

BA-PHALABORWA LOCAL MUNICIPALITY



2016-2017 MID-YEAR PERFORMANCE REPORT



The Home of Marula and Wildlife Tourism

1. Introduction

The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is required by the Municipal Finance Management Act (MFMA). In terms of Circular 13 of National Treasury, "the SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA."

As the budget gives effect to the strategic priorities of the municipality it is important to supplement the budget and the IDP with a management and implementation plan. The SDBIP serves as the commitment by the Municipality, which includes the administration, council and community, whereby the intended objectives and projected achievements are expressed in order to ensure that desired outcomes over the long term are achieved and these are implemented by the administration over the next twelve months.

The SDBIP provides the basis for measuring performance in service delivery against quarterly targets and implementing the budget based on monthly projections. Circular 13 further suggests that "the SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community."

2. Legislation

The Municipal Finance Management Act (MFMA) defines a Service Delivery and Budget Implementation Plan (SDBIP) as: a detailed plan approved by the mayor of a municipality in terms of section 53 (1) (c) (ii) for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate-

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

Section 53 of the MFMA stipulates that the Mayor should approve the SDBIP within 28 days after the approval of the budget. The Mayor must also ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after their approval.

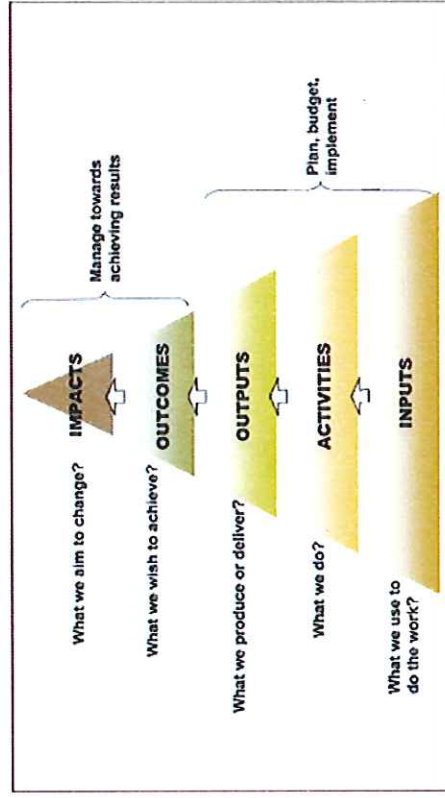
The following National Treasury prescriptions, in terms of MFMA Circular 13, are applicable to the Ba-Phalaborwa Local Municipality:

1. Monthly projections of revenue to be collected by source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote¹ *
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service delivery
5. Detailed capital works plan broken down by ward over three years

3. Methodology And Content

The development of the SDBIP was influenced by the Priorities, Strategic Objectives, Programme Objectives and Strategies contained in the IDP ensuring progress towards the achievement thereof. The SDBIP of the Ba-Phalaborwa Local Municipality (BLM) is aligned to the Key Performance Areas (KPA) as prescribed by the Performance Management Guide for Municipalities of 2001, with the addition of Spatial Rationale as another KPA to be focused upon.

The methodology followed by BLM in the development of the SDBIP is in line with the Logic Model methodology proposed by National Treasury as contained in the Framework for Managing Programme Performance Information.



4. Strategic Intent

Vision:

“Provision of quality services for community well-being and tourism development

Mission:

“To provide quality infrastructure and affordable services, promote sustainable economic growth, financial viability, sound administration and accountable governance”

Values

- Efficiency and effectiveness;
- Accountability;
- Innovation and creativity;
- Professionalism and hospitality;
- Transparency and fairness;
- Continuous learning and
- Conversation conscious

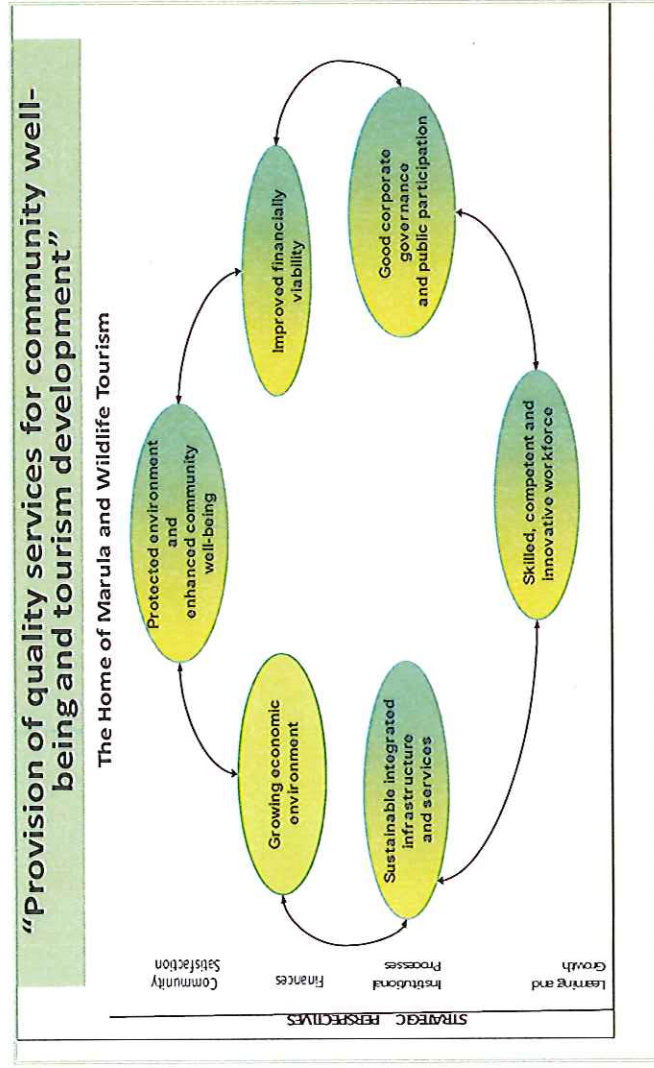
Strategic objectives:

- Promotion of local economy
- Provision of sustainable integrated infrastructure land services
- Sustain the environment
- Improve financial viability
- Good corporate governance and public participation and
- Attract, develop and retain best human capital

Slogan:

“The home of Marula and wildlife tourism”

The strategic objectives are spread across the four perspectives as indicated through the strategic map below:



ACCOUNTING OFFICER'S ASSESSMENT OF PERFORMANCE

1. BACKGROUND OF THE REPORT

Section 72 of the Local Government: Municipal Finance Management Act, 56 of 2003, requires that 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 each assessment to the mayor of the municipality; the National Treasury; and the relevant provincial treasury.

In terms of Section 72 (2) of the Act, this report is accompanied by a statement compiled in terms of the provisions of Section 71(1).

2. MUNICIPAL MID-YEAR PERFORMANCE AS PER THE ASSESSMENT

The municipality used the top layer SDBIP as approved for implementation during the 2016/17 financial year. The SDBIP is used as a performance monitoring tool for the implementation of the IDP and Budget. The performance target reflected in the SDBIP is as per the IDP objectives. The Administration component is responsible for implementation of the SDBIP and the Political component is responsible for providing oversight. This is done through regular reporting to Council.

The Municipality is complying in terms of performance reporting which is done quarterly. The first quarter report covering the period between 1st July to 30th September 2016 was tabled in council during November 2016. This Mid -Year Assessment Report covers the first two quarters of the 2016/17 financial year. The municipality performed as follows as per the five Key Performance Areas:

2.1 KPA 1: Spatial Rationale

The key performance area had 3 key performance indicator during the 2016/17Mid –year. The municipality did not perform in this key performance area, the under performance is on non-application received in terms of SPLUMA and reviewal of SDF.

2.2 KPA2: Basic Service Delivery

The key performance area had 8 key performance indicators during the 2016/17 Mid- Year. The municipality managed to record good performance on 5 key performance indicators and targets which constitutes to 62.5% of the total scores , under performance was recorded on 3 KPIs which constitutes to 25% and 1 KPI partially achieved which constitutes 12.5%. Under performance that was recorded was due to less number of households connected electricity which is done by Eskom and lack of funding on projects.

2.3 KPA 3: Municipal Financial Viability

The key performance area had 7 key performance indicators during the 2016/17 Mid- Year. The municipality managed to record good performance on 5 key performance indicators which constitutes to 72 % , recorded under performance on 1 indicators which constituted to 14% and 1 KPI partially achieved which constitutes 14%.. The under-performance was as a result of low revenue collection and culture of non-payment by consumers.

2.4 KPA 4: Local Economic Development

The key performance area had 4 key performance indicators during the 2016/17 Mid- Year. The municipality managed to record overachievement performance on 2 key performance indicators which constitutes 50% and poor performance on 1 key performance indicators which constitutes 25%. One KPI recorded partially achieved which constitute 25%. The poor performance is as result of delay on appointment of contractors on capital projects and markets that does not have tariffs to lease.

2.5 KPA 5: Municipal Transformation & Institutional Development

The key performance area had 10 key performance indicators during the 2016/17 Mid- Year. The municipality managed to record good performance on 4 key performance indicators and targets which constitutes 40% of the total KPA scores and poor performance 6 key performance indicators which constitutes 60% . The under-performance in this key performance area was on the non-appointment of vacant posts due to austerity measures and lack of funding to promulgate by –laws.

2.6 KPA 6: Good Governance and Public Participation

This key performance area had 25 key performance indicators during the 2016/17 Mid- Year and the municipality achieved good performance on 21 key performance indicators which represents 84% of the total KPA score. The municipality reported non-performance on 2 key performance indicators constituting 8% of the total KPA score and 2 key performance indicator partially achieved which constitutes 8%. Poor performance recorded was due to non-implementation of AG Action Plan and the 2016 local government election.

2.6 Overall Performance of the municipality

For the 2016/17 Mid-year the municipality had 6 key Performance Areas with combined key performance indicators totalling 57. The municipality recorded good performance on 35 key performance indicators constituting 61.4%, non-performance of 15 key performance indicators which constitutes to 26% , 5 key performance indicators was partially achieved constitutes to 9% and 2 key performance indicators was over achieved constitutes to 3%.

2.7 Capital Works Plan

There is no progress in the implementation and expenditure of the following projects as anticipated during the first half of the 2016/17 (mid-year).

Project Name	Cost	Reasons for non-implementation
Revenue recovery, installation of meters and maintenance (AMR)	1m	project was rescheduled to be advertised in the second half
Erection of fence and guardroom at main office.	500 000	

The low revenue collection in the municipality has affected the implementation and the allocation of resources to the Capital Works Plan.

Monthly projections of revenue for each source

Sources of Revenue	2016 Monthly Projections R'000						Evidence Required
	Mid-Year target	Mid-Year Actual Performance	Mid-Year Performance Variance	Challenges	Corrective measures/ Interventions		
Property Rates	53,388	44,835	8,553	Council provided rebates to all customer category and this has led to reduced billing	Customer categories with rebates will be reviewed to increase billing and ensure that payments are received	Finance report	
Service charges – electricity	58,327	50,875	7,452	Electricity meters that are on conventional are outdated and old	Automated meter reading is required to keep the new technology and the audit of the old meters.	Finance report	
Service Charges – Refuse	8,514	6,545	1,969	Billing of refuse needs to be audited	An audit needs to be conducted to ensure that the charges are matched to collection schedule	Finance report	
Rental of Facilities and Equipment	235	160	75	None	None	Finance report	
Interest on external Investments	253	294	(41)	None	None	Finance report	
Interest Earned – Outstanding Debtors	38,021	10,897	27,124	Over budgeted	TO be adjustment accordingly	Finance report	
Dividends received	-	-	-			Finance report	
Fines	212	237	(25)	None	None	Finance report	
Licenses and Permits	5,603	4,902	701	None	None	Finance report	
Agency services	1,269	659	610	None	None	Finance report	
Transfers recognised - operational	57,077	84,777	(27,700)	None	None	Finance report	
Transfers recognised - capital	14,730	17,720	(2,990)	None	None	Finance report	
Other Revenue	814	1,739	(926)	None	None	Finance report	
Total Revenue by Source	238,442	223,641	14,802				

Monthly Projections of Revenue and Expenditure by Vote: (Operating) Second Quarter

Expenditure and Revenue by Vote	2016-17 Mid-Year Target Opex	2016-17 Mid-Year Actual Performance	2016-17 Mid-Year Actual Performance variance	Remarks/Challenges	Corrective measures	Evidence Required
Executive and council	24,028	20,777	3,251	None	None	Finance report
Budget and Treasury	50,000	21,169	28,831	None	None	Finance report
Corporate Services	23,439	15,853	7,586	None	None	Finance report
Community and Social Services	24,497	18,297	6,200	None	None	Finance report
Public Safety	5,317	4,195	1,122	None	None	Finance report
Economic and Environmental Services	5,596	5,368	228	None	None	Finance report
Road Transport	38,809	43,319	(4,510)	Depreciation to be re classified		Finance report
Electricity	62,432	52,005	10,427	None	None	Finance report
Waste Management	4,061	2,931	1,129	None	None	Finance report
Total by Vote	238,178	183,915	54,263			

Monthly Projections of Revenue and Expenditure by Vote: (Capital) Second Quarter

Expenditure and Revenue by Vote	2016-17 Mid-Year Target Capex	2016-17 Mid-Year Actual Performance	2016-17 Mid-Year Actual Performance variance	Remarks/Challenges	Corrective measures	Evidence Required
Executive and council	250	129	121			Finance report
Budget and treasury office	500	-	500			Finance report
Corporate services	2,450	132	2,318			Finance report
Road transport	15,230	14,596	634	None		Finance report
Electricity	5,800	4,983	817			Finance report
Total by Vote	24,230	19,839	4,391			

Monthly Projections of Revenue and Expenditure by Vote: (Revenue) Mid-Year

Revenue by Vote	2016-17 Mid-Year Target Revenue	2016-17 Mid-Year Actual Performance	2016-17 Mid-Year Actual Performance variance	Remarks/Challenges	Corrective measures	Evidence Required
Budget and Treasury	139,420	136,483	2,937	Not Material	None	Finance Report
Corporate Services	306	264	41	None	None	Finance Report
Community and Social Services	7,077	5,674	1,404		None	Finance Report
Public Safety	134	235	(101)	None	None	Finance Report
Planning and development	29	1,369	(1,340)	None	None	Finance Report
Road Transport	16,181	19,053	(2,872)	Depreciation to be re classified	None	Finance Report
Electricity	63,922	52,082	11,841	Depreciation to be re classified	None	Finance Report
Waste Management	11,373	8,477	2,896	None	None	Finance Report
Total by Vote	238,442	223,637	14,806			

Detailed Institutional Performance Results for 2016/17 Mid -Yearper Key Performance Areas

<i>Under-Performance</i>	0 - 50%
<i>Partially achieved</i>	50 - 74%
<i>Good Performance</i>	75 - 100%
<i>Over achieved</i>	Over 100%

Note:

1. Over achievement Standards does not apply to compliance targets
2. Over achievement standards applies to service delivery targets and core business of the municipality

KPA 1: Spatial Rationale

KPA 1: Spatial Rationale														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections			Remarks/Challenges	Interventions	Evidence Required	Internal Audit Review
								Mid-year target (1 Jul – 31 Dec 16)	Mid-year Actual Performance	Mid-year Actual Performance variance				
1.1.1	Governance and Administration	Sustain the environment	Number of supplementary valuation roll reviewed by 30/06/2017	Director Planning & Development	1	1	OPEX	1	0	1	Supplementary Roll is prepared in third quarter	The target must be revised during review of SDBIP	Council resolution in terms of which the date of valuation was determined .Approved Valuation roll	Satisfactory
1.1.2	Governance and Administration	Sustain the environment	Number of land use & development applications processed	Director Planning & Development	20	20	OPEX	10	0	10	8 applications received but not yet considered by the Municipal Planning	The target must be reviewed and expressed in terms of	Application Register, letters issued in terms of the	Satisfactory

KPA 1: Spatial Rationale

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections				Remarks/Challenges	Interventions	Evidence Required	Internal Audit Review
								Mid-year target (1 Jul – 31 Dec 16)	Mid-year Actual Performance	Mid-year Actual Performance variance	percentage				
1.1.3	Governance and Administration	Sustain the environment	Number of Reviewed Spatial Development Framework by 30/06/17	Director Planning & Development /Municipal Manager	1	1	Opex	1	0	1	Tribunal	None	Council resolution /approved framework application)	Satisfactory	
											The Bid Specification Committee members have been appointed. The framework will need 12 months after the appointment of the service provider to be completed.				

KPA 2: BASIC SERVICE DELIVERY

KPA 2: SERVICE DELIVERY

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections				Evidence Required		
								Mid-year target (1 Jul - 31 Dec 16)	Mid-year Actual performance	Mid-year Actual Performance variance	Remarks/Challenges		Interventions	
2.1 Water Services														
2.1.2	Technical infrastructure	Provision of sustainable integrated infrastructure and services	% of Reduction in water losses in urban areas by 30/06/2017	Director Technical Services		15%	Opex	1.5%	1.4%	1%	None	None	Lepelle/Consumch Mine water bill and Municipal water bill to customers	Satisfactory
2.2 Electricity														
2.2.1	Technical infrastructure	Provision of sustainable integrated infrastructure and services	Number of new consumer connections units to the BPM electricity network by 30/06/2017	Director Technical Services	1190	700	R7 million	200	40	160	No Project by Municipality, only Eskom electricity will be provided to 100 households in Selwane village	The 700 households targeted was for 2015/16 financial year. Project completion report	Project completion report	Not Satisfactory. Evidence provided is not sufficient and does not support actual performance.
2.2.2	Technical infrastructure	Provision of sustainable integrated infrastructure and services	% of reduction in technical electricity losses by 30/06/2017	Director Technical Services	None	15%	Opex	1.5%	29.7%	+1.4.7%	Figure is provision of BTO to confirm the sales figures provided	BPM billing to consumers and Eskom bill	BPM billing to consumers and Eskom bill	Satisfactory
2.2.4	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Expenditure on electricity capital funding spent	Director Technical Services	R19.8mil	R10.6m	R10.6m	R2.5m	R5.3m	+R2.8m	Expenditure on Selari Substation and high mast	None	Payment Certificates and Expenditure Reports	Satisfactory
2.5 Roads & Storm Water														
2.5.1	Technical infrastructure	Provision of sustainable integrated	Number of km of gravel roads upgraded to tar	Director Technical Services	4.5km	5km	R19.7m	2.4 km	0.6KM	1.8KM	1.8KM Road from	Additional of resources to complete	Project Report-Projects	Satisfactory

KPA 2: SERVICE DELIVERY

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections				Evidence Required		
								Mid-year target (1 Jul – 31 Dec 16)	Mid-year Actual performance	Mid-year Actual Performance variance	Remarks/ Challenges		Interventions	
		infrastructure and services	by 30/06/2017											
2.5.2	Technical infrastructure	Provision of sustainable integrated infrastructure and services	Number of km of tarred roads rehabilitated at Phalaborwa town by 30/06/2017	Director Technical Services	0	1 km	R3m	0.5km	0km		0.5 km Anna Botha has been rehabilitated own funds	Completion certificate to be finalised before the end of 31 January 2017	Progress Report Projects Completion Report, Project completion certificate	Satisfactory
2.5.3	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Expenditure on roads capital funding spent	Director Technical Services	R21.4m	R23.9 m	R23.9m	8.25m	R8,25		R3.75	Expenditure is below by R37.5m	Payment Certificates and Expenditure Reports	Satisfactory
2.5.4	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Development of Municipal Infrastructure Plan	Director Technical Services	1	1	Opex	1	0		Road maintenance plan has been developed	None	Approval by Council resolution	Satisfactory

KPA 3:

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

KPA 3: Municipal Financial Viability and Management														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections			Evidence Required			
								Mid-year target (1 Jul - 31 Dec 16)	Mid-year Actual Performance	Mid-year Actual Performance variance			Remarks/ Challenges	Interventions
3.1 Financial Management														
3.1.6	Governance and administration	Improve financial viability	Number of movable asset verifications conducted by 30/06/2016	Chief Financial Officer	4	4	OPEX	2	2	0	Movable Assets were verified on each Quarter	None	Quarterly assets verifications reports	Satisfactory
3.1.7	Governance and administration	Improve financial viability	Number of S71 reports submitted within 10 days at the end of each month to National and Provincial Treasury	Chief Financial Officer	12	12	OPEX	6	6	0	All Section 71 reports submitted to stakeholders within 10 working days	None	Monthly financial oversight reports. Proof of submission within 10 days.	Not Satisfactory Only 5 proof provided
3.1.8	Governance and administration	Improve financial viability	% of improvement in revenue collection monthly (improvement from 65 to 85% by 30/06/2017)	Chief Financial Officer	70%	95%	OPEX	50%	80%	30%	Illegal connection and non-payment of services		Quarterly reports on revenue collection	Satisfactory

KPA 3: Municipal Financial Viability and Management

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections					Evidence Required
								Mid-year target (1 Jul - 31 Dec 16)	Mid-year Actual Performance	Mid-year Actual Performance variance	Remarks/ Challenges	Interventions	
3.1.9	Governance and administration	Improve financial viability	% of Debt collected by 30/06/17	Chief Financial Officer		40%	Opex	20%	2%	18%	Non-payment of services	Quarterly reports on debt collection	Not Satisfactory Evidence not provided
3.1.11	Good governance and administration	Improve financial viability	Monitoring expenditure on MIG	Chief Financial Officer	31,04m	29,460m	OPEX	15,861m	R19,389	+ R3,528	Spent 60% of total allocation	Finance reports, MIG monitoring report	Not Satisfactory An amount of R18 219 676 reflects in the Finance reports and Grant reports
3.1.12	Good governance and administration	Improve financial viability	% of Municipal Capital Budget spent	Chief Financial Officer	50%	100%	Opex	50%	60%	-10%	None	Grant report	Satisfactory
3.1.13	Good governance and administration	Improve financial viability	% OF Municipal Budget spent	Chief Financial Officer	50%	100%	Opex	50%	45%	5%	None	Expenditure report	Satisfactory

KPA 4:

LOCAL ECONOMIC DEVELOPMENT

KPA 4: Local Economic Development

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections				Remarks/Challenges	Interventions	Evidence Required	Internal Audit Review
								Mid-year target (1 Jul - 31 Dec 16)	Mid-year Actual Performance	Mid-year Actual Performance variance	Mid-year Actual Performance				
4.1 Job creation															
4.1.1	Economic	Promotion of local economy	Number of jobs created through capital projects by 30/06/2017 (Temporary jobs)	Director Technical Services	235	155	R2.m	80	48	32		Delay on the appointment of contractors	The adjudication has been finalised waiting for report in order to appoint contractors.	ID Numbers of people appointed and Payroll Reports	Satisfactory
4.1.2	Economic	Promotion of local economy	Number of jobs created through the EPWP approach on the implementation of the 2016/17 Approved Capital Programme	Director Technical Services	80	40	R1.1m	20	89	69		There was additional of 69 jobs created through EPWP	None	ID Numbers of people appointed and Payroll Reports	Satisfactory
4.2 Enterprise Support															
4.2.1	Economic	Promotion of local economy	Number of SMMEs supported through the municipal SCM (procurement) by 30/06/2017.	Chief Financial Officer	120	80	OPEX & CAPITAL	40	77	+37		77 SMMEs were supported through municipal Supply Chain Management	None	System generated expenditure report	Not Satisfactory Only 20 provided as proof
4.2.2	Economic	Promotion of local economy	Number of SMMEs applications supported through Municipal Local Economic Development (Business Space)	Director Planning and Development	None	6	OPEX	3	0	3		Four (4) applications where received, and are skill processed through internal	Markets in the process of being valued by the valuer to get the correct tariffs for	Application Forms and approval of the application. Service Level Agreement	Satisfactory

KPA 4: Local Economic Development

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections				Remarks/Challenge	Interventions	Evidence Required	Internal Audit Review
								Mid-year target (1 Jul – 31 Dec 16)	Mid-year Actual Performance	Mid-year Actual Performance variance	Mid-year Actual Performance				
												municipal channels	lease.		

KPA 5:

Municipal Transformation and Institutional Development

KPA 5: Municipal Transformation and Institutional Development

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections				Remarks/Challenges	Evidence Required	Internal Audit Review
								Mid-year target (1 Jul – 31 Dec 16)	Mid-year Actual Performance	Mid-year Actual Performance variance	Interventions			
5.1 Organisational Design & Human Resource														
5.1.2	Good governance and administration	Good corporate governance and public participation	Number of HR Policies Reviewed by 30/06/2017	Director Corporate Services	6	8	OPEX	4	5	+1		Five policies were reviewed during the mid-year as follows: Rental policy as per council resolution no. 492/16 Funeral policy as per council resolution no. 493/16 Succession planning policy as per council resolution no. 494/16 Overtime policy as per council resolution	Council Resolutions on Reviewed policies and copies of Reviewed Policies.	Satisfactory

KPA 5: Municipal Transformation and Institutional Development

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections				Evidence Required	Internal Audit Review	
								Mid-year target (1 Jul – 31 Dec 16)	Mid-year Actual Performance	Mid-year Actual Performance variance	Remarks/Challenges			Interventions
5.1.3	Good governance and administration	Good corporate governance and public participation	Number of By-Laws Reviewed by 30/06/17	Municipal Manager	12	12	Opex	6	0	6	By-laws reviewed not yet submitted	None	By-law register	Satisfactory
5.1.4	Good governance and administration	Good corporate governance and public participation	Number of By-Laws promulgated by 30/06/17	Municipal Manager	9	9	Opex	5	0	5	By-laws promulgated not yet submitted	None	By-law register	Satisfactory
5.1.5	Good governance and administration	Attract, develop and retain best human capital	Number of S56 Senior Managers position filled by 30/06/2017	Director Corporate Services	3	3	OPEX	3	5	+2	Council has taken a decision on the appointment of the Chief Financial Officer. A concurrence letter has been sent to	None	Appointment letters; appointment register; details of new employees and copies of adverts.	Satisfactory

KPA 5: Municipal Transformation and Institutional Development

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections				Evidence Required	Internal Audit Review	
								Mid-year target (1 Jul - 31 Dec 16)	Mid-year Actual Performance	Mid-year Actual Performance variance	Remarks/Challenges			Interventions
5.1.6	Good governance and administration	Attract, develop and retain best human capital	Number of vacant positions to be filled by 30/06/2017	Director Corporate Services	25	20	OPEX	10	0	10	COGHSTA and a response is awaited. Positions have been advertised and the process to fill them is underway	None	Appointment letters; appointment register; details of new employees and copies of adverts	Satisfactory
5.2 Employment Equity														
5.2.1	Good corporate governance and public participation	Number of employees from previously disadvantaged groups appointed in the three highest levels of management as per EEP(PL 0,2,3) by 30/06/2017	Director Corporate Services	1	4	OPEX	2	0	2	2	No appointment has been made. The recruitment processes are underway after the closing of the adverts on the 1 st December 2016.	None	Appointment letters; appointment register; Proof of Disadvantaged Employees	Satisfactory
5.3 Skills Development														
5.3.2	Good governance and administration	Attract, develop and retain best human capital	1% of municipal budget (salary budget) allocated for work place skills plan for	Director Corporate Services	R1,5m	R2,8m	R2,8m	1,8m	R402 369,61		The following programs were implemented during the	None	Expenditure reports; implementation reports	Satisfactory

KPA 5: Municipal Transformation and Institutional Development

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections				Remarks/Challenges	Interventions	Evidence Required	Internal Audit Review	
								Mid-year target (1 Jul – 31 Dec 16)	Mid-year Actual Performance	Mid-year Actual Performance variance	Mid-year Actual Performance					
			2016/17 Budget.										mid-year reporting period: MEMA, ADVANCE COMPUTER EXCEL, SMART METERING AND REVENUE COLLECTION, EXAMINER OF DRIVER'S LICENSE, WATER RETICULATION AND SANITATION (MVULA TRUST), YOUTH JOBS ON WASTE, HR AWARENESS, INSTITUTE FOR INTERNAL AUDITORS CONFERENCE, CASH MANAGEMENT.			

KPA 5: Municipal Transformation and Institutional Development

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections				Remarks/Challenges	Interventions	Evidence Required	Internal Audit Review
								Mid-year target (1 Jul – 31 Dec 16)	Mid-year Actual Performance	Mid-year Actual Performance variance	Mid-year Actual Performance				
5.4.1	Good governance and administration	Good corporate governance and public participation	Number of S54&56 signing of Annual Performance Agreements by 30/07/2016 (One month after the start of each financial year – 6 s57 managers)	Municipal Manager	6	6	OPEX	6	6	0	All S54&56 signed their Annual Performance Agreements by the 30 th July 2016	None	Copies of signed Performance Agreements with dates complying with the legislated time line & submission letters to	Not Satisfactory Although the previous ACFO signed the Performance Agreement, the current ACFO must also sign the Performance agreement since he has been	

5.4 Performance Management System

KPA 5: Municipal Transformation and Institutional Development

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections				Remarks/Challenges	Interventions	Evidence Required	Internal Audit Review
								Mid-year target (1 Jul – 31 Dec 16)	Mid-year Actual Performance	Mid-year Actual Performance variance	Mid-year Actual Performance				
5.4.2	Good governance and administration	Good corporate governance and public participation	Number of Individual Performance Assessments of 56 Managers conducted to review their performance by 30/06/2017 (Mid – year/Annual)	Municipal Manager	2	2	OPEX	1	0	1		Assessments was not conducted due to the reason that councillors were not trained on how to assess candidates.	Annual performance assessment will be done together with Mid-year assessments	Approved Schedule of Individual Performance Assessments records, attendance registers and Scorecards and reports	appointed for 2 months already in the Mid-Year
5.5 OHS	Good governance and administration	Good corporate governance and public participation	Number of schedule Institutional OHS meetings by 30/06/2017	Director: Corporate Services	4	4	OPEX	2	2	0		2 meetings held on the 17 th August and 15 November 2016	None	4 Quarterly Reports, minutes and attendance registers	Satisfactory

KPA 6:

GOOD GOVERNANCE & PUBLIC PARTICIPATION

KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target (30/06/17)	Budget	2016/17 Quarterly Projections				Evidence required	Internal Audit Review	
								Mid-year target (1 Jul – 31 Dec 16)	Mid-year Actual Performance	Mid-year Actual Performance variance	Remarks/Challenges			Interventions
6.1 Council and Executive Management														
6.1.1	Good governance and administration	Good corporate governance and public participation	Number of scheduled Council meetings held by 30/06/2017	Director Corporate Services	7	7	OPEX	3	7	+4	3 Ordinary and 4 Special Council meetings held.	None	Minutes of council meetings, attendance registers	Satisfactory
6.1.2	Good governance and administration	Good corporate governance and public participation	Number of scheduled Exco meetings held by 30/06/2017	Director Corporate Services	11	11	OPEX	5	6	+1	4 Ordinary and 2 Special Exco meetings held.	None	Minutes of EXCO meetings, attendance registers	Satisfactory
6.1.3	Good governance and administration	Good corporate governance and public participation	Number of scheduled MPAC meetings held by 30/06/2017	Municipal Manager	4	4	OPEX	2	2	0	Scheduled MPAC meetings held	None	Council Approved MPAC schedule of meetings/Attendance registers	Satisfactory
6.1.4	Good governance and administration	Good corporate governance and public participation	% of MPAC Resolutions implemented by 30/06/16-	Municipal Manager	100%	100%	Opex	100%	100%	0%	Executed as required regularly	None	Resolution register	Satisfactory
6.1.5	Good governance and administration	Good corporate governance and public participation	Number of scheduled senior management	Municipal Manager	11	11	OPEX	5	10	+5	Regular meetings held including special	None	Minutes of EXCO meetings, attendance	Satisfactory

KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target (30/06/17)	Budget	2016/17 Quarterly Projections					Internal Audit Review	
								Mid-year target (1 Jul – 31 Dec 16)	Mid-year Actual Performance	Mid-year Actual Performance variance	Remarks/Challenges	Interventions		Evidence required
6.1.6	Good governance and administration	Good corporate governance and public participation	Number of scheduled Portfolio Committee meetings held by 30/06/2017	Municipal Manager	55	55	OPEX	30	20	10	Local government election and Instituting Portfolio committees affected the routine	None	Minutes of EXCO meetings, attendance registers	Satisfactory
6.2 Public Participation and Ward Committees														
6.2.1	Good governance and administration	Good corporate governance and public participation	Number of IDP REP Forum meetings held by 30/06/2017	Municipal Manager	6	5	OPEX	2	2	0	IDP Rep Forum meetings were held on 21 July 2016 and 5 December 2016	None	Attendance registers, agendas, invitations	Not Satisfactory Only proof of meeting held on the 26 th July 2016 attached.
6.2.2	Good governance and administration	Good corporate governance and public participation	Number of IDP Steering Committee meetings held by 30/06/2017	Municipal Manager	6	6	OPEX	2	2	0	IDP Steering Committee meetings were held on 21 July 2016 and 21 November 2016	None	Attendance registers, agendas, invitations	Satisfactory

KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target (30/06/17)	Budget	2016/17 Quarterly Projections					Internal Audit Review	
								Mid-year target (1 Jul – 31 Dec 16)	Mid-year Actual Performance	Mid-year Actual Performance variance	Remarks/Challenges	Interventions		Evidence required
6.2.3	Good governance and administration	Good corporate governance and public participation	Number of Ward Committee meetings scheduled and convened per ward by 30/06/2017 (Functionality of ward committees)	Municipal Manager	11	11	OPEX	5	2	-3	Instituting ward committee affected the routine as they were launched in October 2016	Consolidated Batho-Pele Reports	Satisfactory	
6.2.4	Good governance and administration	Good corporate governance and public participation	Number of Mayoral Imbizos held	Municipal Manager	4	4	OPEX	2	2	None	1 st quarter Imbizo on 31/08/2016 Mashishimal 2 nd quarter Imbizo was held on the 17/11/2016 November 2016 at Selwana	Attendance registers, Imbizo reports	Satisfactory	
6.2.5	Good governance and administration	Good corporate governance and public participation	% of complains resolved	Municipal Manager	100%	100%	Opex	100%	100%	None	Responses are stipulated in Batho-pele Monthly	Complains register, batho pele report	Satisfactory	
6.3 Corporate Governance														
6.3.1	Good governance	Good corporate	Number of Audit	Municipal	7	7	OPEX	4	5	+1	AC meeting held on the	A special meeting	Copies of approved	Satisfactory

KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target (30/06/17)	Budget	2016/17 Quarterly Projections				Internal Audit Review		
								Mid-year target (1 Jul – 31 Dec 16)	Mid-year Actual Performance	Mid-year Actual Performance variance	Remarks/Challenges		Interventions	Evidence required
	Service and administration	Good governance and public participation	Committee meetings held	Manager										
6.3.3	Good governance and administration	Good corporate governance and public participation	Number of Audit Steering Committee held by 30/06/2017	Municipal Manager	12	12	OPEX	6	11	+5	Steering Committees were held on 12, 19 & 25 August 2016, 01.07.15, 22 & 30 September 2016 and 13, 19 and 27 October 2016	Weekly Audit Steering Committees were held due to audit processes.	Approved minutes and attendance registers. (Exco and Management)	Satisfactory
6.3.5	Good governance and administration	Good corporate governance and public participation	% Implementation of IA Plan by 30/06/2017	Deputy Director: Internal Audit	100%	100%	OPEX	50%	52%	+2%	All projects earmarked for Mid-Year implemented.	More projects were implemented due to MSCOA	Audit Committee Report to Council.	Satisfactory
6.3.6	Good governance and administration	Good corporate governance and public participation	% Implementation of Internal Audit Action Plan by	Municipal Manager	50%	100%	OPEX	75%	68%	7%	There were delays in implementing IA recommendations	None	Internal Audit Follow-up Report	Satisfactory

KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target (30/06/17)	Budget	2016/17 Quarterly Projections					Internal Audit Review	
								Mid-year target (1 Jul – 31 Dec 16)	Mid-year Actual Performance	Mid-year Actual Performance variance	Remarks/Challenges	Interventions		Evidence required
	ation		30/06/2017											
6.3.7	Good governance and administration	Good corporate governance and public participation	Number of Audit Performance Committees resolutions and Reports presented to Council by 30/06/2017	Deputy Director: Internal Audit	4	4	R70000	2	1	1	Due to new Council induction of Council, normal sittings of Council were rescheduled.	None	Audit Committee Reports	Satisfactory
6.3.8	Good governance and administration	Good corporate governance and public participation	Number of community satisfaction survey on municipal services conducted by 30/09/2017	Director Planning & Development	1	1	OPEX	1	1	0	Community Satisfaction survey was conducted in the month of November.	None	None	Satisfactory
6.3.9	Good governance and administration	Good corporate governance and public participation	Number of 2015/16 AFS and Annual Performance Report submitted to AG by 31/08/2016	Municipal Manager	1	1	OPEX	1	1	0	2015/16 AFS and Annual Performance Report submitted to AG by 31/08/2016	None	None	Satisfactory
6.3.12	Good governance and administration	Good corporate governance and public participation	Number of Local Labour Forum meetings	Corporate Services	11	11	OPEX	5	6	+1	5 Ordinary LLF meetings and 1 special Local Labour	None	LLF minutes and attendance	Satisfactory

KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target (30/06/17)	Budget	2016/17 Quarterly Projections					Internal Audit Review										
								Mid-year target (1 Jul – 31 Dec 16)	Mid-year Actual Performance	Mid-year Actual Performance variance	Remarks/Challenges	Interventions		Evidence required									
	ation	participation	held by 30/06/17																				
6.4 Risk Management, Fraud & Anti-Corruption																							
6.4.3	Good governance and administration	Good corporate governance and public participation	Number of quarterly Institutional Risk Management Committee meetings held by 30/06/2017	Municipal Manager	4	4	OPEX	2	2	0	None	None	None	None	Minutes of the Risk Committee meeting and attendance register								Satisfactory
6.4.4	Good governance and administration	Good corporate governance and public participation	% of fraud and corruption cases investigated by 30/06/17	Municipal Manager	100%	100%	OpeX	100%	100%	0	No case was reported	None	None	Investigation reports									Satisfactory
6.6 HIV/AIDS																							
6.6.1	Good governance and administration	Provision of sustainable integrated infrastructure and services	Number of outreach programmes conducted by 30/06/2017	Director Community & Social Services	16	16	OpeX	8	5	3	5 outreach programmes were held during the 1 st and 2 nd quarter 2016. Local	None	None	Outreach programmes reports									Satisfactory

KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target (30/06/17)	Budget	2016/17 Quarterly Projections					Internal Audit Review	
								Mid-year target (1 Jul – 31 Dec 16)	Mid-year Actual Performance	Mid-year Actual Performance variance	Remarks/Challenges	Interventions		Evidence required
6.7 Security management														
6.7.1	Governance and Administration	Good corporate governance and public participation	Number of Security Management reports for Safeguarding of Council Assets by 30/06/17	Municipal Manager	4	4	Opex	2	2	0	1 st & 2 nd Quarter reports were submitted.	None	Security Management Reports	Satisfactory
6.8 Disaster Management														
6.8.1	Governance and Administration	Good corporate governance and public participation	Number of disaster management forum meetings held by 30/06/2017	Municipal Manager	4	4	Opex	2	2	0	1 st quarter and 2 nd Quarter reports submitted	None	Agenda, attendance registers	Satisfactory
6.9 Integrated Development planning														
6.9.1	Governance and Administration	Good corporate governance and public participation	Number of reviewed IDP/Budget/PMS/MPAC Framework and Process Plan	Municipal Manager	1	1	OPEX	1	1	0	None	None	Council Approved IDP, Budget, PMS Process Plan	Satisfactory

KPA 6: Good Governance and Public Participation														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target (30/06/17)	Budget	2016/17 Quarterly Projections					Evidence required	Internal Audit Review
								Mid-year target (1 Jul – 31 Dec 16)	Mid-year Actual Performance	Mid-year Actual Performance variance	Remarks/Challenges	Interventions		
			approved by 31/07/16											

**CAPITAL PROJECTS PER RESPONSIBLE
MANAGER**

Quarterly Outputs 2016/17											
Vote No.	Responsible Manager	Project Name	Total Capital Budget (R'000)	Planned Start Date	Planned Completion Date	Ward No.	Mid-year target (1 Jul – 31 Dec 16)	Mid-year Actual Performance	Mid-year Actual Performance variance	Remarks/Challenges	Interventions
Electricity											
	Director Technical	Information and telemetry system to Installation of remote controlled metering and switchgear to enable fast location of faults and proper management of the Electrical network	2m	01/07/16	30/06/17	11 & 12	R500	R0	R500 0000	Tender to be advertised in third quarter	Progress report, Payment certificate and completion report
	Director Technical	Upgrading of single phase to three phase in Ext 1	3m	01/07/16	30/06/17	11 & 12	R500	R0	R500 000	Tender to be advertised in third quarter	Bid Committees minutes and registers, advertisements. Progress reports and Completion report and Completion Certificate
	Director Technical	Installation of high masts lights	1,6 m	01/07/16	30/06/17	All wards	R1m	R1.384m	R0.384m	Paid to Eskom	Payment certificate and progress report
Roads and storm water											
	Director Technical	Rehabilitation of street in Lulekani, Namakgale & Phalaborwa town	3 m	01/07/16	30/06/17		R500	0.5km roads was rehabilitated in town(Annah Botha street)		1.4km rehabilitated by Palabora copper in Namakgale	Progress reports and Completion report and Completion Certificate

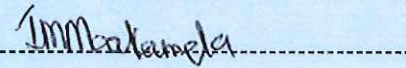
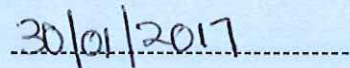

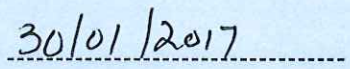
Quarterly Outputs 2016/17											
Vote No.	Responsible Manager	Project Name	Total Capital Budget (R'000)	Planned Start Date	Planned Completion Date	Ward No.	Mid-year target (1 Jul - 31 Dec 16)	Mid-year Actual Performance	Mid-year Actual Performance variance	Remarks/Challenges	Interventions
OHS											
	Director Corporate	Provision Of Firearm For Traffic Officers	500 000	01/07/16	30/06/17		R0	R0	R0	Requisition for purchase of firearms have been sent to Supply chain and an order is awaited.	Progress reports and Completion report
Municipal Transformation and Institutional development											
	Director Corporate	Lulekani Archives completion	300 000	01/07/16	30/06/17		R200	0	R287 959.65 committed for orders.	None	Progress report and Payment certificate
	Director Corporate	Finalization of Council Chamber and Mayoral Parlour	300 000	01/07/16	30/06/17		R300	0	R36 848.00 committed for orders.	None	Progress report and Payment certificate
Office furniture											
	Director Corporate	Furniture & Equipment	500 000	01/07/16	30/06/17		R150	R722,16	R428 128,47	None	Progress report and Payment certificate
IT											
	Director Corporate	ICT Infrastructure (computers, laptops	3m	01/07/16	30/06/17		R500	R345.845.26	Some payments are still outstanding,	None	Progress report and Payment certificate

Quarterly Outputs 2016/17											
Vote No.	Responsible Manager	Project Name	Total Capital Budget (R'000)	Planned Start Date	Planned Completion Date	Ward No.	Mid-year target (1 Jul – 31 Dec 16)	Mid-year Actual Performance	Mid-year Actual Performance variance	Remarks/Challenges	Interventions
Financial Recovery											
	Chief Financial Officer	Revenue recovery, installation of meters and maintenance (AMR)	1m	01/07/16	30/06/17		R0	R0	project was rescheduled to be advertised in the second half	None	Progress report and Payment certificate
Security Management											
	Municipal Manager	Erection of fence and guardroom at main office.	500 000	01/07/16	30/06/17		R0				Progress report and Payment certificate
MIG											
	Director Technical	Upgrading of Benfarm street	R4m	1/07/16	30/06/18	17	R500	Adjudication was finalised waiting for vetting report in order to appoint contractor			Progress report and Payment certificate
	Director Technical	Mashishimale sport complex	R3,8m	16/01/2015	30/06/2018	8,9 & 10	R1,5m	Grand stand has been erected and car parking			Progress reports and Completion report and Completion Certificate

Quarterly Outputs 2016/17											
Vote No.	Responsible Manager	Project Name	Total Capital Budget (R'000)	Planned Start Date	Planned Completion Date	Ward No.	Mid-year target (1 Jul – 31 Dec 16)	Mid-year Actual Performance	Mid-year Actual Performance variance	Remarks/Challenges	Interventions
	Director Technical	Upgrading of gravel road to pave Topville to score	R4m	30/10/2016	30/06/17	6 & 7	R500	1.8km Road has been completed not yet open to traffic			Progress reports and Completion report and Completion Certificate
	Director Technical	Selwane sport complex	R3.6m	01/07/16	30/06/19	18	R1m	Adjudication was finalised waiting for vetting report in order to appoint contractor			Progress reports and Completion report and Completion Certificate
	Director Technical	Upgrading of gravel road to tar Tambo upgrading of street phase 2	R4m	01/07/16	30/06/19	13	R1m	Design has been completed			Preliminary design report and detailed design report
	Director Technical	Upgrading of internal street at foskor	R3.2m	21/04/15	10/10/16		R1m	Project completed			Preliminary design report and detailed design report
	Director Technical	Upgrading of gravel road to tar Tambo street Phase 1	R0.860m	16/01/2015	30/07/16	13	R500	Project completed			Bid Committees minutes and registers, advertisements. Progress reports and Completion report and Completion Certificate

Quarterly Outputs 2016/17												
Vote No.	Responsible Manager	Project Name	Total Capital Budget (R'000)	Planned Start Date	Planned Completion Date	Ward No.	Mid-year target (1 Jul – 31 Dec 16)	Mid-year Actual Performance	Mid-year Actual Performance variance	Remarks/Challenges	Interventions	
	Director Technical	Tshelang gape to R71 upgrading	R4m	01/07/16	30/06/18	1 & 4	R1m	Design has been completed				Bid Committees minutes and registers, advertisements, Progress reports and Completion report and Completion Certificate
	Director Technical	Installation of energy saving highmast	R2m	01/07/16	30/06/17	All	R500	Waiting for Eskom to connect high Mast. The payment has been made to Eskom				Bid Committees minutes and registers, advertisements, Progress reports and Completion report and Completion Certificate

MID-YEAR APPROVAL

Approval by the Mayor	<p>This SDBIP is a management and implementation plan (and not a policy proposal) and is therefore not required to be approved by the Council. The approval of the SDBIP is a competency reserved for the Municipal Manager and the Mayor of the Municipality in terms of Section 53 of the MFMA. The Municipal Manager becomes responsible for ensuring that the SDBIP is submitted to the Mayor within 14 days of approval of the adjusted SDBIP and the Budget and approved within 28 days of the approval of the IDP and Budget.</p>
Monitoring implementation of the SDBIP	<p>Progress against the objectives set out in the SDBIP will be monitored and reported on a monthly, quarterly, half-yearly and annual basis.</p>
Signatures	<p style="text-align: center;">2016-17 Mid-Year Compiled by:</p> <p style="text-align: center;">   </p> <p style="text-align: center;"> MI Moakamela Acting Municipal Manager Date </p> <p style="text-align: center;">2016-17 Mid-Year Approved By:</p> <p style="text-align: center;">   </p> <p style="text-align: center;"> Cllr PJ Shayi Mayor Date </p>

Annexure A

Methodology

Ba-Phalaborwa Municipality uses the cumulative method on reporting the actual on the Service Delivery Budget Implementation Plan.

Technical Definitions

BPM

BPM stands for Ba-Phalaborwa Municipality

HH

Household

Urban Areas

The urban areas refers to Phalaborwa, Namakgale, Lulekani and Gravelotte.

Reduction in water losses

This is calculated as follows: $\text{Lepelle bill less BPM bill} / \text{Lepelle bill} \times 100$.

Reduction in electricity losses

This is calculated as follows: $\text{Eskom bill less BPM bill} / \text{Eskom bill} \times 100$.

5 Kilometres of roads upgrade from gravel to tar/paving

This relates 1.4km phase 1, phase 2 2.1 km Foskor internal streets, B1 Extension 1.8 km, Honieville to Score 0.6 km and 0.6 km meters Tambo Street

Rehabilitation

Replacement of old road surface (tar) with a new one.

Site Establishment/ Set-up Construction Site

Arrangement of offices, bringing the machinery and equipment onsite.

Tourism Initiatives Activities

September Tourism Month – Spring Day, Orchid Show, Heritage Day Celebration, 2 Tourism workshops and Marathon.

Tourism Indaba – Procurement of promotional materials

SPLUMA – Spatial Planning Land Use Management Act 2013

% SPLUMA Applications

Number of development (land use) applications received/ applications processed in terms of SPLUMA

% Debt Coverage

This is calculated by $A = B - C/D$

Where - "A" represents debt coverage, "B" represents total operating revenue received, "C" represents operating grants, "D" represents debt service payments (i.e. interest + redemption) due within the financial year

Outstanding Service Debtors to Revenue

This is calculated by $A = B/C$

"A" represents outstanding service debtors to revenue

"B" represents total outstanding service debtors

"C" represents annual revenue actually received for services;

Cost Coverage Ratio

This is calculated by $A = B + C/D$

Where - "A" represents cost coverage

"B" represents all available cash at a particular time, "C" represents investments

"D" represents monthly fixed operating expenditure