



This quarterly performance report is prepared to comply with section 14(1)(c) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 and the municipality's performance management policy that requires quarterly performance reporting to council.

Performance Report for the period 1 July 2016 to 30 September 2016

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INTRODUCTION

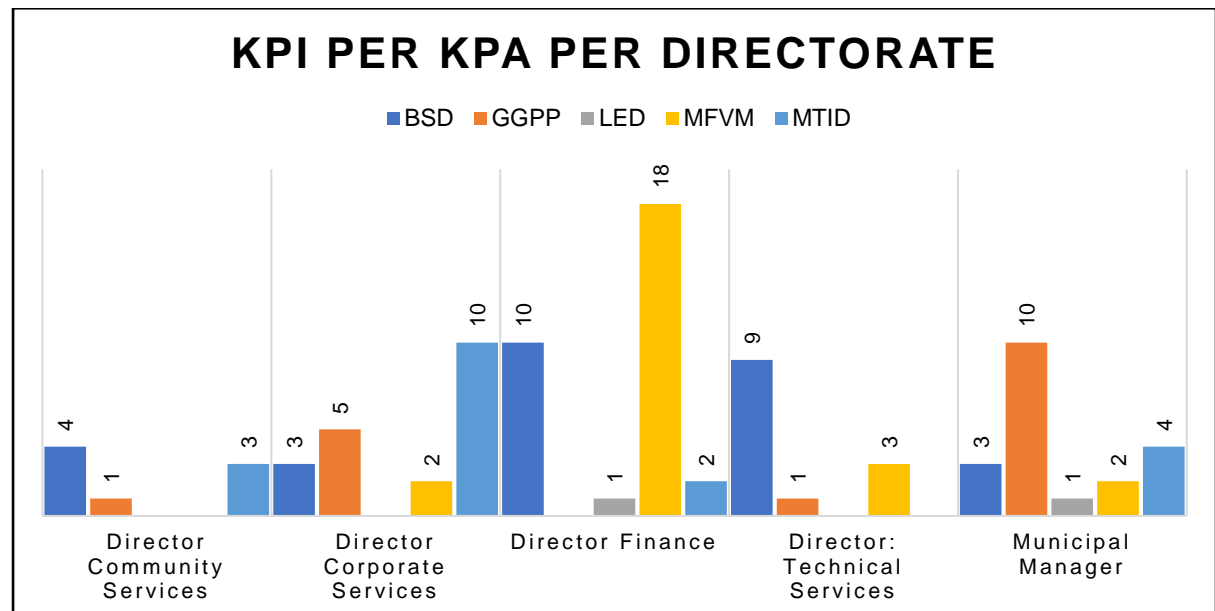
For the 2016/17 financial year, the municipality prepared 92 key performance indicators for measurement. The number of key performance indicators prepared for each directorate is shown below:

Office of the Municipal Manager	20
Directorate Financial Services	31
Directorate Corporate Services	20
Directorate Technical Services	13
Directorate Community Services	8

The number of key performance indicators for each key performance area is shown in the table below:

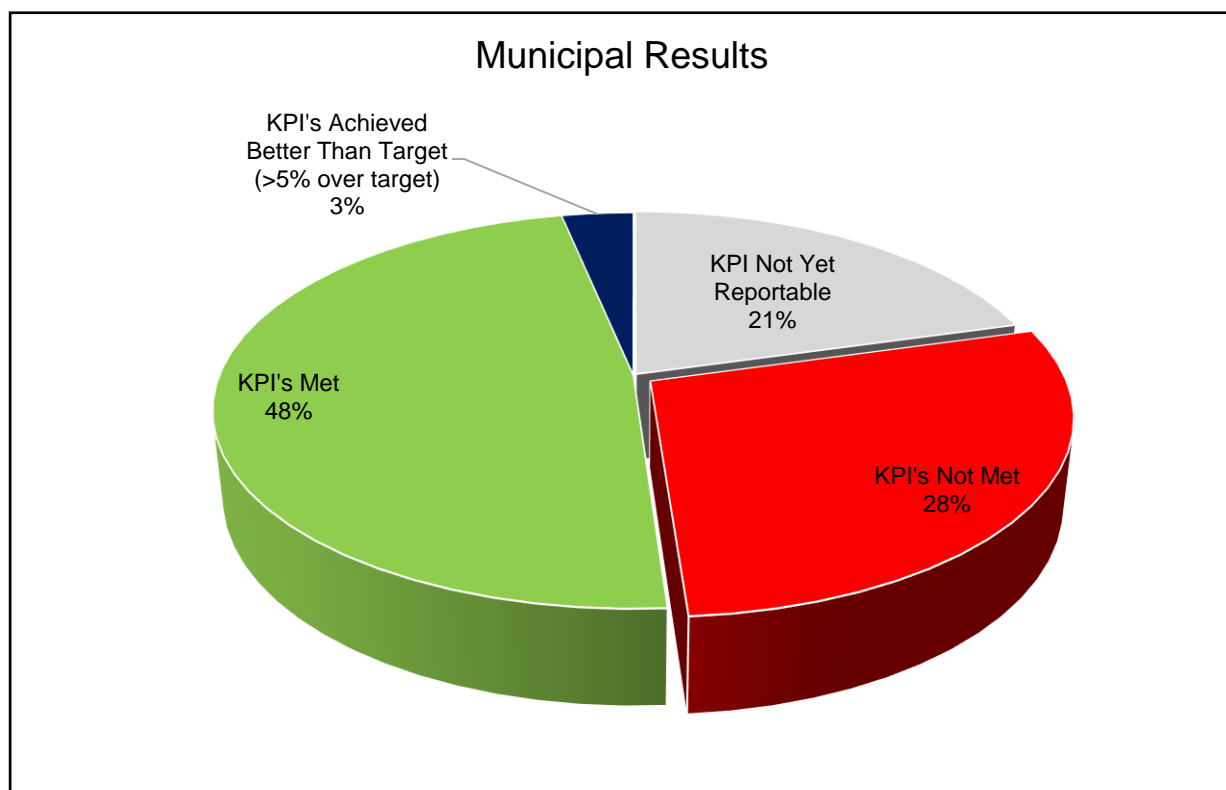
Basic Service Delivery	29
Good Governance and Public Participation	17
Local Economic Development	2
Municipal Financial Viability and Management	25
Municipal Transformation and Institutional Development	19

The graph below shows the key performance area and the key performance indicators in each of the key performance areas in each directorate.








OVERALL RESULTS ACHIEVED

The results achieved for the municipality during the first quarter of the 2016/17 financial year is shown in the graph below. Fifty-one (51%) percent of the KPI's were achieved and Twenty-one (21%) percent of the KPI's is not yet reportable.



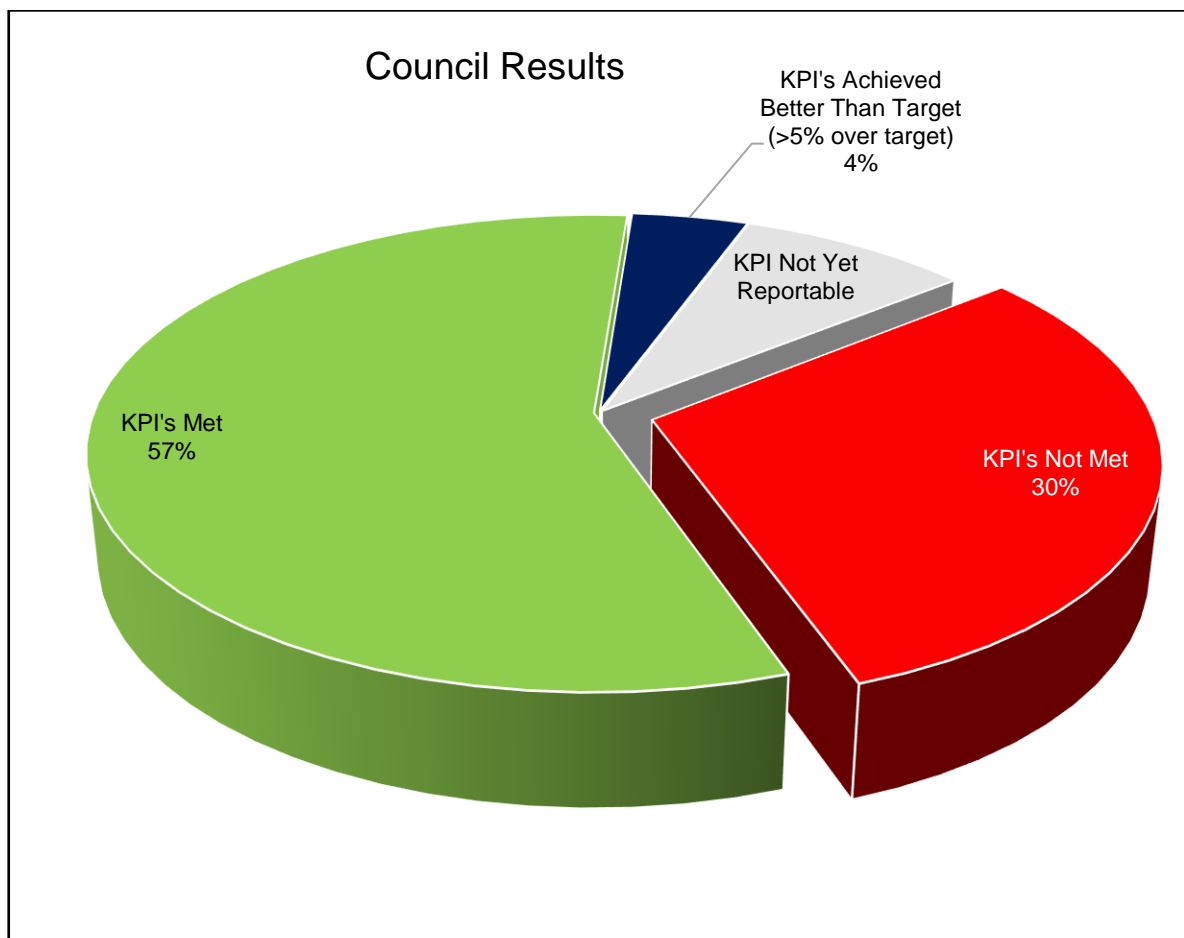
The assessment results of each directorate will be discussed in detail below. The following assessment rating scale shown in the table below was used during the assessment.

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

COUNCIL TOP LAYER SCORECARD

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

The results achieved is shown below:



Top-Layer Scorecard: Council

TL Ref	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target	Q1 Target	Actual Results	Performance Comment	Corrective Measures	Evidence in Support of Performance	
TL1	BSD	% of households with access to basic level of water service standard	No. of HH with access to basic water divided by total No. of HH	Director: Technical Services	97%	Technical Report	100%	100%	100.00%	Achieved	N/A	LLM stats	
TL2	BSD	% of households with access to basic sanitation service standard	No. of HH with access to basic sanitation divided by total No. of HH	Director: Technical Services	83%	Technical Report	96%	95.8%	97.03%	Achieved	A project has been registered with MIG for the replacement of the bucket Toilets	LLM Stats on 202 Bucket Toilets, Registration of the project letter, Advertisement by LLM to PSP's	
TL3	BSD	% of households with access to basic electricity service standard	No. of HH with access to basic electricity service divided by total No. of HH	Director: Technical Services	92,8%	Technical Report	100%	100%	99.36%	Achieved	LLM does not have any backlogs on electricity, Technical is however working on a survey in Private owned land to determine the backlog.	LLM stats, Letter and forms given to Foremen of all towns	
TL4	BSD	% of households with access to basic refuse service standard	No. of HH with access to basic refuse service divided by total No. of HH	Director Community Services	100%	Technical Report	100%	100%	100%	Target achieved	N/A	Report	
TL5	BSD	No. of households which are billed for water or have pre-paid meters as at 30 June 2016	No. of households which are billed for water or have pre-paid meters as at 30 June 2016	Director Finance	8369	Debtors Accrual Report extracted from Financial System	8369	8369	8 382	Target Achieved	N/A	Billing report	
TL6	BSD	No. of households which are billed for electricity or have pre-paid meters (Excluding Eskom areas) at 30 June 2016	No. of households which are billed for electricity or have pre-paid meters (Excluding Eskom areas) at 30 June 2016	Director Finance	650	Debtors Accrual Report extracted from Financial System	650	650	5 727	Target Achieved	N/A	Billing Report	

TL Ref	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target	Q1 Target	Actual Results	Performance Comment	Corrective Measures	Evidence in Support of Performance	
TL7	BSD	No. of households which are billed for sewerage at 30 June 2016	No. of households which are billed for sewerage at 30 June 2016	Director Finance	8369	Debtors Accrual Report extracted from Financial System	8369	8369	8 545	Target Achieved	N/A	Billing Report	
TL8	BSD	No. of households which are billed for refuse removal at 30 June 2016	No. of households which are billed for refuse removal at 30 June 2016	Director Finance	8369	Debtors Accrual Report extracted from Financial System	8369	8369	8 545	Target Achieved	N/A	Billing Report	
TL9	BSD	% of HH registered as indigent receiving free basic water	No. of HH that are registered as indigent receiving free basic water divided by the total No. of HH	Director Finance	1	Indigent Register	≥25%	≥25%	15.46%	Target achieved	N/A	Indigent register	
TL10	BSD	% of HH registered as indigent receiving free basic sanitation	No. of HH that are registered as indigent receiving free basic sanitation divided by the total No. of HH	Director Finance	1	Indigent Register	≥25%	≥25%	15.46%	Target achieved	N/A	Indigent register	
TL11	BSD	% of HH registered as indigent receiving free basic electricity.	No. of HH that are registered as indigent receiving free basic electricity divided by the total No. of HH	Director Finance	1	Indigent Register	≥25%	≥25%	15.46%	Target achieved	N/A	Indigent register	
TL12	BSD	% of HH registered as indigent receiving free basic Refuse	No. of HH that are registered as indigent receiving free basic refuse divided by the total No. of HH	Director Finance	1	Indigent Register	≥25%	≥25%	15.46%	Target achieved	N/A	Indigent register	
TL13	LED	No. of jobs created through the municipality's LED, EPWP and other initiatives (Reg 796)	Sum of jobs created per year	Municipal Manager	76	EPWP Reports & Employment Contracts	90	25	20	20 temporary jobs created to install water meters	EPWP program to be started on time	Employment contracts	

TL Ref	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target	Q1 Target	Actual Results	Performance Comment	Corrective Measures	Evidence in Support of Performance
TL14	MTID	% of a municipality's personnel budget spent on implementing its workplace skills plan;	R value spent on training divided by total budget value of the municipality	Director Corporate Services	1.00%	AFS & Report extracted from Financial System	1%	0.25%	0.35%	Not Achieved	Due to the financial constraints experienced by the municipality further training could not be done.	Report from financial system
TL15	MFVM	Financial Viability: Cost coverage (Reg 796)	Where - "A" represents cost coverage "B" represents all available cash at a particular time "C" represents investments "D" represents monthly fixed operating expenditure $A=(B+C)/D$	Director Finance	N/A	AFS & Report extracted from Financial System	>3	>3	0.25	Target not achieved	Cost Coverage explains how many months expenditure can be covered by the cash and other liquid assets available to the Municipality excluding utilisation of grants. The norm is more than three months and the municipality dropped below the norm. The result achieved by the municipality means that the municipality cannot even cover one month's expenditure.	Sec 71 reports

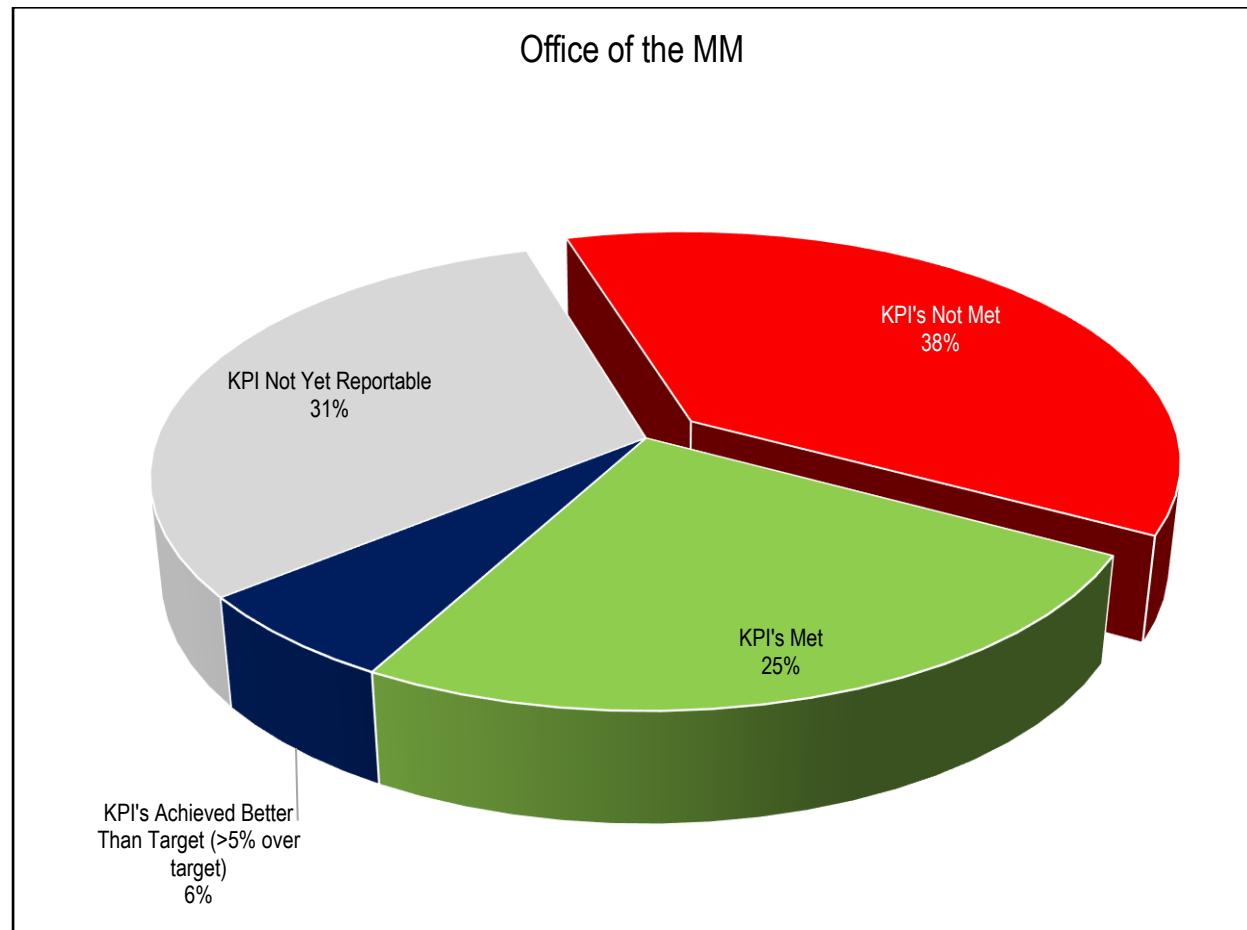
TL Ref	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target	Q1 Target	Actual Results	Performance Comment	Corrective Measures	Evidence in Support of Performance
TL16	MFVM	Financial Viability: Debt coverage (Reg 796)	Where - "A" represents debt coverage "B" represents total operating revenue received "C" represents operating grants "D" represents debt service payments (i.e. interest + redemption) due within the financial year; $A=(B-C)/D$	Director Finance	N/A	AFS & Report extracted from Financial System	>1	>1	0.00	Target not achieved.	The debt coverage ratio indicates the Municipality's ability to generate sufficient revenues to pay interest and redemption (i.e. debt service/finance charges) on loans (long term debt). A low debt coverage ratio (i.e. <1) indicates that the Municipality might encounter difficulties meeting debt service/finance charge obligations from own operating revenue. A high ratio (i.e. >1) indicates relatively low expenses and a good financial position. This in turn represents the ease with which debt payments can be accommodated by the municipality. The municipality must improve revenue collection to remain viable. The municipality remains below the industry norm of greater than 1.	Sec 71 reports

TL Ref	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target	Q1 Target	Actual Results	Performance Comment	Corrective Measures	Evidence in Support of Performance	
TL17	MFVM	Financial Viability: Service debtors to revenue (Reg 796)	Where - "A" represents outstanding service debtors to revenue "B" represents total outstanding service debtors "C" represents annual revenue actually received for services; $A=(B/C)$	Director Finance	12,04%	AFS & Report extracted from Financial System	11%	11%	2078.59%	Target not achieved.	Measures how much money is still owed by the community for water, electricity, waste removal and sanitation compared to how much money has been paid for these services. It is calculated by dividing the total outstanding debtors by the total annual revenue. A low percentage is better. The municipality is far below the norm and should increase debt collection to ensure that the municipality remains viable.	Sec 71 reports	
TL18	GGPP	No. of community report back meetings convened by Councillors for improved communication on service delivery including IDPs, SDBIP, etc.	No. of community report back meetings held	Director Corporate Services	2	Agenda and attendance registers	2	0	0	Not yet reportable	N/A	N/A	
TL19	GGPP	No. of ward committee meetings per ward per annum	No. of meetings held from 1 Jul to 30 Jun (1 meeting per quarter per ward)	Director Corporate Services	19	Agenda and attendance registers	24	6	0	Not achieved	The Administration Section assist the Ward Councillors in convening Ward Meeting on quarterly basis. Ward committees not established yet after the August 2016 elections.	No information provided	
TL20	GGPP	% of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan (MFMA Circular 71)	Actual Capital Expenditure / Budget Capital Expenditure x 100	Municipal Manager	New KPI	AFS and Section 71 In-Year Monthly & Quarterly Budget Statement	98%	20%	20.61%	Target achieved	N/A	Proof of payment	

TL Ref	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target	Q1 Target	Actual Results	Performance Comment	Corrective Measures	Evidence in Support of Performance
TL21	BSD	% of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	No. of employees from designated groups in three highest levels of management divided by total No. of employees in three highest levels of management	Municipal Manager	85%	Report from HR	85%	85%	100.00%	Target achieved	None	HR Report
TL22	MTID	No. of Ward level improvement plans that include basic ward level issues (potholes, Non-functioning traffic lights, service interruptions, billing queries, etc.) to be addressed	No. of plans submitted before 30 March 2017 for inclusion in IDP	Director Corporate Services	New KPI	Ward level improvement plans received	6	0	0	Not yet reportable	N/A	N/A
TL23	GGPP	No. of ward committees provided with quarterly SDBIP performance reports	No. of reports submitted	Municipal Manager	New KPI	Agenda and quarterly reports	4	1	0	Target not achieved	New ward committees to be established before the end of November 2016	N/A

OFFICE OF THE MUNICIPAL MANAGER

The top layer scorecard of the Office of the Municipal Manager consists of sixteen (16) key performance indicators. Two (2) relate to basic service delivery and eight (8) to good governance and public participation, two (2) relate to municipal financial viability and management and four (4) regarding municipal transformation and institutional development. The results achieved in the first quarter is shown below.



The scorecard with the actual results achieved for each key performance indicator as well as the reasons for under performance and corrective measures that must be implemented is discussed in the table below.

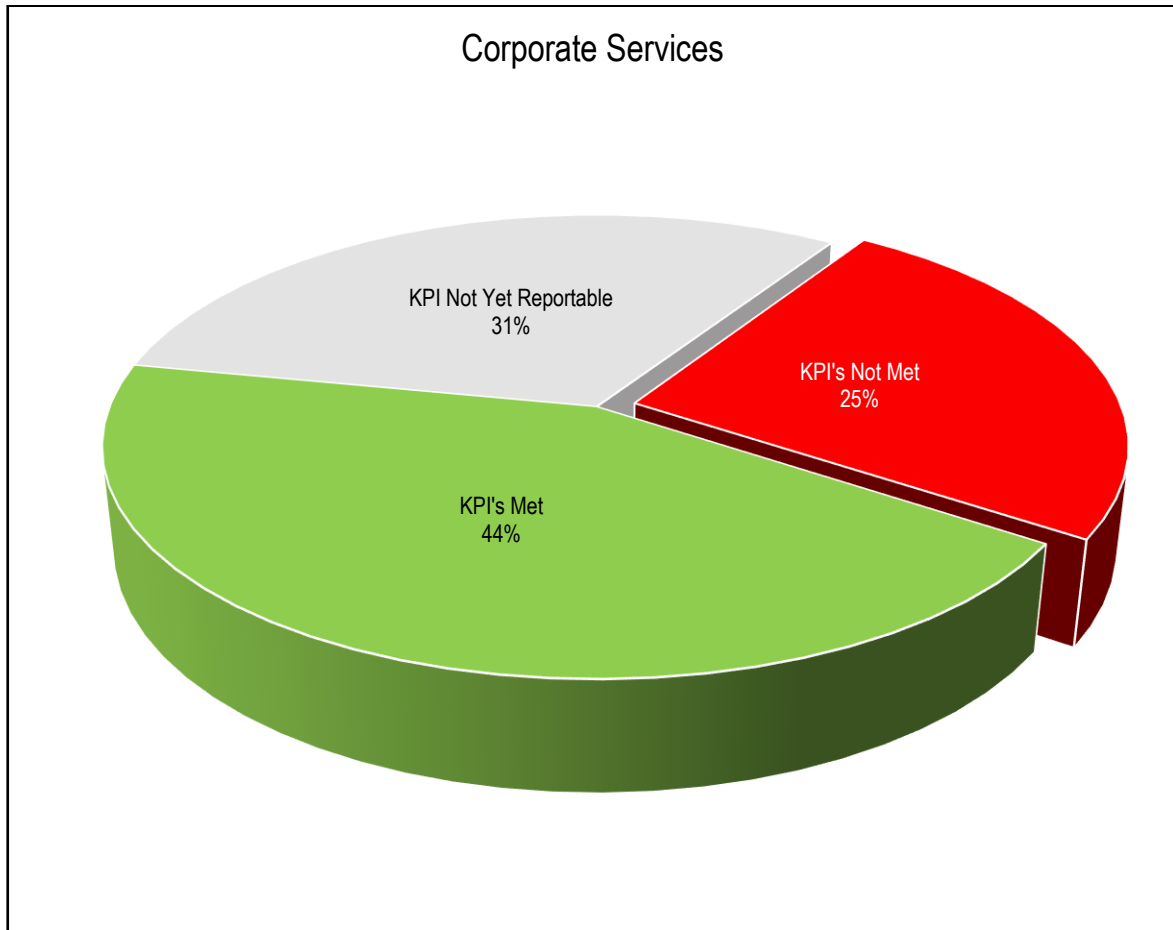
Top Layer Scorecard: Office of the Municipal Manager

TL Ref	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target	Q1 Target	Actual Results	Performance Comment	Corrective Measures	Evidence in Support of Performance	
TL24	BSD	Monthly submit the Back to Basics report to take part in the provincial intergovernmental programs	No. of reports submitted by the 15th of each month	Municipal Manager	12	B2B Reports & Proof of submission	12	3	3	Target achieved	None	Proof of submission	
TL25	GGPP	Annual Report tabled in council on or before 26 Jan 2017	Date annual report tabled	Municipal Manager	1	Council resolution and annual report	1	0	0	Not yet reportable	None	None	
TL26	BSD	Annual review of IDP completed before the end of May 2017	Date annual review completed	Municipal Manager	42522	Council resolution and annual report	1	0	0	Not yet reportable	None	None	
TL27	GGPP	Achieve a qualified audit (2015/16 FY)	AG report determine audit results	Municipal Manager	qualified	AG Report	1	0	0	Not yet reportable	None	None	
TL28	GGPP	% of Council Resolutions implemented within prescribed timeframe stipulated on resolution register	No. of council resolutions implemented within time frame divided by total No. of resolutions	Municipal Manager	0.95	Execution list and reports submitted to council	≥85% of resolutions taken in each quarter	≥85% of resolutions taken in each quarter	50.00%	Target not achieved	Council resolution can only be implemented in the next quarter.	Execution list	
TL29	MFVM	Develop a risk based audit plan with an internal audit plan (RBAP) (MFMA - Section 165(2)(a)) and submit to the Audit Committee by 15 June 2017	RBAP with internal audit program submitted to the Audit Committee by 30 June 2017	Municipal Manager	4	RBAP and IAP submitted to MPY	1	0	0	Not yet reportable	None	None	
TL30	MFVM	No. of audit committees held per annum	Sum of audit committees held	Municipal Manager	4	Audit Committee agenda and minutes	4 [per annum]	1	4	Target achieved	None	Audit Committee minutes	
TL31	MTID	No of internal audits done in compliance with the plan	Internal audits planned/divided by audits done	Municipal Manager	New KPI	Internal audit reports	90%	20%	20%	Target achieved	Internal Audit Plan approved late by the Audit Committee	Audit Plan	
TL32	MTID	% of management comments on Internal audit queries received within 14 days.	No. of IA Queries/No. of management comments received within 14 days	Municipal Manager	New KPI	IA Queries produced and management Responses	1	98%	0.00%	Target not achieved.	Management must ensure that comments on IA queries are provided within the allotted time frame.	Audit Plan	
TL33	MTID	No. of performance audits undertaken	Sum of performance audits	Municipal Manager	New KPI	Reports and queries	4 [per annum]	1	3	Target achieved	None	Audit report	

TL Ref	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target	Q1 Target	Actual Results	Performance Comment	Corrective Measures	Evidence in Support of Performance	
TL34	MTID	Submit quarterly reports to council on the actual performance in terms of the Top Layer SDBIP	No. of SDBIP Top Layer performance reports submitted to council	Municipal Manager	3	Quarterly SDBIP performance reports and council minutes	4	1 [4th Quarter 2015/16]	0	Target not achieved	MM to ensure that reports are submitted timeously	Minutes of Council	
TL35	GGPP	Submit the previous financial year annual report at the end of Aug annually	Annual Report	Municipal Manager	1	Annual report and council minutes	1	1	0	Not achieved	Ensure that the municipality start early with the draft annual performance report to ensure compliance with the National Treasury Requirements	None	
TL36	GGPP	Annual Review of PMS by the end of 30 May annually	PMS Framework	Municipal Manager	1	Reviewed Framework	1	0	0	Not yet reportable	None	None	
TL37	GGPP	Risk register compiled and updated quarterly and approved by MM	Sum of Risk register quarterly updates	Municipal Manager	New KPI	Risk register and quarterly updates	4 Reports submitted	1	1	Target not achieved	Draft register available for inspection but not yet approved by the MM.	Risk register	
TL38	GGPP	No. of RMC meetings held	Sum of RMC meetings held	Municipal Manager	New KPI	RMC meetings minutes and agendas	4 [per annum]	1	0	Target not achieved	Risk Management Officer to be counselled	Minutes of counselling	
TL39	GGPP	Risk management strategy, that includes fraud prevention plan, and policy reviewed and approved on or before 30 September annually	Date risk register approved	Municipal Manager	New KPI	Risk Management Strategy & Council Resolution	1	1	1	Target achieved	None	Council Resolution	

DIRECTORATE CORPORATE SERVICES

Sixteen (16) top layer key performance indicators were set for the directorate. Key performance indicators were set in four (4) of the five (5) key performance areas. The directorate did not set key performance indicators for LED.



The results achieved for each of the key performance indicators set is discussed in detail in the table below.

Top-Layer Scorecard: Directorate Corporate Services

TL Ref	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target	Q1 Target	Actual Results	Performance Comment	Corrective Measures	Evidence in Support of Performance	
TL40	GGPP	% of agendas for scheduled meetings distributed to Councillors and officials at least 48 hours before the meeting	No. of agendas distributed 48 hours before the meeting divided by the total No. of agendas distributed	Director Corporate Services	90%	Distribution list	98%	98%	100.00%	Achieved	N/A	Acknowledgement of receipt of agenda	
TL41	GGPP	% of Council resolutions distributed within 7 working days after each meeting	No. of council resolutions distributed within 7 days after each council meeting divided by No. of council resolutions taken	Director Corporate Services	100%	Distribution list	100%	100%	100.00%	Achieved	N/A	Acknowledgement of receipt of agenda	
TL42	GGPP	Annual council schedule compiled and approved by end of June each year	Annual Schedule provided on or before due date	Director Corporate Services	1	Schedule and Council resolution	1	0	16-Aug-16	Achieved	N/A	Schedule and Council resolution	
TL43	MTID	% of Council Resolutions implemented within prescribed timeframe stipulated on resolution register	No. of council resolutions implemented within time frame divided by total No. of resolutions	Director Corporate Services	0	Execution list	≥85% of resolutions taken in each quarter	≥85% of resolutions taken in each quarter	100.00%	Achieved	N/A	Execution list	
TL44	MTID	No. of quarterly reports to Council on the tracking of council resolutions (submitted at the end of each quarter - Sept, Dec, Mar & Apr)	No. of reports submitted.	Director Corporate Services	0	Reports submitted and council agenda	4	1	2	Achieved	N/A	Execution list	
TL45	MTID	WSP, annual training report(ATR) & PIVOTAL report compiled and submitted to LGSETA on 30 April each year.	Date annual training report and WSP submitted to the LGSETA	Director Corporate Services	1	Proof of Submission	1 Report submitted by 30 Apr 2017	0	0	Not yet reportable	N/A	N/A	

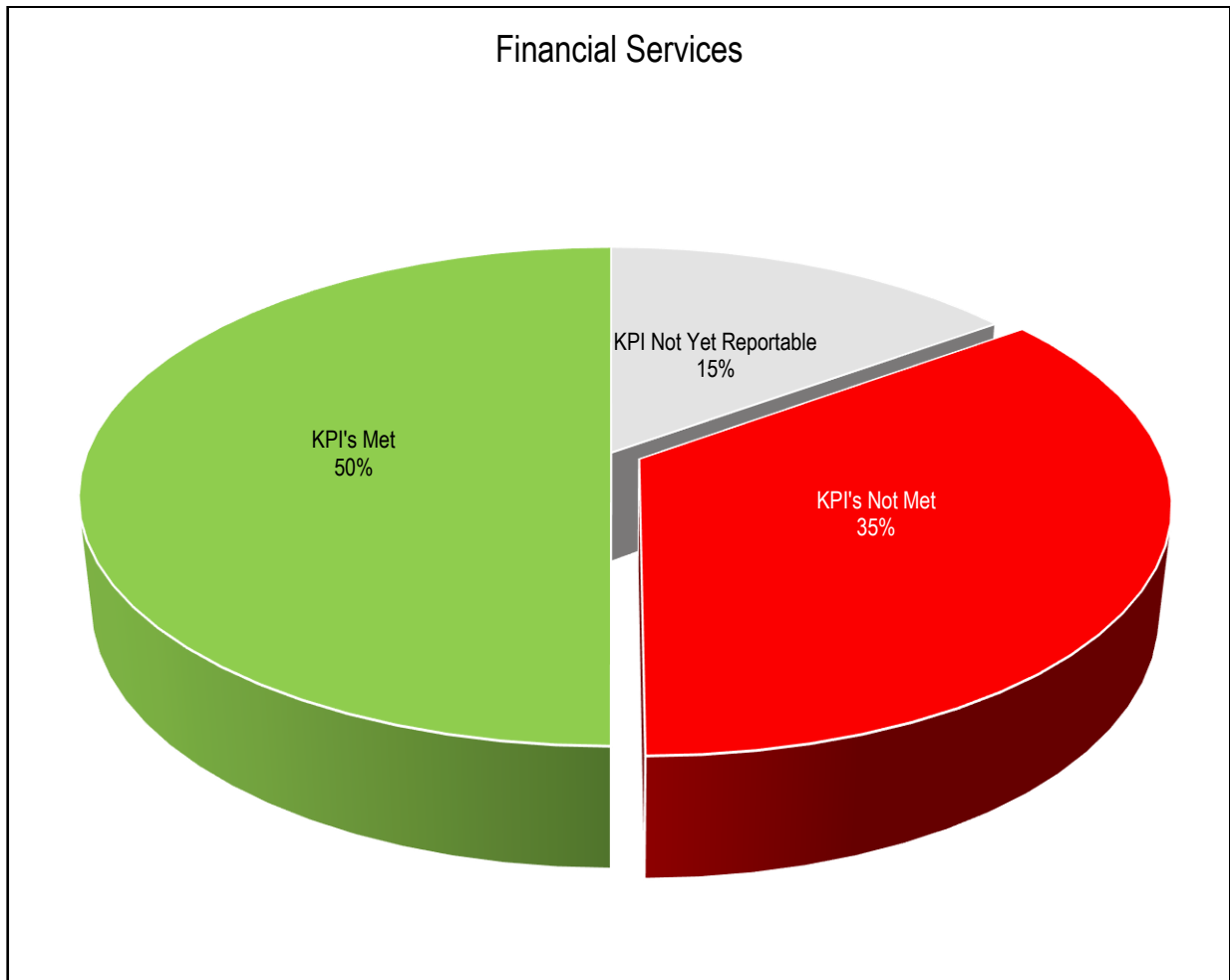
TL Ref	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target	Q1 Target	Actual Results	Performance Comment	Corrective Measures	Evidence in Support of Performance	
TL46	MFVM	No. of Senior & Finance officials trained on MFMP competency levels	Sum of students enrolled	Director Corporate Services	New KPI	No. employees enrolled	4	1	6	Achieved	N/A	Quarterly report submitted to Treasury	
TL47	BSD	Structure reviewed and approved before 30 Jun 2017	Date structure approved	Director Corporate Services	5	Agenda and Minutes	1 Structure reviewed	0	0	Not yet reportable	N/A	N/A	
TL48	BSD	No. of employees undergoing medical tests annually as required by OHSA	Sum of employees undergoing medical tests	Director Corporate Services	New KPI	List of employees and expenditure list	Actual No of employees eligible for testing	Actual No of employees eligible for testing	34	Achieved	N/A	list of employees and expenditure report	
TL49	MTID	No. of EE Reports submitted to DoL by 15 January each year [EEA2 and EEA4]	Sum of reports submitted	Director Corporate Services	2	Proof of submission received from DoL	2	0	0	Not yet reportable	N/A	N/A	
TL50	MTID	Review of EE Plan and numerical goals and targets by 31 Dec 2016	Revised EEPlan and Council Resolution	Director Corporate Services	1	Agendas and Minutes of LLF Meetings	1	0	0-Jan-00	Not yet reportable	N/A	N/A	
TL51	MTID	% of Full Time Equivalent posts on the organogram vacant	No. of vacant posts divided by Total No. of posts	Director Corporate Services	New KPI	Organogram and budget report	<12%	<12%	26.84%	Not Achieved	Vacancy rate is too high and must be reduced. Municipality however experience financial constraints and it is impossible to fill more posts	Organizational Structure	
TL52	MFVM	Total overtime hours as a percentage of all work hours	Overtime hours worked divided by total hours worked	Director Corporate Services	New KPI	Payroll report on overtime hours paid	<15%	<15%	61.26%	Not Achieved	Reduce overtime. Inform HOD's about their high overtime rate.	Payroll report	

TL Ref	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target	Q1 Target	Actual Results	Performance Comment	Corrective Measures	Evidence in Support of Performance	
TL53	MTID	No. of LLF meetings held per annum	Sum of LLF meetings held per year	Director Corporate Services	8	LLF Agenda and minutes	8	2	0	Not achieved	Establish Section 79 Committees and develop schedule for LLF sittings. Section 79 committees were only established 19 Oct 2016.	None	
TL54	MTID	% implementation of LLF resolutions taken (including monitoring of SALGBC collective agreements)	No. of LLF resolutions taken/No. of resolutions implemented	Director Corporate Services	New KPI	Execution list	>80%	>80%	0.00%	Not achieved	Based on the newly elected council, Sec 79 committees couldn't sit in this quarter. Section 79 committees were only established 19 Oct 2016.	None	
TL55	BSD	Complete a customer satisfaction survey by end of May and submit report with recommendations to Council	No. of surveys conducted and No. of reports submitted to council	Director Corporate Services	1	Report with recommendations submitted to council on or before 30 April 2016	1	0	0	Not yet reportable	N/A	N/A	

DIRECTORATE FINANCIAL SERVICES

The directorate set 20 key performance indicators for the 2016/17 financial year. The directorate set key performance indicators for the following key performance areas:

- ➡ Basic Service Delivery
- ➡ Municipal transformation and institutional development
- ➡ Local Economic Development; and
- ➡ Municipal Financial Viability and Management



The results achieved for each key performance indicator is reflected in the table below.

Top-Layer Scorecard: Directorate Financial Services

TL Ref	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target	Q1 Target	Actual Results	Performance Comment	Corrective Measures	Evidence in Support of Performance	
TL56	MTID	Audit action plan developed to address AG Findings and submitted to council for approval on or before 26 Jan 2017	Date Audit action plan submitted to council for approval	Director Finance	New KPI	Council resolution and Audit Action Plan	1	0	0	Not yet reportable	N/A	N/A	
TL57	MFVM	Compliant annual budget (MTREF) compiled and approved by end of May each year	Actual date budget approved	Director Finance	17-Jun-16	Council Resolution	30 June 2017	0	0	Not yet reportable	N/A	N/A	
TL58	MFVM	No. of monthly budget statements (s71 of MFMA) are compiled and submitted to the Mayor by No. later than 10 working days after the end of each month	Working days taken to submit sec 71 report after end of month	Director Finance	12	Monthly reports and proof of submission	12	10 days	10	Target Achieved	N/A	N/A	
TL59	MFVM	No. of monthly National Treasury returns submitted on time	Sum of returns submitted	Director Finance	12	Submissions emailed	12	3	3	Target Achieved	N/A	N/A	
TL60	MFVM	No. of quarterly National Treasury returns submitted on time	Sum of returns submitted	Director Finance	1	Submissions emailed	4	1	1	Target Achieved	N/A	N/A	
TL61	MFVM	Mid-year budget assessment and budget adjustments report submitted on or before 25 January each year (s72 of MFMA)	Date Mid-year assessment submitted	Director Finance	25-Jan-16	Council resolution	1	0	Not yet reportable	Not yet reportable	N/A	N/A	
TL62	MFVM	% of Operating Expenditure Budget Implementation Indicator	Actual Operating Expenditure / Budgeted Operating Expenditure x 100	Director Finance	New KPI	Sec 71 Reports	≥95%	≥95%	67.33%	Target not achieved. This ratio measures the extent to which Budgeted Operating Expenditure has been spent during the financial year, under review. The ratio also assesses whether the municipality has effective controls in place to ensure that	Implementation of the budget is not in line with target and needs to be reviewed.	Sec 71 reports	

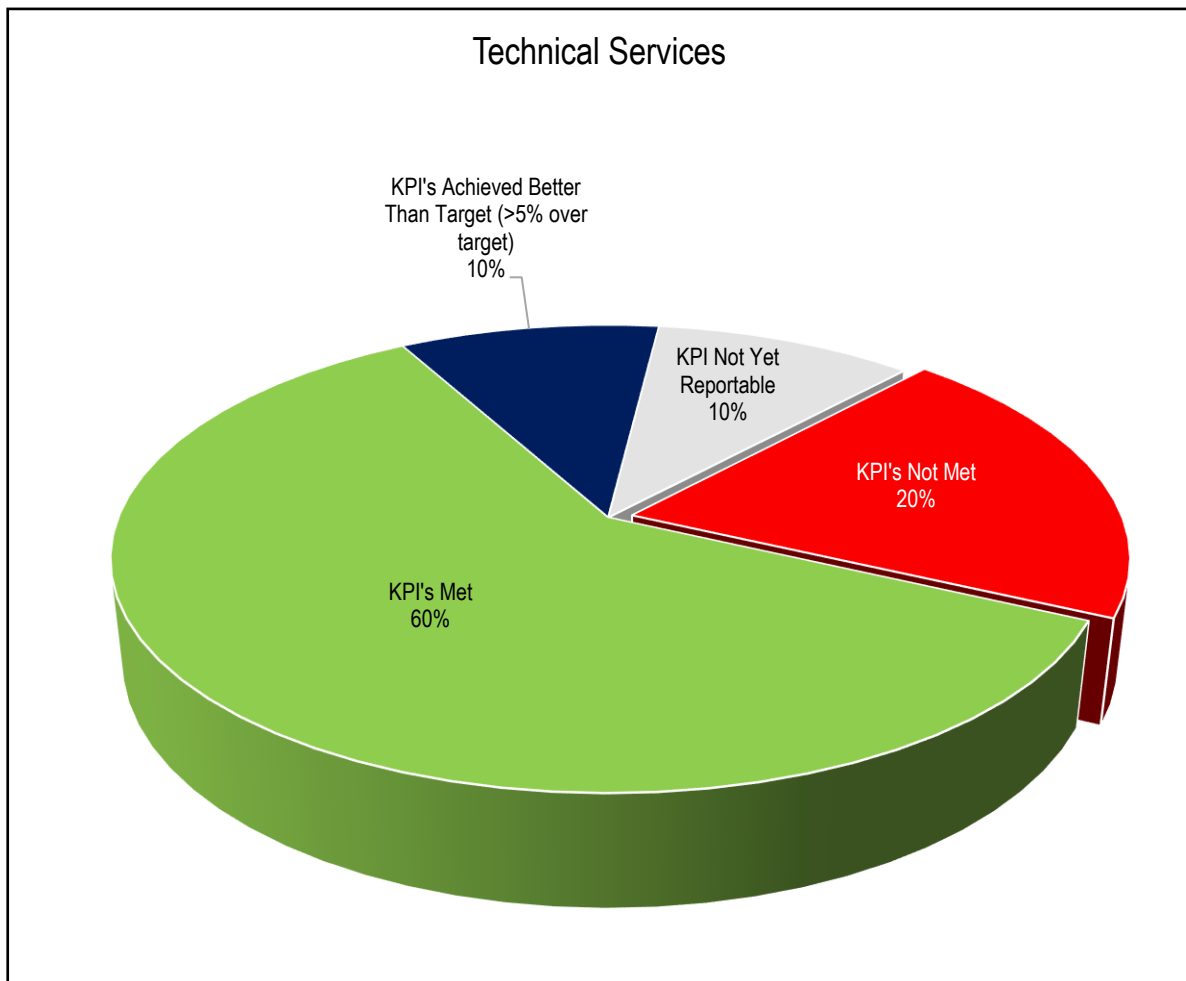
TL Ref	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target	Q1 Target	Actual Results	Performance Comment	Corrective Measures	Evidence in Support of Performance	
										expenditure is incurred in accordance with an approved budget.			
TL63	MFVM	% of Operating Revenue Budget Implementation Indicator	Actual Operating Revenue[excel Capital Grant Revenue] / Budgeted Operating Revenue x 100	Director Finance	New KPI	Sec 71 Reports	≥95%	≥95%	13.87%	. A ratio below 95% indicates either a challenge in capacity to implement, ineffective billing and credit control, weakness in compilation of budgets or issues of financial controls and management of the Municipality.	The municipality need to implement effective credit control measures.	Sec 71 reports	
TL64	MFVM	Service Charges and Property Rates Revenue Budget Implementation Indicator	Actual Service Charges and Property Rates Revenue / Budgeted Service Charges and Property Rates Revenue x 100	Director Finance	New KPI	Sec 71 Reports	≥75%	≥75%	33.22%	Target not achieved. The ratio measures the extent of Actual Service Charges and Property Rates Revenue received in relation to Budgeted Service Charges and Property Rates Revenue during the financial year, under review.	A ratio below 95% indicates either a challenge in capacity to implement, ineffective billing and credit control, weakness in compilation of budgets or issues of financial controls and management of the Municipality.	Sec 71 reports	
TL65	MFVM	Annual Financial Statement submitted to the Auditor-General by the end of August each year	Date annual financial statements submitted to the AG	Director Finance	31-Aug-15	Proof of submission	1	1	31-Aug-16	Target Achieved	N/A	N/A	
TL66	MFVM	% internal audit recommendations implemented within specified time frames	No. of internal audit recommendations received/No. of recommendations implemented within time-frame	Director Finance	New KPI	IA Recommendations implemented	95%	>95%	0.00%	No information provided for calculation purposes.	Directorate Finance to provide information timeously to ensure that results can be calculated.	No information provided	
TL67	BSD	% actual expenditure on repairs and maintenance as a percentage of the approved/adjusted budget	Total Repairs and Maintenance Expenditure /Total amount budgeted for repairs and maintenance x 100	Director Finance	97%	Sec 71 Reports	98%	25%	43.37%	Target Achieved	N/A	N/A	
TL68	LED	Creditors Payment period	Trade Creditors Outstanding / Credit Purchases (Operating and Capital) × 365	Director Finance	New KPI	Sec 71 Reports	>30 days	>30 days	0.00%	No information provided for calculation purposes.	Directorate Finance to provide information timeously to ensure that results can be calculated.	No information provided	

TL Ref	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target	Q1 Target	Actual Results	Performance Comment	Corrective Measures	Evidence in Support of Performance	
TL69	MFVM	No. of SCM reports submitted to council	Sum of reports submitted	Director Finance	New KPI	Reports and council agenda	4	1	1	Target achieved	N/A	N/A	
TL70	BSD	% of tenders awarded within 60 days of tender closing date	No. tenders awarded/Tenders awarded within 60 days	Director Finance	New KPI	Tenders and date tenders awarded; appointment letters	>90%	>90%	100.00%	Target achieved	N/A	N/A	
TL71	MFVM	Net Operating Surplus Margin (MFMA Circular 71)	(Total Operating Revenue – Total Operating Expenditure)/ Total Operating Revenue x 100%	Director Finance	New KPI	Sec 71 Reports	<0%	<0%	-176.74%	Target not achieved. The municipality should at least recover operational costs for the services being delivered. If the result is less than 0% it implies that the municipality is operating at a deficit and measures must be implemented to address this situation to ensure sustainable service delivery.	The Ratio assesses the extent to which the Municipality generates Operating Surpluses. The municipality should review the current tariffs as well as implement debt recovery mechanisms. From the information provided the municipality is operating at a deficit and is not viable.	Sec 71 reports	
TL72	MFVM	% payment of municipal accounts by municipal employees	No. of municipal employees/divided by No. of employees paying accounts	Director Finance	New KPI	Payment list	100%	100%	40.72%	Target not achieved	The information reflected only indicates the employees who pay via a stop order. All accounts of municipal employees must be assessed to determine if all are paying or not	Financial system report	
TL73	MFVM	% payment of municipal accounts by councillors	No. of councillors/divided by No. of councillors paying accounts	Director Finance	New KPI	Payment list	100%	100%	100.00%	Target achieved	N/A	N/A	
TL74	MFVM	Own Source Revenue to Total Operating Revenue (MFMA Circular 71)	Own Source Revenue (Total Revenue - Government Grants and Subsidies – Public Contribution and Donations)/ Total Operating Revenue (Including Agency Services) x 100	Director Finance	New KPI	Sec 71 Reports	55%	55%	83.88%	Target achieved	N/A	N/A	

TL Ref	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target	Q1 Target	Actual Results	Performance Comment	Corrective Measures	Evidence in Support of Performance	
TL75	MTID	% of Council Resolutions implemented within prescribed timeframe stipulated on resolution register	No. of council resolutions implemented within time frame divided by total No. of resolutions	Director Finance	95%	Execution list and reports submitted to council	≥85% of resolutions taken in each quarter	≥85% of resolutions taken in each quarter	0.00%	No resolutions taken for the directorate	No outstanding resolutions	Council minutes and agenda	

TECHNICAL SERVICES

The directorate is responsible for ten (10) key performance indicators of which the majority relates to the provision of basic service delivery. The results achieved is reflected in the graph below.



The table below shows the individual results achieved for each of the key performance indicators set by the directorate. The table indicate the actual results achieved as well as the corrective measures that must be implemented if a key performance indicator was not achieved. The reasons for underperformance must also be indicated in the table.

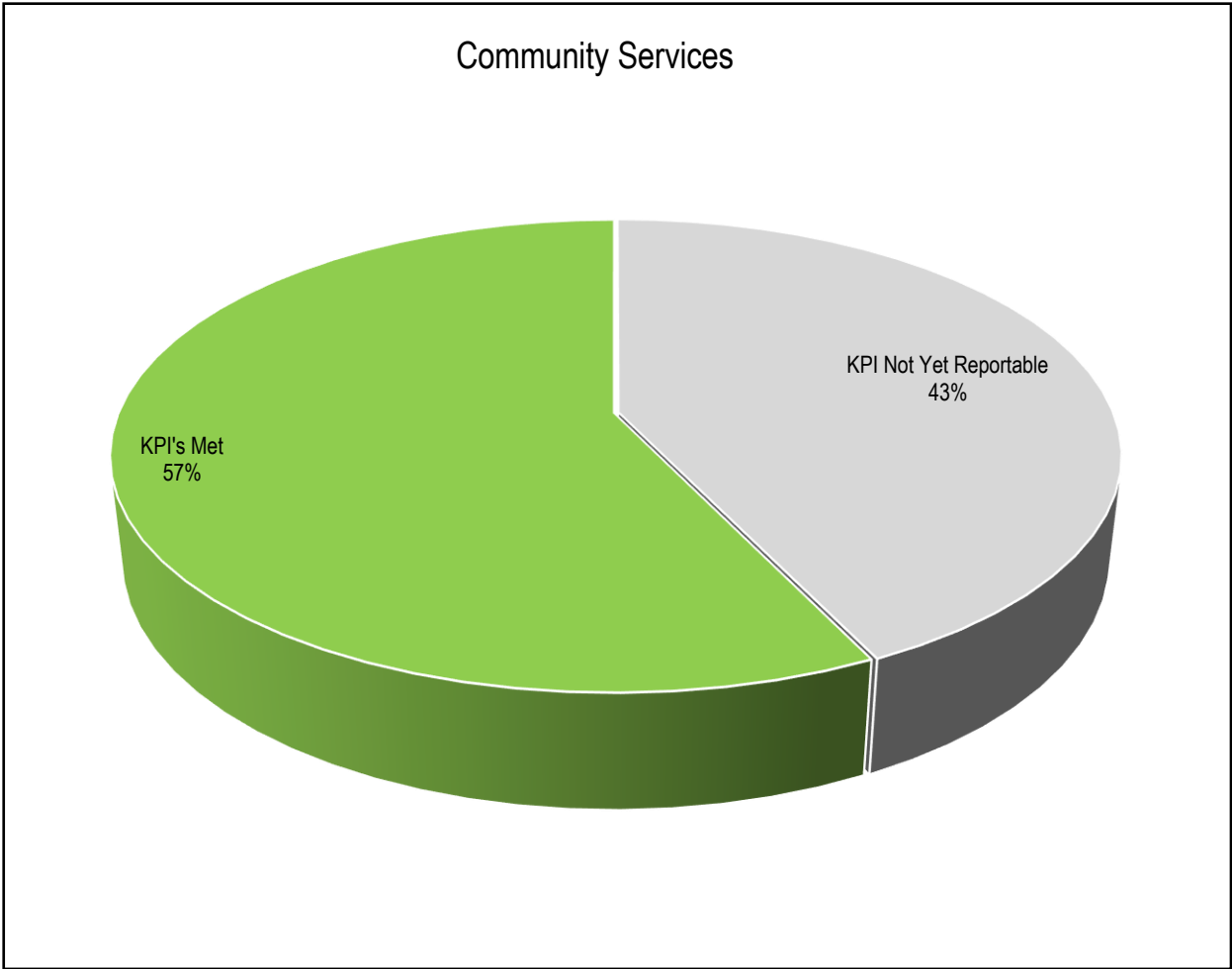
Top-Layer Scorecard: Directorate Technical Services

TL Ref	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target	Q1 Target	Actual Results	Performance Comment	Corrective Measures	Evidence in Support of Performance
TL76	MFVM	To reduce water loss in distribution to 20%. (MFMA Circular 71)	(No. of Kiloliters Water Purchased or Purified - No. of Kiloliters Water Sold) / No. of Kiloliters Water Purchased or Purified × 100	Director: Technical Services	Not known	Billing and Purchase info from Financial System	<20%	<20%	15.91%	Achieved. Keep monitor all business and domestic water meters quarterly for proper functionality, replace all un functioning meters or install where the is no meter.	N/A	1- Oranjeriet billing 2- Kalkfontein 3- LLM Water Sales 4- Letter to foremen for business survey on services
TL77	BSD	No. of HH in formal areas meet the minimum water service standards (Stand pipe 200m & better)	No. HH with access to water within 200m	Director: Technical Services	8369	Technical Reports	8369	8369	8 369	Achieved	No water supply backlogs, a survey will be done to determine the back log in private owned properties	1- LLM Stats 2- Letter to foremen to survey the services in farming areas and or private properties
TL78	BSD	No. of HH without access to minimum water standards	No. of HH without access to minimum water services	Director: Technical Services	New KPI	Technical Reports	0	0	0	Achieved	All houses are being supplied with water including the informal settlements,	LLM stats
TL79	BSD	No. of HH in formal areas meet the minimum sanitation service standards (VIP)	Sum of HH with access to basic sanitation	Director: Technical Services	8021	Technical Reports	8021	8046	8 375	Achieved	Due to water shortage in Petrusburg, the VIP toilets will remain as VIP, adding more water borne toilets will add more strain to the current water shortage, A VIP toilets is still considered a minimum basic in South Africa hence the number changed from 8021 to 8375 because we added 350 VIP toilets	LLM stats
TL80	BSD	No. of HH in formal areas without access to minimum sanitation standards	Sum of HH without access to minimum sanitation services	Director: Technical Services	348	Technical Reports	202	0	202	Not yet reportable.	this item will be achieved once all the Bucket toilets has been removed, currently there is a registered project to eradicate the bucket toilets, but it is a pity that the project will only replace 202 toilets in formalised area, this will leave about 300 bucket toilets due to formalization.	1- LLM Stats on 202 Bucket Toilets, 2- Registration of the project letter, 3- Advertisement by LLM to PSP's

TL Ref	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target	Q1 Target	Actual Results	Performance Comment	Corrective Measures	Evidence in Support of Performance	
TL81	MFVM	% of the roads and storm water maintenance budget spent by the end of June	Actual expenditure on maintenance divided by the total approved maintenance budget	Director: Technical Services	New KPI	Expenditure reports on Financial System	>95%	>95%	5.58%	Not achieved	A project for sealing potholes is in progress, material for this project has been bought already.	1- Picture that depicts the closed potholes, 2- Order to the companies, 3- Finance copy of budget VS expenditure	
TL82	BSD	No. of HH in municipal supply area meet agreed electricity service standards (connected to the national grid)	Sum of HH with access to electricity (connected to the National Grid)	Director: Technical Services	329	Technical Reports	8040	8 050	8 040	Achieved	LLM does not have any backlogs on electricity, Technical is however working on a survey in Private owned land to determine the backlog.	LLM Stats	
TL83	BSD	No. of HH without access to minimum electricity standards	Sum of HH without access to minimum electricity services	Director: Technical Services	New KPI	Technical Reports	40	10	0	Achieved	LLM does not have any backlogs on electricity, Technical is however working on a survey in Private owned land to determine the backlog.	LLM stats	
TL84	MFVM	% Electricity distribution losses. (KWH billed/KWH acquired) (MFMA Circular 71)	(No. of Electricity Units Purchased and / or Generated - No. of Electricity Units Sold) / No. of Electricity Units Purchased and / or Generated) × 100	Director: Technical Services	36%	Billing and Purchase info from Financial System	<27%	<27%	40.85%	Not achieved	ensure maximum collection on all the businesses, do business audit on services	1- Eskom stats 2- LLM sales Stats 3- Letter to foremen on service audit. 4- Calculations	
TL85	GGPP	% of Council Resolutions implemented within prescribed timeframe stipulated on resolution register	No. of council resolutions implemented within time frame divided by total No. of resolutions	Director: Technical Services	95%	Execution list and reports submitted to council	≥85% of resolutions taken in each quarter	≥85% of resolutions taken in each quarter	0.00%	Achieved	No council Resolutions against Technical, report pressing matters to council for approval and endorsement.	Execution list	

DIRECTORATE COMMUNITY SERVICES

The results achieved by the directorate is shown in the graph below.



The individual results achieved for each key performance indicator is shown in the table below.

Top Layer Scorecard: Directorate Community Services

TL Ref	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target	Q1 Target	Actual Results	Performance Comment	Corrective Measures	Evidence in Support of Performance	
TL86	BSD	No. of HH in formal areas meet minimum refuse removal standards (at least once a week)	Sum of HH with access to refuse	Director Community Services	100%	Technical Reports	8369	8369	8369	Target achieved	N/A	Report	
TL87	BSD	No. of cemeteries maintained in all 4 towns	No. of cemeteries maintained	Director Community Services	5	Monthly and quarterly reports	5	All 5 at least once per quarter	5	Target achieved. All	N/A	Photos	
TL88	BSD	No. of sport and recreation facilities maintained	No. of facilities maintained	Director Community Services	2	Monthly and quarterly reports	2	All 2 at least once per quarter	5	Target achieved	N/A	Photos	
TL89	MTID	Develop an Integrated Human Settlement Plan (Housing Strategy) and submit draft to Council by end June	Date strategy approved	Director Community Services	New KPI	Plan developed and approved and council minutes approving plan	30 Jun 16	0	0	Not yet reportable	N/A	N/A	
TL90	MTID	Develop a Spatial Development Framework on or before 30 June 2017 and submit to Council for approval	Date strategy approved	Director Community Services	New KPI	Plan developed and approved and council minutes approving plan	31 Jun 16	0	0	Not yet reportable	N/A	N/A	
TL91	MTID	Review the Disaster Management Plan on or before 30 June 2017 and submit to council for approval	Date DMP approved	Director Community Services	New KPI	Plan developed and approved and council minutes approving plan	31-Mar-17	0	0	Not yet reportable	N/A	N/A	
TL92	GGPP	% of Council Resolutions implemented within prescribed timeframe stipulated on resolution register	No. of council resolutions implemented within time frame divided by total No. of resolutions	Director Community Services	95%	Execution list and reports submitted to council	≥85% of resolutions taken in each quarter	≥85% of resolutions taken in each quarter	0.00%	No resolutions were taken that apply to the Directorate.	N/A	Council minutes.	