



MOGALAKWENA MUNICIPALITY

MID-YEAR BUDGET AND PERFORMANCE ASSESSMENT REPORT [MFMA SECTION 72 REPORT]

FINANCIAL ASSESSMENT

2021/22

TABLE OF CONTENTS

1.	Introduction	Page 3
2.	Purpose	Page 3
3.	Legislative Framework	Page 3 -4
4.	Part 1: In-year report	Page 4
	4.1. Mayor's report	Page 4
	4.2. Council Resolutions	Page 4
5.	Executive Summary	Page 4-6
	5.1. Statement of Financial Performance	Page 6
	5.1.1. Actual revenue per source	Page 6-8
	5.1.2. Actual expenditure per type	Page 8-9
	5.1.3. Actual expenditure per vote	Page 9
	5.2. In-year budget statement table	Page 10
	5.2.1. Table C1 Budget statement summary	Page 10
	5.2.2. Table C2 Financial Performance (Functional Classification)	Page 11
	5.2.3. Table C3 Financial Performance (Municipal vote)	Page 12
	5.2.4. Table C4 Financial performance	Page 13
	5.2.5. Table C5 Capital Expenditure	Page 14
	5.2.6. Table C6 Financial Position	Page 15
	5.2.7. Table C7 Cash Flow	Page 16
6.	Part 2: Supporting Documentation	Page 17
	6.1. Debtors age analysis	Page 17-18
	6.2. Creditors age analysis	Page 18
	6.3. Investment portfolio	Page 18
	6.4. Allocation and grant expenditure	Page 19-20
	6.5. Expenditure on Councillors and employee benefits	Page 21
	6.6 Capital Budget performance analysis	Page 22
7.	Part 3: Service Delivery Performance Assessment	Page 23-52
8.	Municipal Manager's quality certificate.....	Page 53

1. Introduction

In terms of Section 72(1) of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003), the Accounting Officer of a municipality must by 25 January of each year, assess the performance of the municipality during the first half of the financial year and submit a report on such assessment to the Mayor of the Municipality, National Treasury and the relevant Provincial Treasury. The Mayor must in turn, comply with the provision of Section 54, which included submitting the report to Council by 31 January of each year.

2. Purpose of the report

To submit to the Mayor an assessment report on the Municipality's performance covering the period 1 July 2020 to 31 December 2021.

3. Legislative Framework

3.1 The Municipal Finance Management Act

The Municipal Finance Management Act-Number 56 of 2003, Section 72: Mid-Year Budget and Performance Assessment

- (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;
 - (i) the monthly statements referred to in section 71 for the first half of the financial year;
 - (ii) 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;
 - (iii) the past year's annual report, and progress on resolving problems identified in the annual report, and
 - (iv) 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;
 - (i) the mayor of the municipality;
 - (ii) the National Treasury ; and
 - (iii) 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;
 - (a) make recommendations as to whether an adjustments budget is necessary; and
 - (b) recommend revised projections for revenue and expenditure to the extent that this may be necessary.

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

- (a) Consider the report
- (b) Check whether the municipality's approved budget is implemented in accordance with the service delivery and budget implementation plan;
- (c) consider and, if necessary, make any revisions to the service delivery and budget implementation plan, provided that the 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 adjustment budget;
- (d) 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;
- (e) Identify any financial problems facing the municipality, including any emerging or impending financial problems; and
- (f) Submit the report to the Council by 31 January of each year

4. PART 1: MID- YEAR BUDGET AND PERFORMANCE ASSESSMENT

This report has been prepared in terms of the Local Government: Municipal Finance Management Act Number 56 of 2003: Municipal Budget and Reporting Regulations, Government Gazette 32141, 17 April 2009.

4.1 Mayor's Report

4.2 Council resolution

The Resolution will be submitted to both Provincial and National Treasuries once the Council has resolved.

5. Executive Summary

Mogalakwena Municipality conducted the Mid-Year Budget and Performance review on the 25th January 2022 as prescribed in Section 72(1) of the Municipal Finance Management Act 56 of 2003, read with Regulation 33 of the MFMA Schedule C: In-Year Reporting of the Municipal Budget and Reporting Regulations (MBRR) of 2009.

The primary purpose was to review the targets and indicators, to conduct an assessment of the progress made in spending the budget, project implementation for the first half of the financial year and to consider the adjustment to the 2021/2022 budget. The reports demonstrate the actual service delivery achieved compared with the quarterly targets and explanation of variances is taken into account.

Part 1 of this report, which is the section 71 and 72 budget monitoring reports required under the MFMA provide a consolidated analysis of the Municipality's financial position as at the 31st December 2021 and had a direct influence on the outcome of the adjustments budget process.

Description	2020/21	Budget Year 2021/22							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands								%	
Total Revenue (excluding capital transfers and contributions)	1 122 953	1 152 078	1 152 078	206 380	645 843	576 039	69 805	12%	1 152 078
Total Expenditure	1 632 759	1 150 381	1 149 456	88 592	440 397	574 964	(134 567)	-23%	1 149 456
Surplus/(Deficit)	(509 807)	1 697	2 622	117 788	205 447	1 075	204 372	19014%	2 622
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	186 362	290 164	290 164	-	-	145 082	(145 082)	-100%	290 164
Surplus/ (Deficit) for the year	(323 445)	291 860	292 786	117 788	205 447	146 157	59 290	41%	292 786
Capital expenditure	169 910	290 790	291 715	17 982	48 502	145 626	(97 124)	-67%	291 715

The total budgeted operating revenue is R1, 152 billion. The year to date actual as at 31 December 2022 amounted to R645 million which is more than the year to date budget by R69 million (12%).

The total operating expenditure was budgeted at R1, 149 billion and the budgeted year to date as at 31 December 2021 amounted to R574 million. The year to date actual amounted to R440 million which is less than the year to date budgeted expenditure by R134 million.

The total capital budget provided for the 2021/22 financial year amounts to R291 million and the year to date budget as at 31 December 2021 amounted to R145 million. The year to date actual amounted to R48 million which is less than year to date budget by R97 million.

Revenue Summary

- Revenue has been recognized from property rates to the amount of R43.9m in the first six months against a mid-year budget of R43.6m.
- The municipality has recognized revenue from service charges to an amount of R194.8m in the first six months against the mid-year budget of R244.1m. There is an unfavourable variance of R49.2m (20%).
- Revenue from investment income of R1.5m was recognized during the first six months against the budget amount of R4.1m resulting in an unfavourable variance of 63% due to poor cash flows resulting in less funds being available for investment. A down adjustment may be necessary during the adjustments budget to properly be aligned to the actual movement of investment revenue.
- Revenue from operating grants to the amount of R360.3 million was recognized during the first six months against the budget of R249.6 million resulting in a favourable variance of R110.6 million (44%). The favourable variance is because the municipality did not have the grants payment schedule available during the budgeting process.
- Other revenue of R45.1 million was also recognized against the budget of R34.4 million resulting in a favourable variance of R10.7 million (31%).
- No revenue on Capital was recognized for the first six months of the financial year. This results in a mid-year unfavourable variance of R145 million (100%). The spending on capital items amounting to R48.5m still has to be recognised as revenue, as the conditions have been met of the respective grants. This will be done in the next quarter.

Expenditure Summary

- Employee costs to the amount of R170.9 million has been recognized against a year to date budget of R195.4 million. That resulted in a negative variance of R24.5 million (13%). The negative variance is as a result of the municipality cutting down on Overtime spending.

- Remuneration for councillors for the first six month of R9.6 million has been reported against the budget of R12.5 million resulting in a negative variance of R2.8 million (23%).
- Other operational costs to an amount of R259.7 million were recognized during the first six months against the mid-year budget of R319.1 million, which resulted in R59.4 million variance. The variance can be attributed to underspending on other expenditure line items as well as debt impairment which had not been provided for during the first half of the year.

Financial Position Summary

- The total current liabilities amounted to R471.1 million, whilst total current assets amounted to R472.3 million, representing a current ratio of 1.00: 1. The interpretation of the ratio suggests that the municipality will be able to meet its immediate or current financial commitments, there is a need to raise more cash in order to be in an even better financial position.

Cash Flow

The municipality started the financial year 2021/2022 with a positive cash balance, and the year to date cash and cash equivalents balance as at 31 December 2021 amounts to R54 million which comprises of:

Primary account R18.4 Million

Current Investment R35.6 Million

5.1 Statement of Financial Performance

5.1.1 Actual Revenue by Source

The total operating revenue for month of December amounted to R 206.3 million. The substantial portion of the revenue realised during the month of December is the transfers and subsidies. The year to date revenue reported amounted to R 645.8 million which is more than budgeted revenue of R 576 million. The table below provides detailed analysis of revenue per source for the period ending December 2021.

LIM367 Mogalakwena - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - M06 December										
Description	Ref	2020/21	Budget Year 2021/22							
		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		81 765	87 309	87 309	7 368	43 935	43 654	280	1%	87 309
Service charges - electricity revenue		255 325	313 962	313 962	22 945	129 808	156 981	(27 172)	-17%	313 962
Service charges - water revenue		92 434	136 116	136 116	8 136	44 892	68 058	(23 165)	-34%	136 116
Service charges - sanitation revenue		18 787	19 572	19 572	1 592	10 717	9 786	931	10%	19 572
Service charges - refuse revenue		17 905	18 618	18 618	1 580	9 437	9 309	128	1%	18 618
Rental of facilities and equipment		1 569	1 837	1 837	120	711	919	(208)	-23%	1 837
Interest earned - external investments		4 196	8 359	8 359	46	1 564	4 180	(2 616)	-63%	8 359
Interest earned - outstanding debtors		55 248	44 659	44 659	5 424	29 796	22 329	7 466	33%	44 659
Dividends received		—	—	—	—	—	—	—	—	—
Fines, penalties and forfeits		811	3 629	3 629	40	101	1 815	(1 713)	-94%	3 629
Licences and permits		10 685	1 777	1 777	3	149	889	(740)	-83%	1 777
Agency services		—	9 443	9 443	912	6 301	4 722	1 579	33%	9 443
Transfers and subsidies		578 408	499 305	499 305	157 442	360 322	249 652	110 670	44%	499 305
Other revenue		2 671	4 005	4 005	136	6 231	2 003	4 228	211%	4 005
Gains		3 147	3 487	3 487	636	1 881	1 744	137	8%	3 487
Total Revenue (excluding capital transfers and contributions)		1 122 953	1 152 078	1 152 078	206 380	645 843	576 039	69 805	12%	1 152 078

Variances and explanation of variances – 10% and above

DESCRIPTION	VARIANCE (R '000)	VARIANCE (%)	EXPLANATION OF VARIANCES	REMEDIAL ACTION
Service charges - electricity revenue	(27 172)	-17%	This variance can be attributed to the use of estimates billing as some of the billed places could not be reached during the quarter for readings. Services charges on Electricity changes seasonally as well, with the winter season expected to be more.	The trend will improve and even out in the second half of the financial year.
Service charges - water revenue	(23 165)	-34%	This variance can be attributed to the use of estimates billing and the water losses. Also, there has been serious water shortages in Mogalakwena Municipality which could account for the lower water usage.	The municipality will improve in meter reading in order to improve services charges water billing. Also to perform water meter audits
Rental of facilities and equipment	(208)	-23%	This variance relates to revenue on properties rented out by the municipality. The variance can be attributed to unupdated lease contracts with outdated rates.	The municipality needs to update the lease agreements to ensure that all properties rented out are at market value.
Interest earned - external investments	(2 616)	-63%	The municipality does not have excess funds to invest as anticipated. This is as a result of the municipality having to meet its previous financial years' obligations.	The anticipated interest on investments needs to be adjusted down to indicate a realistic amount to be realised at the end of the financial year.
Interest earned - outstanding debtors	5 765	33%	The culture of non-payment has resulted in many consumers defaulting on payments and therefore incurring interest on their billing. The interest on outstanding debtors is directly influenced by the collection rate or revenue receivable at the end of every billing month.	The municipality should find ways to improve revenue collection and use incentives to encourage the community to pay for services.
Fines, penalties and forfeits	(1 713)	-94%	There are no penalties charged in the first six months of the financial year	The budgeted amount to be assessed for the rest of the financial year and the line item to be budgeted correctly in the next financial year.
Licences and permits	(740)	-83%	Part of the movements processed in Licences and permits relate to agency services.	A proper split to be done and the end-user department to be trained on the correct line items to use for the rest of the financial year.
Agency services	1 579	33%	The positive variance on agency services is as a result of no proper split between license and permits and agency services.	A proper split to be done and the end-user department to be trained on the correct line items to use for the rest of the financial year.
Transfers and subsidies	110 670	44%	The payment schedule of municipal grants was not available during the budgeting period which lead to incorrect monthly budgeting.	The monthly cash budgeting to be improved during the adjustment budget process
Other revenue	4 228	211%	Other revenue includes staff recoveries, Sale of tender documents, building plan approvals and so on. The movement in the line item is more than anticipated	The municipality will continue to collect as much as possible to boost the cash flow status.

5.1.2 Actual Expenditure per type

The total operating expenditure for month of December amounted to R 88.5 million. The substantial portion of the expenditure for the month of December can be attributed to Bulk purchases as well as contracted services.

The overall year to date expenditure for the first six months of the 2021/22 financial year amounted to R 440 million which was less than the anticipated spending by R 134.5 million. The underspending can be attributed to cost containment measures implemented by the municipality not to spend on non-core expenditure items. The depreciation and debt impairment is not processed during the first half of the year.

The table below provides detailed analysis of the actual expenditure per type for the period ending 31 December 2021.

LIM367 Mogalakwena - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - M06 December										
Description	Ref	2020/21	Budget Year 2021/22							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands									%	
Expenditure By Type										
Employee related costs		380 285	390 861	390 861	30 279	170 929	195 432	(24 503)	-13%	390 861
Remuneration of councillors		23 976	25 103	25 103	829	9 683	12 551	(2 868)	-23%	25 103
Debt impairment		599 519	110 901	110 901	—	(6)	55 451	(55 456)	-100%	110 901
Depreciation & asset impairment		135 080	94 906	94 906	—	—	47 454	(47 454)	-100%	94 906
Finance charges		—	686	686	—	—	343	(343)	-100%	686
Bulk purchases - electricity		249 687	285 825	280 461	21 328	129 564	141 147	(11 583)	-8%	280 461
Inventory consumed		9 859	40 118	39 679	673	1 613	19 969	(18 355)	-92%	39 679
Contracted services		172 548	138 789	142 867	31 007	101 292	70 878	30 414	43%	142 867
Transfers and subsidies		110	1 201	1 148	55	55	593	(538)	-91%	1 148
Other expenditure		55 609	61 993	62 844	4 421	24 709	31 147	(6 437)	-21%	62 844
Losses		6 087	—	—	—	2 556	—	2 556	#DIV/0!	—
Total Expenditure		1 632 759	1 150 381	1 149 456	88 592	440 397	574 964	(134 567)	-23%	1 149 456

5.1.3. Actual Expenditure by Vote

LIM367 Mogalakwena - Table C3 Monthly Budget Statement - Financial Performance (revenue and expenditure by municipal vote) - M06 December										
Vote Description	Ref	2020/21	Budget Year 2021/22							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands									%	
Expenditure by Vote	1									
Vote 01 - Executive & Council		683 028	202 757	202 757	4 085	33 523	101 379	(67 856)	-66.9%	202 757
Vote 02 - Corporate Support Services		54 310	55 553	55 668	5 865	26 768	27 794	(1 025)	-3.7%	55 668
Vote 03 - Budget And Treasury		76 873	80 091	80 091	15 865	48 811	40 046	8 765	21.9%	80 091
Vote 04 - Planning And Development		21 449	33 988	33 988	1 809	10 388	16 995	(6 607)	-38.9%	33 988
Vote 05 - Technical Services		325 048	254 129	254 129	20 474	81 968	127 065	(45 097)	-35.5%	254 129
Vote 06 - Community Services		96 287	100 369	100 369	8 003	41 266	50 185	(8 920)	-17.8%	100 369
Vote 07 - Traffic And Security		84 695	75 944	75 944	7 294	46 376	37 973	8 404	22.1%	75 944
Vote 08 - Electrical Services		291 071	347 551	346 510	25 198	151 297	173 528	(22 231)	-12.8%	346 510
Total Expenditure by Vote	2	1 632 759	1 150 381	1 149 456	88 592	440 397	574 964	(134 567)	-23.4%	1 149 456

Variances and explanation of variances – 10% and above

DESCRIPTION	VARIANCE (R '000)	VARIANCE (%)	EXPLANATION OF VARIANCES	REMEDIAL ACTION
Executive & Council	(67 856)	-66.9%	The variances can be attributed to cost containment measures as performed by the municipality. Also included in the budget of the department is an amount relating to an ongoing SIU investigation.	Expenditure will improve when non-cash items such as depreciation are processed in the next half of the financial year. Timeous claims from the SIU will also increase spending trends in the department.
Budget And Treasury	8 765	21.9%	The variance in this regard can be attributed to the spending on preparation of the AFS and payments to AGSA as the external audit is in progress	Spending patterns will be closely monitored when the external audit is completed by AGSA.
Planning And Development	(6 607)	-38.9%	Implementation of cost cutting measures to reduce spending on non-core items	The municipality will continue to implement cost cutting measures to improve on the cash flow status.
Technical Services	(45 097)	-35.5%	Implementation of cost cutting measures to reduce spending on non-core items. The municipality has also highly reduced spending on overtime and contracted services	
Community Services	(8 920)	-17.8%	Implementation of cost cutting measures to reduce spending on non-core items. The municipality has also highly reduced spending on overtime and contracted services	
Traffic And Security	8 404	22.1%	The spending can be attributed to expenditure on Security services	
Electrical Services	(22 231)	-12.8%	Implementation of cost cutting measures to reduce spending on non-core items. The municipality has also highly reduced spending on overtime and contracted services	The municipality will continue to implement cost cutting measures to improve on the cash flow status.

5.2 In- year Budget Statement tables

5.2.1 Table C1 Budget Statement Summary for the Quarter ended 31 December 2021.

LIM367 Mogalakwena - Table C1 Monthly Budget Statement Summary - M06 December									
Description	2020/21	Budget Year 2021/22							
	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	81 765	87 309	87 309	7 368	43 935	43 654	280	1%	87 309
Service charges	384 452	488 267	488 267	34 253	194 854	244 133	(49 279)	-20%	488 267
Investment revenue	4 196	8 359	8 359	46	1 564	4 180	(2 616)	-63%	8 359
Transfers and subsidies	578 408	499 305	499 305	157 442	360 322	249 652	110 670	44%	499 305
Other own revenue	74 131	68 838	68 838	7 269	45 169	34 419	10 750	31%	68 838
Total Revenue (excluding capital transfers and contributions)	1 122 953	1 152 078	1 152 078	206 380	645 843	576 039	69 805	12%	1 152 078
Employee costs	380 285	390 861	390 861	30 279	170 929	195 432	(24 503)	-13%	390 861
Remuneration of Councillors	23 976	25 103	25 103	829	9 683	12 551	(2 868)	-23%	25 103
Depreciation & asset impairment	135 080	94 906	94 906	-	-	47 454	(47 454)	-100%	94 906
Finance charges	-	686	686	-	-	343	(343)	-100%	686
Inventory consumed and bulk purchases	259 546	325 943	320 140	22 001	131 178	161 116	(29 938)	-19%	320 140
Transfers and subsidies	110	1 201	1 148	55	55	593	(538)	-91%	1 148
Other expenditure	833 763	311 682	316 612	35 428	128 551	157 475	(28 924)	-18%	316 612
Total Expenditure	1 632 759	1 150 381	1 149 456	88 592	440 397	574 964	(134 567)	-23%	1 149 456
Surplus/(Deficit)	(509 807)	1 697	2 622	117 788	205 447	1 075	204 372	19014%	2 622
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	186 362	290 164	290 164	-	-	145 082	###	-100%	290 164
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	(323 445)	291 860	292 786	117 788	205 447	146 157	59 290	41%	292 786
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-
Surplus/ (Deficit) for the year	(323 445)	291 860	292 786	117 788	205 447	146 157	59 290	41%	292 786
Capital expenditure & funds sources									
Capital expenditure	169 910	290 790	291 715	17 982	48 502	145 626	(97 124)	-67%	291 715
Capital transfers recognised	169 866	290 164	290 164	17 982	48 502	145 082	(96 580)	-67%	290 164
Borrowing	-	-	-	-	-	-	-	-	-
Internally generated funds	44	626	1 552	-	-	544	(544)	-100%	1 552
Total sources of capital funds	169 910	290 790	291 715	17 982	48 502	145 626	(97 124)	-67%	291 715
Financial position									
Total current assets	533 747	885 489	885 489		472 384				885 489
Total non current assets	5 647 328	5 511 712	5 512 638		5 695 830				5 512 638
Total current liabilities	774 083	344 482	344 482		471 114				344 482
Total non current liabilities	103 877	103 139	103 139		103 877				103 139
Community wealth/Equity	5 921 620	5 657 720	5 657 720		5 593 223				5 657 720
Cash flows									
Net cash from (used) operating	382 165	490 647	490 647	100 804	75 239	245 323	170 085	69%	490 647
Net cash from (used) investing	(125 934)	(268 228)	(290 790)	(17 982)	(54 926)	(137 326)	(82 400)	60%	(274 652)
Net cash from (used) financing	1 747	(9 656)	-	(18)	(14 741)	(11 988)	2 752	-23%	(23 977)
Cash/cash equivalents at the month/year end	293 891	228 105	215 200	-	78 597	96 009	17 412	18%	192 018
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	51 261	32 695	24 440	27 409	1 105 205	-	-	-	1 241 010
Creditors Age Analysis									
Total Creditors	36 955	-	-	-	-	-	-	-	36 955

5.2.2 Table C2 Financial Performance (Functional Classification) for Quarter ended 31 December 2021.

LIM367 Mogalakwena - Table C2 Monthly Budget Statement - Financial Performance (functional classification) - M06 December										
Description	Ref	2020/21	Budget Year 2021/22							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
Revenue - Functional										
<i>Governance and administration</i>		665 991	606 929	606 929	166 290	415 510	303 465	112 046	37%	606 929
Executive and council		558 706	492 716	492 716	156 459	359 404	246 358	113 046	46%	492 716
Finance and administration		107 285	114 213	114 213	9 831	56 106	57 107	(1 001)	-2%	114 213
Internal audit		-	-	-	-	-	-	-	-	-
<i>Community and public safety</i>		16 205	4 997	4 997	1 075	7 867	2 498	5 369	215%	4 997
Community and social services		324	384	384	23	5 258	192	5 066	2639%	384
Sport and recreation		1	7	7	-	-	3	(3)	-100%	7
Public safety		15 719	4 446	4 446	1 037	2 530	2 223	307	14%	4 446
Housing		161	161	161	14	80	80	(0)	0%	161
Health		-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>		108 377	181 462	181 462	1 032	7 001	90 731	(83 730)	-92%	181 462
Planning and development		7 912	9 338	9 338	81	489	4 669	(4 180)	-90%	9 338
Road transport		100 465	172 123	172 123	951	6 512	86 062	(79 549)	-92%	172 123
Environmental protection		-	-	-	-	-	-	-	-	-
<i>Trading services</i>		518 742	648 854	648 854	37 983	215 465	324 427	(108 962)	-34%	648 854
Energy sources		270 996	338 879	338 879	22 940	129 786	169 440	(39 653)	-23%	338 879
Water management		201 271	260 089	260 089	10 954	60 390	130 045	(69 655)	-54%	260 089
Waste water management		23 287	24 670	24 670	2 008	13 066	12 335	731	6%	24 670
Waste management		23 187	25 215	25 215	2 081	12 222	12 607	(385)	-3%	25 215
<i>Other</i>	4	-	-	-	-	-	-	-	-	-
Total Revenue - Functional	2	1 309 315	1 442 241	1 442 241	206 380	645 843	721 120	(75 277)	-10%	1 442 241
Expenditure - Functional										
<i>Governance and administration</i>		803 876	335 848	336 324	25 633	106 771	167 994	(61 223)	-36%	336 324
Executive and council		673 354	190 275	190 275	3 052	28 230	95 138	(66 908)	-70%	190 275
Finance and administration		126 650	142 533	143 008	22 270	76 459	71 336	5 123	7%	143 008
Internal audit		3 872	3 041	3 041	311	2 082	1 520	562	37%	3 041
<i>Community and public safety</i>		115 043	107 756	106 945	9 674	56 834	53 763	3 071	6%	106 945
Community and social services		36 284	37 316	36 707	2 113	11 325	18 572	(7 247)	-39%	36 707
Sport and recreation		22 947	24 419	24 218	2 131	11 890	12 181	(291)	-2%	24 218
Public safety		54 485	41 437	41 437	5 361	33 221	20 719	12 502	60%	41 437
Housing		1 327	4 583	4 583	68	398	2 292	(1 893)	-83%	4 583
Health		-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>		96 244	123 677	123 677	5 632	45 128	61 839	(16 711)	-27%	123 677
Planning and development		31 195	42 247	42 247	2 205	14 788	21 124	(6 336)	-30%	42 247
Road transport		65 049	81 430	81 430	3 427	30 340	40 715	(10 375)	-25%	81 430
Environmental protection		-	-	-	-	-	-	-	-	-
<i>Trading services</i>		616 446	581 867	581 277	47 559	231 077	290 751	(59 674)	-21%	581 277
Energy sources		291 071	347 551	346 510	25 198	151 297	173 528	(22 231)	-13%	346 510
Water management		264 223	168 925	168 925	16 809	52 565	84 463	(31 898)	-38%	168 925
Waste water management		12 367	15 731	15 731	1 091	5 731	7 866	(2 135)	-27%	15 731
Waste management		48 785	49 659	50 110	4 461	21 484	24 894	(3 410)	-14%	50 110
<i>Other</i>		1 150	1 233	1 233	96	586	617	(31)	-5%	1 233
Total Expenditure - Functional	3	1 632 759	1 150 381	1 149 456	88 592	440 397	574 964	(134 567)	-23%	1 149 456
Surplus/ (Deficit) for the year		(323 445)	291 860	292 786	117 788	205 447	146 157	59 290	41%	292 786

5.2.3 Table C3 Financial Performance (Revenue and Expenditure by Municipal Vote) for Quarter ended 31 December 2021.

LIM367 Mogalakwena - Table C3 Monthly Budget Statement - Financial Performance (revenue and expenditure by municipal vote) - M06 December										
Vote Description	Ref	2020/21	Budget Year 2021/22							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
Revenue by Vote	1									
Vote 01 - Executive & Council		558 706	492 716	492 716	156 459	359 404	246 358	113 046	45.9%	492 716
Vote 02 - Corporate Support Services		4 702	5 308	5 308	760	2 176	2 654	(478)	-18.0%	5 308
Vote 03 - Budget And Treasury		102 728	109 015	109 015	9 091	54 014	54 507	(493)	-0.9%	109 015
Vote 04 - Planning And Development		164	210	210	5	73	105	(32)	-30.1%	210
Vote 05 - Technical Services		321 575	451 383	451 383	13 038	73 889	225 691	(151 802)	-67.3%	451 383
Vote 06 - Community Services		23 492	25 586	25 586	2 100	17 458	12 793	4 665	36.5%	25 586
Vote 07 - Traffic And Security		26 951	19 145	19 145	1 988	9 042	9 572	(531)	-5.5%	19 145
Vote 08 - Electrical Services		270 996	338 879	338 879	22 940	129 786	169 440	(39 653)	-23.4%	338 879
Vote 09 -		-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-
Total Revenue by Vote	2	1 309 315	1 442 241	1 442 241	206 380	645 843	721 120	(75 277)	-10.4%	1 442 241
Expenditure by Vote	1									
Vote 01 - Executive & Council		683 028	202 757	202 757	4 085	33 523	101 379	(67 856)	-66.9%	202 757
Vote 02 - Corporate Support Services		54 310	55 553	55 668	5 865	26 768	27 794	(1 025)	-3.7%	55 668
Vote 03 - Budget And Treasury		76 873	80 091	80 091	15 865	48 811	40 046	8 765	21.9%	80 091
Vote 04 - Planning And Development		21 449	33 988	33 988	1 809	10 388	16 995	(6 607)	-38.9%	33 988
Vote 05 - Technical Services		325 048	254 129	254 129	20 474	81 968	127 065	(45 097)	-35.5%	254 129
Vote 06 - Community Services		96 287	100 369	100 369	8 003	41 266	50 185	(8 920)	-17.8%	100 369
Vote 07 - Traffic And Security		84 695	75 944	75 944	7 294	46 376	37 973	8 404	22.1%	75 944
Vote 08 - Electrical Services		291 071	347 551	346 510	25 198	151 297	173 528	(22 231)	-12.8%	346 510
Vote 09 -		-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	1 632 759	1 150 381	1 149 456	88 592	440 397	574 964	(134 567)	-23.4%	1 149 456
Surplus/ (Deficit) for the year	2	(323 445)	291 860	292 786	117 788	205 447	146 157	59 290	40.6%	292 786

5.2.4 Table C4 Financial Performance (Revenue and Expenditure) for Quarter ended 31 December 2021.

LIM367 Mogalakwena - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - M06 December										
Description	Ref	2020/21	Budget Year 2021/22							
		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		81 765	87 309	87 309	7 368	43 935	43 654	280	1%	87 309
Service charges - electricity revenue		255 325	313 962	313 962	22 945	129 808	156 981	(27 172)	-17%	313 962
Service charges - water revenue		92 434	136 116	136 116	8 136	44 892	68 058	(23 165)	-34%	136 116
Service charges - sanitation revenue		18 787	19 572	19 572	1 592	10 717	9 786	931	10%	19 572
Service charges - refuse revenue		17 905	18 618	18 618	1 580	9 437	9 309	128	1%	18 618
Rental of facilities and equipment		1 569	1 837	1 837	120	711	919	(208)	-23%	1 837
Interest earned - external investments		4 196	8 359	8 359	46	1 564	4 180	(2 616)	-63%	8 359
Interest earned - outstanding debtors		55 248	44 659	44 659	5 424	29 796	22 329	7 466	33%	44 659
Dividends received		-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		811	3 629	3 629	40	101	1 815	(1 713)	-94%	3 629
Licences and permits		10 685	1 777	1 777	3	149	889	(740)	-83%	1 777
Agency services		-	9 443	9 443	912	6 301	4 722	1 579	33%	9 443
Transfers and subsidies		578 408	499 305	499 305	157 442	360 322	249 652	110 670	44%	499 305
Other revenue		2 671	4 005	4 005	136	6 231	2 003	4 228	211%	4 005
Gains		3 147	3 487	3 487	636	1 881	1 744	137	8%	3 487
Total Revenue (excluding capital transfers and contributions)		1 122 953	1 152 078	1 152 078	206 380	645 843	576 039	69 805	12%	1 152 078
Expenditure By Type										
Employee related costs		380 285	390 861	390 861	30 279	170 929	195 432	(24 503)	-13%	390 861
Remuneration of councillors		23 976	25 103	25 103	829	9 683	12 551	(2 868)	-23%	25 103
Debt impairment		599 519	110 901	110 901	-	(6)	55 451	(55 456)	-100%	110 901
Depreciation & asset impairment		135 080	94 906	94 906	-	-	47 454	(47 454)	-100%	94 906
Finance charges		-	686	686	-	-	343	(343)	-100%	686
Bulk purchases - electricity		249 687	285 825	280 461	21 328	129 564	141 147	(11 583)	-8%	280 461
Inventory consumed		9 859	40 118	39 679	673	1 613	19 969	(18 355)	-92%	39 679
Contracted services		172 548	138 789	142 867	31 007	101 292	70 878	30 414	43%	142 867
Transfers and subsidies		110	1 201	1 148	55	55	593	(538)	-91%	1 148
Other expenditure		55 609	61 993	62 844	4 421	24 709	31 147	(6 437)	-21%	62 844
Losses		6 087	-	-	-	2 556	-	2 556	#DIV/0!	-
Total Expenditure		1 632 759	1 150 381	1 149 456	88 592	440 397	574 964	(134 567)	-23%	1 149 456
Surplus/(Deficit)										
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		(509 807)	1 697	2 622	117 788	205 447	1 075	204 372	0	2 622
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		186 362	290 164	290 164	-	-	145 082	(145 082)	(0)	290 164
Transfers and subsidies - capital (in-kind - all)		-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		(323 445)	291 860	292 786	117 788	205 447	146 157			292 786
Taxation								-		
Surplus/(Deficit) after taxation		(323 445)	291 860	292 786	117 788	205 447	146 157			292 786
Attributable to minorities										
Surplus/(Deficit) attributable to municipality		(323 445)	291 860	292 786	117 788	205 447	146 157			292 786
Share of surplus/ (deficit) of associate										
Surplus/ (Deficit) for the year		(323 445)	291 860	292 786	117 788	205 447	146 157			292 786

5.2.5 Table C5 Capital Expenditure (Municipal Vote, Functional classification and funding) for Quarter ended 31 December 2021.

LIM367 Mogalakwena - Table C5 Monthly Budget Statement - Capital Expenditure (municipal vote, functional classification and funding) - M06
December

Vote Description	Ref	2020/21	Budget Year 2021/22							
		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									
Total Capital Multi-year expenditure	4,7	-	-	-	-	-	-	-		-
Single Year expenditure appropriation	2									
Vote 01 - Executive & Council		-	-	-	-	-	-	-		-
Vote 02 - Corporate Support Services		-	-	-	-	-	-	-		-
Vote 03 - Budget And Treasury	14	-	-	-	-	-	-	-		-
Vote 04 - Planning And Development		-	2 000	2 000	-	-	1 000	(1 000)	-100%	2 000
Vote 05 - Technical Services		151 841	250 501	250 501	15 773	42 032	125 250	(83 219)	-66%	250 501
Vote 06 - Community Services		2 320	6 636	6 636	700	2 253	3 318	(1 065)	-32%	6 636
Vote 07 - Traffic And Security		-	-	-	-	-	-	-		-
Vote 08 - Electrical Services		15 735	31 653	32 579	1 508	4 217	16 058	(11 840)	-74%	32 579
Total Capital single-year expenditure	4	169 910	290 790	291 715	17 982	48 502	145 626	(97 124)	-67%	291 715
Total Capital Expenditure		169 910	290 790	291 715	17 982	48 502	145 626	(97 124)	-67%	291 715
Capital Expenditure - Functional Classification										
Governance and administration	14	-	-	-	-	-	-	-		-
Executive and council		-	-	-	-	-	-	-		-
Finance and administration	14	-	-	-	-	-	-	-		-
Internal audit		-	-	-	-	-	-	-		-
Community and public safety	2 320	6 636	6 636	700	2 253	3 318	(1 065)	-32%	6 636	
Community and social services		-	6 636	6 636	-	-	3 318	(3 318)	-100%	6 636
Sport and recreation	2 320	-	-	-	700	2 253	-	2 253	#DIV/0!	-
Public safety		-	-	-	-	-	-	-		-
Housing										
Health										
Economic and environmental services	20 507	41 554	41 554	4 235	11 880	20 777	(8 897)	-43%	41 554	
Planning and development	68	2 000	2 000	-	-	1 000	(1 000)	-100%	2 000	
Road transport	20 439	39 554	39 554	4 235	11 880	19 777	(7 897)	-40%	39 554	
Environmental protection							-			
Trading services	147 069	242 600	243 526	13 047	34 369	121 531	(87 162)	-72%	243 526	
Energy sources	15 735	31 653	32 579	1 508	4 217	16 058	(11 840)	-74%	32 579	
Water management	130 044	210 947	207 875	11 426	29 423	104 245	(74 822)	-72%	207 875	
Waste water management	1 290	-	3 072	113	729	1 229	(500)	-41%	3 072	
Waste management		-	-	-	-	-	-			-
Other							-			
Total Capital Expenditure - Functional Classification	3	169 910	290 790	291 715	17 982	48 502	145 626	(97 124)	-67%	291 715
Funded by:										
National Government		169 866	290 164	290 164	17 982	48 502	145 082	(96 580)	-67%	290 164
Provincial Government								-		
District Municipality								-		
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private		-	-	-	-	-	-	-		-
Transfers recognised - capital		169 866	290 164	290 164	17 982	48 502	145 082	(96 580)	-67%	290 164
Borrowing	6							-		
Internally generated funds		44	626	1 552	-	-	544	(544)	-100%	1 552
Total Capital Funding		169 910	290 790	291 715	17 982	48 502	145 626	(97 124)	-67%	291 715

5.2.6 Table C6 Financial Position for Quarter ended 31 December 2021.

LIM367 Mogalakwena - Table C6 Monthly Budget Statement - Financial Position - M06 December						
Description	Ref	2020/21	Budget Year 2021/22			
		Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	Full Year Forecast
R thousands	1					
ASSETS						
Current assets						
Cash		756 547	180 199	180 199	193 084	180 199
Call investment deposits		(501 459)	12 578	12 578	(129 329)	12 578
Consumer debtors		44 979	436 359	436 359	149 914	436 359
Other debtors		(140 465)	65 078	65 078	(114 516)	65 078
Current portion of long-term receivables		–	5 518	5 518	–	5 518
Inventory		374 145	185 757	185 757	373 231	185 757
Total current assets		533 747	885 489	885 489	472 384	885 489
Non current assets						
Long-term receivables		(6 424)	16 137	16 137	(6 424)	16 137
Investments						
Investment property		73 934	74 411	74 411	73 934	74 411
Investments in Associate						
Property, plant and equipment		5 573 000	5 413 880	5 414 805	5 621 502	5 414 805
Biological						
Intangible		950	1 416	1 416	950	1 416
Other non-current assets		5 868	5 868	5 868	5 868	5 868
Total non current assets		5 647 328	5 511 712	5 512 638	5 695 830	5 512 638
TOTAL ASSETS		6 181 075	6 397 201	6 398 126	6 168 214	6 398 126
LIABILITIES						
Current liabilities						
Bank overdraft		–	–	–	–	–
Borrowing		68	–	–	68	–
Consumer deposits		14 321	23 977	23 977	14 741	23 977
Trade and other payables		757 145	317 956	317 956	453 756	317 956
Provisions		2 549	2 549	2 549	2 549	2 549
Total current liabilities		774 083	344 482	344 482	471 114	344 482
Non current liabilities						
Borrowing		–	–	–	–	–
Provisions		103 877	103 139	103 139	103 877	103 139
Total non current liabilities		103 877	103 139	103 139	103 877	103 139
TOTAL LIABILITIES		877 960	447 620	447 620	574 991	447 620
NET ASSETS	2	5 303 115	5 949 580	5 950 506	5 593 223	5 950 506
COMMUNITY WEALTH/EQUITY						
Accumulated Surplus/(Deficit)		7 550 648	5 657 720	5 657 720	7 222 251	5 657 720
Reserves		(1 629 028)	–	–	(1 629 028)	–
TOTAL COMMUNITY WEALTH/EQUITY	2	5 921 620	5 657 720	5 657 720	5 593 223	5 657 720

5.2.7 Table C7 Cash Flow Statement for Quarter ended 31 December 2021.

LIM367 Mogalakwena - Table C7 Monthly Budget Statement - Cash Flow - M06 December										
Description	Ref	2020/21	Budget Year 2021/22							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Property rates		56 934	65 482	65 482	4 938	36 445	32 741	3 704	11%	65 482
Service charges		344 198	427 936	427 936	22 427	209 418	213 968	(4 550)	-2%	427 936
Other revenue		367 663	27 880	27 880	161 464	347 245	13 940	333 305	2391%	27 880
Transfers and Subsidies - Operational		944	486 579	486 579	–	2 273	243 290	(241 017)	-99%	486 579
Transfers and Subsidies - Capital		165 183	298 449	298 449	10 000	80 499	149 225	(68 725)	-46%	298 449
Interest		–	16 719	16 719	29	1 104	8 359	(7 255)	-87%	16 719
Dividends								–		
Payments										
Suppliers and employees		(552 756)	(831 712)	(831 712)	(98 054)	(601 746)	(415 856)	185 890	-45%	(831 712)
Finance charges		–	(686)	(686)	–	–	(343)	(343)	100%	(686)
Transfers and Grants								–		
NET CASH FROM/(USED) OPERATING ACTIVITIES		382 165	490 647	490 647	100 804	75 239	245 323	170 085	69%	490 647
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE		–	–	–	–	–	–	–		–
Decrease (increase) in non-current receivables		4 509	22 561	–	–	(6 424)	8 069	(14 493)	-180%	16 137
Decrease (increase) in non-current investments								–		
Payments										
Capital assets		(130 442)	(290 790)	(290 790)	(17 982)	(48 502)	(145 395)	(96 893)	67%	(290 790)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(125 934)	(268 228)	(290 790)	(17 982)	(54 926)	(137 326)	(82 400)	60%	(274 652)
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans								–		
Borrowing long term/refinancing								–		
Increase (decrease) in consumer deposits		1 747	(9 656)	–	(18)	(14 741)	(11 988)	(2 752)	23%	(23 977)
Payments										
Repayment of borrowing								–		
NET CASH FROM/(USED) FINANCING ACTIVITIES		1 747	(9 656)	–	(18)	(14 741)	(11 988)	2 752	-23%	(23 977)
NET INCREASE/ (DECREASE) IN CASH HELD		257 978	212 763	199 857	82 804	5 572	96 009			192 018
Cash/cash equivalents at beginning:		35 913	15 343	15 343	–	73 025				
Cash/cash equivalents at month/year end:		293 891	228 105	215 200		78 597	96 009			192 018

6. PART 2: SUPPORTING DOCUMENTATIONS

6.1 Debtors Age Analysis

Debtors' age analysis indicates the extent to which the municipality's revenue due is not yet received or collected in cash. Supporting table SC3 below displays the debtors ageing analysis as at 31 December 2021 which indicates that the total amount outstanding from debtors is R1.132 billion of which 91% is owing at over 90 days.

LIM367 Mogalakwena - Supporting Table SC3 Monthly Budget Statement - aged debtors - M06 December														
Description	NT Code	Budget Year 2021/22										Total over 90 days	Actual Bad Debts Written Off against Debtors	Impairment - Bad Debts i.t.o Council Policy
		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				
R thousands														
Debtors Age Analysis By Income Source														
Trade and Other Receivables from Exchange Transactions - Water	1200	11 809	8 851	8 482	7 963	417 012	-	-	-	454 116	424 975	-	-	-
Trade and Other Receivables from Exchange Transactions - Electricity	1300	23 736	10 951	6 266	8 129	81 544	-	-	-	130 626	89 673	-	-	-
Receivables from Non-exchange Transactions - Property Rates	1400	6 648	4 443	3 372	3 152	151 835	-	-	-	169 450	154 987	-	-	-
Receivables from Exchange Transactions - Waste Water Management	1500	1 647	1 461	1 280	1 221	60 001	-	-	-	65 610	61 222	-	-	-
Receivables from Exchange Transactions - Waste Management	1600	1 665	1 356	1 214	1 160	78 165	-	-	-	83 560	79 325	-	-	-
Receivables from Exchange Transactions - Property Rental Debtors	1700	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest on Arrear Debtor Accounts	1810	5 584	5 462	3 747	5 261	303 988	-	-	-	324 042	309 249	-	-	-
Recoverable unauthorised, irregular, fruitless and wasteful expenditure	1820	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	1900	172	171	80	522	12 662	-	-	-	13 606	13 183	-	-	-
Total By Income Source	2000	51 261	32 695	24 440	27 409	1 105 205	-	-	-	1 241 010	1 132 614	-	-	-
2020/21 - totals only														
Debtors Age Analysis By Customer Group														
Organs of State	2200	2 922	2 550	2 354	2 464	113 512	-	-	-	123 802	115 977	-	-	-
Commercial	2300	19 252	5 935	2 525	2 429	51 952	-	-	-	82 092	54 381	-	-	-
Households	2400	29 087	24 210	19 562	22 516	939 741	-	-	-	1 035 116	962 257	-	-	-
Other	2500	-	-	-	-	-	-	-	-	-	-	-	-	-
Total By Customer Group	2600	51 261	32 695	24 440	27 409	1 105 205	-	-	-	1 241 010	1 132 614	-	-	-

Revenue collection

The following is the summarized billing compared to collection for the previous three months:

Month	Billed Revenue	Collected	Collection rate
December	121137060.73	77058011.49	63%
November	37954789.84	27856183.62	74%
October	42014199.17	31669280.58	75%

The average collection rate for the second quarter is 70%.

6.2 Creditors Age Analysis

Supporting table below shows the Creditors Age analysis as at 31 December 2021. Creditors have to be paid within 30 days as stipulated by the Municipal Finance Management Act, except for cases where there are disputes between the municipality and its creditors. The municipality is owing an amount of R36.9 million to its creditors as at end of December 2021.

LIM367 Mogalakwena - Supporting Table SC4 Monthly Budget Statement - aged creditors - M06 December

Description	NT Code	Budget Year 2021/22								
		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	19 884	–	–	–	–	–	–	–	19 884
Bulk Water	0200	5 512	–	–	–	–	–	–	–	5 512
PAYE deductions	0300	5 151	–	–	–	–	–	–	–	5 151
VAT (output less input)	0400	1 175	–	–	–	–	–	–	–	1 175
Pensions / Retirement deductions	0500	–	–	–	–	–	–	–	–	–
Loan repayments	0600	–	–	–	–	–	–	–	–	–
Trade Creditors	0700	–	–	–	–	–	–	–	–	–
Auditor General	0800	5 233	–	–	–	–	–	–	–	5 233
Other	0900	–	–	–	–	–	–	–	–	–
Total By Customer Type	1000	36 955	–	–	–	–	–	–	–	36 955

6.3 Investment Portfolio analysis

LIM367 Mogalakwena - Municipal Investments - Q02

Primary Bank : Standard Bank									
Account Type : Cheque									
Opening Balance - 01 September 2021	2 865 819								
Closing balance - 31 December 2021	18 468 263								
INVESTMENTS : DECEMBER 2021									
Name of Institution/Bank	Investment Type	Opening Balance	Deposit/ Invested during the Month	Withdrawal during the Month	Penalties	Interest Accrued	Interest Earned	Closing Balance	
ABSA	Short-Term	-	-	-	-	-	-	-	
FNB	Short-Term	-	-	-	-	-	-	-	
NEDBANK	Sort-Term	-	-	-	-	-	-	-	
STANDARD BANK	Short-Term	-	-	-	-	-	-	-	
STANDARD BANK	Call Accounts 002 & 052	82 706 093	35 000 000	82 300 000	-	-	267 757	35 673 850	
								-	
TOTAL		82 706 093	35 000 000	82 300 000	-	-	267 757	35 673 850	

6.4 Allocation and grant receipts and expenditure

Supporting Table SC6 Budget statement – Transfers and Grant receipts – Quarter Ended 31 December 2021.

LIM367 Mogalakwena - Supporting Table SC6 Monthly Budget Statement - transfers and grant receipts - M06 December										
Description	Ref	2020/21	Budget Year 2021/22							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
RECEIPTS:	1,2									
Operating Transfers and Grants										
National Government:		562 843	494 865	494 865	156 412	357 802	247 432	110 370	44.6%	494 865
Equitable Share		554 269	483 337	483 337	156 412	357 802	241 668	116 134	48.1%	483 337
Expanded Public Works Programme Integrated Grant		–	1 292	1 292	–	–	646	(646)	-100.0%	1 292
Local Government Financial Management Grant		1 700	1 950	1 950	–	–	975	(975)	-100.0%	1 950
Municipal Disaster Relief Grant		–	–	–	–	–	–	–	–	–
Municipal Infrastructure Grant		6 874	8 286	8 286	–	–	4 143	(4 143)	-100.0%	8 286
Other transfers and grants [insert description]		–	–	–	–	–	–	–	–	–
Provincial Government:		–	–	–	–	–	–	–	–	–
Other transfers and grants [insert description]		–	–	–	–	–	–	–	–	–
District Municipality:		15 565	4 441	4 441	1 030	2 520	2 220	300	13.5%	4 441
Public Safety		–	–	–	–	–	–	–	–	–
Specify (Add grant description)		15 565	4 441	4 441	1 030	2 520	2 220	300	13.5%	4 441
Other grant providers:		–	–	–	–	–	–	–	–	–
[insert description]		–	–	–	–	–	–	–	–	–
Total Operating Transfers and Grants	5	578 408	499 305	499 305	157 442	360 322	249 652	110 670	44.3%	499 305
Capital Transfers and Grants										
National Government:		186 362	290 164	290 164	–	–	145 082	(145 082)	-100.0%	290 164
Integrated National Electrification Programme Grant		15 735	25 000	25 000	–	–	12 500	(12 500)	-100.0%	25 000
Municipal Disaster Relief Grant		–	–	–	–	–	–	–	–	–
Municipal Infrastructure Grant		89 233	157 425	157 425	–	–	78 712	(78 712)	-100.0%	157 425
Regional Bulk Infrastructure Grant		44 478	70 739	70 739	–	–	35 369	(35 369)	-100.0%	70 739
Water Services Infrastructure Grant		36 916	37 000	37 000	–	–	18 500	(18 500)	-100.0%	37 000
Provincial Government:		–	–	–	–	–	–	–	–	–
[insert description]		–	–	–	–	–	–	–	–	–
District Municipality:		–	–	–	–	–	–	–	–	–
Public Safety		–	–	–	–	–	–	–	–	–
Other grant providers:		–	–	–	–	–	–	–	–	–
[insert description]		–	–	–	–	–	–	–	–	–
Environmental Commissioner		–	–	–	–	–	–	–	–	–
Housing Development Agency		–	–	–	–	–	–	–	–	–
Mining Companies		–	–	–	–	–	–	–	–	–
Private Enterprises		–	–	–	–	–	–	–	–	–
Total Capital Transfers and Grants	5	186 362	290 164	290 164	–	–	145 082	(145 082)	-100.0%	290 164
TOTAL RECEIPTS OF TRANSFERS & GRANTS	5	764 770	789 469	789 469	157 442	360 322	394 734	(34 412)	-8.7%	789 469

Supporting Table SC6 Budget statement – Transfers and Grant Expenditure – Quarter Ended 31 December 2021.

LIM367 Mogalakwena - Supporting Table SC7(1) Monthly Budget Statement - transfers and grant expenditure - M06 December										
Description	Ref	2020/21	Budget Year 2021/22							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
<u>EXPENDITURE</u>										
<u>Operating expenditure of Transfers and Grants</u>										
National Government:		354 054	374 305	373 951	37 660	161 798	187 104	(25 306)	-13.5%	373 951
Equitable Share		345 480	364 070	363 715	36 118	156 564	181 986	(25 422)	-14.0%	363 715
Expanded Public Works Programme Integrated Grant		–	–	–	–	498	–	498		–
Local Government Financial Management Grant		1 700	1 950	1 950	1 376	1 616	975	641	65.7%	1 950
Municipal Disaster Relief Grant		–	–	–	–	–	–	–		–
Municipal Infrastructure Grant		6 874	8 285	8 285	167	3 120	4 143	(1 023)	-24.7%	8 285
Provincial Government:		–	–	–	–	–	–	–		–
District Municipality:		–	–	–	–	–	–	–		–
Public Safety		–	–	–	–	–	–	–		–
Other grant providers:		–	–	–	–	–	–	–		–
South Africa Revenue Service (SARS)		17 525	13 695	13 695	2 056	8 900	6 847	2 053	30.0%	13 695
Total operating expenditure of Transfers and Grants:		354 054	374 305	373 951	37 660	161 798	187 104	(25 306)	-13.5%	373 951
<u>Capital expenditure of Transfers and Grants</u>										
National Government:		169 866	290 164	290 164	17 982	48 502	145 082	(96 580)	-66.6%	290 164
Integrated National Electrification Programme Grant		15 735	25 000	25 000	1 508	4 217	12 500	(8 283)	-66.3%	25 000
Municipal Infrastructure Grant		77 552	157 425	157 425	10 887	31 768	78 712	(46 944)	-59.6%	157 425
Regional Bulk Infrastructure Grant		44 478	70 739	70 739	3 266	7 598	35 370	(27 772)	-78.5%	70 739
Water Services Infrastructure Grant		32 101	37 000	37 000	2 321	4 919	18 500	(13 581)	-73.4%	37 000
Provincial Government:		–	–	–	–	–	–	–		–
District Municipality:		–	–	–	–	–	–	–		–
Other grant providers:		–	–	–	–	–	–	–		–
Housing Development Agency		–	–	–	–	–	–	–		–
Mining Companies		–	–	–	–	–	–	–		–
Private Enterprises		–	–	–	–	–	–	–		–
Total capital expenditure of Transfers and Grants		169 866	290 164	290 164	17 982	48 502	145 082	(96 580)	-66.6%	290 164
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		523 919	664 469	664 114	55 642	210 300	332 186	(121 886)	-36.7%	664 114

The municipality has an overall spending of R48.5 million at the end of December 2021. The year to date budget amounted to R145 million. This has a negative variance of R96.5 million. The underperformance is mainly as a result of late appointment of service providers to implement the budgeted projects. The municipality therefore needs to expedite spending on conditional grants in order to provide services to the community and to avoid having to pay the allocated grants back to National Treasury due to poor performance.

6.5 Expenditure on Councillors and Employee benefits

Table (SC8) provides the detail for councillors and employee benefits. For the first six months ended 31 December 2021, the total salaries, allowances and benefits paid amounts to R178.7 million. The year to date budget amounts to R207.9 million which results in an unfavourable variance of R29.2 million.

LIM367 Mogalakwena - Supporting Table SC8 Monthly Budget Statement - councillor and staff benefits - M06 December										
Summary of Employee and Councillor remuneration	Ref	2020/21	Budget Year 2021/22							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
	1	A	B	C						D
Councillors (Political Office Bearers plus Other)										
Basic Salaries and Wages		13 834	14 583	14 583	491	5 718	7 292	(1 574)	-22%	14 583
Pension and UIF Contributions		2 051	2 188	2 188	72	824	1 094	(270)	-25%	2 188
Medical Aid Contributions		—	—	—	—	—	—	—	—	—
Motor Vehicle Allowance		105	5 619	5 619	212	493	2 809	(2 316)	-82%	5 619
Cellphone Allowance		2 190	2 713	2 713	55	849	1 357	(507)	-37%	2 713
Housing Allowances		—	—	—	—	—	—	—	—	—
Other benefits and allowances		5 796	—	—	—	1 798	—	1 798	#DIV/0!	—
Sub Total - Councillors		23 976	25 103	25 103	829	9 683	12 551	(2 868)	-23%	25 103
% increase	4		4.7%	4.7%						4.7%
Senior Managers of the Municipality										
Basic Salaries and Wages	3	1 099	6 020	6 020	43	260	3 010	(2 750)	-91%	6 020
Pension and UIF Contributions		1 693	1 469	1 469	117	732	734	(2)	0%	1 469
Medical Aid Contributions		604	416	416	44	284	208	76	36%	416
Overtime		—	—	—	—	—	—	—	—	—
Performance Bonus		726	502	502	143	392	251	141	56%	502
Motor Vehicle Allowance		80	768	768	—	—	384	(384)	-100%	768
Cellphone Allowance		54	567	567	—	—	284	(284)	-100%	567
Housing Allowances		—	—	—	—	—	—	—	—	—
Other benefits and allowances		0	1	1	—	—	1	(1)	-100%	1
Payments in lieu of leave		274	181	181	—	—	90	(90)	-100%	181
Long service awards		—	—	—	—	—	—	—	—	—
Post-retirement benefit obligations	2	—	—	—	—	—	—	—	—	—
Sub Total - Senior Managers of Municipality		4 531	9 923	9 923	347	1 668	4 962	(3 294)	-66%	9 923
% increase	4		119.0%	119.0%						119.0%
Other Municipal Staff										
Basic Salaries and Wages		195 071	219 822	219 789	20 332	101 710	109 900	(8 190)	-7%	219 789
Pension and UIF Contributions		40 581	54 326	54 326	3 499	20 654	27 163	(6 509)	-24%	54 326
Medical Aid Contributions		9 974	16 011	16 011	848	5 119	8 006	(2 887)	-36%	16 011
Overtime		42 190	3 179	3 179	(342)	2 993	1 590	1 404	88%	3 179
Performance Bonus		17 132	18 441	18 441	1 652	8 257	9 221	(964)	-10%	18 441
Motor Vehicle Allowance		24 816	36 677	36 677	2 476	13 407	18 339	(4 931)	-27%	36 677
Cellphone Allowance		7 153	5 902	5 902	389	3 235	2 951	284	10%	5 902
Housing Allowances		332	1 177	1 177	28	164	589	(425)	-72%	1 177
Other benefits and allowances		3 965	3 022	3 022	56	979	1 511	(532)	-35%	3 022
Payments in lieu of leave		30 390	20 276	20 309	502	9 920	10 149	(229)	-2%	20 309
Long service awards		—	—	—	—	—	—	—	—	—
Post-retirement benefit obligations	2	1 847	2 105	2 105	157	943	1 053	(110)	-10%	2 105
Sub Total - Other Municipal Staff		373 451	380 938	380 938	29 598	167 382	190 471	(23 088)	-12%	380 938
% increase	4		2.0%	2.0%						2.0%
Total Parent Municipality		401 958	415 964	415 964	30 774	178 733	207 984	(29 250)	-14%	415 964
			3.5%	3.5%						3.5%
Unpaid salary, allowances & benefits in arrears:										
TOTAL SALARY, ALLOWANCES & BENEFITS		401 958	415 964	415 964	30 774	178 733	207 984	(29 250)	-14%	415 964
% increase	4		3.5%	3.5%						3.5%
TOTAL MANAGERS AND STAFF		377 982	390 861	390 861	29 945	169 050	195 432	(26 382)	-13%	390 861

6.6 Capital Budget performance analysis

Supporting Table SC12 provides information on the spending actual capital spending trend of the municipality. The table indicates that as at the end of December 2021, the municipality had only spent 17% of the total capital budget. The spending is showing an unfavourable variance of 66.7%. It is clear that the municipality needs to improve its spending on capital projects, more especial those funded by conditional grants.

LIM367 Mogalakwena - Supporting Table SC12 Monthly Budget Statement - capital expenditure trend - M06 December									
Month	2020/21	Budget Year 2021/22							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	% spend of Original Budget
R thousands									
Monthly expenditure performance trend									
July	–	24 232	24 232	0	0	24 232	24 232	100.0%	0%
August	3 535	24 232	24 232	3 861	3 861	48 465	44 604	92.0%	1%
September	10 024	24 232	24 232	8 053	11 913	72 697	60 784	83.6%	4%
October	15 395	24 232	24 232	5 894	17 807	96 930	79 123	81.6%	6%
November	24 391	24 232	24 348	12 713	30 520	121 278	90 758	74.8%	10%
December	18 813	24 232	24 348	17 982	48 502	145 626	97 124	66.7%	17%
January	–	24 232	24 348	–	–	169 974	–	–	–
February	15 922	24 232	24 348	–	–	194 323	–	–	–
March	9 713	24 232	24 348	–	–	218 671	–	–	–
April	12 622	24 232	24 348	–	–	243 019	–	–	–
May	6 440	24 232	24 348	–	–	267 367	–	–	–
June	–	24 232	24 348	–	–	291 715	–	–	–
Total Capital expenditure	116 854	290 790	291 715	48 502					

7. PART 3: SERVICE DELIVERY PERFORMANCE ASSESSMENT

7.1 Introduction

Section 72 the MFMA stated that –*“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-...”

Furthermore, Section 31(1) of the Government Gazette No 32141 of 17 April 2009 prescribes the following:

“The mayor’s quarterly report on the implementation of the budget and financial state of affairs of the municipality as required by section 52(d) of the Act must be –

(a) in the format specified in Schedule C and include all the required tables, charts and explanatory information, taking into account any guidelines issued by the Minister in terms of section 168(1) of the Act; and

(b) consistent with the monthly budget statement for September, December, March and June as applicable; and

(c) Submitted to the National Treasury and the relevant Provincial Treasury within five days of tabling of the report in the council.”

7.2 Non-Financial Performance Information

The Organisational Performance Monitoring and Evaluation system at Mogalakwena Municipality is specifically designed to determine whether the strategic plans as outlined in the Municipality’s Integrated Development Plan is implemented effectively.

The full analysis of the municipality’s performance against Service Delivery Budget Implementation Plan for the 1st half of the financial year ended 31 December 2021 is contained in this report.

The following is the summary of the specific performance highlights for the period under review:

- The municipality planned a total number of 50 Key Performance indicator for the second quarter performance report.
- Out of 50 key performance target set, 17 targets were achieved as set and 33 performance targets were not achieved.

Key Performance area	Target achieved	Target not achieved	Target not planned for this quarter	Total
Spatial Rationale	0	0	1	2
Basic service delivery and infrastructure development	7	8	1	16
Local Economic Development	0	0	1	1
Municipal Financial Viability and Sound Management	3	12	3	18
Municipal Transformation and organisational development	1	3	2	6
Good governance and public participation	6	10	2	18

7.3 COMPARISON OF THE ACTUAL PERFORMANCE 2020/2021 AND ACTUAL PERFORMANCE OF 2021/2022 FINANCIAL YEAR

The graph below illustrates the performance of the first half of 2021/2022 financial year Mogalakwena municipality against the 2020/2021 performance results

Key Performance area	2020/2021			2021/2022		
	Target achieved	Target not achieved	% Achieved	Target achieved	Target not achieved	% Achieved
Spatial Rationale	0	1	0%	0	0	0%
Basic service delivery and infrastructure development	7	11	39%	7	8	16%
Local Economic Development	0	1	0%	0	0	0%
Municipal Financial Viability and Sound Management	6	14	30%	3	12	20%
Municipal Transformation and organisational development	2	3	40%	1	3	25%
Good governance and public participation	7	9	44%	6	10	37%
Total	22	39	36%	17	33	34%

The comparison shows an improvement of 2% as compared to the 2020/2021 annual performance. The increase may be caused by a decrease in number of key performance target set for the second quarter.

7.4 ADJUSTMENT SDBIP

Regulation 23 of the Municipal Budget and Reporting regulation provides, inter alia, for the following:

“An adjustments budget may be tabled in the Municipal Council at any time after the Mid-year Budget and performance assessment has been tabled to council, but not after the 28 of February of each year”.

A revised Top Layer SDBIP will be submitted with the Adjustment budget to council by the 28 February 2022 with the necessary motivation where key performance indicators requires an adjustment/amendments.

7.5 SUMMARY AND CHALLENGES

Annexure A is the unaudited Top Layer SDBIP for the first half of the financial year ending 31 December 2021, which measures the Mogalakwena Municipality's overall performance per KPA's. The report includes the performance comments and corrective measures indicated for targets not achieved.

7.6 ANNEXURES

7.6.1 Annexure A: measures performance targets as set in the Services Delivery and Budget Implementation Plan

KPA 1: SPATIAL RATIONALE

Strategic objectives	Programme	Key performance indicator	Baseline	Annual target	Quarterly Performance			Method of calculations	Reason for variance	Corrective measure	POE	Target achieved/not achieved/ not measured	Lead department
					Q1 Target	Q1 Actual Performance	Actual expenditure						
The optimum utilisation of land	Land Use	1.SDF and LUS reviewed and approved by Council by 30 June 2022	Approved 2009 SDF and LUS	Approved SDF and LUS	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Target not measured	Planning & Development
					Not planned for this quarter	Not planned for this quarter							

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic objectives	Programme	Key performance indicator	Baseline	Annual target	Quarterly Performance			Mid-year performance	Method of calculations	Reason for variance	Corrective measure	POE	Target achieved/not achieved/ not measured	Lead department
					Q1 Target	Q1 Actual Performance	Actual expenditure							
Foster, regulate, maintain and promote a sustainable environment	Waste management	2.Number of formal households with access to waste collection by June 2022	17522	17696	17696	17696		17696	-	Not applicable	Not applicable	Billing report	Target achieved	Community Services
					17696	17696								

Strategic objectives	Programme	Key performance indicator	Baseline	Annual target	Quarterly Performance			Mid-year performance	Method of calculations	Reason for variance	Corrective measure	POE	Target achieved/ not achieved/ not measured	Lead department
Improve the quality of lives through social development and the provision of effective community services	Fire services	3.Number of fire inspections conducted	87	120	30	40	-	63	-	Affected by lots of disaster management, shortage of personnel	Table status report on fire services to council for intervention	Inspection forms, building plan inspection form	Target achieved	Traffic and Emergency Services
					30	23								
Improve the quality of lives through social development and the provision of effective community services	Road safety and traffic control	4.Number of speed checks conducted by June 2021	28	100	25	0	-	18	-	Speed range marker was only calibrated on 19 October 2021	Conduct more speed checks as planned	Speed law enforcement operation control list and copies of notices issue. Speed range marker calibration certificate	Target not achieved	Traffic and Emergency Services
					25	18								
To improve the quantity and quality of municipal infrastructure and services	Water	5.Number of formal households with access to basic level of water and sanitation by 30 June 2021	29141	19766	19766	24146	-	24146	-	Not applicable	Not applicable	BS506 Report	Target achieved	Technical Services
					19766	24146								
To improve the quantity and quality of municipal infrastructure and services	Water	6.Number of Water Meter Audit conducted by 30 June 2021	250	500	125	0	-	0	-	Insufficient W&S staff	Catch up in Q3	None	Target not achieved	Technical Services
					125	0								

Strategic objectives	Programme	Key performance indicator	Baseline	Annual target	Quarterly Performance			Mid-year performance	Method of calculations	Reason for variance	Corrective measure	POE	Target achieved/ not achieved/ not measured	Lead department
To improve the quantity and quality of municipal infrastructure and services	Water	7.Percentage of water loss	19%	25%	25%	-	-	42.90%	-	Erratic readings	Inspection of meters to verify reading	None	Target not achieved	Technical Services
					25%	42.90%								
To improve the quantity and quality of municipal infrastructure and services	Water & Sanitation	8.Number of test conducted reports on Water Quality by 30 June 2021	12	12	3	3	-	6	-	Not applicable	Not applicable		Target achieved	Technical Services
					3	3								
To improve the quantity and quality of municipal infrastructure and services	Water & Sanitation	9.Number of test conducted reports on Waste Water Quality by 30 June 2021	5	12	3	0	-	3	-	Late appointment of Laboratory	Laboratory to commence in October	None	Target not achieved	Technical Services
					3	3								
To improve the quantity and quality of municipal infrastructure and services	Roads and storm water	10.Length of km roads tarred	2,9km	9.83km roads tarred	Road base and bed at 50%	Road base and bed at 0%	-	0%	-	Delays at BAC	BAC to appoint service providers	1 Progress report	Target not achieved	Technical Services
					Q2: Road base and bed at 80%	Q2: Road base and bed at 0%								
To improve the quantity and quality of municipal infrastructure and services	Roads and storm water	11.Length of km of roads bladed	404,1km	300km	75km	82,9km	-	244,9km	-	Not applicable	Not applicable	Daily worksheets	Target achieved	Technical Services
					75km	162km								

Strategic objectives	Programme	Key performance indicator	Baseline	Annual target	Quarterly Performance			Mid-year performance	Method of calculations	Reason for variance	Corrective measure	POE	Target achieved/ not achieved/ not measured	Lead department
To improve the quantity and quality of municipal infrastructure and services	Roads and storm water	12.Length of km of roads re-gravelled	0km	450km	120km	0km	-	16km	-	Non-operational plant and personnel not back at work	Recall all personnel to be at work Condition assessment of Municipal plant	None	Target not achieved	Technical Services
					110km	16km								
To improve the quantity and quality of municipal infrastructure and services	Roads and storm water	13.Area of road square meters patched	3994m2	4000m2	1000m2	0m2	-	5465m2	-	Delays in re-ordering of material by SCM unit	Appointment of panel of three service provider to supply with material as and when is required.	None	Target achieved	Technical Services
					1000m2	5465m2								
To improve the quantity and quality of municipal infrastructure and services	Roads and storm water	14.Number of cubic meter of storm water drainage maintained		1500m3	375m3	155m3	-	255m3	-	Lack of transport to ferry workers and equipment as bakkies are still being repaired	Approval of car allowance benefit for supervisors in the division.		Target not achieved	Technical Services
					375m3	100m3								
To improve the quantity and quality of municipal infrastructure and services	Electrification	15.Number of households with access to electricity	0	666	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Target not measured	Electrical services
					Not applicable	Not applicable								
To improve the quantity and quality of municipal infrastructure and services	Energy efficiency	16.Number of electricity meter audit conducted	606	500	250	255	-	636	-	Not applicable	Not applicable	Meter audit forms	Target achieved	Electrical services
					250	381								

Strategic objectives	Programme	Key performance indicator	Baseline	Annual target	Quarterly Performance			Mid-year performance	Method of calculations	Reason for variance	Corrective measure	POE	Target achieved/ not achieved/ not measured	Lead department
To improve the quantity and quality of municipal infrastructure and services	Electricity Loss control	17.Percentage of electricity loss	25.00%	25%	25%	28.00%	-	28%	16990554,55/58558978,91	Old infrastructure . Lack of procurement of material at our main stores.	Source funding from DBSA for development of electricity master plan	Electricity loss calculations, invoices	Target not achieved	Electrical services
					25%	28%								

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic objectives	Programme	Key performance indicator	Baseline	Annual target	Quarterly Performance			Mid-year performance	Method of calculations	Reason for variance	Corrective measure	POE	Target achieved/ not achieved/ not measured	Lead department
					Q1 Target	Q1 Actual Performance	Actual expenditure							
To create inclusive and well-coordinated investment opportunities for the growth of the economy	Job creation	18.Number of Jobs created through LED initiatives including capital projects	100	200	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Target not measured	Planning and development services
					Not planned for this quarter	Not planned for this quarter								

KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic objectives	Programme	Key performance indicator	Base line	Annual target	Quarterly Performance			Mid-year performance	Method of calculations	Reason for variance	Corrective measure	POE	Target achieved/not achieved/ not measured	Lead department
					Q1 Target	Q1 Actual Performance	Actual expenditure							
Sound and efficient financial management	Budget and Reporting	19. Development and submission of compliant Annual Financial Statements to the Auditor General by 30 August 2021	AFS developed and submitted to AG by 30 October 2020	Development and submission of Annual Financial Statements to the Auditor General by 30 August 2021	Development and submission of Annual Financial Statements to the Auditor General by 30 August 2021	AFS developed and submitted to the Auditor General on the 31 August 2021	R7 870 730	AFS developed and submitted to the Auditor General on the 31 August 2021 and Six months AFS not developed	-	Not applicable	Not applicable	Acknowledgement letter	Target not achieved	Budget & Treasury
					Development and submission of six months financial statement	Six months AFS not developed								

Strategic objectives	Programme	Key performance indicator	Base line	Annual target	Quarterly Performance			Mid-year performance	Method of calculations	Reason for variance	Corrective measure	POE	Target achieved/not achieved/ not measured	Lead department
Sound and efficient financial management	Budget and Reporting	20.Number of Action Plan for 2020/2021 AG Audit Queries developed and submitted to Council by 31 January 2022	0	1	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Target not measured	Budget & Treasury
					Not planned for this quarter	Not planned for this quarter								
Sound and efficient financial management	Budget and Reporting	22.Percent age of AG queries resolved as per the Action Plan by 30 June 2022	87%	100%	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Target not measured	Budget & Treasury
					Not planned for this quarter	Not planned for this quarter								

Strategic objectives	Programme	Key performance indicator	Base line	Annual target	Quarterly Performance			Mid-year performance	Method of calculations	Reason for variance	Corrective measure	POE	Target achieved/not achieved/ not measured	Lead department
Sound and efficient financial management	Budget and Reporting	23.Development and approval of the credible mSCOA compliant Annual Budget approved by Council by 31 May 2022	Final and approved budget by May 2021	Final and approved annual budget by May 2022	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Target not measured	Finance Department
					Not planned for this quarter	Not planned for this quarter								
Sound and efficient financial management	Budget and Reporting	24.Number of MFMA Section 71 Reports submitted to the Mayor, Provincial and National Treasury by no later than 10 days after the end of each month	9	12	3	3	-	6	-	Not applicable	Not applicable	section 71 reports and proof of submissions	Target achieved	Budget & Treasury
					3	3								

Strategic objectives	Programme	Key performance indicator	Base line	Annual target	Quarterly Performance			Mid-year performance	Method of calculations	Reason for variance	Corrective measure	POE	Target achieved/not achieved/ not measured	Lead department
Sound and efficient financial management	Budget and Reporting	25.cost coverage of 3 months by 30 June 2022		3months	2months	0.54%	-	0	28 917 685 / 78 637 406	Municipal expenditure high	Need to improve collection and reduce spending	Monthly Report and Bank Statements	Target not achieved	Finance Department
					2months	0.37%								
Sound and efficient financial management	Budget and Reporting	26.Percent age capital budget spent on budgeted capital projects identified for 2021/2022 financial year	21%	100%	20%	4.1%	-	19.21%	56 031 811 / 291 715 250	Municipality cut down on CRR expenditure to reduce unnecessarily spending. Grant spending improved from 1st quarter.	This should improve in the second quarter	Capital expenditure Report	Target not achieved	Finance Department
					50%	19.208%								
Sound and efficient financial management	Budget and Reporting	27.Percent age spent on the MIG grants approved projects by 30 June 2022	38%	100%	20%	3.56%	36 160 789	21'	36 160 789 / 165 709 999	Late appointment of contractors and delays in accessing of site	Contractors appointed and site established	MIG Reports	Target not achieved	Technical Services
					50%	21.82%								
Sound and efficient financial management	Budget and Reporting	28.Percent age of budget spent on the WSIG grants approved projects by 30 June 2022	18%	100%	20%	2.62%	4 918 699	13%	4 918 699 /37 000 000	Delay in appointment of consultants and contractors	Consultants and contractors to be appointed in the second quarter	WSIG Report	Target not achieved	Technical Services
					50%	13%								

Strategic objectives	Programme	Key performance indicator	Base line	Annual target	Quarterly Performance			Mid-year performance	Method of calculations	Reason for variance	Corrective measure	POE	Target achieved/ not measured	Lead department
Sound and efficient financial management	Budget and Reporting	29.Percentage of budget spent on the RBIG grants approved projects by 30 June 2022	16%	100%	20%	6.12%	13 854 556	20%	13 854 556/70 739 000	Delay in appointment of consultants and contractors	Consultants and contractors to be appointed in the second quarter	RBIG Report	Target not achieved	Technical Services
					50%	20%								
Sound and efficient financial management	Budget and Reporting	30.Percentage of budget spent on the INEP grants approved projects by 30 June 2022	12.58%	100%	Q1: Not applicable	4.03%	42 170 467	17%	4 217 467 / 25 000 000	Contractors not appointed yet therefore no expenditure other than of consultants	Designs and BSC concludes.A ppointment of service providers will be made in the second quarter	INEP Report	Target not achieved	Electrical Services
					10%	17%								
Sound and efficient financial management	Asset Management	31.Number of asset verification reports complied - movables (sampling) by 30 June 2022	0	4	1	1	-	1	-	Focused on the auditor general's audit	Conduct assets verification after the audit	Assets register	Target not achieved	Finance Department
					1	0								

Strategic objectives	Programme	Key performance indicator	Base line	Annual target	Quarterly Performance			Mid-year performance	Method of calculations	Reason for variance	Corrective measure	POE	Target achieved/not achieved/ not measured	Lead department
Sound and efficient financial management	Free basic services	32.Percent age of Registered Indigents with access to Free Basic Services by 30 June 2022	100 %	100%	100%	100%	R6 743 516.59	100%	1616/1616	Not applicable	Not applicable	2021/2022 Indigent Register (BP954)	Target achieved	Budget & Treasury
Sound and efficient financial management	Revenue Management	33.Percent age of Service Debtors Revenue by 30 June 2022	58%	100%	100%	84%	-	86%	122905314 9.54/14387 54216	Credit control actions not performed consistently and the process to install prepaid meters in Mahwelere ng stalled	To implement credit control and start the process for installation of pre-paid water meters	Billing ReportBP 136GS 560	Target not chieved	Finance Department
Sound and efficient financial management	Revenue Management	34.Percent age of debtors collection rate by 30 June 2021	68%	100%	100%	56%	-	63%	R77058011 .49/R12113 7060.73	Credit control actions (warning and cutoffs) not consistently followed. Mahwelere ng and Rebone only have water and cannot be cut	Warnings and cut offs be implemented	Monthly Report BS 902	Target not achieved	Finance Department

Strategic objectives	Programme	Key performance indicator	Base line	Annual target	Quarterly Performance			Mid-year performance	Method of calculations	Reason for variance	Corrective measure	POE	Target achieved/not achieved/ not measured	Lead department
Sound and efficient financial management	Revenue enhancement	35. Number of times that agreed portion of revenue from drivers licence cards were paid over prodiba by 15th of each month	12	12	3	3	-	6	-	Not applicable	Not applicable	Proof of payment	Target achieved	Traffic and emergency services
					3	3								
Sound and efficient financial management	Supply Chain Management	36. Number of reports on the implementation of SCM Policy compiled and tabled to Council by 30 June 2021	0	4	1	0	-	0	-	SCM reports are compiled and submitted to the council secreteriate s	Supply chain management to be tabled in the next council meeting	None	Target not achieved	Finance Department
					1	0								

Strategic objectives	Programme	Key performance indicator	Base line	Annual target	Quarterly Performance			Mid-year performance	Method of calculations	Reason for variance	Corrective measure	POE	Target achieved/not achieved/ not measured	Lead department
Sound and efficient financial management	Supply Chain Management	37. Number of deviation reports compiled and tabled to Council by 30 June 2021	1	4	1	0	-	0	-	Deviation reports are compiled and submitted to the council secretariats	Deviation reports will be tabled in the next council meeting	None	Target not achieved	Finance Department
					1	0								
Sound and efficient financial management	Supply Chain Management	38. Percentage of tenders and bids awarded within 90 days after closure of advertisement	10%	100%	100%	0%	-	0%	0/11	DH:SCM not appointed	Appointment of the manager supply chain management	Tender register	Target not achieved	Finance Department
					100%	0%								
Sound and efficient financial management	Expenditure Management	39. Percentage of creditors paid within 30days (as per MFMA S65) of receipt of invoices and all necessary supporting documentation	63%	100%	100%	85%	-	72%	1180/1642	Payments were not paid in time due to cash flow problem as results of low collection of revenue	Improvement of revenue collection through implementation of debt collection and credit control policy	HC150 Running Transactions per supplier	Target not achieved	Finance Department
					100%	72%								

Strategic objectives	Programme	Key performance indicator	Base line	Annual target	Quarterly Performance			Mid-year performance	Method of calculations	Reason for variance	Corrective measure	POE	Target achieved/not achieved/ not measured	Lead department
Sound and efficient financial management	Revenue enhancement	40. Percentage of debt over 90 days collected	89%	100%	100%	61%	-	63.80%	-	Credit control actions (warning and cutoffs) not consistently followed. Mahwelere ng and Rebone only have water and cannot be cut	Warnings and cut offs be implemented	Monthly Report BS 902	Target not achieved	Finance Department
					100%	63.8%								
Sound and efficient financial management	Revenue enhancement	41. Percentage of revenue (as per quarterly projections)	68%	100%	100%	56%	-	63%	R77058011.49/R121137060.73	Credit control actions (warning and cutoffs) not consistently followed. Mahwelere ng and Rebone only have water and cannot be cut	Warnings and cut offs be implemented	Monthly Report BS 902	Target not achieved	Finance Department
					100%	63%								
Sound and efficient financial management	Training and development	42. Percentage of budget spent on work place skills plan	6.39 %	100%	20%	0%	-	0%	-	Due to covid-19 regulation, training could not be arranged	Advertise the MFMP training and conduct traing in the third quarter	None	Target not achieved	Corporate services
					50%	0%								

KPA 5: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Strategic objectives	Programme	Key performance indicator	Baseline 2020-2021 Performance	Annual target	Quarterly Performance			Mid-year performance	Method of calculations	Reason for variance	Corrective measure	POE	Target achieved/not achieved/not measured	Lead department
					Q1 Target	Q1 Actual Performance	Actual expenditure							
To develop and implement integrated management and governance systems	Legal Services	43. Number of Litigation Reports compiled and submitted to Council by 30 June 2022	1	4	1	0	-	R0	-	Litigation reports are prepared and submitted to the council secretariats for tabling	Litigation reports will be tabled to council in the second quarter	None	Target not achieved	Corporate Service
					1	0	-							
To ensure that all stakeholders within the institution are adequately capacitated and retained	Local Labour Forum	44. Number of LLF meetings held by 30 June 2022		4	1	0	-	0	-	Disruptions by labour unions	AMM to address labour union issues before the next LLF meeting	Agenda and attendance register	Target not achieved	Corporate Service
					1	0	-							

Strategic objectives	Programme	Key performance indicator	Baseline 2020-2021 Performance	Annual target	Quarterly Performance			Mid-year performance	Method of calculations	Reason for variance	Corrective measure	POE	Target achieved/not achieved/not measured	Lead department
To ensure that all stakeholders within the institution are adequately capacitated and retained	Organisational development	45. Organograms Reviewed and approved by 30 June 2022	Org structure not reviewed	Reviewed and approved Organisational structure	Not planned for this quarter	Not planned for this quarter	-	Draft reviewed organisational structure in place	-	Not applicable	Not applicable	Draft organisational structure	Target achieved	Corporate Service
					Draft reviewed organisational structure	Draft reviewed organisational structure in place								
To ensure that all stakeholders within the institution are adequately capacitated and retained	Human resources	46. Number of HR related policies developed Dress code Training and development policy Learnership, internship and experiential policy Compensation on occupational injuries and deceases policy	0	4	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Target not measured	Corporate Service

Strategic objectives	Programme	Key performance indicator	Baseline 2020-2021 Performance	Annual target	Quarterly Performance			Mid-year performance	Method of calculations	Reason for variance	Corrective measure	POE	Target achieved/not achieved/not measured	Lead department
					Not planned for this quarter	Not planned for this quarter								
To ensure that all stakeholders within the institution are adequately capacitated and retained	Human Resources & Development	47. Number of WSP developed and submitted to LGSETA by 30 April 2021	0	1	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Target not measured	Corporate Service
					Not planned for this quarter	Not planned for this quarter								
To ensure that all stakeholders within the institution are adequately capacitated and retained	Staff retention	48. Percentage of budgeted vacant positions on the organogram filled within three months after advertisement	0%	100%	20%	0%	-	0%	-	Suitable candidates not applying. Chairpersons of portfolio committee not attending meetings	Advertisement and appointment of managers	None	Target not achieved	Corporate Service
					50%	0%								

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objectives	Programme	Key performance indicator	Baseline	Annual target	Quarterly Performance			Mid-year performance	Method of calculations	Reason for variance	Corrective measure	POE	Target achieved/not achieved/not measured	Lead department
					Q1 Target	Q1 Actual Performance	Actual expenditure							
Develop and implement efficient management and governance systems	Integrated Development Plan	49. Number of IDP/PMS/Budget Process Plan approved by Council 30 August 2021	1	1	1	1	-	1	-	Not applicable	Not applicable	2022/2023 Council approved Process Plan with Council Resolution	Target achieved	Planning & Development
					Not applicable	Not applicable								
Develop and implement efficient management and governance systems	Integrated Development Plan	50. Development and adoption of the 2022/2023 IDP by Council by 30 May 2022	Final approved IDP by May 2021	Development and adoption of the 2022/2023 IDP	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Target not measured	Planning & Development
					Not planned for this quarter	Not planned for this quarter								
Develop and implement efficient management and governance systems	Integrated Development Plan	51. Number of IDP Representative Forums held by 30 June 2021	4	4	1	1	0	2	-	Not applicable	Not applicable	None	Target achieved	Planning & Development
					1	1								
To develop and implement integrated management and governance systems	Performance Management System	52. Number of MFMA Section 52 reports compiled and submitted to Council by 30 June 2022	2	4	1	0	-	1	-	Consistent changing of management.	Performance report will be tabled to council in the second quarter	None	Target not achieved	Office of the Municipal Manager
					1	1								

Strategic objectives	Programme	Key performance indicator	Baseline	Annual target	Quarterly Performance			Mid-year performance	Method of calculations	Reason for variance	Corrective measure	POE	Target achieved/not achieved/not measured	Lead department
To develop and implement integrated management and governance systems	Performance Management System	53. Number of SDBIPs approved by the Mayor 28 days after the approval of the budget	1	1	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Target not measured	Office of the Municipal Manager
					Not planned for this quarter	Not planned for this quarter								
To develop and implement integrated management and governance systems	Performance Management System	54. Percentage of Section 54A/56 Performance Agreements signed year to date	100%	100%	100%	0%	-	0%	-	No appointed senior managers	Appointment of section 54a/56 managers	None	Target not achieved	Office of the Municipal Manager
					100%	0%								
To develop and implement integrated management and governance systems	Municipal communication	55. Number of newsletters issued to communities on quarterly basis by 30 June 2021	4	4	1	0	-	0	-	No mayoral activities in the first and second quarter	Development and issuing of new letter in the Q3	None	Target not achieved	Office of the Municipal Manager
					1	0								
To develop and implement integrated management and governance systems	Ward Committees	56. Number of Ward Committees reports submitted to Speaker by 30 June 2022	0	32	32	0	-	0	-	The term of ward committee's lapsed	Appointment of ward committee members	None	Target not achieved	Office of the speaker
					32	0								

Strategic objectives	Programme	Key performance indicator	Baseline	Annual target	Quarterly Performance			Mid-year performance	Method of calculations	Reason for variance	Corrective measure	POE	Target achieved/not achieved/not measured	Lead department
To develop and implement integrated management and governance systems	Audit	57. Obtain Unqualified Audit Opinion by 30 June 2022	Adverse opinion	Unqualified audit opinion	Not planned for this quarter	Not planned for this quarter	-	Audit report not issued	-	Report not yet issued. AGSA still busy with the audit.	Finalization of the audit by AGSA	Audit Report	Target not achieved	Office of the Municipal Manager
					Unqualified audit opinion	Audit not issued								
To develop and implement integrated management and governance systems	Auditing	58. Percentage of queries raised by internal audit resolved	55%	100%	20%	22%	-	38%	-	Some of the action plans requires budget and not yet due for implementation	None	Follow-up report	Target not achieved	Office of the Municipal Manager
					50%	38%								
To develop and implement integrated management and governance systems	Audit	59. Number of Audit Committee meetings held by 30 June 2021	3	4	1	2	R89 416	4	-	Not applicable	Not applicable	Agendas, Attendance register and minutes	Target achieved	Office of the Municipal Manager
					1	2								
To develop and implement integrated management and governance systems	Audit	60. Number of Performance Audit Committee meetings held by 30 June 2021	3	4	1	2	R61 708	4	-	Not applicable	Not applicable	Agendas, Attendance register and minutes	Target achieved	Office of the Municipal Manager
					1	2								

Strategic objectives	Programme	Key performance indicator	Baseline	Annual target	Quarterly Performance			Mid-year performance	Method of calculations	Reason for variance	Corrective measure	POE	Target achieved/not achieved/not measured	Lead department
To develop and implement integrated management and governance systems	Audit	61. Number of Audit Committee Reports tabled to Council by 30 June 2021	3	4	1	1	-	2	-	Not applicable	Not applicable	Audit committee reports and copy of council resolution	Target achieved	Office of the Municipal Manager
					1	1								
To develop and implement integrated management and governance systems	Risk Management	62. Number of Risk Management committee meetings held by 30 June 2022	2	4	1	2	70753	3	-	Not applicable	Not applicable	Agendas, Attendance register and minutes	Target achieved	Office of the Municipal Manager
					1	1								
To develop and implement integrated management and governance systems	Risk Management	63. Percentage of risks identified and resolved	30%	100%	25%	13%	-	13%	8/61	Changes in management post affects implementation of risk action plan	Appointment of section 54a/56 managers	Risk report	Target not achieved	Office of the Municipal Manager
					50%	13%								
To develop and implement integrated management and governance systems	Public participation	64. Number of public participation meeting held (Imbizo)	3	4	1	0	-	0	-	Gathering were not allowed during covid-19 lockdown	Public participation meeting will be held in the second quarter	None	Target not achieved	Office of the Municipal Manager
					1	0								

Strategic objectives	Programme	Key performance indicator	Baseline	Annual target	Quarterly Performance			Mid-year performance	Method of calculations	Reason for variance	Corrective measure	POE	Target achieved/not achieved/not measured	Lead department
To develop and implement integrated management and governance systems	MPAC	65. Number of MPAC meeting held	3	4	1	0	-	0	-	The term of the council has ended	Awaiting for the selection new MPAC member	None	Target not achieved	Office of the Municipal Manager
					1	0								
To develop and implement integrated management and governance systems	MPAC	66. Number of MPAC reports tabled to council and approved by 30 June 2022	0	4	1	0	-	0	-	The term of the council has ended	New MPAC members were appointed	None	Target not achieved	Office of the Municipal Manager
					1	0								

7.6.2 Annexure B: measures progress on Capital Projects also as indicated in the Service Delivery and Budget Implementation Plan.

8.2.1 CAPITAL PROJECTS												
No	Programme	Key performance indicator	Baseline	Annual target	Quarterly Performance			Reason for variance	Corrective measure	POE	Target achieved/ not achieved/ not measured	Lead department
					Q1 Target	Q1 Actual Performance	Actual expenditure					
1	Mahwelereng Roads and Storm water	Construction of 5.2km of roads	Construction at 30%	Construction of 5.2km roads	Q1: Road base and bed at 80%. 5km	Q1: Road base and bed at 80%. 5km	R0.00	Community unrest and weather disturbance	completion of the project in the third quarter	Progress report	Target not achieved	Technical services
					Q2: Road surfacing at pavements at 100%. 5.2km	Q2: Road surfacing at pavements at 82%. 5.2km						

No	Programme	Key performance indicator	Baseline	Annual target	Quarterly Performance			Reason for variance	Corrective measure	POE	Target achieved/ not achieved/ not measured	Lead department
					Q1 Target	Q1 Actual Performance	Actual expenditure					
2	Molekane Roads and Storm Water	Construction of 2.5KM road	Contractor appointed	2.5 km Roads Constructed	Q1: Appointment of the service provider	Q1: Service provider not appointed	R0	Delays at BAC	BAC to appoint the service provider	Not	Target not achieved	Technical services
					Q2: Road base and bed at 80%. 2km	Q2: No Road base and bed.						
3	Mabusela-Masoge Roads and Storm Water	Construction of 2.43km road	New	2.43 km Roads Constructed	Q1: Appointment of the service provider	Q1: Service provider not appointed	R0	Delays at BAC	BAC to appoint the service provider	Not	Target not achieved	Technical services
					Q2: Road base and bed at 80%. 2km	Q2: No Road base and bed.						
4	Jakkalskuil Cluster A	Construction of Gravity Main line, Construction of reticulation Pipe lines, Installation of Water Treatment Plant	Tender advertised	100% Construction of Gravity Main line, Construction of reticulation Pipe lines, Installation of Water Treatment Plant	Q1: Appointment of the service provider	Q1: Service provider appointed	R0	Not applicable	Not applicable	None	Target not achieved	Technical services
					50% of excavation and pipe work done							
5	Jakkalskuil Cluster B	Construction of Gravity Main line, Construction of reticulation Pipe lines, Installation of Water Treatment Plant	Designs completed	100% Construction of Gravity Main line, Construction of reticulation Pipe lines, Installation of Water Treatment Plant	Q1: Appointment of the service provider	Q1: Service provider appointed	R0	Not applicable	Not applicable	None	Target not achieved	Technical services
					50% of excavation and pipe work done							

No	Programme	Key performance indicator	Baseline	Annual target	Quarterly Performance			Reason for variance	Corrective measure	POE	Target achieved/ not achieved/ not measured	Lead department
6	Mini Water Scheme 22: Moordkoppie water scheme; Witrivier, Millenium Park, Ditlotswane, Rooivaal and Malokong (Phase 3)	Installation of 1 water treatment plant, Installation of 3764 Prepaid water meters, construction of 44 km reticulation pipe line	Tender advertised	100% Installation of 1 water treatment plant, Installation of 3764 Prepaid water meters, construction of 44 km reticulation pipe line	Q1: Appointment of the service provider	Q1: Service provider appointed	R0	Contractor was not attending biweekly meeting	Contractor to FastTrack the progress	Progress report	Target not achieved	Technical services
					50% of excavation and pipe work done, 22km and 2000 prepaid.	7% of excavation and pipe work done, 22km and 2000 prepaid.						
7	Mini Water Scheme 23: Fothane/Mamaal a/Parakisi	Construction of 2.5km water pipeline	65% construction	100% Construction of 2.5km water pipeline	Q1: 100% pipe work done.	Q1: No pipe work done	R0	Project still on hold	Legal department assist	None	Target not achieved	Technical services
					Not applicable	Not applicable						
8	Motse Pebbles Small Mining	Construction of pebble centre	Designs completed	100% Construction of Motse Pebble Small Mining centre	Q1: Appointment of the service provider	Q1: Service provider not appointed	R0	Delays at SCM processes	fast track SCM processes	None	Target not achieved	Technical services
					Q2: Construction at 50%	Q2: Construction at 0%						
9	Mokopane Regional Cemetery	Construction of Mokopane Regional Cemetery	New	100% construction of Mokopane Regional cemetery	Q1: Appointment of the consultants for designs	Q1: Service provider not appointed	R0	Delays at SCM processes	fast track SCM processes	None	Target not achieved	Technical services
					Q2: Designs completed	Q2: Designs not completed						
No	Programme	Key performance indicator	Baseline	Annual target	Quarterly Performance			Reason for variance	Corrective measure	POE	Target achieved/	Lead department

											not achieved/ not measured	
10	High mast lights: Mesopotamia	Installation of 4 high mast lights in Mesopotamia	New	100% Installation of 4 high mast lights in Mesopotamia	Q1: Designs completed and tender documents completed.	Q1: Designs completed and Tender not advertised	R0	Delays at SCM processes	fast track SCM processes	None	Target not achieved	Electrical services
					Q2: 10% Advertising and appointment of the contractors	Q2: 0% No Advertisemen t and appointment of the contractors						
11	Malepetleke High mast lights	Installation of 6 high mast lights in Malepetleke	New	100% Installation of 6 high mast lights in Malepetleke	Q1: Designs completed and tender documents completed.	Q1: Designs completed and Tender not advertised	R0	Delays at SCM processes	fast track SCM processes	None	Target not achieved	Electrical services
					Q2: 10% Advertising and appointment of the contractors	Q2: 0% No Advertisemen t and appointment of the contractors						
12	Mesogo High mat lights	Installation of 6 high mast lights in Mesogo	New	100% Installation of 6 high mast lights in Mesogo	Q1: Designs completed and tender documents completed.	Q1: Designs completed and Tender not advertised	R0	Delays at SCM processes	fast track SCM processes	None	Target not achieved	Electrical services
					Q2: 10% Advertising and appointment of the contractors	Q2: 0% No Advertisemen t and appointment of the contractors						
13	Jakkalskuil Water projects- Basterspad, Bokwidi, Buffelshoek, Dikgokgopeng, Diphichi, Galakwnastroem, Harramstal, Jakkalskuil, Kabeane, Kaditshwene, Kgopeng, Kroomkloef, Lesodi, Lyden, Lusaka/nkgoru, Mabula Dihlare, Makekeng, Malapile, Mmamatlakala, Matebeleng, Nelly, Raadsleid, Ramosesane, Rantlakane, Skuilpadskraal, Skrikfontein A and Skrikfontein B, Flakafontein1, Flakafontein2 and Widhoek.											
No	Programme	Key performance indicator	Baseline	Annual target	Quarterly Performance			Reason for variance	Corrective measure	POE	Target achieved/ not	Lead department

											achieved/ not measured	
13.1	3.5 km Pipeline.3,5ML Reservoir	Construction of 3.5 km Pipeline.3,5ML Reservoir	Project started in April 2017 and is currently 44% complete	100% Construction of 3.5 km pipeline, 3,5 reservoirs	Q1: 60% Construction Q2: 70% Construction	Q1:0% Construction Q2: 0% Construction	R0.00	Termination of PSPs and delays in appointing new PSPs	New PSPs to resume with supervision of works	None	Target not achieved	Technical services
13.2	Industrial well field (Sefakaola) WTW, Industrial well field Pipeline to Sefakaola	Construction of Industrial well field (Sefakaola) WTW, Industrial well field Pipeline to Sefakaola	New	50% Construction of Industrial well field (Sefakaola) WTW, Industrial well field Pipeline to Sefakaola	Q1: Design Stage Tender Stage	Q1: Designs not completed Not tender stage	R0.00	Delays in SCM	fast track SCM processes	None	Target not achieved	Technical services
13.3	Danisani wellfield Bulk Water and Phase 1 functional Olifant	Construction Danisani wellfield Bulk Water and Phase 1 functional Olifant	New	100% Construction Danisani wellfield Bulk Water and Phase 1 functional Olifant	Q1: Construction at 25% Construction at 50%	Q1: Construction at 94% Construction at 90%		Not applicable	Not applicable	Progress report	Target achieved	Technical services
14	Mogalakwena source development, storage and water reticulation: Mogalakwena Water abstraction pruizen Farm and Silvania Mine	Construction of 9,5km 350mm pipe line.		100% Construction of 9,5km 350mm pipe line.	Construction at 25% Construction at 50%	Construction at 0% Construction at 0%	R0.00	Contractor not yet appointed	Appointment of the contractor to be fast tracked	None	Target not achieved	Technical services
No	Programme	Key performance indicator	Baseline	Annual target	Quarterly Performance			Reason for variance	Corrective measure	POE	Target achieved/ not achieved/	Lead department

											not measured	
15	Mogalakwena source development, storage and water reticulation: Madiba, Hlogo ya nku, Makobe, Kgotsoro/N estands, thabaleshoba, R ebone, Bavaria, Lekhuren g abd Bakenberg Mini Water Scheme, Mosombane, Ma sipa and Clermont (Taolome	Development of wellfields	New	100% Development of wellfields	Construction at 25%	Construction at 0%	R0.00	Contractor not yet appointed	Appointme nt of the contractor to be fastracked	None	Target not achieved	Technical services