funds	To be implemented in the 2018/19	Budget R120 000	Exception Found Target not achieved. No meeting/event held for the year.
54	Special Focus	Women and children	Number of women and children activities/events coordinated	New indicator	4x events/activities/meeting	None	Achieved	Achieved 4x events held	Old	Financial constraint	To be implemented in 2018/19	Budget R120 000 Expenditure	No exception Found

Key Performance Area (KPA) 5: Good Governance and Public Participation													
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System													
Outputs 5: Deepen democracy through a refined ward committee model													
Strategic Objective: Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees													
No.	Priority area (IDP)	Project Name	Key performance indicator	Baseline	2017/18 annual Target	Revised 2017/18 Annual target	2016/17 Actual performance achievement	2017/18 Actual achievement	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit Review
LEGAL SERVICES													
57	Legal advisory services	Litigation management	Percentage of documented legal advisory services provided	100% of legal advises provided and documented	100% of legal advises provided and documented	None	Achieved	Achieved 100% legal advises provided and documented	old	none	none	opex	No exception found
58	Legal advisory services	Contracts	Percentage of contracts developed and drafted as per instruction	100% of contracts developed and drafted as per instruction	100% of contracts developed and drafted as per instruction	None	Achieved	Achieved 100% contracts developed and drafted as per instruction	Old	none	none	opex	No exception found
													Contingent liability register submitted
													Drafted SLA's submitted

Key Performance Area (KPA) 5: Good Governance and Public Participation													
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System													
Outputs 5: Deepen democracy through a refined ward committee model													
Strategic Objective: Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees													
No.	Priority area (IDP)	Project Name	Key performance indicator	Baseline	2017/18 annual Target	Revised 2017/18 Annual target	2016/17 Actual performance achievement	2017/18 Actual achievement	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit Review
59	Communications	Printing and Publication	Number of printing and publication made	500 diaries and 1000 diaries printed, 1000 newsletter published	12000 newsletters printed, 800 diaries and 1500 calendars printed	None	Achieved	Achieved Newsletters, diaries and calendars printed and delivered.	Old	None	None	Budget R 700 000 Exp R518 198.91	No exception found Orders invoices and delivery note submitted
60		Events Management Equipment	Number of event management equipment procured	17 Municipal branding purchased 1 Podium purchased	Purchase of municipal branding, Podium and Loud Hailers	None	Achieved	Not Achieved 17 Municipal Branding purchased	Old	Purchase of Podium and Loud Hailers revised as Municipality had recently purchased	None	Budget R200 000. Exp R123 959.75	Exception found Target not achieved
61	Communications	Trailer	Number of Trailers procured	1 Trailer purchased	Purchase of 1 Municipal trailer	None	Achieved	Achieved 1 Trailer purchased	Old	None	None	Budget R100 000 Exp R83 944.63	No exception found Delivery note, invoice and order

Key Performance Area (KPA) 5: Good Governance and Public Participation													
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System													
Outputs 5: Deepen democracy through a refined ward committee model													
Strategic Objective: Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees													
No.	Priority area (IDP)	Project Name	Key performance indicator	Baseline	2017/18 annual Target	Revised 2017/18 Annual target	2016/17 Actual performance achievement	2017/18 Actual achievement	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit Review
62	Communications	Marketing, Publicity and Advertising	Percentage of marketing, publicity and advertising made	100% of requested marketing and advertising of municipal activities publicised	100% of municipal activities publicised and advertised	None	Achieved	Achieved 100% of Municipal activities publicised and advertised	Old	None	None	Budget R325 000 Exp R255 310	No exception found Tear sheets, order and invoices submitted
INTERNAL AUDIT													
63	Internal Audit	Audit plan	Percentage of queries addressed	93% of audit General queries addressed	100% of Auditor General queries addressed	None	Not Achieved	Not achieved 78% of Auditor General queries addressed	Old	Slow implementation of issues raised.	Weekly steering committee meetings to address outstanding issues	Opex	Exception found Target not achieved Updated AG action plan
64	Internal Audit	Performance audits	Number of performance audit reports submitted to Council.	4 Performance audit reports submitted to Council.	4 Performance report submitted to Council.	None	Achieved	Achieved 4 Performance audit report submitted to Council.	Old	None	None	Opex	No exception found 4 Performance audit

Key Performance Area (KPA) 5: Good Governance and Public Participation													
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System													
Outputs 5: Deepen democracy through a refined ward committee model													
Strategic Objective: Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees													
No.	Priority area (IDP)	Project Name	Key performance Indicator	Baseline	2017/18 annual Target	Revised 2017/18 Annual target	2016/17 Actual performance achievement	2017/18 Actual achievement	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit Review
65	Internal Audit	Audit Committee meeting	Number of Audit Committees coordinated	6 Audit Committee meetings coordinate	4 Audit Committee meetings coordinated	None	Achieved	Achieved 4 Audit Committee meetings coordinated	Old	None	None	Opex	No exception found Minutes, quarterly reports
RISK MANAGEMENT													
66	Risk Management	Risk register	Percentage of identified risks resolved within timeframe as specified in the risk register.	100% of risks resolved within timeframe as specified in the risk register.	100% of risks resolved within the timeframe as specified in the register	None	Not Achieved	Not achieved 87% of risks resolved within the timeframe as specified in the register	Old	Non-Compliance by departments	None	Opex	Exception found Target not achieved Updated Risk

Key Performance Area (KPA) 5: Good Governance and Public Participation													
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System													
Outputs 5: Deepen democracy through a refined ward committee model													
Strategic Objective: Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees													
No.	Priority area (IDP)	Project Name	Key performance indicator	Baseline	2017/18 annual Target	Revised 2017/18 Annual target	2016/17 Actual performance achievement	2017/18 Actual achievement	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit Review
67	Risk Management	Risk Management Committee meeting	Number of Risk Management Committee meetings coordinated.	4 Risk Management Committee meetings coordinated.	4 Risk Management Committee meetings coordinated.	None	Achieved	Achieved ⁴ Risk Management Committee meetings coordinated	Old	None	None	Opex	Register submitted No exception found Minutes of meetings and attendance registers submitted.
68	Risk management	Risk assessment	Number of Strategic Risk assessments reports compiled	One (1) 2016/2017 Strategic Risk assessments conducted and reports compiled	One (1) 2017/18 Strategic Risk assessments conducted and reports compiled	None	Achieved	Achieved One (1) 2017/18 Strategic Risk assessments conducted and reports compiled	Old	None	None	Opex	No exception found Strategic risk assessment report submitted

Key Performance Area (KPA) 5: Good Governance and Public Participation													
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System													
Outputs 5: Deepen democracy through a refined ward committee model													
Strategic Objective: Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees													
No.	Priority area (IDP)	Project Name	Key performance indicator	Baseline	2017/18 annual Target	Revised 2017/18 Annual target	2016/17 Actual performance achievement	2017/18 Actual achievement	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit Review
69	Risk management	Operational risk assessment	Number of operational risk assessment report compiled	One (1) operational risk register compiled	One (1) operational register compiled	None	Achieved	Achieved One (1) operational risk register compiled	Old	None	None	Opex	No exception found Operational Risk register submitted
70	Risk management	Fraud Awareness	Number of Fraud awareness campaigns conducted	No Fraud awareness campaign conducted	Two (32) fraud awareness campaign conducted	None	Achieved	Achieved Two (2) fraud awareness campaigns conducted	New	None	None	Opex	No exception found Attendance registers submitted
PERFORMANCE MANAGEMENT SYSTEM													
71	Performance Management	Assessment of Senior Managers.	Number of Performance assessment conducted	2016/2017 performance assessment conducted	4 performance assessments conducted	None	Not achieved	Not achieved. 1 Performance assessment conducted	Old	Only One Permanent Senior Manager was appointed	All vacant positions for Snr managers should be filled.	opex	Exception found 1X Performance assessment

Key Performance Area (KPA) 5: Good Governance and Public Participation													
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System													
Outputs 5: Deepen democracy through a refined ward committee model													
Strategic Objective: Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees													
No.	Priority area (IDP)	Project Name	Key performance Indicator	Baseline	2017/18 annual Target	Revised 2017/18 Annual target	2016/17 Actual performance achievement	2017/18 Actual achievement	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit Review
72	Performance Management	Annual performance report	Coordination of Annual Performance Report	1 Annual Performance report compiled	1 Annual Performance report compiled and submitted	None	Achieved	Achieved 1 Annual Performance report compiled and submitted	Old	None	None	opex	No exception found Annual Performance Report submitted
73	Performance Management	Quarterly Performance Reports	Number of SDBIP Quarterly Performance reports submitted quarterly	Four (4) quarterly performance reports	Four (4) SDBIP Quarterly performance reports compiled	None	Achieved	Achieved Four (4) SDBIP Quarterly performance reports compiled	Old	None	None	opex	No exception found Four (4) SDBIP Quarterly performance reports submitted

Key Performance Area (KPA) 5: Good Governance and Public Participation													
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System													
Outputs 5: Deepen democracy through a refined ward committee model													
Strategic Objective: Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees													
No.	Priority area (IDP)	Project Name	Key performance indicator	Baseline	2017/18 annual Target	Revised 2017/18 Annual target	2016/17 Actual performance achievement	2017/18 Actual achievement	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit Review
74	Performance Management	Compilation of Annual Report	Approved 2016/17 Annual Report	Approved 2015/16 Annual Report	2016/17 Annual report printed	None	Achieved	Achieved 2016/17 Annual report compiled and printed.	old	None	None	R200 000 R187 000	No exception found Annual Report 2016/17 submitted No exception found
75	Performance Management	Consolidation of SDBIP	2018/19 SDBIP compiled	2016/17 SDBIP compiled	2018/19 SDBIP compiled	None	Achieved	Achieved 2018/19 SDBIP compiled and approved	old	None	None	opex	No exception found 2018/19 SDBIP submitted Exception found
76	Risk Management	Percentage of identified risks resolved within timeframe as specified in the risk register	0% of risk resolved	100% of risks resolved within the timeframe as specified in the register	100% of risks resolved within the timeframe as specified in the register	None	N/A	Not achieved 50% risks resolved within the timeframe as specified in the register	New	Signing of performance agreement with middle management	Strengthen monitoring and evaluation tools by cascading performance management	opex	Exception found Target not achieved Update risk register submitted

Key Performance Area (KPA) 5:													
Outcome 9:													
Outputs 5:													
Strategic Objective													
Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees													
No.	Priority area (IDP)	Project Name	Key performance Indicator	Baseline	2017/18 annual Target	Revised 2017/18 Annual target	2016/17 Actual performance achievement	2017/18 Actual achievement	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit Review
											system to employes below senior managers		

7.6. BUDGET AND TREASURY

Key Performance Area (KPA) 4:													
Outcome 9:													
Outputs 1 & 7:													
Strategic Objective													
No	Priority Area(IDP)	Project Name	Key Performance Indicator	Baseline	2017/18 Annual Target	Revised 2017/18 Annual target	2016/17 Actual performance achievement	2017/18 Actual achievement	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit Review
BUDGET & REPORTING													
77	Financial management	An approved credible adjustment budget as per MBRR	Number of approved credible adjustment budget as per MBRR	1X 2016/17 Adjustment budget approved	1 approved credible adjustment budget as per MBRR	None	N/A	Achieved 1 approved credible adjustment budget as per MBRR	New	None	None	R0	No exception found. Approved adjustment budget , Council resolution submitted.

Municipal Financial Viability and Management													
Responsive, Accountable, Effective and Efficient Local Government System													
<ul style="list-style-type: none"> Implement a differentiated approach to municipal financing, planning and support Administrative and financial capability 													
Strategic Objective													
To ensure sound and stable financial management													
No	Priority Area (IDP)	Project Name	Key Performance Indicator	Baseline	2017/18 Annual Target	Revised 2017/18 Annual target	2016/17 Actual performance achievement	2017/18 Actual achievement	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit Review
78	Financial management	2018/19 draft credible annual budget tabled as per Municipal Finance Management Act (MFMA) and MBRR	Number draft credible annual budget tabled as per Municipal Finance Management Act (MFMA) and MBRR	1x 2017/2018 budget approved	A draft credible annual budget tabled as per Municipal Finance Management Act (MFMA) and MBRR	None	N/A	Achieved A draft credible annual budget tabled as per Municipal Finance Management Act (MFMA) and MBRR	New	None	None	R0	No exception found Annual budget and Council resolution submitted

Municipal Financial Viability and Management													
Responsive, Accountable, Effective and Efficient Local Government System													
<ul style="list-style-type: none"> Implement a differentiated approach to municipal financing, planning and support Administrative and financial capability 													
To ensure sound and stable financial management													
No	Priority Area (IDP)	Project Name	Key Performance Indicator	Baseline	2017/18 Annual Target	Revised 2017/18 Annual target	2016/17 Actual performance achievement	2017/18 Actual achievement	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit Review
79	Financial management	2018/19 credible annual budget adopted	Number of credible annual budget adopted as per Municipal Finance Management Act (MFMA)	1X 2017/2018 budget approved	A credible annual budget adopted as per Municipal Finance Management Act (MFMA and MBRR)	None	N/A	Achieved A credible annual budget adopted as per Municipal Finance Management Act (MFMA and MBRR)	New	None	None	R0	No exception found Acknowledgment letter submitted
80	Financial management	Submission of Annual Financial Statements	Number of Annual Financial Statements submitted to the Auditor General	2015/16 AFS submitted	2016/17 AFS submitted	None	Achieved	Achieved 2016/17 AFS submitted	Old	None	None	Budget R900,000.00 Expenditure R849,300.00	No exception found Quality certificate and acknowledgment letter submitted.

Municipal Financial Viability and Management													
Responsive, Accountable, Effective and Efficient Local Government System													
<ul style="list-style-type: none"> Implement a differentiated approach to municipal financing, planning and support Administrative and financial capability 													
Strategic Objective													
To ensure sound and stable financial management													
No	Priority Area (IDP)	Project Name	Key Performance Indicator	Baseline	2017/18 Annual Target	Revised 2017/18 Annual target	2016/17 Actual performance achievement	2017/18 Actual achievement	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit Review
81	Financial management	Submission of 71 Section Reports	Number of section 71 reports submitted within 10 working days after month-end to treasury submitted	12x Section 71 reports submitted	12X Section 71 reports submitted	None	N/A	Achieved 12X Section 71 reports submitted	New	None	None	R0	No exception found 12x section 71 reports submitted.
82	Financial management	Submission of in Year Reports	Number of MFMA compliance reports submitted	4x quarterly reports submitted	4X quarterly reports submitted	None	N/A	Achieved 4X quarterly reports submitted	New	None	None	R0	No exception found 4x quarterly reports submitted
83	Financial management	Submission of reports on MSCOA implementation plan	Number of reports on MSCOA implementation plan	2x reports submitted	4x quarterly reports	None	Achieved	Achieved 4x quarterly reports	Old	None	None	R0	No exception found 4x quarterly reports submitted
84	Financial management	Submission of section 72 report	Number of section 72 (Mid-Year) report submitted	1x section 72 reports submitted	1x section 72 reports submitted	None	Achieved	Achieved 1x section 72 reports submitted	Old	None	None	R0	1x section 72 report submitted

Key Performance Area (KPA) 4: Municipal Financial Viability and Management
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System
Outputs 1 & 7: Implement a differentiated approach to municipal financing, planning and support
Administrative and financial capability

Strategic Objective													
To ensure sound and stable financial management													
No	Priority Area (IDP)	Project Name	Key Performance Indicator	Baseline	2017/18 Annual Target	Revised 2017/18 Annual target	2016/17 Actual performance achievement	2017/18 Actual achievement	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit Review
85	Financial management	Configuration of Chart of Accounts in line with MSCOA	Functional Financial system compliant with MSCOA	New Indicator	Approved functional financial reporting system	None	N/A	Achieved Approved functional financial reporting system	New	None	None	Budget R2,700,000.00	No exception found Service level agreement and proof of payment submitted

REVENUE MANAGEMENT													
No	Priority Area (IDP)	Project Name	Key Performance Indicator	Baseline	2017/18 Annual Target	Revised 2017/18 Annual target	2016/17 Actual performance achievement	2017/18 Actual achievement	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit Review
86	Revenue Management	Vending System	On-line electricity vending system	New Indicator	Implementation of functional on-line vending solution	None	N/A	Achieved. The On-line vending system.	None	None	None	R 0.00 No cost incurred for the implementation of the system.	No exception found Functioning on-line vending solution submitted.
87	Revenue Management	Cost recovery and Debtors analysis/Debt collection	Follow-up on long outstanding debts/debtors collection	New Indicator	Implementation of debt collection process and the improvement of revenue collection rate	None	N/A	Not Achieved	New	Rate Payers who did not complete write-off applications are disputing the process.	Extension of the application process in respect to write-off will be reconsidered after the council resolution	R 198 000.00	Exception found Target not achieved

Municipal Financial Viability and Management													
Responsive, Accountable, Effective and Efficient Local Government System													
<ul style="list-style-type: none"> Implement a differentiated approach to municipal financing, planning and support Administrative and financial capability 													
To ensure sound and stable financial management													
No	Priority Area (IDP)	Project Name	Key Performance Indicator	Baseline	2017/18 Annual Target	Revised 2017/18 Annual target	2016/17 Actual performance achievement	2017/18 Actual achievement	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit Review
88	Revenue Management	Credit Control and Debt Collection implementation	Analysing collectable money owed by rate payers and make recommendation for effective solution to the municipal council	New Indicator	GRAP compliant reporting on collectable debtors for the implementation on proper and effective decision	None	N/A	Achieved GRAP compliant reporting on collectable debtors for the implementation on proper and effective decision	New	None	None	R 196 0000.00	No exception found Detailed complete age analysis submitted
89	Revenue Management	Reconciliation of debtors accounts	Reconciling debtors billed monthly and the age analysis	12 months debtor reconciliation reports	12 months debtor reconciliation reports	None	Achieved	Not Achieved Only 6 monthly debtors reconciliation done	Old	Opening balances upload was done in second quarter due to MSCOA implementation processes.	None	Opex	Exception found Target not achieved
90	Revenue Management	Reconciliation off traffic and licencing accounts	Reconciliation of traffic and licencing monthly reports and the Solar financial system	12 months traffic and licencing reconciliation reports	12 months traffic and licencing reconciliation reports	None	Achieved	Achieved 12 reports were done and reconciled.	Old	None	None	Opex	No exception found Traffic and Licencing reconciliation report

Key Performance Area (KPA) 4: Municipal Financial Viability and Management													
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System													
Outputs 1 & 7: Implement a differentiated approach to municipal financing, planning and support													
Strategic Objective: Administrative and financial capability													
To ensure sound and stable financial management													
No	Priority Area (IDP)	Project Name	Key Performance Indicator	Baseline	2017/18 Annual Target	Revised 2017/18 Annual target	2016/17 Actual performance achievement	2017/18 Actual achievement	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit Review
SCM													
91	SCM ASSET	Assets Management Plan	Assets Management Plan	1x Assets Management Plan	1x Assets Management Plan	None	N/A	Achieved 1x Assets Management Plan	New	None	None	Budget R10 812.00 Expenditure R610 812.00	No exception found Asset Management Plan submitted
92	SCM ASSET	Revaluation of infrastructure Asset	Number of report on revaluation compiled	Unbundling and Residual reports	Unbundling of Assets	None	N/A	Achieved 4x Revaluation Reports	New	None	None	Budget R900 000.00 Expenditure R875 125.37	No exception found Revaluation Reports submitted
93	SCM	Assets reconciliation	Number of FAR & GL reconciliation	12x FAR & GL reconciliation	12x FAR & GL reconciliation	None	N/A	Achieved 12x FAR & GL reconciliation	New	None	None	Opex	No exception found Asset Reconciliation submitted
94	SCM	Assets Verification	Number of Assets Verification Reports	2X Assets verification reports	2X Assets verification reports	None	N/A	Achieved 2X Assets verification reports	Old	None	None	Opex	No exception found Asset verification reports submitted

Key Performance Area (KPA) 4: Municipal Financial Viability and Management

Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System

Outputs 1 & 7:

- Implement a differentiated approach to municipal financing, planning and support
- Administrative and financial capability

Strategic Objective

To ensure sound and stable financial management

No	Priority Area (IDP)	Project Name	Key Performance Indicator	Baseline	2017/18 Annual Target	Revised 2017/18 Annual target	2016/17 Actual performance achievement	2017/18 Actual achievement	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit Review
95	SCM	Loose Assets Verification	Number of loose assets verification	2 loose Assets register developed and Loose asset verification	2 Loose Assets Verification Reports	None	N/A	Achieved 2x loose Assets	New	None	None	Opex	No exception found Loose verification Reports submitted
96		Inventory count	Number of inventory count reports	Number of inventor count reports	Inventory Count Report	None	N/A	Achieved 1x Inventory Count Report	New	None	None	Opex	No exception found Inventory count report submitted
97		Procurement plan	Approved procurement plan	Approved procurement plan	Approved Procurement plan	None	N/A		New	None	None	Opex	Target not measurable. No targets were set for the quarters
98		SCM Performance report	Number of Performance reports	4X SCM performance reports	4X ASCM performance reports	None	N/A	Achieved 4x quarterly performance reports	New	None	None	Opex	No exception found 4x SCM performance reports submitted

Key Performance Area (KPA) 4:													
Outcome 9:													
Outputs 1 & 7:													
Strategic Objective													
Municipal Financial Viability and Management													
Responsive, Accountable, Effective and Efficient Local Government System													
<ul style="list-style-type: none"> Implement a differentiated approach to municipal financing, planning and support Administrative and financial capability 													
To ensure sound and stable financial management													
No	Priority Area (IDP)	Project Name	Key Performance Indicator	Baseline	2017/18 Annual Target	Revised 2017/18 Annual target	2016/17 Actual performance achievement	2017/18 Actual achievement	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit Review

EXPENDITURE MANAGEMENT

99	Financial Management	Salary reconciliations	Number of Salary reports reconciled to General Ledger	12 Salary reports reconciliation performed	12 Salary reconciled to General Ledger	None	Achieved	Not achieved	Old	MSCOA votes having insufficient funds. Some votes not allocated the budget.	Correct allocation of budget and votes	Opex	Exception found Target not achieved
100	Financial Management	Petty Cash reconciliations	Number of Petty Cash reconciliations	12 Petty Cash reconciliation Reports	3x Petty cash reconciliation reports Developed	None	Achieved	Achieved 12 Petty Cash reconciliation Reports	Old	None	None	Opex	No exception found Petty cash Reconciliation reports submitted
101	VAT 201 reconciliations	VAT 201 reconciliations	Number of VAT 201 reconciliations submitted to SARS	6X VAT 201 Reconciliations submitted to SARS	6X VAT 201 Reconciliations submitted to SARS	None	Achieved	Achieved 6X VAT 201 Reconciliations submitted to SARS	Old	None	None	Opex	No exception found VAT 201 submitted to SARS

Municipal Financial Viability and Management													
Responsive, Accountable, Effective and Efficient Local Government System													
<ul style="list-style-type: none"> Implement a differentiated approach to municipal financing, planning and support Administrative and financial capability 													
Strategic Objective													
To ensure sound and stable financial management													
No	Priority Area (IDP)	Project Name	Key Performance Indicator	Baseline	2017/18 Annual Target	Revised 2017/18 Annual target	2016/17 Actual performance achievement	2017/18 Actual achievement	New or Old Indicator	Challenges	Corrective Measure	Budget Expenditure	Internal Audit Review
102		Project retention and fruitless and wasteful expenditure register	Updated Project, Retention and Fruitless and wasteful expenditure register	1x updated project and retention register compiled	updated project and retention register compiled	None	Achieved	Achieved updated project and retention register compiled	Old	None	None	Opex	No exception found Project, Retention and Wasteful Expenditure registers reconciling to the GL
103		Expenditure on Staff benefits (MFMA section 66)	Number of Expenditure on staff benefits reports reconciled to General Ledger	12 Reports on Expenditure on staff benefits compiled	12 Reports on Expenditure on staff benefits reports reconciled to General Ledger	None	Achieved	Achieved 12 Reports on Expenditure on staff benefits reports reconciled to General Ledger	Old	None	None	Opex	No exception found Expenditure on staff benefits reconciling to the GL
104		Creditor's reconciliation for each and all creditors	Number of creditors reconciliation for each and all creditors	12 creditors reconciliation	12 creditors reconciliation	None	Achieved	Achieved 12 creditors reconciliation	Old	None	None	Opex	No exception found Creditors reconciliation submitted.

8. EXTERNAL SERVICE PROVIDER'S ASSESSMENT REPORT 2017/18 FINANCIAL YEAR

Project Name	Appointed service provider (consultant/contractor/supplier)	Contract Amount	Expenditure to date	Project achieved /not achieved /Term contract	Project status quo	Reason for variance	Mitigation measure	Project Start Date	Project End Date	Rating Excellent=5 V.Good=4 GOOD=3 AVERAGE=2 POOR=1
Construction of Ramokgopa to Eisleben from gravel to tar road	Matebele Dinare	R 7 328 837.24	R 7 328 837.24	Achieved	100%	None	None	10 November 2017	11 April 2018	5
	Engcor Engineers	R 1 843 863.48	R 921 931.74	Achieved	100%	None	None	19 September 2017	11 April 2018	5
Mahodi to Maponto gravel to Tar Road	Mashaipone General Construction	R 14 990 665.05	R 14 990 665.05	Achieved	100%	None	None	29 August 2016	30 June 2018	5
	Ubona Engineers	R1 030 300.00	R 1 030 300.00	Achieved	100%	None	None	28 January 2016	30 June 2018	5
Matipane to Madikana gravel to tar road	BSB / 3MB JV	R 3 437 668.44	R 3 437 668.44	Not achieved	95%	Unforeseen hard rock material during planning stage.	Project rolled over to 2018/19 Financial year to cater for blasting.	22 November 2017	30 June 2018	4
	Engcor Engineers	R 2 702 451.78	R 1 536 187.53	Not achieved	50%	Awaiting way-leave approval from SANRAL	Meetings with SANRAL were held.	19 September 2017	30 June 2018	3
Upgrading of Nthabiseng Internal Streets	Key Spirit Trading 218 cc	R 1 219 550.00	R 1 219 550.00	Achieved	100%	None	None	2 April 2018	30 June 2018	5

Project Name	Appointed service provider (consultant/contractor/supplier)	Contract Amount	Expenditure to date	Project completed/not completed/Term contract	Project status quo	Reason for variance	Mitigation measure	Project Start Date	Project End Date	Rating
Purchasing of an Electrical Bakkie	Mashebane Event Management PTY (LTD)	R 689,557.51	R 689,557.51	Achieved	100%	None	None	2 April 2018	30 June 2018	4
Electricity Network infrastructure Upgraded	No appointment	None	R0.00	Not achieved	0%	Project discontinued due to budget constraints	Project to be implemented in the 2018/19 financial year.	None	None	N/A
Supply and installation of street lights	No appointment	None	R0.00	Not achieved	0%	Project re-advertised.	Project to be implemented in the 2018/19 financial year.	None	None	N/A
Mohodi Sports Complex phase 4	Tainama JV Superway	R 10 734 659.19	R 6 614 732.71	Not achieved	80% Complete	Multi-year project final scope to be completed in the 2018/19 FY	None	14 July 2017	30 June 2018	3
	Paballo Consulting Engineers	R 1 339 438.25	R 723 296.64	Not achieved	80% Complete	Multi-year project final scope to be completed in the 2018/19 FY	None	18 September 2017	30 June 2018	3

9. KEY CHALLENGES DURING THE YEAR UNDER REVIEW 2017/18


During the year under review the municipality was confronted with the following challenges which affected service delivery performance:

- 9.1 Persistent non-payment of services by the rate payers which contributed to low revenue collection;
- 9.2 Staff turnover and vacancies in critical positions of the municipality, including resignation of key staff in, Programme Management Unit, Legal Services, Risk Management Unit, and also vacancies in the office of the Mayor for position for coordinating Special Focus Areas,
- 9.3 Poor Performance by service providers which resulted in delayed project implementation
- 9.4 Seamless integration of payroll and financial system
- 9.5 Unavailability of PMS automated system.

10. CORRECTIVE MEASURES UNDERTAKEN AND TO BE UNDERTAKEN BY MANAGEMENT

In order to address the challenges raised above, management, together with council were able to perform the following:

- 10.1 With regard to low revenue collection rate the municipality engaged members of the community and there was consensus on the 100% Debt write off on condition that rate payers will hence forth start servicing their current and future account, failing which the Credit Control and Debt collection policy will apply.
- 10.2 Management has prioritised filling of the critical vacant positions such as PMU Manager and Legal Services of which recruitment processes was successfully completed and positions filled. Most key positions as highlighted above and other resignations were filled in the 2017/18 financial year.
- 10.3 Where there was persistent non-performance management terminated the contracts of the affected service providers and appointed new ones.
- 10.4 Budget structure to be revised
- 10.5 PMS automated system to be procured.


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MOSENA MAPHALA LAZARUS (Mr.)
.....
MUNICIPAL MANAGER

31/08/2018
.....
DATE