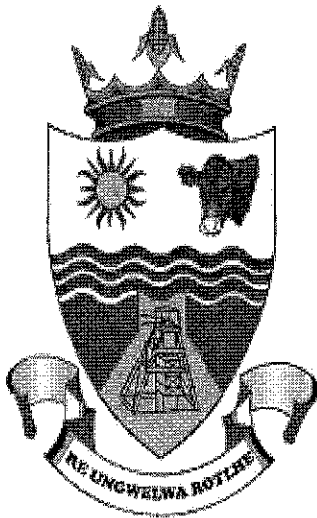


IN-YEAR REPORT OF JOE MOROLONG LOCAL MUNICIPALITY



JOE MOROLONG
LOCAL MUNICIPALITY

(NC 451)

Mid-Year Budget & Performance Assessment for the period 1 July 2013 to 31 December 2013

Prepared in terms of the Local Government: Municipal Finance Management Act (56/2003): Municipal Budget and Reporting Regulations, Government Gazette 32141, 17 May 2009.

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DEFINITION OF CONCEPTS

Budget – The financial plan of the Municipality.

Adjustments budget – Prescribed in section 28 of the MFMA. The formal means by which a municipality may revise its annual budget during the year.

Budget related policy – Policy of a municipality affecting or affected by the budget, examples include tariff policy, rates policy, credit control and debt collection policy

Allocations – Money received from Provincial or National Government or other municipalities.

Capital expenditure - Spending on assets such as land, buildings and machinery. Any capital expenditure must be reflected as an asset on the Municipality's balance sheet.

Cash flow statement – A statement showing when actual cash will be received and spent by the Municipality. Cash payments do not always coincide with budgeted expenditure timings. For example, when an invoice is received by the Municipality it is shown as expenditure in the month it is received, even though it may not be paid in the same period.

DORA – Division of Revenue Act. Annual legislation that shows the total allocations made by national to provincial and local government.

Equitable share – A general grant paid to municipalities. It is predominantly targeted to help with free basic services.

Fruitless and wasteful expenditure – Expenditure that was made in vain and would have been avoided had reasonable care been exercised.

Unauthorised expenditure – Generally, is spending without, or in excess of, an approved budget.

Virement – A transfer of budget

GRAP – Generally Recognised Accounting Practice. The new standard for municipal accounting.

IDP – Integrated Development Plan. The main strategic planning document of the Municipality.

MFMA – Local Government: Municipal Finance Management Act (56/2003). The principle piece of legislation relating to municipal financial management. Sometimes referred to as the Act. Sometimes referred to as the Act.

MIG – Municipal Infrastructure Grant.

MTREF – Medium Term Revenue and Expenditure Framework. A medium term financial plan, usually 3 years, based on a fixed first year and indicative further two years budget allocations. Also includes details of the previous and current years' financial position.

Operating expenditure – Spending on the day to day expenses of the Municipality such as salaries and wages.

Rates – Local Government tax based on the assessed value of a property. To determine the rates payable, the assessed rateable value is multiplied by the rate in the rand.

SDBIP – Service Delivery and Budget Implementation Plan. A detailed plan comprising quarterly performance targets and monthly budget estimates.

Strategic objectives – The main priorities of the Municipality as set out in the IDP. Budgeted spending must contribute towards the achievement of the strategic objectives.

Virement policy - The policy that sets out the rules for budget transfers. Virements are normally allowed within a vote. Transfers between votes must be agreed by Council through an Adjustments Budget.

Vote – One of the main segments into which a budget.

Part 1 – Introduction

1.1 Purpose

To inform Council of progress made in the implementation of the budget and the performance outcomes in respect of the first six months of the 2013/14 financial year, and to recommend whether an adjustments budget is necessary.

1.2 Legal requirements

In terms of Section 72 of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003):

- 1) The accounting officer of a municipality must by 25 January of each year -
 - (a) assess the performance of the municipality during the first half of the financial year, taking into account –
 - the monthly statements referred to in section 71 for the first half of the financial year;
 - the municipality's service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the service delivery and budget implementation plan;
 - the past year's annual report, and progress on resolving problems identified in the annual report; and
 - the performance of every municipal entity under the sole or shared control of the municipality, taking into account reports in terms of section 88 from any such entities; and
 - (b) submit a report on such assessment to –
 - the mayor of the municipality
 - the National Treasury; and
 - the relevant Provincial Treasury.

- 2) The statement referred to in section 71(1) for the sixth month of a financial year may be incorporated into the report referred to in subsection (1) (b) of this section.

- 3) The accounting officer must, as part of the review -
- make recommendations as to whether an adjustments budget is necessary; and
 - Recommend revised projections for revenue and expenditure to the extent that this may be necessary.

Thereafter, the mayor must, in terms of Section 54(1):

- Consider the report;
- Check whether the municipality's approved budget is implemented in accordance with the service delivery and budget implementation plan;
- Consider and, if necessary, make any revisions to the service delivery and budget implementation plan, provided that revisions to the service delivery targets and performance indicators in the plan may only be made with the approval of the council following approval of an adjustments budget;
- Issue any appropriate instructions to the accounting officer to ensure-
 - (i) That the budget is implemented in accordance with the service delivery and budget implementation plan; and
 - (ii) That spending of funds and revenue collection proceed in accordance with the budget;
- Identify any financial problems facing the municipality, including any emerging or impending financial problems; and
- Submit the report to the council by 31 January of each year.

Part 2 – Report of the Mayor

2.1 High level assessment of MFMA s71 financial reports for the past 6 months

2.1.1 Against annual budget (original approved)

Revenue by Source

Year-to-date accrued revenue is R66.5 million 67% of the year-to-date budget projection for December 2013, with projections that year end revenue could be 100% of the annual budget.

Year-to-date variances on the main categories of revenue are for property rates that has achieved R5.8 million below budget, service charges which are R0.9 million below budget, and other own revenue which is R0.3 million below budget. The additional grants received (operating and capital) will be appropriated in an adjustments budget. Water and Electricity are expected to end the year on target and increase in revenue under sanitation and refuse are foreseen in the adjustments budget.

Operating expenditure by type

Current expenditure is 27%, R13.5 million, over year-to-date budget projections for December 2013

The main areas where expenditure is more than year-to-date budgets forecast are: employees related costs, Councillors remuneration, contracted services and other expenditure.

Capital expenditure

Year-to-date expenditure on capital amounts to R 71.7 million or 88% of the R81.9 million approved budget.

Municipal Infrastructure Grant (MIG)

R55 253 000 was allocated to Joe Morolong and at the end of December 2013 R17 765 201 was spent, thus 32.15 %. The Municipality is committed to utilizing the full MIG allocation before the end of the financial year. To achieve this and provide a degree of continuity beyond the current financial year and Service Providers for each type of project have been appointed.

The current expenditure has been funded by means of grants (93.66%), Kumba Iron Ore Mine (5.58%) and the balance from cash. Current implementation of the capital programs may have to be reviewed to take into account the following:

- ❖ projects that are either ahead of or behind schedule,
- ❖ sanitation projects still to be approved by MIG office, and
- ❖ additional national and/or provincial allocations

2.2 High level SDBIP overall performance

The SDBIP is a key management, implementation and monitoring tool, which provides operational content to the end-of-year service delivery targets, set in the budget and Integrated Development Plan (IDP). SDBIP determines the performance agreements for a Municipal Manager and all senior managers, whose performance can then be monitored through the submission of section 71 monthly reports, and evaluated through the annual report process.

The SDBIP as a management, implementation and monitoring tool will assist the Mayor, Councillors, Municipal Manager, Senior Managers and the Community at large to determine if the targets have been achieved as planned.

A properly formulated SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic objectives set by Council.

SDBIP enables the Municipal Manager to monitor performance of senior managers, the Mayor to monitor the performance of the Municipal Manager, and for the community to monitor the performance of the municipality in delivering services.

The SDBIP serves as a critical role to focus both the administration and Council on outputs by providing clarity of service delivery expectations, expenditure and revenue requirements, service delivery targets and performance indicators. It

provides a vital link between the Mayor, Council and the administration, and facilitates the process for holding management accountable for its performance. It therefore determines (and be consistent with) the Performance Agreements between the Mayor and Municipal Manager and Senior Managers determined at the start of every financial year approved by the Mayor.

The Auditor-General raised several significant issues related to in regards to overall predetermined objectives and performance management for 2012/13. In light of the AG comments the top level performance indicators contained in the SDBIP will have be amended during the adjustment budget process.

The Midyear assessment is based on the reviewed top level service delivery budget implementation plans for the period 1 July 2013 to 31 December 2013.

In line with recommendations made by Service Provider appointed by the District Internal Audit municipal performance indicators making up the top level SDBIP's need to be reviewed to ensure they support the IDP and budget. In addition they need to meet the requirements as set out by National Treasury.

2.3 Potential impact of the national and provincial adjustments budget

The provincial government adjustment budgets will impact on the municipality's adjustment budget as it contains revisions to allocations received by Joe Morolong Local Municipality.

2.4 Conclusion

The mid-year budget and performance assessment indicates that:

- (i) an adjustments budget for 2013/14 will be required, and this must be approved by Council by no later than 20 February 2013;
- (ii) the revised SDBIP, which forms the basis for the mid-year performance assessments must include adjustments necessitated by a review of the

predetermined objectives as highlighted by the Auditor General and adjustments as a result of the adjustments budget, must be approved by Council;

(iii) The revised IDP, taking into account revisions as a result of the adjustments budget and revised SDBIP, must be approved Council.

Part 3: Financial Performance

3.1 Monthly budget statements

The tables included in part 3 are from the section 71 December in-year monthly budget statement. The full year forecasts have been revised as part of the mid-year assessment. The revised forecasts will inform the adjustments that are to be tabled for Council approval.

3.1.1 Table C1: s71 Monthly Budget Statement Summary

NC451 Joe Morolong - Table C1 Monthly Budget Statement Summary - Mid-Year Assessment

Description	2012/13	Budget Year 2013/14							
	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	6,786	11,684	-	-	4	5,842	(5,838)	-100%	11,684
Service charges	16,248	13,943	-	883	6,070	6,972	(902)	-13%	13,943
Investment revenue	3,506	-	-	24	192	-	192	#DIV/0!	-
Transfers recognised - operational	76,146	94,721	-	-	59,301	85,555	(26,254)	-31%	96,415
Other own revenue	3,249	986	-	-	888	493	395	80%	986
Total Revenue (excluding capital transfers and contributions)	105,934	121,334	-	907	66,455	98,862	(32,407)	-33%	123,027
Employee costs	28,020	35,713	-	2,773	18,212	18,058	153	1%	35,713
Remuneration of Councillors	6,718	7,438	-	833	3,984	3,719	265	7%	7,438
Depreciation & asset impairment	56,655	5,615	-	-	-	2,808	(2,808)	-100%	5,615
Finance charges	391	900	-	398	424	450	(26)	-6%	900
Materials and bulk purchases	10,884	11,006	-	484	5,194	5,503	(309)	-6%	11,006
Transfers and grants	60,895	-	-	-	-	-	-	-	-
Other expenditure	98,463	39,026	-	5,868	36,129	19,861	16,268	82%	44,201

Total Expenditure	262,026	99,699	-	10,356	63,942	50,399	13,543	27%	104,873
Surplus/(Deficit)	(156,092)	21,635	-	(9,449)	2,513	48,463	(45,951)	-95%	18,154
Transfers recognised - capital	60,365	60,224	-	1,282	79,100	41,436	37,665	91%	98,498
Contributions & Contributed assets	-	-	-	1,354	8,579	-	8,579	#DIV/0!	8,579
Surplus/(Deficit) after capital transfers & contributions	(95,727)	81,859	-	(6,813)	90,192	89,899	293	0%	125,232
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-
Surplus/ (Deficit) for the year	(95,727)	81,859	-	(6,813)	90,192	89,899	293	0%	125,232
Capital expenditure & funds sources									
Capital expenditure	-	81,859	-	3,708	71,669	42,261	29,408	70%	-
Capital transfers recognised	-	60,224	-	2,553	67,125	41,436	25,690	62%	-
Public contributions & donations	-	-	-	1,025	3,999	-	3,999	#DIV/0!	-
Borrowing	-	-	-	-	-	-	-	-	-
Internally generated funds	-	21,635	-	129	544	825	(281)	-34%	-
Total sources of capital funds	-	81,859	-	3,708	71,669	42,261	29,408	70%	-
Financial position									
Total current assets	25,929	25,552	-	-	32,445	-	-	-	-
Total non current assets	560,412	80,281	-	-	576,653	-	-	-	-
Total current liabilities	130,855	12,641	-	-	32,131	-	-	-	-
Total non current liabilities	5,087	9,659	-	-	3,500	-	-	-	-
Community wealth/Equity	450,399	83,533	-	-	573,466	-	-	-	-
Cash flows									
Net cash from (used) operating	-	82,104	-	(14,763)	91,466	90,108	1,358	2%	82,104
Net cash from (used) investing	-	(80,241)	-	(3,708)	(65,533)	(40,095)	(25,438)	63%	(80,241)
Net cash from (used) financing	-	(784)	-	(392)	(392)	(392)	(0)	0%	(784)
Cash/cash equivalents at the month/year end	-	1,446	-	-	25,561	49,988	(24,426)	-49%	1,100
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	5,539	1,047	1,525	2,576	2,656	11,390	18,005	83,164	125,903
Creditors Age Analysis									
Total Creditors	279	1	2	-	-	-	-	-	282

3.1.2 Table C2: Monthly Budget Statement – Financial Performance (standard classification)

This table reflects the operating budget in the standard classifications which are the Government Finance Statistics Functions and Sub-functions. These are used by National Treasury to assist the compilation of national and international accounts for comparison purposes, regardless of the unique organisational structures used by the different institutions.

The main functions are Governance and administration, Community and public safety, Economic and environmental services, and Trading services.

It is for this reason that Financial Performance is reported in standard classification, Table C2, and by municipal vote, Table C3.

NC451 Joe Morolong - Table C2 Monthly Budget Statement - Financial Performance (standard classification) - Mid-Year Assessment

Description	Ref	2012/13	Budget Year 2013/14							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
Revenue - Standard										
<i>Governance and administration</i>		82,399	95,309	-	24	47,410	74,456	(27,046)	-36%	95,309
Executive and council		5,542	4,581	-	-	4,581	4,581	-		4,581
Budget and treasury office		76,408	90,423	-	24	42,802	69,722	(26,920)	-39%	90,423
Corporate services		448	305	-	-	27	153	(126)	-82%	305
<i>Community and public safety</i>		229	462	-	-	455	231	224	97%	695
Community and social services		229	452	-	-	221	226	(5)	-2%	452
Sport and recreation		-	10	-	-	-	5	(5)	-100%	10
Public safety		-	-	-	-	-	-	-		-
Housing		-	-	-	-	234	-	234	#DIV/0!	234
Health		-	-	-	-	-	-	-		-
<i>Economic and environmental services</i>		7,598	63,454	-	1,354	26,889	26,956	(67)	0%	111,767
Planning and development		7,598	62,454	-	1,354	26,189	26,289	(100)	0%	109,308
Road transport		-	-	-	-	-	-	-		-
Environmental protection		-	1,000	-	-	700	667	33	5%	2,460
<i>Trading services</i>		76,073	22,333	-	2,165	79,380	38,655	40,725	105%	22,333
Electricity		4,202	6,751	-	310	2,533	3,375	(842)	-25%	6,751
Water		39,071	14,173	-	1,605	75,441	34,575	40,866	118%	14,173
Waste water management		32,148	839	-	160	870	420	451	107%	839
Waste management		652	571	-	89	536	285	251	88%	571
<i>Other</i>	4	-	-	-	-	-	-	-		-

Total Revenue - Standard	2	166,299	181,557	-	3,542	154,134	140,298	13,837	10%	230,105
Expenditure - Standard										
<i>Governance and administration</i>		115,973	48,084	-	4,150	29,639	23,762	5,877	25%	48,084
Executive and council		21,991	18,523	-	1,803	8,159	8,882	(723)	-8%	18,523
Budget and treasury office		69,871	16,785	-	1,253	13,236	8,427	4,808	57%	16,785
Corporate services		24,111	12,776	-	1,095	8,244	6,453	1,792	28%	12,776
<i>Community and public safety</i>		19,416	7,358	-	1,067	7,072	3,724	3,348	90%	10,076
Community and social services		14,241	7,358	-	977	4,354	3,724	630	17%	7,358
Sport and recreation		-	-	-	-	-	-	-		-
Public safety		-	-	-	-	-	-	-		-
Housing		5,175	-	-	90	2,718	-	2,718	#DIV/0!	2,718
Health		-	-	-	-	-	-	-		-
<i>Economic and environmental services</i>		32,561	18,729	-	2,466	11,101	9,455	1,646	17%	21,186
Planning and development		32,561	17,729	-	2,250	10,369	8,955	1,414	16%	20,186
Road transport		-	-	-	-	-	-	-		-
Environmental protection		-	1,000	-	216	732	500	232	46%	1,000
<i>Trading services</i>		94,077	25,528	-	2,672	16,129	13,458	2,671	20%	25,528
Electricity		2,194	-	-	-	-	-	-		-
Water		66,198	25,528	-	2,672	16,129	13,458	2,671	20%	25,528
Waste water management		25,685	-	-	-	-	-	-		-
Waste management		-	-	-	-	-	-	-		-
<i>Other</i>		-	-	-	-	-	-	-		-
Total Expenditure - Standard	3	262,026	99,699	-	10,356	63,942	50,399	13,543	27%	104,873
Surplus/ (Deficit) for the year		(95,727)	81,859	-	(6,813)	90,192	89,898	294	0%	125,232

3.1.3 Table C3: Monthly Budget Statement – Financial Performance (revenue and expenditure by municipal vote)

The operating expenditure budget is approved by Council at the municipal vote level.

The municipal votes reflect the organisational structure of the municipality which is made up of: Council, Municipal Manager, Financial Services Corporate Services, Community Services, Technical Services, Water Unit and Planning & Development.

NC451 Joe Morolong - Table C3 Monthly Budget Statement - Financial Performance (revenue and expenditure by municipal vote) - Mid-Year Assessment

Vote Description	R ef	2012/13	Budget Year 2013/14							
		Audited Outcom e	Original Budget	Adjuste d Budget	Monthl y actual	YearTD actual	YearTD budget	YTD varianc e	YTD varianc e %	Full Year Forecast
R thousands										
Revenue by Vote	1									
Vote 1 - MUNICIPAL MANGER		-	-	-	-	-	-	-	-	-
Vote 2 - COUNCIL		-	4,581	-	-	4,581	4,581	-		4,581
Vote 3 - FINANCE		-	90,423	-	24	42,802	69,722	(26,920)	-38.6%	90,423

Vote 4 - CORPORATE SERVICES		-	305	--	-	27	153	(126)	-82.5%	305
Vote 5 - COMMUNITY SERVICES		-	10,159	-	249	9,915	7,080	2,836	40.1%	10,159
Vote 6 - TECHNICAL SERVICES		-	33,861	-	1,664	18,938	23,425	(4,486)	-19.2%	42,440
Vote 7 - WATER UNIT		-	41,209	-	1,605	75,441	34,575	40,866	118.2%	79,483
Vote 8 - PLANNING AND DEVELOPMENT		-	1,019	-	-	2,196	676	1,520	224.7%	2,479
Vote 9 - DMA		-	-	-	-	-	-	-	-	-
Vote 10 - MIG		-	-	-	-	-	-	-	-	-
Vote 11 - HOUSING		-	-	-	-	234	-	234	#DIV/0!	234
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
Total Revenue by Vote	2	-	181,557	--	3,542	154,134	140,211	13,923	9.9%	230,105
Expenditure by Vote	1									
Vote 1 - MUNICIPAL MANGER		-	3,653	-	168	1,226	1,840	(614)	-33.4%	3,653
Vote 2 - COUNCIL		-	14,071	-	1,635	6,934	7,043	(109)	-1.5%	14,071
Vote 3 - FINANCE		-	16,785	-	1,253	13,236	8,427	4,808	57.1%	16,785
Vote 4 - CORPORATE SERVICES		-	12,776	-	1,095	8,244	6,453	1,792	27.8%	12,776
Vote 5 - COMMUNITY SERVICES		-	7,358	-	977	4,354	3,724	630	16.9%	7,358
Vote 6 - TECHNICAL SERVICES		-	12,769	-	701	5,674	6,420	(746)	-11.6%	12,769
Vote 7 - WATER UNIT		-	26,317	-	2,672	16,129	13,458	2,671	19.8%	26,317
Vote 8 - PLANNING AND DEVELOPMENT		-	5,972	-	1,765	5,427	3,035	2,392	78.8%	8,429
Vote 9 - DMA		-	-	-	-	-	-	-	-	-
Vote 10 - MIG		-	-	-	-	-	-	-	-	-
Vote 11 - HOUSING		-	-	-	90	2,718	-	2,718	#DIV/0!	2,718
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	-	99,699	-	10,356	63,942	50,399	13,543	26.9%	104,873
Surplus/ (Deficit) for the year	2	-	81,859	-	(6,813)	90,192	89,812	381	0.4%	125,232

Unauthorised expenditure by year end would occur either for the municipality as a whole if the adjusted budget for Total Expenditure by Vote or if any of the individual budgets for any specific vote/s were overspent.

The Total Expenditure by Vote is not overspent. Finance, Corporate, Community, Water & Planning & Development reflect expenditures above their year-to-date budget as at 31 December 2013. These have the potential of becoming unauthorised expenditures and are of serious concern to the municipality. Root causes will be further investigated during preparation of the adjustments budget and revisions made accordingly.

Housing will be corrected in the adjusted budgeted as the Housing Department have send the commitment in the municipality

3.1.4 Table C4: Monthly Budget Statement – Financial Performance (revenue and expenditure)

NC451 Joe Morolong - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - Mid-Year Assessment

Description	Ref	2012/13	Budget Year 2013/14							
		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		6,786	11,684		-	4	5,842	(5,838)	-100%	11,684
Property rates - penalties & collection charges		-	-		-	-	-	-		-
Service charges - electricity revenue		4,202	6,751		310	2,533	3,375	(842)	-25%	6,751
Service charges - water revenue		10,253	5,783		323	2,130	2,892	(761)	-26%	5,783
Service charges - sanitation revenue		1,141	839		160	870	420	451	107%	839
Service charges - refuse revenue		852	571		89	336	285	251	88%	571
Service charges - other		-	-		-	-	-	-		-
Rental of facilities and equipment		165	66		-	17	33	(16)	-47%	66
Interest earned - external investments		3,306	-		24	192	-	192	#DIV/0!	-
Interest earned - outstanding debtors		-	-		-	733	-	733	#DIV/0!	-
Dividends received		-	-		-	-	-	-		-
Fines		-	-		-	-	-	-		-
Licences and permits		-	-		-	-	-	-		-
Agency services		-	-		-	-	-	-		-
Transfers recognised - operational		76,146	94,721		-	59,301	85,555	(26,254)	-31%	96,415
Other revenue		3,084	920		-	138	460	(322)	-70%	920
Gains on disposal of PPE		-	-		-	-	-	-		-
Total Revenue (excluding capital transfers and contributions)		105,934	121,334	-	907	66,455	98,862	(32,407)	-33%	123,027
Expenditure By Type										
Employee related costs		28,020	35,713		2,773	18,212	18,058	153	1%	35,713
Remuneration of councillors		6,718	7,438		833	3,984	3,719	265	7%	7,438
Debt impairment		40,462	170		-	-	85	(85)	-100%	170
Depreciation & asset impairment		56,655	5,615		-	-	2,808	(2,808)	-100%	5,615
Finance charges		391	900		398	424	450	(26)	-6%	900
Bulk purchases		10,884	11,006		484	5,194	5,503	(309)	-6%	11,006
Other materials		-	-		-	-	-	-		-
Contracted services		-	6,106		446	8,234	3,053	5,181	170%	6,106
Transfers and grants		60,895	-		-	-	-	-		-
Other expenditure		58,001	32,750		5,422	27,895	16,723	11,173	67%	37,925
Loss on disposal of PPE		-	-		-	-	-	-		-
Total Expenditure		262,026	99,699	-	10,356	63,942	50,399	13,543	27%	104,873
Surplus/(Deficit)		(156,092)	21,635	-	(9,449)	2,513	48,463	(45,951)	(0)	18,154
Transfers recognised - capital		60,365	60,224		1,282	79,100	41,436	37,665	0	98,498
Contributions recognised - capital		-	-		1,354	8,579	-	8,579	#DIV/0!	8,579
Contributed assets		-	-		-	-	-	-		-
Surplus/(Deficit) after capital transfers & contributions		(95,727)	81,859	-	(6,813)	90,192	89,899			125,232

Taxation									
Surplus/(Deficit) after taxation	(95,727)	81,859	-	(6,813)	90,192	89,899			125,232
Attributable to minorities									
Surplus/(Deficit) attributable to municipality	(95,727)	81,859	-	(6,813)	90,192	89,899			125,232
Share of surplus/ (deficit) of associate									
Surplus/ (Deficit) for the year	(95,727)	81,859	-	(6,813)	90,192	89,899			125,232

Year-to-date accrued revenue is R66.5 million 67% of the year-to-date budget projection for December 2013, with projections that year end revenue could be 100% of the annual budget.

Year-to-date variances on the main categories of revenue are for property rates that has achieved R5.8 million below budget, service charges which are R0.9 million below budget, and other own revenue which is R0.3 million below budget. The additional grants received (operating and capital) will be appropriated in an adjustments budget.

3.1.5 Table C5: Monthly Budget Statement - Capital Expenditure (municipal vote, standard classification and funding)

NC451 Joe Morolong - Table C5 Monthly Budget Statement - Capital Expenditure (municipal vote, standard classification and funding) - Mid-Year Assessment

Vote Description	Ref	2012/13	Budget Year 2013/14							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
Multi-Year expenditure appropriation	2									
Vote 1 - MUNICIPAL MANGER		-	-	-	-	-	-	-	-	-
Vote 2 - COUNCIL		-	-	-	-	-	-	-	-	-
Vote 3 - FINANCE		-	-	-	-	-	-	-	-	-
Vote 4 - CORPORATE SERVICES		-	-	-	-	-	-	-	-	-
Vote 5 - COMMUNITY SERVICES		-	8,288	-	-	-	4,144	(4,144)	-100%	-
Vote 6 - TECHNICAL SERVICES		-	24,723	-	2,340	8,796	12,362	(3,566)	-29%	-
Vote 7 - WATER UNIT		-	27,036	-	1,239	62,196	14,788	47,408	321%	-
Vote 8 - PLANNING AND DEVELOPMENT		-	4,385	-	-	-	2,193	(2,193)	-100%	-
Vote 9 - DMA		-	-	-	-	-	-	-	-	-
Vote 10 - MIG		-	-	-	-	-	-	-	-	-
Vote 11 - HOUSING		-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-

Vote 15 - [NAME OF VOTE 15]		--	-	-	-	-	-	-	-	-
Total Capital Multi-year expenditure	4,7	--	64,432	-	3,578	70,992	33,486	37,506	112%	-
Single Year expenditure appropriation	2									
Vote 1 - MUNICIPAL MANGER		--	800	-	-	-	200	(200)	-100%	-
Vote 2 - COUNCIL		--	1,100	-	-	-	275	(275)	-100%	-
Vote 3 - FINANCE		--	177	-	-	190	44	146	329%	-
Vote 4 - CORPORATE SERVICES		--	80	-	-	188	20	168	838%	-
Vote 5 - COMMUNITY SERVICES		--	9,815	-	129	238	5,375	(5,137)	-96%	-
Vote 6 - TECHNICAL SERVICES		--	3,085	-	-	62	1,543	(1,481)	-96%	-
Vote 7 - WATER UNIT		--	2,370	-	-	-	1,318	(1,318)	-100%	-
Vote 8 - PLANNING AND DEVELOPMENT		--	-	-	-	-	-	-	-	-
Vote 9 - DMA		--	-	-	-	-	-	-	-	-
Vote 10 - MIG		--	-	-	-	-	-	-	-	-
Vote 11 - HOUSING		--	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		--	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		--	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		--	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		--	-	-	-	-	-	-	-	-
Total Capital single-year expenditure	4	--	17,427	-	129	677	8,774	(8,098)	-92%	-
Total Capital Expenditure		--	81,859	-	3,708	71,669	42,261	29,408	70%	-
Capital Expenditure - Standard Classification										
<i>Governance and administration</i>		--	2,157	-	-	377	1,857	(1,480)	-80%	-
Executive and council		--	1,900	-	-	-	1,600	(1,600)	-100%	-
Budget and treasury office		--	177	-	-	190	177	13	7%	-
Corporate services		--	80	-	-	188	80	108	134%	-
<i>Community and public safety services</i>		--	18,103	-	129	238	9,519	(9,281)	-98%	-
Community and social services		--	9,815	-	129	238	5,375	(5,137)	-96%	-
Sport and recreation		--	8,288	-	-	-	4,144	(4,144)	-100%	-
Public safety		--	-	-	-	-	-	-	-	-
Housing		--	-	-	-	-	-	-	-	-
Health		--	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>		--	17,193	-	2,340	8,857	8,597	261	3%	-
Planning and development		--	7,470	-	-	62	3,736	(3,674)	-98%	-
Road transport		--	9,723	-	2,340	8,796	4,862	3,934	81%	-
Environmental protection		--	-	-	-	-	-	-	-	-
<i>Trading services</i>		--	44,406	-	1,239	62,196	22,288	39,908	179%	-
Electricity		--	-	-	-	-	-	-	-	-
Water		--	29,406	-	1,239	62,196	14,788	47,408	321%	-
Waste water management		--	15,000	-	-	-	7,500	(7,500)	-100%	-
Waste management		--	-	-	-	-	-	-	-	-
<i>Other</i>		--	-	-	-	-	-	-	-	-
Total Capital Expenditure - Standard Classification	3	--	81,859	-	3,708	71,669	42,261	29,408	70%	-
Funded by:										

National Government			60,224		2,553	67,125	41,436	25,690	62%	
Provincial Government			-					-		
District Municipality			-					-		
Other transfers and grants			-					-		
Transfers recognised - capital			60,224	-	2,553	67,125	41,436	25,690	62%	-
Public contributions & donations	5		-		1,025	3,989	-	3,989	#DIV/0!	
Borrowing	6		-		-	-	-	-		
Internally generated funds			21,635		129	644	826	(281)	-34%	
Total Capital Funding			81,859	-	3,708	71,669	42,261	29,408	70%	-

Although year-to-date capital expenditure is 29.4 million ahead of YTD budget, the level of capital expenditure achieved against the annual budget is a result of additional grants received from Water Affairs and Kumba Iron Ore. Current implementation of the capital programs will have to be reviewed and an adjustment budget prepared to take into account the timing of projects in implementation phase, amendments to water affairs allocations. The main reasons for the review implementation of the capital budget are included in the Mayor's Report.

3.1.6 Table C6: Monthly Budget Statement - Financial Position

NC451 Joe Morolong - Table C6 Monthly Budget Statement - Financial Position - Mid-Year Assessment

Description	Ref	2012/13	Budget Year 2013/14			
		Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	Full Year Forecast
R thousands	1					
ASSETS						
Current assets						
Cash		2,008	80		15,661	
Call investment deposits		-	-		10,089	
Consumer debtors		11,242	25,457		6,074	
Other debtors		11,373	66		17	
Current portion of long-term receivables						
Inventory		1,306			703	
Total current assets		25,929	25,552	-	32,445	-
Non current assets						
Long-term receivables		-	-		-	
Investments		-	-		-	
Investment property		-	-		-	
Investments in Associate		-	-		-	
Property, plant and equipment		560,389	80,191		576,554	
Agricultural		-	-		-	
Biological assets		-	-		-	

Intangible assets		23	90		98	
Other non-current assets		-				
Total non current assets		560,412	80,281	-	576,653	-
TOTAL ASSETS		586,341	105,833	-	609,097	-
LIABILITIES						
Current liabilities						
Bank overdraft		4,577	-		-	
Borrowing		627	784		392	
Consumer deposits		-	-		-	
Trade and other payables		128,006	7,150		30,786	
Provisions		645	4,706		962	
Total current liabilities		130,855	12,641	-	32,131	-
Non current liabilities						
Borrowing		3,636	5,744		3,500	
Provisions		1,551	3,915		-	
Total non current liabilities		5,087	9,659	-	3,500	-
TOTAL LIABILITIES		135,942	22,300	-	35,631	-
NET ASSETS	2	450,399	83,533	-	573,466	-
COMMUNITY WEALTH/EQUITY						
Accumulated Surplus/(Deficit)		450,399	83,533		573,466	
Reserves						
TOTAL COMMUNITY WEALTH/EQUITY	2	450,399	83,533	-	573,466	-

The impact of the audited outcome on the budget projections will have to be taken into account in the adjustments budget that follows the mid-year review.

3.1.7 Table C7: Monthly Budget Statement - Cash Flow

NC451 Joe Morolong - Table C7 Monthly Budget Statement - Cash Flow - Mid-Year Assessment

Description	R e f	2012/13	Budget Year 2013/14							
		Audited Outcom e	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD varianc e	YTD varia nce %	Full Year Forecast
R thousands	1									
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Ratepayers and other			19,971		4,023	30,406	9,966	20,440	205 %	19,971
Government - operating			94,721		-	57,059	85,555	(28,496)	-33%	94,721
Government - capital			60,224		1,282	79,100	41,526	37,574	90%	60,224
Interest								-		
Dividends								-		
Payments										
Suppliers and employees			(91,912)		(20,061)	(75,074)	(46,488)	28,586	-61%	(91,912)
Finance charges			(900)		(8)	(25)	(450)	(425)	95%	(900)

Debtors Age Analysis By Income Source													
Water	1200	4,930	547	1,108	1,052	328	493	4,469	4,796	17,723	11,138		
Electricity	1300	250	164	132	632	40	49	369	86	1,722	1,175		
Property Rates	1400	108	111	89	89	161	668	3,261	(2,866)	1,511	1,203		
Waste Water Management	1500	146	142	116	113	6	17	44	148	730	327		
Waste Management	1600	82	80	80	79	13	21	76	229	660	418		
Property Rental Debtors	1700									-	-		
Interest on Arrear Debtor Accounts Recoverable unauthorised, irregular, fruitless and wasteful expenditure	1810									-	-		
Other	1820									-	-		
Other	1900	23	3	2	610	2,118	10,243	9,788	80,771	103,557	103,530		
Total By Income Source	2000	5,539	1,047	1,525	2,576	2,656	11,390	18,005	83,164	125,903	117,791	-	-
2012/13 - totals only													
Debtors Age Analysis By Customer Group													
Organs of State	2200	43	7	5	3	1	10	54	50	173	118		
Commercial	2300	407	320	388	974	180	707	4,215	4,725	11,917	10,802		
Households	2400	5,089	721	1,131	1,598	2,475	10,672	13,737	78,389	113,813	106,872		
Other	2500	-	-	-	-	-	-	-	-	-	-		
Total By Customer Group	2600	5,539	1,047	1,525	2,576	2,656	11,390	18,005	83,164	125,903	117,791	-	-

The will billing will start to be done on time and close monitoring of debtors on quarterly basis, and no reduction in cash revenues will be factored into the adjustment budget that follows the mid-year review.

3.1.9 Creditors Information

NC451 Joe Morolong - Supporting Table SC4 Monthly Budget Statement - aged creditors - Mid-Year Assessment

Description	NT Code	Budget Year 2013/14										Prior year totals for chart (same period)	
		0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days - 1 Year	Over 1 Year	Total			
R thousands													
Creditors Age Analysis By Customer Type													
Bulk Electricity	0100											-	
Bulk Water	0200											-	
PAYE deductions	0300											-	
VAT (output less input)	0400											-	
Pensions / Retirement deductions	0500											-	
Loan repayments	0600											-	
Trade Creditors	0700	277	-	-	-	-	-	-	-	-	-	277	
Auditor General	0800											-	
Other	0900	3	1	2								6	
Total By Customer Type	1000	279	1	2	-	-	-	-	-	-	-	282	-

Supporting Table SC4 reflects trade creditors and other only as outstanding for the past six months.

3.1.10 Allocation and Grant Receipts and Expenditure

Allocation and Grant Receipts

NC451 Joe Morolong - Supporting Table SC6 Monthly Budget Statement - transfers and grant receipts - Mid-Year Assessment

Description	Ref	2012/13	Budget Year 2013/14							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
RECEIPTS:	1,2									
<u>Operating Transfers and Grants</u>										
National Government:		-	92,220	-	-	55,111	68,330	(17,419)	-25.5%	92,220
Local Government Equitable Share			80,780		-	43,971	61,390	(17,419)	-28.4%	80,780
Finance Management			1,550		-	1,550	1,550			1,550
Municipal Systems Improvement			890		-	890	890			890
Water Services Operating Subsidy			8,000		-	8,000	4,000			8,000
EPWP Incentive			1,000		-	700	500			1,000
	3									
Other transfers and grants (insert description)										
Provincial Government:		-	436	-	-	1,948	218	1,496	686.2%	-
Sport and Recreation			436			218	218			
Housing						234	-			
	4									
EPWP						1,496	-	1,496	#DIV/0!	
District Municipality:		-	-	-	-	-	-	-		-
(insert description)										
Other grant providers:		-	-	-	-	-	-	-		-
(insert description)										
Total Operating Transfers and Grants	5	-	92,656	-	-	57,059	68,548	(15,923)	-23.2%	92,220
<u>Capital Transfers and Grants</u>										
National Government:		-	62,289	-	1,282	79,100	37,280	3,546	9.5%	-

Municipal Infrastructure Grant (MIG)			55,253		-	33,790	33,790	-		
Regional Bulk Infrastructure			-		1,282	38,274	-	-		
								-		
								-		
								-		
Municipal Water Infrastructure Grant (MWIG)			7,036		-	7,036	3,490	3,546	101.6%	
Provincial Government:			-		-	-	-	-		-
<i>(insert description)</i>										
District Municipality:			-		-	-	-	-		-
<i>(insert description)</i>										
Other grant providers:			-		-	1,354	8,579	-	8,579	#DIV/0!
<i>Sishen Mine (Roads)</i>					1,354	8,579	-	8,579	8,579	#DIV/0!
Total Capital Transfers and Grants	5	-	62,289	-	2,636	87,680	37,280	12,125	32.5%	-
TOTAL RECEIPTS OF TRANSFERS & GRANTS	5	-	154,945	-	2,636	144,738	105,828	(3,798)	-3.6%	92,220

It should be noted that the municipality received additional grants from provincial and national department during 01 July 2013 to 31 December 2013, these department are; Water Affairs (RBIG), Housing, Provincial Public Works (EPWP) and Kumba Iron Ore.

Allocation and Grant Expenditure

NC451 Joe Morolong - Supporting Table SC7(1) Monthly Budget Statement - transfers and grant expenditure - Mid-Year Assessment

Description	Ref	2012/13	Budget Year 2013/14							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
EXPENDITURE										
<u>Operating expenditure of Transfers and Grants</u>										
National Government:		-	92,220	-	8,128	47,432	46,110	1,322	2.9%	-
Local Government Equitable Share			80,780		6,732	43,971	40,390	3,581	8.9%	
Finance Management			1,550		60	591	776	(184)	23.7%	
Municipal Systems Improvement			890		100	659	445	214	48.1%	
Water Services Operating Subsidy			8,000		597	1,479	4,000	(2,521)	63.0%	
EPWP Incentive			1,000		639	732	500	232	46.4%	
Other transfers and grants [insert description]										
Provincial Government:		-	436	-	519	4,940	218	4,722	2166.0%	-
Sport and Recreation			436		19	131	218	(87)	40.0%	
						2,352		2,352	#DIV/0!	
EPWP					499	2,457		2,457	#DIV/0!	
District Municipality:		-	-	-	-	-	-	-		-
[insert description]										
Other grant providers:		-	-	-	-	-	-	-		-
[insert description]										
Total operating expenditure of Transfers and Grants:		-	92,656	-	8,646	52,372	46,328	6,044	13.0%	-
<u>Capital expenditure of Transfers and Grants</u>										
National Government:		-	62,289	-	3,675	60,132	37,308	22,824	61.2%	-
Municipal Infrastructure Grant (MIG)			55,253		2,650	17,765	33,790	(16,025)	47.4%	

				-	38,367	-	38,367	#DIV/0!	
							-		
							-		
Municipal Water Infrastructure Grant (MWIG)		7,036		1,025	3,999	3,518	481	13.7%	
Provincial Government:		-	-	-	-	-	-		-
							-		
District Municipality:		-	-	-	-	-	-		-
							-		
Other grant providers:		-	-	-	3,852	-	3,852	#DIV/0!	-
					3,852		3,852	#DIV/0!	
							-		
Total capital expenditure of Transfers and Grants		-	62,289	-	3,675	63,984	37,308	71.5%	-
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		-	154,945	-	12,321	116,356	83,636	39.1%	-

Part 4: Service Delivery Performance Highlights

4.1 CORPORATE SERVICES

4.1.1 Achievements

- Adoption of policies by Council
- Functional LLF
- Training of officials

4.1.2 Challenges

- Employment of Occupational Health and Safety officer

4.2 COMMUNITY SERVICES

4.1.1 Achievements

- Consistent Environmental awareness campaigns to the different communities

- Maintenance of community halls and appointments of caretakers

4.1.2 Challenges

- Construction of community halls has not commenced as per the plan
- Construction of fencing in the cemeteries has not commenced yet
- Sportsfield construction has not yet commenced and this is going to affect its completion
- There is no progress on the construction of the low cost houses and this has a detrimental effect in terms of their completion before the end of the financial year
- There is no design nor plan for the construction of the testing station for licenses

4.3 PLANNING AND DEVELOPMENT

4.1.1 Achievements

- Signed performance agreements for section 56 and 57 managers
- Functional IDP Representative Forum
- Number of temporary jobs created annually through EPWP
- Implementation of EPWP (labour intensive) method in both social and technical projects in the municipality

4.1.2 Challenges

- Inability of the IDP/PMS unit to implement the adopted IDP process plan
- 100% compliance on MFMA
- Inability to implement the LED strategy which will in turn stimulate the economic growth of the municipality
- Appointment of LED manager

4.4 TECHNICAL SERVICES DEPARTMENT

4.4.1 Achievements

- Provision of bulk water at Heuningvlei phase 2 (a)

- Makubung tank has been upgraded
- N14 Khankhudung road phase 1 has been completed
- Maintenance of water infrastructure has been consistent

4.4.2 Challenges

- Most of the water projects will not be implemented during this financial year due to shortage of funds (Masankong, Adderly, Kiangkop, Danoon, Dithakong, Gadiboe and Bendel)
- Sanitation: the construction of Ventilated Pit Latrines in the 27 villages is still outstanding and awaiting the business plan to be approved
- Roads: Deurham projects is still not approved
- Operations and maintenance: The consistent grader breakdown is causing the roads not to be maintained

5 PERFORMANCE ASSESSMENTS OF THE DEPARTMENTS

5.1 CORPORATE SERVICES DEPARTMENT

Objective	Performance Indicators	Actual Performance	Target	Reasons for Variance			
Municipal Arrangement and Institutional Transformation	Review of Human Resources Policies	Finalization of a reviewed Human Resources Policies	8	5	7	12 Policies were approved by Council	None
	Review of Employment Equity Plan	Review of Employment Equity Plan	1		1	Reviewed Employment Equity Plan was approved by Council	
	Skills Development Plan	Skills Development Plan	1	1	1	Plan was submitted to Council on the 26 th Sep 2013	
	Skills Development Report	Submission of reports to Council	4	1	1	11 officials attended CPMD, 10 officials attended Health and Safety training, 4 officials attended HR management and leave training and 3 attended Payroll	
	Organizational structure	Approved organizational structure	1			Target is for the last quarter	
	To ensure functional IT communication network	IT network	Network in process of being established			Target is for the last quarter	
	Local Labour Forum	Functional LLF	2	1	1	Three (3) meetings were held this quarter	

Objective	Key Performance Indicators	Actual Performance	Target	Reasons for Variance
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Municipal Arrangement and Institutional Transformation	Adherence to time line on submission of items for council and portfolio meetings	Schedule in place for submission of Council agenda items	4	1	1	Schedule for Council meetings was approved by Council in the 1 st quarter	
	Adherence to both portfolio committee and council meetings	Schedule of Council meetings with full preparations	4	1	1	2 Council meetings were held in the past 6 months and all portfolio committee meetings were held as scheduled	
	Implementation of council resolution	Number of monitoring on implementation of Council resolution	4	1	1	Council resolution register for 1 st and 2 nd quarter are available	
	To ensure effectiveness in the Department	Number of monthly meetings	10	1	3	4 meetings were held in the past 6 months	Unit managers were not available on the planned dates for meetings due to other commitments

5.2. COMMUNITY SERVICES DEPARTMENT

Key Objective	Key Performance Indicator	Baseline	Target	Actual	Remarks
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To conduct 4 environment awareness campaigns during the 2013/14 FY	Environment awareness through campaigns	Number of awareness campaigns conducted	4 awareness campaigns	1	1	Environmental awareness was held in Madibeng, Penryn and Gasehunelo wyk 6	
To effectively manage veld fires and the prevention thereof on an agency basis throughout the 2013/14 financial year; as measured in terms of the availability of essential fire fighting equipment in all of municipal wards.	Ensuring effective veld fire fighting in the municipal area.	Number of veld fires combated	100%	100%	100%	Veld fire was attended to at Penda farm during the 1 st quarter and no fires were reported during the 2 nd quarter	
To construct two community halls	Construction of two community halls in Ditshipeng and Padstow	Number of community halls constructed	2 halls	Planning and consultations	Starting of constructions	Only the consultation meeting of Ditshipeng hall was held in the 1 st quarter	Reason for deviation Ward Councillor was sick

						The tender document for the construction of community halls was developed.	Reason for deviation The tender advert was delayed Remedial actions Technical department was requested for the technical assistance to speed up the process.
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Priority	Key Performance Indicator	Measure	Baseline	Target	Actual	Actual Performance	Reason for deviation
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To fence Cemeteries	Fencing of one Cemetery per ward	Number of cemeteries constructed	1 cemetery	Consultations	Fencing of 5 cemeteries	<p>Consultations were held for 7 cemeteries in the 1st quarter and 8 for the 2nd quarter.</p> <p>Construction (clearing of sites) has commenced in the 2nd quarter</p>	The construction was delayed due to late supply of material.
Construction of Sports facilities	Construction of two Sports facilities	Number of Sports facilities	0			The business plan have been submitted and the item got the registration of Sportsfield with MIG was approved by Council	
To maintain and manage municipal recreational facilities	Maintenance and management of municipal recreational facilities	Number of recreational facilities maintained and managed	100%	Ongoing		Volunteers for care taking of halls were identified at Kikahela, Mecwetsaneng, Maologane, Bendel,	

						<p>Loopeng, Heuningvlei, Vanzylsrus, Tsineng, Madularanch, Maphinki and Glenred.</p> <p>Garden materials have been purchased for four (4) Sportsfield (Maphinki, Laxey, Dithakong and Ncwelengwe) and the municipal garden</p> <p>17 community halls have been visited and assessed for maintenance.</p>	
To provide Waste Management services	Collection of refuse from Hotazel and Vanzylrus	Number of households serviced	100%	Ongoing	Ongoing	Waste was collected at Hotazel and Vanzylsrus for 1144 households.	

IDP Objective	Key Performance Indicator	Unit of Measurement	Baseline	Target	Target Date	Actual performance	Remarks
To provide Waste Management services	Collection of refuse from Holtazel and Vanzylrus	Number of households serviced	100%	Ongoing	Ongoing	<p>The Joe Morolong Communal Landfill Identification and Licensing Group meeting was held on the 23/10/2013 between JMLM, Department of Mineral Resources and the JTGDM.</p> <p>The application in terms of the</p>	

						removal of restriction act for London Farm was done to the Office of Premier.	
						The suction service was done at Washington, Madibeng, Heuningvlei, Tsineng, Maphiniki, Magwagwe, Bendel, Magwagwe, Bothetheletsa, Camden and Joe Morolong Local Municipality.	
To provide monitoring of Library service	To ensure monitoring of community libraries	Number of monitoring done	100%	ongoing	Ongoing	Business Plans and DSAC monitoring were done in the following libraries: Cassel, Logaganeng and Vanzylsrus Reports were submitted in October and November	
To ensure effectiveness in the Community Services Department	To ensure monthly departmental meetings are held	Number of monthly meetings held	12 departmental meetings	3 monthly meeting	3 monthly meeting	5 meetings were held The last meeting of the quarter that was supposed to be on 19/12/2013 could not materialize as the Director was on sick leave hence the meeting was held on January.	

Project		Actual		Budget		Remarks	
To construct low cost housing	Construction of 520 low cost houses	Number of houses	480 houses constructed	Construction of 130 low cost houses	Construction of 130 low cost houses	No progress	<p>Reason for deviation The Contractor reported challenges of resources to the municipality that led them to leave the sites (the price of quantum was limited lack of water and shortage of material due to the infrastructure conditions) and he had to rely on the municipality to coordinate the process between themselves and the COGHSTA</p> <p>The matter has been resolved and the contractor will be back on site as from Wednesday 15/01/2014</p>
To establish municipal safety unit	Construction of testing station	Testing station constructed	0			<p>The site evaluation of a proposed Driving License Testing Center was done by The Department of Transport on the 24/10/2013.</p> <p>The Traffic Center for Joe Morolong Local Municipality was registered on</p>	

						the 28/10/2013, Reg No: 1189000820000	
						The letter of request for in-service training of the traffic employees was written to Gasegonyana Local Municipality. Still waiting for the response.	
						The Road Traffic Acts were purchased.	

5.3. TECHNICAL SERVICES DEPARTMENT

1. WATER INFRASTRUCTURE

Project Objective	Key Performance Indicator	Measure	Deadline	Start	End	Actual Performance	Remarks
Construction / Upgrading of bulk water infrastructure	Provision of bulk water in Heuningvlei - phase 2(a)	1 practical completion certificate	1			73% complete: <ul style="list-style-type: none"> 2.2MI Reservoir-71% Disinfection Building-59% Booster Pump-56% Electricity to Booster-56% Borehole Installation-77% Pipelines-77% Solar Installation-100% 	On track with shortage of funds to complete the entire scope of work Remedial Action: The DPRDLR showed interest and was consulted but no formal commitment this far, further correspondence send to possible funders
	Provision of bulk water in Heuningvlei - phase 2(b)	1				25% Progress on securing funds. Correspondence and application of funds to	On track with requesting of funds to implementing the entire scope of work.

						Department of Agriculture, DPRDLR, Final design with drawing and bill of quantities are complete and availed.	The DPRDLR showed interest and was consulted but no formal commitment this far, further correspondence send to possible funders (Target is Aug 2014, depending on funds)
Construction of water schemes (where there is no water infrastructure)	Water Supply to the following villages: <ul style="list-style-type: none"> • Adderly • Mosekeng • Radiatsongwa • Wateraar • Drieloop • Motlhoeng Makgaladi	7 practical completion certificates	7			Adderly – Business Plan submitted to MIG For Implementation 2014/15. Mosekeng - business plan submitted to MIG for implementation 2014/15. Radiatsongwa, Wateraar, Motlhoeng and Makgaladi – business plans submitted to MIG Drieloop – 90% Complete, waiting for pressure test and standpipes to be initialized	Reason for deviation Business Plans are evaluated by MIG, awaiting approval By RBPAC Remedial action Adderly and Mosekeng will be implemented in the 2014/15 financial year due to Budget allocation of water project approved by council. Savings on Drieloop project will be used to initiate Gadiboe project as informed by MWIG priority list.
Upgrading of existing Water Supply	Water Supply Augmentation to:	5 practical completion certificates				Klein Neira – phase 2, Business Plan	Reasons for deviation

	<p>Klein Neira – phase 2</p> <ul style="list-style-type: none"> • Makhubung • Kiangkop • Danoon • Dithakong 					<p>submitted to MIG on the 14th May 2013</p> <p>Makhubung, Tank upgraded.</p> <p>Kiangkop, Business Plan submitted to MWIG for Implementation 2014/15.</p> <p>Danoon and Dithakong Business plans will be submitted in the 3rd Quarter to MWIG for Implementation 2014/15</p>	<p>Business Plans evaluated By MIG, awaiting approval By RBPAC</p> <p>None</p> <p>Remedial action Kiangkop will be funded on 2014/15 with MWIG and will not be covered or implemented during 2013/14.</p> <p>Reasons for deviation Still awaiting for Dithakong and Danoon business plans from Service providers</p>
Extension of Water networks	<ul style="list-style-type: none"> • Masankong 	3 practical completion certificates	3			<p>Masankong, to be implemented under SLP (BHP) for 2014/15. Business Plan was approved.</p>	<p>Reason for deviation Masankong will be Funded on 2014/15 by BHP Billiton mines (SLP)</p>
Extension of Water networks	Gadiboe					<p>Gadiboe, to be implemented under MWIG for 2014/15. Business plan submitted and approved</p>	<p>Reason for deviation Gadiboe will be funded on 2014/15. Current savings on MWIG (Drieloop) will cover part of implementat</p>

Extension of Water networks	Bendell – phase II					Bendell – phase 2, Business Plan to be submitted to DWA	ion during 2013/14. Reason for deviation Bendell phase 2, Business plan were submitted for 2013/14 no allocation was availed and DWA requested re-submission of business plans for 2014/15 implementation and awaiting approval.
Extension of Water networks							
Extension of Water networks							

5.4. WATER REFURBISHMENT

TOP Objective	Key Performance Indicator	Unit Measurement	Baseline	Target	Actual Performance	Reasons for Deviation
Refurbishment of existing water networks	Replacing tanks, engines and engine basis for the affected areas in Joe Morolong	1 practical completion certificate	1			Overall completion – 65%. Material ordered. The following villages will be affected: Madula Ranch Scheme, Loopeng, Mmamebe, Good Hope, Ditshipeng, Gasese Reasons for deviation Electrical problems experienced on Madula Ranch Scheme. Remedial action JM made payments to Eskom and Electrical Team will be increased. Will be completed before end of June 2014.

5.5. SANITATION

Objective	Performance Indicators	Quantity	Value	Period	Actual Performance	Reason for deviation	
To peruse the eradication of the sanitation backlog through the erection of Ventilated Pit Latrines in 2013/14	Construction of Ventilated Pit Latrines in identified areas	Happy letters	1000 units	500	Ongoing	242 erected at Heuninglvei Business Plan submitted to MIG for 27 villages during the 1 st quarter Waiting for approval of business plans.	Reason for deviation Business Plans are evaluated by MIG, awaiting approval By RBPAC. RBPAC to sit in 3 rd Quarter.

5.6. ROADS

Objective	Performance Indicators	Quantity	Value	Period	Actual Performance	Reason for deviation	
Construction / Upgrading of internal roads infrastructure in 2013/14	Completion of the construction of internal roads at Makhubung and Deurham	2 practical completion certificate	2			Makhubung – 20% complete. Deurham – Signed MOU submitted to Assmang.	Reason for deviation Deurham – MOU not finalized by Assmang, Remedial action: Discussed during PMU Meetings and various correspondence s send to Assmang. The funding issue will be finalized in the 3 rd Quarter.
Upgrading of Access Roads	Upgrading of existing access between N14 and Khankudung roads – phase 1	1 Practical completion certificate	1			100% completed in the 1 st quarter	

	Upgrading of existing access between N14 and Khankudung roads – phase 2	1 Practical completion certificate	1			80% Complete. Prime and sealing outstanding.	Reason for deviation Project behind schedule Remedial action Project to be completed in 3 rd Quarter. (reasons)
Road management System	Implement Road Management System	Compliance with Road Management System	90% of assessment	Ongoing	Ongoing	7% of assessments were done by previous PSP. Planning to be done with newly appointed PSP to put a system in place.	Reason for deviation Lack of Commitment by appointed PSP New PSP was appointed in the second quarter 2013/14

5.7. OFFICE BUILDING

Objective	Performance Indicator	Measurement	Baseline	Actual	Reason for deviation	Remedial action
To create storage and office space for staff in 2013/14	Designing of stores and office facilities for the Technical Services Department	1 design plan	1			Preliminary designs were completed in the 1 st quarter Reason for deviation Scope changes Waiting for DMR Meeting to establish if funds are part of Assmang's SLP. Remedial action: Discussions during PMU Meetings and various correspondences send to Assmang.
	Construction of stores and office facilities for the Technical Services Department	1 practical completion certificate	0			Waiting for finalization of MOU and funds, procure for contractor and implementation 2014/15. Reason for deviation Waiting for finalization of MOU and funds, procure for contractor.

							Remedial actions: Discussions during PMU Meetings and various correspondences send to Assmang.
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5.8. OPERATIONS AND MAINTANANCE

Objective	Performance Indicators	Key Performance Indicators	2013/14	2014/15	2015/16	2016/17	2017/18
To report on general operations and maintenance of water networks in all affected areas of Joe Morolong Local Municipality throughout the 2013/2014 financial year	Preparing and submitting a quarterly operations and maintenance plan to council	A Council approved quarterly report	4	1	1	2 quarterly reports were submitted and approved by Council	
To ensure that the Water Services Development Plan of Joe Morolong is reviewed and approved by Council for implementation in 2013/14	Review and approval of the WSDP	Approved WSDP	1	25%	25%	35% Assessment complete and the planning phase for establishment of a new WSDP with the assistance of MISA/DWA	Remedial action MISA has been engaged and commitment was received from them to assist JMLM to compile a complete WSDP
Installation of yard connections	Installation of yard connection in 1 village per ward	Happy letters	90% of applications attended to	100% of applications attended to	100% of applications attended to	Cassel yard connections business plan is 10% complete, awaiting approval.	Reason for deviation Only 1 village (Cassel) budgeted for during

						100% applications	2013/2014 FY Remedial action Revise budget
Operation and maintenance of water infrastructure networks	Operate and upgrade network according to priorities determined by council	Number of job cards finalized	90% of requests attended to	90% of job cards attended to	95% of job cards attended to	During the 1 st quarter 75% of the job cards were attended to and 80% in the second quarter	Reason for deviation Lack of sufficient funds to procure tools and equipment
Water Safety Plan	To compile and approve a water safety plan	1 Water Safety Plan	1	0,25%		1 draft Water Safety Plan has been compile	
Roads operations and maintenance	To ensure that there are well maintained roads in Joe Morolong	In all 15 wards	15	3	4	2 wards were maintained in the 1 st quarter and 4 in the 2 nd quarter	Reason for deviation Wards were not covered as planned due to Grader mechanical breakdowns. Remedial action Accelerate procurement of the second grader

5.9 PLANNING AND DEVELOPMENT DEPARTMENT

Objective	Key Performance Indicator	Planned Performance	Baseline Performance	Actual Performance	Actual Performance	Reasons for Deviation
Reduce unemployment rate and stimulate economic growth	Development of LED policy	Number of LED policy adopted	0		1	LED policy adopted by Council
	Implementation of LED Strategy	Number of projects implemented within the strategy	7	3	3	Lerumo la Sechaba in Cassel received

						<p>fencing material and equipment's.</p> <p>Materials bought for renovation of a building in Vanzylsrus for LED projects in the area</p> <p>Materials purchased for the upgrade of cemeteries (1 village per ward).</p> <p>Shalaneng, Slough, March, Magobing, Gasese, Permontjje, Gasehunelo wyk 9, Montsheng, Glendred, Cassel, Dithakong, Damros 2, Matlabanelong and Manyeding</p>	
						<p>Ncwaneng food plot</p> <p>Project 80% complete (water tanks delivered, pipelines erected and fencing not completed)</p>	<p>Reason for deviation</p> <p>Problems between the contractor and Assmang regarding payments to the contractor</p>
						<p>Tsineng food plot</p> <p>Project 80% complete (water tanks delivered, pipelines erected and fencing not completed)</p>	<p>Reason for deviation</p> <p>Problems between the contractor and Assmang regarding payments to the contractor</p>

LED Objective	Performance Indicator	Target	Actual	Weight	Score	Remarks	Comments
Reduce unemployment rate and stimulate economic growth						Dirang Basadi Food Garden They were assisted with fencing during the 2 nd quarter	
						Kalagola Craft and Pottery is operational	
	Compilation of LED implementation plan linked to the LED strategy	Number of implementation plan developed	0	1		Implementation plan still in process	Reason for deviation Insufficient capacity in the Unit Remedial action Appointment of LED manager has to be expedited
	Provide assistance to SMMEs through SEDA	Number of training provided to SMME's	0	2	2	35 SMMEs attend 3 days training during the 1 st quarter at Laxey and 20 attended in Tsineng	
	Informing staff of the reviewed budget	Departmental staff being aware of the budget	1	1		Departmental meeting on budget was held in the 1 st quarter	
	Updated SMME database	Number of database updated	0	1		Target was not achieved	Reasons for deviation Meetings failed due to the non-attendance of community members to meetings
	Establishment of LED forum	Number of LED forum established	0	1		Was not achieved	Reason for deviation The Forum will be established

							during the 3 rd quarter
	Business/contract or incubator Programme	Number of report submitted	0				Target is for the 3 rd quarter
Reduce unemployment rate and stimulate economic growth	Provision of support to emerging farmers	Number of farmers participate in NAMPO	0				Target is for the 4 th quarter
	Tourism marketing	Number of tourism show	0	1			Target not achieved Reason for deviation Postponed due to former president Mandelas funeral Remedial action The show was postponed for the next quarter Municipality still to meet with Gasegonyan a in terms of the date and venue since exhibition shows are better done in town, Kuruman (business center)
	Tourism indaba	Number of SMME participated in tourism indaba			Application to participate in the Indaba	5 projects were identified to participate at the Indaba, namely: Golang Wood Craft Kalagola Art and Craft	

						<p>Aganang Handworks GL Beads Lydia Dress making</p> <p>Application has been done through NCTA (Northern Cape Tourism Association)</p>	

Key Objective	Key Performance Indicator	Measure	Target	Actual	Completion %	Reason for deviation	Remedial action
Fulfill municipal statutory and mandatory obligation to inform and liaise with its key stakeholders in terms of number of budget, IDP road shows and implantation of the process plan	Conducting IDP and Budget road shows	Number of IDP and Budget road shows meetings			1 IDP Road Show	8 IDP Reviews meetings took place and 7 couldn't take place	Reason for deviation Lack of attendance by community members Remedial action Meetings are scheduled for the 13 - 15 January 2014.
	Adoption of IDP process plan	Adopted IDP	1	1		IDP process plan was adopted in the 1 st quarter	
	Implementation of IDP process plan	Number of activities implemented in the plan	1	60% of the plan implemented	100%	1 IDP Rep Forum meeting was held in the 1 st quarter 8 wards were able to hold IDP Review community meetings the second quarter	Reason for deviation Steering committee meeting could not take place due to commitment of HODs Remedial action

						IDP Steering committee meetings to be held as per the process plan
To ensure effectiveness in the department	Number of monthly meetings held	12	3	3	Four departmental meetings were held in the last six months	Reason for deviation: Staff members are doing field work most of the time Remedial action There is a commitment to hold 3 staff meetings in the next quarter
Approval of the Municipal Top Layer SDBIP	Approved Top Layer SDBIP	1			Target for the last quarter	
Finalization of the Departmental SDBIPs	Finalised documents of technical SDBIP	1			Target for the last quarter	

IDP Objective	Key Performance Indicator	Unit of Measurement	Baseline	Target	Actual Performance	Reason for Deviation
Fulfill municipal statutory and mandatory obligation to inform and liaise with its key stakeholders in terms of number of budget, IDP road shows and implantation of the	Review of the Performance Plans of Section 56 managers	Performance plans reviewed	5 performance plans reviewed	1		Performance plans for sections 56 managers and the municipal manager were reviewed and performance contracts were signed during the 1 st quarter
	Submission of quarterly and mid-year budget and	Submission of quarterly report and	All reports submitted	Submission of quarterly reports	Submission of quarterly reports	1 st quarter report has been submitted to

process plan	performance reports by all section 56 managers	mid-year report				Council and the mid-year report will be submitted to Council before the 25 th Jan 2014	
Finalization of the Annual Performance Reports; Oversight Report;	Finalization of the Annual Performance Report	Final annual performance and oversight report	1			Annual Performance report for 2012/13 was submitted to Council during the 1 st quarter	
Annual evaluations of the performance of section 57 managers	Evaluation of section 56 managers	Evaluation report	0			Target is for the 3 rd quarter	
	Finalization of the Oversight report	Finalized Oversight report	1			Target is for the last quarter	

5.10. FINANCIAL SERVICES DEPARTMENT

Objective	Performance Indicator	Target	Actual	Performance		
Capacity building	Establishment of a fully structured Finance Department	Percentage of key financial functions incorporated into the structures of the finance department	2	5	1	3 officials have been employed in the past 2 quarters
Training events (4 – 1 per quarter) for the personnel of the Finance Department	Training of Finance staff	Finance staff to be trained in relevant skills required to achieve effective, efficient and economical financial management – with specific reference to Budget implementation of GRAP and in-house training on the municipal financial management system	5	2	2	7 officials were trained in the past 2 quarters

Objectives	Performance Indicators	Actual Performance	Target	Actual	Remarks	Comments	
Preparation and submission of Annual Financial Statements, monthly budget (section 71) reports and other statutory reports	Effective and accountability in terms of reporting on income and expenditure to relevant stakeholders	Submission of Annual Financial Statements	12	3	3	AFS were submitted on the 31 August 2013 to the office of the Auditor General.	
Preparation and submission of Annual Financial Statements, monthly budget (section 71) reports and other statutory reports	Effective and accountability in terms of reporting on income and expenditure to relevant stakeholders	Number of reports submitted within 10 days from month end: Sec 71	12	3	3	6 reports have been submitted to Municipal Manager, Mayor, Provincial and National Treasury	
Preparation and submission of Annual Financial Statements, monthly budget (section 71) reports and	Effective and accountability in terms of reporting on income and expenditure to relevant stakeholders	Number of statutory reports submitted.(FMG,MSIG,WSO G,RM,MIG)	12	3	3	6 reports have been submitted to Municipal Manager, Mayor, Provincial and National Treasury	

other statutory reports							
Preparation and submission of Annual Financial Statements, monthly budget (section 71) reports and other statutory reports	Effective and accountability in terms of reporting on income and expenditure to relevant stakeholders	Number of MFMA quarterly returns submitted. (Borrowing and Monitoring, Long-term contracts, Municipal Entities, Municipal Finance Management Implementation Plan)	Number of reports submitted each quarter	1 each quarter	1 each quarter	2 quarterly reports have been submitted	
		Percentage of financial reports to the Mayor and Council	95%	95%	95%		
To put in place a municipal tariff system to collect revenue (rates and taxes) from users of municipal services by the closing of the 2013/14 financial year. (For specific targets, refer to the "service standards" and "key performance targets" attached to this objective		Tariff system informed and regulated by – A legislatively and policy compliant debtors and creditor's control policy	1	1	1	The municipal tariff system is currently in place. Billing is done as per the approved tariffs.	Reason for deviation Revenue collection is still low due to the insufficient information on the debtors. Remedial action Forms have been sent out to the debtors to fill their information in order to update their records. The meter readers take the forms and hand them over to the consumers when

							they are out taking the readings
To put in place a municipal tariff system to collect revenue (rates and taxes) from users of municipal services by the closing of the 2013/14 financial year. (For specific targets, refer to the "service standards" and "key performance targets" attached to this objective Proper implementation of Supply chain management policy		Council approved policies: Creditors and Debtors control					
		Number of quotations obtained	3	3	3	3 quotes are obtained and only 2 quotations are obtained as service providers are reluctant to respond to the request.	Reason for deviation Emergency requests and unplanned trips prevents the implementation of the SCM Policy with regard to obtaining 3 quotations
Proper implementation of Supply chain management policy		Payment of creditors within 30 days of invoice	% of payments done within 30 days	80%	80%	50% of the creditors were paid within the 30 days in the 1 st quarter and 70% of the creditors in the 2 nd quarter	Reason for deviation Some of the invoices reach the office late. Remedial action Staff must prepare necessary documents on time.

								Service providers are encouraged to send the invoices straight to finance and not to other departments.
Proper implementation of Supply chain management policy Functional Bid committees	To ensure that projects funds are available when	% of timeous disbursements and transfer of funds	90 %	90%	90%	255% was achieved in the 1 st quarter and 2 nd quarter		
Proper implementation of Supply chain management policy Functional Bid committees Functional Bid committees	To ensure that Bid committees meetings are held in order to achieve value for money in the bid processes	Number of days after closing date of bids	90 days	90 days	90 days	90 days was achieved in the past 2 quarters		
	Distribution of Bid Committee minutes to members	Number of days after the meeting	5 days	5 days	5 days	5 days was achieved during the 1 st and 2 nd quarter	The minutes of the bid committee meetings are prepared the following day after the meeting and members sit together and check the correctness of the minutes before they are signed and sent to the Accounting Officer.	
Functional Bid committees								

5.11. OFFICE OF THE MUNICIPAL MANAGER

5.11.1 SPECIAL PROGRAMMES

Objective	Performance Indicator	Measurement	Baseline	Target	Actual	Remarks
Youth-Coordination	Orientate and capacitation of all established youth forums	No of youth forums orientated and capacitated	0	Orientation	Capacitation of established forums	Orientation workshop was held during the 1 st quarter 11 ward forums inducted during the 1 st and 2 nd quarter
Youth-finalization of forum establishment	To establish outstanding ward forum	Number of all forums established	14	0	1	1 outstanding forum was established during the 2 nd quarter
HIV/AIDS - capacitation and coordination of Local Aids Council	Induction of Local Aids Council Members Implementation of HIV aids awareness program	No of Local Aids Council members inducted	0	1 awareness campaign	1 induction	1 awareness campaign and candle light activities were held during the 1 st quarter A Mandela Day event was held during the 1 st quarter 1 induction workshop held during the second quarter. A Summit of People living with HIV/AIDS was held during the 2 nd quarter

Disability-coordination	Formation of local disability machinery and profiling of disabled people	Number of profiled disabled people	0	Profiling of disabled people	0	22 disabled people were profiled	
Women and children-Coordination of women and children	To capacitate and ensure participation, of women and children into planned events and other engagements platforms	Involvement of women and youth formation representative in planned programs	0	Programme on women and children	Workshop on Orphans and vulnerable children	A joint programme was held with the Dept. of Sport, Arts and Culture and Dept. of Social Development in the 1 st quarter for the women Golden Games. A workshop with Lobone Orphans and Vulnerable Children organization during the 2 nd quarter	

5.11.2 COMMUNICATIONS UNIT

DP Objective	Key Performance Indicators	Unit Measurement	Baseline	Target	Actual Performance	Reasons for deviation
To review Communication Strategy	Reviewed Communication Strategy	4 quarterly meetings	0	1 meeting	1 meeting	One meeting took place during the second quarter
To participate in the district communicators forums	Number of DCF sessions to be held.	4 quarterly meetings	0	1	1	1 meetings took place during the second quarter Reason for deviation Meetings could not take place as the District did not call them

To promote Corporate image of the Municipal	Adherence to all Municipal programmes	Mayoral photoshoot at Kimco studios in Kimberley.	0		5	5 Protocol photos produced and displayed	
	Business Cards for Management and senior officials produced and distributed	Business cards	0		Ongoing	36 officials received business cards, 100 for each produced and distributed	

Key Strategic Indicator		Target		Actual		Remarks	
	Issuing of second batch of nametags for new employees	Name tags produced and distributed	0		50	50 new nametags were produced and distributed	
To promote Public Relations and special events	Number of special events to be held	3 events	0	1	1	Attended Exco Meets the People during the 1 st quarter	
				1		Mayoral speech was written for Exco meets the People	
					1	Formed part of Task – Team for the Fetsa – Tlala Presidency Project in JTG region during the second quarter and participated in the event during the presidential visit	
					1	Chaired the Mayor Inauguration Internal Task – Team during the 2 nd quarter	
						Participated in the preparatory meeting for Maphiniki Bulk Water – Hand over during the 2 nd quarter	

Mass Media Publications	Municipal Newsletters developed	Number of Publication of all Municipal Newsletters	0	1	1	1 Newsletter was produced during the 2 nd quarter and disseminated. 2000 copies printed	Reason for deviation Challenge with finding service providers
		Municipal brochure developed			1	1 Municipal Brochure developed but not yet distributed.	Reason for deviation Printers deadline only in January
Web-site Management	When needs arises	Councillors photographs	0	1		Photographs of all Councillors are on the website	
		Performance agreement of senior managers and municipal manager	0	1		Performance agreements of senior managers and the municipal manager are uploaded on the municipal website	
		Adverts sent for website upload	0	1	1	Adverts are appearing on the website	
To manage and coordinate both electronic and print advertising	Ensure adverts placement are done	Adverts checked, placed in the right mediums and on time	Ongoing	Ongoing	Ongoing	<p>Municipal Manager's Anglo – American billboard advert produced ... together with Kumba.</p> <p>Municipal Manager's voice recording advert on radio is done and published in Motsweding FM, OFM and 5FM.</p> <p>Vacancies adverts on Kathu Gazette.</p> <p>Mayoral Inaugurations</p>	

						<p>pamphlets/leaflets produced.</p> <p>Mayoral inauguration advert on Kathu Gazette and DFA</p> <p>Mayoral Christmas Message advert on DFA</p>	
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Objective	Performance Indicator	Measurement	Baseline	Target	Frequency	Cost	Remarks
Media monitoring and analysis	Keeping abreast of the media reports relating to the Municipality's functions and activities and informing the immediate superior of the publication of inaccurate reports requiring attention.	Media monitoring file produced.	Ongoing	Ongoing	Ongoing		Adverts clips were cut and filed during the 1 st and 2 nd quarter
Media relations	<p>Writing media briefs and assess articles to assess the media agenda and report to the Municipal Manager.</p> <p>Organize media slots for marketing of events and mobilization.</p>	When needs arises	When needs arises	When needs arises	When needs arises		Motsweding Fm interview with the Mayor during the 2 nd quarter

5.11.3 SPEAKER'S OFFICE

To ensure that 100% of all ward committees are established	Established ward committees in 15 wards	15 wards	0	7	8	15 ward committees have been established	
Ward committee meetings to be held	Minutes of meetings	1 meeting per ward monthly	1	3 meetings per ward	3 meetings per ward	All the 15 ward committees held 3 meetings during the 2 nd quarter	
Develop and submit annual schedule of ward committee meeting to council	Adopted schedule	Schedule adopted	1	1		Council adopted the ward committee schedule during the 1 st quarter	
Facilitate logistics for the ward committee meetings	Meetings to take place as scheduled	Number of meetings held	0	3 meetings per ward	3 meetings per ward	Logistics for the meetings were done, hence all the ward committees could meet	
Consolidation and submission of quarterly report to Council	Quarterly report	Number of report	4	1 report	1 report	2 quarterly reports were submitted to Council, during the 1 st and 2 nd quarter	

5.11.4. LEGAL AND COMPLIANCE UNIT

Key Objective	Key Performance Indicator	Current Measurement	Baseline	Target	Actual Performance	Remarks
Municipal Arrangement and Institutional Transformation	To continuously draft & review policies on a quarterly basis.	Number of Policies reviewed or developed	New programme	1		Six policies were approved by during the 1 st quarter Council on the 26 Sep 2013

	To conduct workshops on policies for staff members.	Number of workshops conducted.	New programme	1		A policy workshop was held for staff members held during the 1 st quarter		
	To continuously monitor adherence to policies & laws	To continuously monitor adherence to policies & laws	Ongoing	Ongoing	Ongoing	6 Disciplinary processes handled during the past 6 months 5 cases have been finalized 1 case is pending		
	To develop procedure manuals for existing and new policies.	Number of procedure manuals developed	New programme		1	1 Promotion of Access to Information Manual developed and adopted by Council during the 2 nd quarter		
	To continuously offer legal support to all directorates.	Legal support	New programme	Ongoing	Ongoing	Contract Register developed and updated on constant basis Agreements reviewed before sign off		
Good governance and public participation	Effectively support MM to handle communication with external stakeholders	Numbers of response letters written to external stakeholders	New programme	Ongoing	Ongoing			
	Numbers of response letters written to external stakeholders						Continuous response letters to OPP	
	Community service delivery related queries						Addressed services delivery queries made through letter	
	Applications of the Gatherings Act						Section 4 Meetings held through all applications received	