

# **2018/19 MID-YEAR PERFORMANCE REPORT**

Service Delivery and Budget Implementation Plan  
(SDBIP)



**GREATER TZANEEN MUNICIPALITY**

January 2019

Office of the Municipal Manager  
Performance Management Section  
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## List of Acronyms

<b>AC</b>	Audit Committee
<b>AFS</b>	Annual Financial Statements
<b>AG</b>	Auditor General
<b>APR</b>	Annual Performance Report
<b>CEO</b>	Chief Executive Officer
<b>CFO</b>	Chief Financial Officer
<b>COGHSTA</b>	Cooperative Governance, Human Settlements and Traditional Affairs (Provincial Department)
<b>COGTA</b>	Cooperative Governance and Traditional Affairs (National Department)
<b>CORP</b>	Corporate Services Department
<b>CWP</b>	Community Works Programme
<b>EED</b>	Electrical Engineering Department
<b>EEDG</b>	Energy Efficiency Demand Grant
<b>EPWP</b>	Expanded Public Works Programme
<b>ESD</b>	Engineering Services Department
<b>FBE</b>	Free Basic Electricity
<b>FMG</b>	Finance Management Grant
<b>GRAP</b>	Generally Recognised Accounting Principles
<b>GTEDA</b>	Greater Tzaneen Economic Development Agency
<b>GTM</b>	Greater Tzaneen Municipality
<b>IA</b>	Internal Audit
<b>IDP</b>	Integrated Development Plan
<b>INEP</b>	Integrated National Electrification Programme
<b>IT'S</b>	Information Technology

<b>KwH</b>	Kilowatt Hour
<b>LED</b>	Local Economic Development
<b>LEDA</b>	Limpopo Economic Development Agency
<b>LGSETA</b>	Local Government Sector Education Training Authority
<b>LLF</b>	Local Labour Forum
<b>MFMA</b>	Municipal Finance Management Act
<b>MFMP</b>	Municipal Finance Management Programme
<b>MM</b>	Municipal Manager
<b>MOU</b>	Memorandum of Understanding
<b>MPAC</b>	Municipal Public Accounts Committee
<b>MSCOA</b>	Municipal Standard Charter of Accounts
<b>NDPG</b>	Neighborhood Development Grant
<b>OHS</b>	Organisational Health and Safety
<b>PED</b>	Planning and Economic Development Department
<b>PoE</b>	Portfolio of Evidence
<b>PT</b>	Provincial Treasury
<b>SANRAL</b>	South African National Roads Agency Limited
<b>SCM</b>	Supply Chain Management
<b>SDBIP</b>	Service Delivery and Budget Implementation Plan
<b>SMME</b>	Small Medium and Micro Enterprise
<b>SPLUMA</b>	Spatial Planning and Land Use Management Act
<b>TOR</b>	Terms of Reference
<b>YTD</b>	Year to date

## 1. Introduction

The Service Delivery and Budget Implementation Plan (SDBIP) was approved by the Mayor on the 22th of June 2018 in line with the prescriptions of Section 53 (2) (ii) of the Municipal Finance Management Act (MFMA) (Act 56 of 2003) and subsequently approved by Council. The SDBIP serves as a tool which assists Council and the Municipal Manager to monitor the implementation of the budget and delivering on the Key Performance Indicators and projects as approved in the Integrated Development Plan (IDP).

Quarterly SDBIP progress reports are prepared for Council, reflecting progress made in the achievement of the targets, as agreed on by the Municipal Manager and Directors prior to the approval of the SDBIP. Quarterly SDBIP reports contains the progress made for the quarter, reasons for deviation (where it is applicable) as well as efforts undertaken to improve the performance in areas where progress are not as planned. The quarterly reports also contains an analysis of operational and capital expenditure as well as revenue collected.

GTM utilizes an electronic system to manage performance information. The performance reported by Departments are rated in terms of the level on which the targets set have been achieved. The actual performance for the quarter is therefore colour coded as presented below.

**Note that grey items were not measured during the 2<sup>nd</sup> Quarter, since these are planned for other quarters.**

Colour	Result level	Coding of Results
	KPIs with no targets or actuals in the selected period.	KPI Not Yet Measured (not applicable this quarter)
	0% <= Actual/Target <= 74.999%	KPI target not met
	75.000% <= Actual/Target <= 99.999%	KPI target almost met
	Actual meets Target (Actual/Target = 100%)	KPI target achieved
	100.001% <= Actual/Target <= 149.999%	KPI target well met
	150.000% <= Actual/Target	KPI target extremely well met

## 2. 2<sup>nd</sup> Quarter Financial Performance

This section provides an overview of the performance in terms of quarterly revenue collection and expenditure in line with the approved budget for 2018/19.

### 2.1 Revenue Analysis

GTM revenue collection for the 2<sup>nd</sup> Quarter, is presented in **Table 1** and **Table 2**. **Table 1** presents the actual collection per source of revenue.

Table 1: Midyear Revenue Collection by Source for 2018/19							
Ref	Line Item	Total for the Period			Year to date		Reason for deviation
		Budget	Actual	% Receipt	Budget	% Receipt	
RS1	Property rates	61 010 240	73 775 354	<b>121%</b>	120 000 000	61%	Implementation of property values as per new valuation roll
RS2	Penalties imposed and collection charges on rates	3 042 699	4 720 096	<b>155%</b>	6 800 000	69%	Credit control initiatives
RS3	Service charges	275 363 210	288 052 349	<b>105%</b>	536 683 000	54%	None
RS4	Rent of facilities and equipment	851 652	1 221 434	<b>143%</b>	1 772 100	69%	Higher rate of use of facilities than anticipated
RS5	Interest earned - external investments	1 756 163	2 631 410	<b>150%</b>	3 801 000	69%	Higher interest on investment than anticipated
RS6	Interest earned - outstanding debtors	8 455 777	11 578 900	<b>137%</b>	17 000 000	68%	None
RS7	Fines	2 623 974	1 442 318	<b>55%</b>	4 501 136	32%	Low payment rate for traffic fines
RS8	Licenses and Permits	367 889	549 094	<b>149%</b>	771 000	71%	None
RS9	Income from Agency services	22 679 044	28 292 774	<b>125%</b>	51 164 291	55%	None

**Table 1: Midyear Revenue Collection by Source for 2018/19**

Ref	Line Item	Total for the Period			Year to date		Reason for deviation
		Budget	Actual	% Receipt	Budget	% Receipt	
RS10	Operating grants and subsidies	319 184 782	346 407 313	109%	454 310 000	76%	Equitable share is not received in equal tranches.
RS11	Other Revenue	2 759 213	1 374 236	50%	12 235 046	11%	Insurance refunds for the period was less than provision made
RS12	Gain on disposal of property, plant and equipment	0	0	#DIV/0!	2 500 000	0%	Auction of property plant and equipment did not yet take place
RS13	Income foregone	-18 716 707	-19 657 598	105%	34 750 000	57%	None
<b>Total:</b>		<b>679 377 936</b>	<b>740 387 678</b>	<b>109%</b>	<b>1 176 787 573</b>	<b>63%</b>	

**Table 2** gives an overview of the overall status of revenue collection vs debtors for the first 6 months of 2018/19.

**Table 2: 2nd Quarter Revenue Summary for 2018/19**

2018/19 FY		30 Sept '18	31 Dec '18		Reasons for deviation:
Revenue	Budget	YTD Receipt	YTD receipt	% Receipt (YTD)	
Grants & Subsidies	454 310 000	199 366 000	346 407 313	76.25%	Equitable share is not received in equal tranches.
Rates & Taxes (billing)	656 437 140	193 311 690	376 030 302	57%	Higher than 50% due to average electricity charges Nov and Dec, no import of meter readings were possible.
Rates & Taxes (collection rate)	623 615 283	164 915 014	357 290 540	57%	Income more due to higher billing, payment rate still above 90%
Debtors age analysis		585 292 106			November and December average usage billing contribute to increased debtors owing.
Bank Balance		69 281 092			

## 2.2 Mid-year Operational Expenditure Analysis

This section provides details regarding the expenditure in terms of the Operational Budget. **Table 3** contains the expenditure for the first 6 months of 2018/19.

<b>Table 3: Mid-year operational expenditure per Directorate (2018/19 FY)</b>										
Ref	Directorate	Total budget	1st Qtr ending 30 Sept '18		2nd Quarter (1 Sept - 31 Dec '18)					
			YTD actual	YTD % Spent	Original Budget	Monthly Actual	YTD Budget	YTD Actual	YTD % Spent	% Total budget Spent
CF3	Office of the Municipal Manager	30 146 709	11 515 089	197%	1 526 385	1 507 503	11 302 686	20 951 263	185%	69%
CF4	Financial Services	101 488 570	19 333 523	112%	7 689 963	5 319 100	36 224 115	38 397 202	106%	38%
CF5	Corporate Services	102 190 103	20 624 766	88%	7 739 599	7 405 942	46 620 146	41 647 938	89%	41%
CF7	Community Services	216 416 168	50 313 744	105%	17 879 297	16 311 234	102 056 411	100 347 247	98%	46%
CF9	Electrical Engineering	506 151 608	58 138 642	51%	37 914 844	78 269 801	231 368 137	193 580 737	84%	38%
CF8	Engineering Services	174 347 970	12 986 253	30%	18 957 257	8 573 407	90 468 169	33 632 935	37%	19%
CF6	Planning and Economic Development	31 729 993	7 025 065	116%	4 655 779	2 376 741	14 243 589	14 188 030	100%	45%
<b>Total:</b>		<b>1 162 471 121</b>	<b>179 937 081</b>	<b>70%</b>	<b>96 363 124</b>	<b>119 763 728</b>	<b>532 283 253</b>	<b>442 745 352</b>	<b>83%</b>	<b>38%</b>

The reasons for the major variances reported in terms of operational expenditure (see **Table 3**) are as follows:

- *Office of the Municipal Manager (185%):* Legal fees paid were higher than anticipated
- *Office of the Chief Financial Officer (106%):* The overspending is due to the payment of yearly insurance premiums, which is a once off amount.



- *EED* (84%) & *ESD* (37%): Underspending is reported due to the non-allocation of internal labour and depreciation costs, by finance.

It is evident from **Table 3** that the level of expenditure in the Offices of the MM, CFO and CSD has been contained to address the over expenditure reported by the 1<sup>st</sup> Quarter. However, the high expenditure on legal costs remain a concern as it continues to be a reason for high level of over expenditure in the Office of the Municipal Manager.

<b>Table 4: Summary of Mid-Year Expenditure for 2018/19</b>					
<b>2018/19 FY</b>		<b>1st Quarter ending 30 Sept '18</b>		<b>2nd Quarter ending 31 Dec '18</b>	
<b>Expenditure</b>	<b>Budget</b>	<b>YTD Exp</b>	<b>% Spent YTD</b>	<b>YTD Exp</b>	<b>% Spent YTD</b>
Salaries & Allowances	343 017 085	75 396 309	21.98%	166 776 523	48.62%
Remuneration of Councillors	27 425 152	6 331 591	23.09%	12 662 443	46.17%
Repairs & Maintenance	198 727 385	10 698 624	5.38%	35 052 362	17.64%
Bulk Purchases	340 000 000	43 271 860	12.73%	152 617 530	44.89%
Contracted Services	54 066 372	12 064 497	22.31%	26 255 296	48.56%
Other Expenditure	199 235 127	38 226 129	19.19%	81 077 986	40.69%
Operating Expenditure	1 162 471 121	185 989 010	16.00%	474 442 140	40.81%
Capital Expenditure	195 199 250	32 906 686	16.86%	49 663 239	25.44%

**Table 4** presents a summary of performance in terms of the planned expenditure for the first 6 months of 2018/19, the following are the reasons for major deviations:

- Underspending on Repairs and Maintenance: The underspending is due to the non-allocation of labour cost and depreciation. These items will be allocated during year end.

- Bulk purchases: Eskom invoice not paid in July
- Capital Expenditure: Capital expenditure on own capital sourced from Loans placed on hold, refer to Section 2.3 for further information in this regard.

<b>Table 5: Grant Expenditure the period 1 July - 31 Dec 2018</b>					
<b>2018/19FY</b>		<b>30 Sept '18</b>		<b>31 Dec '18</b>	
<b>Conditional Grant</b>	<b>Budget</b>	<b>Year to date Exp</b>	<b>YTD % Spent</b>	<b>YTD Expenditure</b>	<b>% Spent YTD</b>
Finance Management Grant (FMG)	2 145 000	533 329	24.86%	1 464 951	68.30%
Integrated National Electrification Programme (INEP)	15 996 000	0	0.00%	R525,000	3.28%
Municipal Infrastructure Grant (MIG)	87 699 250	30 087 628	34.31%	40 259 067	45.91%
Expanded Public Works Programme (EPWP)	5 510 000	2 539 012	46%	4 356 966	79.07%

The expenditure on conditional grants are presented in **Table 5**. The reasons for major deviations are:

- **INEP**: The process of appointing service providers has not yet been concluded.
- **MIG**: Expenditure is in line with expectation due to the implementation of multi-year projects where service providers are in place.
- **EPWP**: Over expenditure on EPWP allocation, with expenditure already at 79% of the annual allocation. The EPWP programme is also receiving funding from Council, which will be utilised once the grant allocation is exhausted.

## 2.3 Capital Expenditure Analysis

This section provides an overview of capital expenditure during the first six months of 2018/19. **Table 6** below presents the capital expenditure per department.

<b>Table 6: Quarter Capital Expenditure per Vote (1 Jul – 31 Dec 18)</b>								
Directorate	Total Budget	1 <sup>st</sup> Quarter ending 30 Sept '18			2 <sup>nd</sup> Quarter ending 31 December '18			% of total budget spent
		YTD Budget	YTD Actual	% Planned for period spent	YTD Budget	YTD Actual	YTD % Spent	
Office of the Municipal Manager	100 000	0	6 059	#DIV/0!	100 000	6 059	6%	6%
Financial Services	100 000	0	26 622	#DIV/0!	100 000	2 020 721	2021%	2021%
Corporate Services	100 000	0	14 780	#DIV/0!	100 000	38 298	38%	38%
Community Services	400 000	300 000	2 130	1%	400 000	7 365	2%	2%
Electrical Engineering	56 600 000	4 982 042	922 502	19%	24 577 152	3 667 833	15%	6%
Engineering Services	137 799 250	22 008 336	31 269 666	142%	57 391 647	43 909 072	77%	32%
Planning and Economic Development	335 000	0	9 741	#DIV/0!	100 000	13 891	14%	4%
<b>Total:</b>	<b>195 434 250</b>	<b>27 290 378</b>	<b>32 251 500</b>	<b>118%</b>	<b>82 768 799</b>	<b>49 663 239</b>	<b>60%</b>	<b>25%</b>

From the table above it can be seen that the expenditure on capital did not take place in line with that which was planned. Capital expenditure planned for support Departments such as the MM, CFO PED and Corporate Services were mainly allocated for the

replacement of furniture and appliances, herein all were still below the allocated budget due to these purchases being limited due to cashflow constraints. Of concern are the following deviations:

- i. *Office of the CFO (2021%)*: Mid-year expenditure on capital reflects R2 million while the Department were only allocated R100 000.
- ii. *Community Services (2%)*: Capital was allocated for the procurement of tools and equipment required for service delivery, the delay in the procurement thereof will negatively affect service delivery. This since the Parks maintenance services has been insourced and internal maintenance teams needs to be equipped to be able to perform this function.
- iii. *Electrical Engineering (15%)*: Capital allocated to Electricity Department was intended for the upgrade of the electricity network which is experiencing and increase in outages due to the ageing infrastructure. These projects were however dependent on the securing of the DBSA loan. *The funds for these project have not yet been received from the DBSA.*
- iv. *Engineering Services (77%)*: Although the level of expenditure is not far of target it should be noted that the expenditure incurred are mostly on MIG projects (also refer to **Table 8**). All Capital projects funded through own sources has been placed on hold since a loan could not be secured to fund these. This affects all projects intended to refurbish internal streets (also refer to **Table 7** for the detail regarding this)

Table 7: Mid-year Expenditure on Capital projects as planned in the 2018/19 SDBIP												
Ref	Dpt	IDP Number	Project name	Funding source	Planned Start Date	Wards	Dec-18					
							YTD Financials			Total Financials		
							Budget	Actual	% Spent	Budget	Actual	% Spent
CP1	Office of the Municipal Manager	MM 161	Purchase of office furniture and equipment for the Office of the Municipal Manager	Own Funds	01-Jul-18	All	0	6 059	100%	100 000	6 059	6%

Table 7: Mid-year Expenditure on Capital projects as planned in the 2018/19 SDBIP												
Ref	Dpt	IDP Number	Project name	Funding source	Planned Start Date	Wards	Dec-18					
							YTD Financials			Total Financials		
							Budget	Actual	% Spent	Budget	Actual	% Spent
CP2	Financial Services	CFO 163	Purchase of office furniture and equipment for Office of the CFO	Own Funds	01-Jul-18	All	50 000	38 758	78%	100 000	38 758	39%
CP3	Corporate Services	CORP 162	Purchase of office furniture and equipment for Corporate Services Department	Own Funds	01-Jul-18	All	0	36 824	100%	100 000	36 824	37%
CP4	Community Services	CSD 165	Purchase of office furniture and equipment for Community Services Department	Own Funds	01-Jul-18	All	0	27 970	100%	100 000	27 970	28%
CP5	Community Services	ESD 98	Procurement of Grass cutting machines for Nkowankowa, Lenyenye and Tzaneen	External Loans	01-Jul-18	All	0	0	0%	300 000	0	0%
CP42	Electrical Engineering	EED 159	Purchase of office furniture and equipment for Electrical Engineering Dpt	Own Funds	01-Jul-18	All	100 000	0	0%	100 000	0	0%
CP41	Electrical Engineering	EED 115	New electricity Connections (Consumer contributions spent)	Other	01-Jul-18	All	3 000 000	970 630	32%	15 000 000	970 630	6%
CP10	Electrical Engineering	EED121	Provision of Capital Tools (Operations and Maintenance)	External Loans	01-Jul-18	All	100 000	0	0%	200 000	0	0%
CP43	Electrical Engineering	ESD 45	Purchase of Crane for Electrical Engineering	Own Funds	01-Jul-18	All	1 500 000	0	0%	1 500 000	0	0%
CP40	Electrical Engineering	EED 116	Renewal, Repairs and Maintenance on pre-paid meters and infrastructure at Tzaneen, Letsitele, and Politsi	External Loans	01-Jul-18	15	165 000	539 691	327%	300 000	539 691	180%
CP9	Electrical Engineering	EED120	Provision of Capital Tools (Customer Retail)	External Loans	01-Jul-18	All	50 000	0	0%	150 000	0	0%
CP39	Electrical Engineering	EED122	Replacement of 4 Existing Air conditioners in Municipal Buildings	External Loans	01-Jul-18	All	122 500	0	0%	150 000	0	0%
CP38	Electrical Engineering	EED 117	Miniature Substation Urban distribution networks (as directed by NERSA)	External Loans	01-Jul-18	14; 15	650 000	0	0%	800 000	0	0%

Table 7: Mid-year Expenditure on Capital projects as planned in the 2018/19 SDBIP												
Ref	Dpt	IDP Number	Project name	Funding source	Planned Start Date	Wards	Dec-18					
							YTD Financials			Total Financials		
							Budget	Actual	% Spent	Budget	Actual	% Spent
CP37	Electrical Engineering	EED 118	Replacing 11kv cables due to required increase in capacity (Tzaneen CBD)	External Loans	01-Jul-18	15	412 500	600 252	146%	750 000	600 252	80%
CP35	Electrical Engineering	EED 119	Substation tripping batteries	External Loans	01-Jul-18	15	55 000	0	0%	100 000	0	0%
CP11	Electrical Engineering	EED 123	Rebuilding of lines Greenfog to Haenertsburg (6km) (Pole: TE262 - TE262/13, TE288- TE288/12, TE288 - TE314)	External Loans	01-Jul-18	16	660 000	0	0%	1 200 000	0	0%
CP12	Electrical Engineering	EED 124	Rebuilding of lines Gravelotte-De Neck (2.5km) (Pole GR17 to GR40)	External Loans	01-Jul-18	All	825 000	0	0%	1 500 000	0	0%
CP13	Electrical Engineering	EED 125	Rebuilding of 33kv lines Lalapanzi-Waterbok in phases (1.5km) (Pole RV200 to RV214)	External Loans	01-Jul-18	All	330 000	0	0%	600 000	0	0%
CP14	Electrical Engineering	EED 126	Rebuilding of Mashutti 11kv line (2km) (Pole BK50 - BK65)	External Loans	01-Jul-18	16	220 000	0	0%	400 000	0	0%
CP15	Electrical Engineering	EED 127	Rebuilding of Deeside 11kv line (2.5km) (Pole HL1B/29/34 - HL1B/41/5)	External Loans	01-Jul-18	13	321 200	0	0%	584 000	0	0%
CP16	Electrical Engineering	EED 128	Rebuilding of Yamorna/ Shivurali 11kv line (4km) (Pole YM3 to YM23, YM20/1 to YM20/10, YM17/1 to YM17/6)	External Loans	01-Jul-18	13	321 200	0	0%	584 000	0	0%
CP17	Electrical Engineering	EED 129	Rebuilding of Ledzee 11kv line from LZ44 to Vandergreyp Farm (2.5km) (Pole LZ44 - LZ74)	External Loans	01-Jul-18	13	275 000	0	0%	500 000	0	0%
CP18	Electrical Engineering	EED 130	Rebuilding of lines Letsitele Valley Substation - Bosbou and all T- off's (2.5 Km) (Pole LV1 - LV1/23/2 and all T-off's)	External Loans	01-Jul-18	16	275 000	22 914	8%	500 000	22 914	5%
CP21	Electrical Engineering	EED 132	Rebuilding of Rooikoppies 11kv lines (5km) (Pole RK1/1 - RK1/59)	External Loans	01-Jul-18	16	550 000	0	0%	1 000 000	0	0%

Table 7: Mid-year Expenditure on Capital projects as planned in the 2018/19 SDBIP												
Ref	Dpt	IDP Number	Project name	Funding source	Planned Start Date	Wards	Dec-18					
							YTD Financials			Total Financials		
							Budget	Actual	% Spent	Budget	Actual	% Spent
CP22	Electrical Engineering	EED 133	Rebuilding of Mabiet 11kv line (5km) (Pole EL1/44/1 - EL1/44/63)	External Loans	01-Jul-18	All	550 000	0	0%	1 000 000	0	0%
CP24	Electrical Engineering	EED 135	Rebuilding of Campsies Glen 11kv lines (5km) (Pole CG1 - CG61)	External Loans	01-Jul-18	14	550 000	0	0%	1 000 000	0	0%
CP25	Electrical Engineering	EED 136	Rebuilding of Politsi Valley 11kv lines (5km) (Pole P26 - P51 and all T-Off's)	External Loans	01-Jul-18	14	550 000	0	0%	1 000 000	0	0%
CP26	Electrical Engineering	EED 139	Rebuilding of Mieliekloof/ Deerpark 11kv lines (2.5km) (Pole TRD227 - TRD256)	External Loans	01-Jul-18	13; 15	275 000	0	0%	500 000	0	0%
CP27	Electrical Engineering	EED 140	Rebuilding Letaba Feeder 33kv line (2.5 km) (Pole LL147 - LL171)	External Loans	01-Jul-18	15; 19	412 500	0	0%	750 000	0	0%
CP28	Electrical Engineering	EED 141	Upgrading of Waterbok 33/11kv substation	External Loans	01-Jul-18	All	550 000	0	0%	1 000 000	0	0%
CP30	Electrical Engineering	EED 144	Replace 2x 15 MVA 66/kv transformers (with 2x 30 MVA) (phase 2)	External Loans	01-Jul-18	15	8 800 000	0	0%	9 000 000	0	0%
CP34	Electrical Engineering	EED 145	Replacing of old SS1 electrical substation circuit breakers with compact switchgear	External Loans	01-Jul-18	15	2 200 000	0	0%	4 000 000	0	0%
CP31	Electrical Engineering	EED 147	Build new 4MVA, 33/kv substation at Agatha (Meyersrus T-off) (Phase 1)	External Loans	01-Jul-18	16	2 200 000	0	0%	4 000 000	0	0%
CP33	Electrical Engineering	EED 148	Refurbishment of the Ebenezer 33kv Feeder (2.5lm) (pole TE315 - TE336)	External Loans	01-Jul-18	15; 16	550 000	0	0%	1 000 000	0	0%
CP19	Electrical Engineering	EED 153	Rebuilding of Valencia 11Kv lines (2.5 km) (Pole VL1 - VL30)	External Loans	01-Jul-18	19	275 000	0	0%	500 000	0	0%
CP6	Electrical Engineering	EED 46	Entrance Streetlights R71 from Polokwane (Adshade bridge to the Voortrekker street robot)	External Loans	01-Jul-18	15	292 600	0	0%	532 000	0	0%
CP7	Electrical Engineering	EED 47	R71 Deerpark Traffic circle lights (From Voortrekker street traffic light up to traffic circle)	External Loans	01-Jul-18	15	880 000	0	0%	1 600 000	0	0%

Table 7: Mid-year Expenditure on Capital projects as planned in the 2018/19 SDBIP												
Ref	Dpt	IDP Number	Project name	Funding source	Planned Start Date	Wards	Dec-18					
							YTD Financials			Total Financials		
							Budget	Actual	% Spent	Budget	Actual	% Spent
CP8	Electrical Engineering	EED 59	Area Lighting at R36 Kujwana turn off	External Loans	01-Jul-18	18	165 000	0	0%	300 000	0	0%
CP20	Electrical Engineering	EED131	Rebuilding of Lushof South 11kv line (2.5km) (Pole AD12/10 - AD12/41)	External Loans	01-Jul-18	15	275 000	0	0%	500 000	0	0%
CP23	Electrical Engineering	EED134	Rebuilding of Haenertsburg 11kv lines (5km) (Pole HB1 - HB28, HB1/1 - HB1/40)	External Loans	01-Jul-18	16	550 000	0	0%	1 000 000	0	0%
CP29	Electrical Engineering	EED142	Upgrading of Blacknoll 33/11kv substation	External Loans	01-Jul-18	15	550 000	0	0%	1 000 000	0	0%
CP32	Electrical Engineering	EED143	Substation fencing (Letsitele Main)	External Loans	01-Jul-18	13	275 000	0	0%	500 000	0	0%
CP36	Electrical Engineering	EED146	Replacement of auto-reclosers (11kv and 33kv)	External Loans	01-Jul-18	13; 14; 16; 19	1 225 000	447	0%	1 500 000	447	0%
CP74	Engineering Services	ESD 160	Purchase of office furniture and equipment for Engineering Services Dept	Own Funds	01-Jul-18	All	100 000	33 555	34%	100 000	33 555	34%
CP61	Engineering Services	ESD 101	New Lenyenye Taxi Rank (Phase 1)	MIG	01-Jul-18	31	1 570 749	1 409 594	90%	10 471 658	1 409 594	13%
CP46	Engineering Services	ESD 11	Mopye High School Access Road Phase 1	MIG	01-Jul-18	9	0	1 405 548	100%	6 500 000	1 405 548	22%
CP47	Engineering Services	ESD 12	Paving of Nelson Ramodike High School Access road (Phase 1)	MIG	01-Jul-18	30	0	0	0%	4 445 038	0	0%
CP49	Engineering Services	ESD 14	Moruji to Matswi/ Kheshokolwe Gravel to tar Road (Phase 5 of 5)	MIG	01-Jul-18	7	32 689 259	10 143 508	31%	32 689 259	10 143 508	31%
CP55	Engineering Services	ESD 15	Tarring Nkowankowa A Codesa and Hani Streets	MIG	01-Jul-18	19	5 580 505	3 631 745	65%	9 212 232	3 631 745	39%
CP56	Engineering Services	ESD 19	Mulati Access road Paving (Phase 1)	MIG	01-Jul-18	25	1 626 498	2 560 347	157%	3 253 000	2 560 347	79%
CP53	Engineering Services	ESD 20	Paving of Thapane Cross, Mandlakazi to N'wamitwa (Phase 1)	MIG	01-Jul-18	13	0	580 600	100%	2 000 000	580 600	29%



Table 7: Mid-year Expenditure on Capital projects as planned in the 2018/19 SDBIP												
Ref	Dpt	IDP Number	Project name	Funding source	Planned Start Date	Wards	Dec-18					
							YTD Financials			Total Financials		
							Budget	Actual	% Spent	Budget	Actual	% Spent
CP58	Engineering Services	ESD 21	Tickyline to Makhwibidung Stormwater Management	MIG	01-Jul-18	27; 29; 30	1 749 999	0	0%	3 500 001	0	0%
CP54	Engineering Services	ESD 23	Dr. CN Pathudi to Pharare Access Road regravelling and stormwater management	MIG	01-Jul-18	28	0	0	0%	2 000 000	0	0%
CP48	Engineering Services	ESD 25	Upgrading of Access Road to Mbambamencisi	MIG	01-Jul-18	21	2 887 457	1 246 377	43%	8 768 065	1 246 377	14%
CP57	Engineering Services	ESD 26	Upgrading of Khujwana to Lenyenye Access Road Phase 1	MIG	01-Jul-18	31	1 626 498	2 592 386	159%	3 253 000	2 592 386	80%
CP50	Engineering Services	ESD 30	Risiba to Musiphani Road upgrade from gravel to tar (phase 1)	MIG	01-Jul-18	13	2 000 000	0	0%	2 000 000	0	0%
CP51	Engineering Services	ESD 31	Relela Access Road upgrade from gravel to tar (Phase 1)	MIG	01-Jul-18	26	0	0	0%	2 000 000	0	0%
CP52	Engineering Services	ESD 32	Matapa to Leseka Access road to school (paving)	MIG	01-Jul-18	34	0	0	0%	2 000 000	0	0%
CP60	Engineering Services	ESD 33	Low Level bridge at Agatha Cemetery	External Loans	01-Jul-18	15	1 744 384	3 940 440	226%	3 488 768	3 940 440	113%
CP59	Engineering Services	ESD 34	Mawa B12 Low level bridge	MIG	01-Jul-18	2	1 550 116.83	0	0%	3 100 235	0	0%
CP45	Engineering Services	ESD 100	Additions to existing Tzaneen stores, including fencing	External Loans	01-Jul-18	All	0	0	0%	750 000	0	0%
CP44	Engineering Services	ESD 60	Upgrading of old fire station building and Civic centre	External Loans	01-Jul-18	All	3 918 921.00	0	0%	11 756 765	0	0%
CP62	Engineering Services	ESD 102	Upgrading of Tzaneen Ext.13 internal streets from gravel to paving	External Loans	01-Jul-18	15	900 000.00	0	0%	900 000	0	0%
CP63	Engineering Services	ESD 103	Maintenance of Danie Joubert Street (Police station to CTM) in Tzaneen	External Loans	01-Jul-18	15	0	0	0%	1 325 562	0	0%
CP64	Engineering Services	ESD 104	Maintenance of Pusela to Van Velden to Billy Maritz street in Tzaneen	External Loans	01-Jul-18	15	0	0	0%	1 723 230	0	0%

Table 7: Mid-year Expenditure on Capital projects as planned in the 2018/19 SDBIP												
Ref	Dpt	IDP Number	Project name	Funding source	Planned Start Date	Wards	Dec-18					
							YTD Financials			Total Financials		
							Budget	Actual	% Spent	Budget	Actual	% Spent
CP65	Engineering Services	ESD 105	Maintenance of 1st Avenue street in Tzaneen	External Loans	01-Jul-18	15	0	0	0%	1 060 445	0	0%
CP66	Engineering Services	ESD 106	Maintenance of 3rd Avenue to Hospital to 2nd Avenue in Tzaneen	External Loans	01-Jul-18	15	0	0	0%	1 193 005	0	0%
CP67	Engineering Services	ESD 107	Maintenance of Boundary Street in Tzaneen	External Loans	01-Jul-18	15	0	0	0%	1 325 566	0	0%
CP68	Engineering Services	ESD 108	Maintenance of Nkowankowa internal street (Bankuna road to Thambo to Maxakeni)	External Loans	01-Jul-18	19	0	0	0%	6 627 808	0	0%
CP69	Engineering Services	ESD 109	Maintenance of Lenyenye Internal Streets (Main street to industrial to stadium to lthuseng to main street via Police station)	External Loans	01-Jul-18	31	0	0	0%	6 627 808	0	0%
CP70	Engineering Services	ESD 111	Maintenance of Voster Street in Letsitele	External Loans	01-Jul-18	22	0	0	0%	530 225	0	0%
CP71	Engineering Services	ESD 112	Maintenance of Eerste Street in Letsitele	External Loans	01-Jul-18	22	0	0	0%	397 668	0	0%
CP72	Engineering Services	ESD 113	Maintenance of Main CBD street and Parking in Letsitele	External Loans	01-Jul-18	22	0	0	0%	927 893	0	0%
CP73	Engineering Services	ESD 114	Rehabilitation of Haenertsburg Cemetery road	External Loans	01-Jul-18	16	0	0	0%	3 872 022	0	0%
CP75	Planning and Economic Development	PED 164	Purchase of office furniture and equipment for Planning and Economic Development Dpt	Own Funds	01-Jul-18	All	0	15 422	100%	200 000	15 422	8%
CP76	GTEDA	GTEDA 96	MSCOA equipment and programmes	Own Funds	01-Jul-18	All	0	0	0%	235 000	0	0%
<b>Total:</b>							<b>89 051 886</b>	<b>29 803 067</b>	<b>33%</b>	<b>195 534 252</b>	<b>a</b>	<b>15%</b>

**Table 7** presents the capital expenditure per project as planned in the 2018/19 IDP. Comparing this table to Table 6 it will be noted that the actual expenditure for the quarter is much less (15% compared to 25% in **Table 6**). This is because Table 6 considers all capital spent while in **Table 7** only those project which are in the IDP for the specific year are reflected. It therefore means that an amount of almost R20 million was spent on capital projects not budgeted for (and therefore not contained in the approved SDBIP). The capital programme was negatively affected by the DBSA loan funds not being secured on time and the decision not to take up the Standardbank loan (intended to fund the refurbishment of internal streets), due to affordability concerns. Herein the only exceptions are the Agatha Cemetery road for which a service provider was already appointed by the beginning of the financial year and the work has been completed covered by own funds and the procurement of 5 4x4 vehicles for the Electrical Department. An adjustment to the capital budget and IDP will therefore have to take place to accommodate these changes. The projects which were funded through MIG funds (but not in line with the approved budget and IDP) are reflected in **Table 8**.

<b>Table 8: 2018/19 Expenditure on Projects NOT in approved 18/19 budget</b>							
<b>Dpt</b>	<b>Project name</b>	<b>YTD R-value spent by 31 Dec</b>	<b>Source of funding</b>	<b>Reason for allowing expenditure?</b>	<b>Progress with implementation by 30 Sept '18</b>	<b>Reasons for deviations</b>	<b>Efforts taken to improve performance</b>
ESD	Construction of Burgersdorp Sports Ground	R 949 832	MIG	MIG roll over not applied for, MIG savings from prior year projects were utilised to finalise the projects	Complete	N/A	N/A
ESD	Construction of Julesburg Sports Facility	R 2 656 146	MIG		Complete	N/A	N/A
ESD	Upgrading of Burgersdorp to Mafarana Road	R 1 744 468	MIG	Rollover not approved	Complete	N/A	N/A
ESD	Upgrading of Rita to Mariveni Road	R 7 037 047	MIG	Rollover not approved	Complete	N/A	N/A
<b>Total</b>		<b>R 12 387 493</b>					

## 2.4 Summary of financial performance for the period 1 July to 31 December of 2018/19

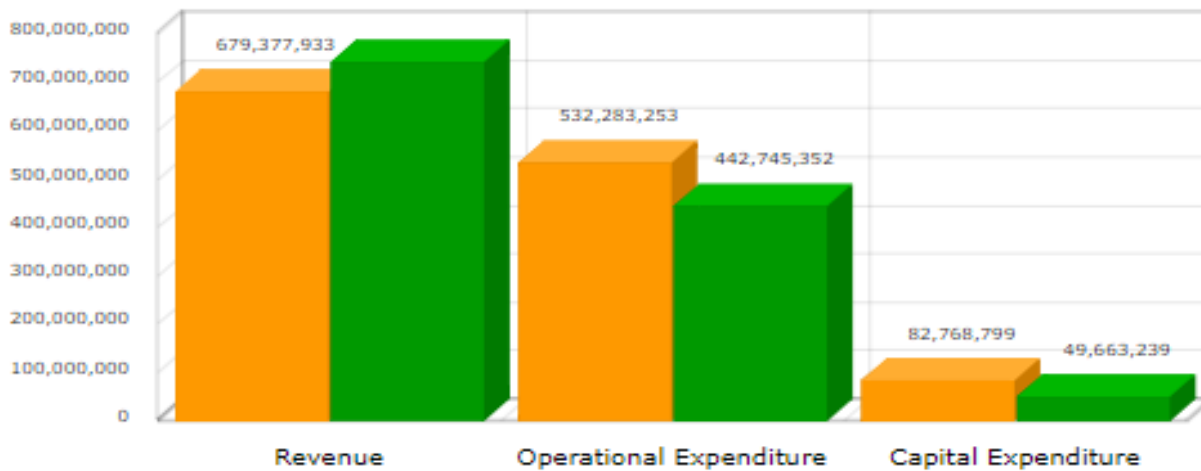
The following matters should also be taken note of:

- a) Revenue collection: Debtors increased from June 2018 to December 2018 with R 62million due to increased tariffs and lower payment rates. Not all revenue streams are optimally utilized, herein improvement should take place wrt:
- Credit control
  - Meter reading (change over in service providers results in a loss of data)
  - Traffic fine collection
  - Rental of municipal properties & facilities
- b) Operational Expenditure: GTM continue to incur fruitless expenditure due to the late payment of Eskom invoices. The delay in the payments are due to the cashflow situation. Contributing factors to the poor cashflow is the continued high expenditure on:
- Legal costs,
  - Unfunded initiatives such as the provision of water through water tankers to areas where MDM is failing to provide a sustainable service to the community and or schools,
  - Rental of plant and equipment e.g. heavy duty cranes.
- c) Expenditure on conditional grants: INEP expenditure remains very low due to delays in the appointment of service providers for projects aimed at electrification of villages.

d) Capital Expenditure: Only 15% of the expenditure planned in the SDBIP for the first six months was actually spent and these were mainly projects funded by MIG.

The overall pattern of expenditure vs the budget for the first 6 months of the financial year is presented below in **Figure 1**.

**Figure 1: Financial Performance Summary for the period 1 July to 30 Dec '18.**



	Budget	Actual	Variance
Revenue:	679,377,933.00	740,387,678.52	-61,009,745.52
Operational Expenditure:	532,283,253.00	442,745,351.90	89,537,901.10
Capital Expenditure:	82,768,799.00	49,663,239.24	33,105,559.76
<b>Total:</b>	<b>1,294,429,985.00</b>	<b>1,232,796,269.66</b>	<b>61,633,715.34</b>

### 3. Delivery on Key Performance Indicators & Projects

#### 3.1 Office of the Municipal Manager

The performance of the Office of the Municipal Manager (MM) by the end of the first six months of 2018/19 is presented below..

Table 9: Mid-year Performance on targets set for 2018/19 – Office of the Municipal Manager													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D1	Economic Growth	Develop a high performance culture for a changed, diverse, efficient and effective local government	Employee Performance Management	# of performance assessments for Sect 56/57 appointments	Number	tbd	2	1	1	G	None.	None required	Mid-year and Annual Assessment reports
D2	Economic Growth	Develop a high performance culture for a changed, diverse, efficient and effective local government	Employee Performance Management	# of Senior Managers (MM & Directors) with signed performance agreements by 30 June	Number	tbd	7	0	0	N/A			Performance Agreements
D3	Economic Growth	Enhanced Integrated developmental planning	Integrated Development Planning	# of IDP Steering Committee meetings	Number	tbd	6	3	3	G	IDP strategic session held 7-9 Nov, but required planning process	Strategic Planning Session to be reconvened.	Invitations Minutes & attendance registers

**Table 9: Mid-year Performance on targets set for 2018/19 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
											not completed		
D4	Economic Growth	Enhanced Integrated developmental planning	Integrated Development Planning	# of IDP Rep forum meetings	Number	0	5	3	1	R	Strategy Phase of IDP not yet completed	IDP strategic planning phase to be concluded	Invitations Minutes & attendance registers
D5	Economic Growth	Enhanced Integrated developmental planning	Integrated Development Planning	Draft IDP approved by Council by 31 March annually	Number	2	1	0	0	N/A			Draft IDP Council Minutes
D6	Economic Growth	Enhanced Integrated developmental planning	Integrated Development Planning	Final IDP approved by Council by 31 May annually and submitted to CoGHSTA & Treasury	Number	1	1	0	0	N/A			Final IDP Council Minutes Acknowledgment of receipt by CoGHSTA & Treasury
D7	Economic Growth	Enhanced Integrated developmental planning	Integrated Development Planning	Integrated infrastructure maintenance master plan developed	Number	1	1	0	0	N/A			Integrated Infrastructure master plan developed
D8	Good Governance	Effective and Efficient administration	Council Support	% of GTM Council resolutions implemented	Percentage	1	100%	100%	100%	G	None.	None.	Resolution register

**Table 9: Mid-year Performance on targets set for 2018/19 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D9	Good Governance	Effective and Efficient administration	Legal support	% SLAs signed within 10 days after acceptance of appointment	Percentage	100	100%	100%	83.33%	O	No Service Level Agreements were signed in December 2018.	None	*SLA Register containing date of receipt of request & submission to MM for signature)
D10	Good Governance	Effective and Efficient administration	Legal support	% of budget for contracted legal services spent	Percentage	12	100%	50%	298%	R	Service providers taking legal action against GTM	Compliance with laws and policies	Budget Reports
D11	Good Governance	Effective and Efficient administration	Management and Administration	# Management meetings	Number	1	26	13	26	B	3 Management meetings were held 3, 10 and 18th December 2018.	Management resolved to hold their meetings every Monday of the week.	Minutes & Attendance Registers
D12	Good Governance	Effective and Efficient administration	Performance monitoring and reporting	Mid-year budget and performance report submitted to PT, COGHSTA,	Number	17	1	0	0	N/A			Mid-year Performance Report Acknowledgment of Receipt



**Table 9: Mid-year Performance on targets set for 2018/19 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
				and AG by 25 Jan									
D13	Good Governance	Effective and Efficient administration	Performance monitoring and reporting	Draft Annual Report tabled in Council by 31 Jan	Number	0	1	0	0	N/A			Draft Annual Report Council Minutes
D14	Good Governance	Effective and Efficient administration	Performance monitoring and reporting	Final Annual Report approved by Council by 31 March	Number	tbd	1	0	0	N/A			Final Annual Report Council Minutes
D15	Good Governance	Effective and Efficient administration	Performance monitoring and reporting	# of Quarterly SDBIP reports submitted to Council	Number	0	4	2	1	R	Reopening of the reporting system delayed reporting	Report to be sent to last Council sitting of the year.	Quarterly Performance Reports Council Minutes
D16	Good Governance	Effective and Efficient administration	Performance monitoring and reporting	# of Back to Basics statistical reports submitted to CoGTA by the 15th of each month	Number	10%	12	6	6	G	Report for November Submitted to CoGTA	None required	B2B Reports, Acknowledgment of receipt
D17	Good Governance	Effective and Efficient administration	Performance monitoring and reporting	Draft Annual Performance Report submitted to the AG, Audit Committee	Number	Unqualified	1	1	1	G	None.	None required	Acknowledgment of Receipt from AG, AC & Mayor

**Table 9: Mid-year Performance on targets set for 2018/19 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
				and the Mayor by 31 August									
D18	Good Governance	Effective and Efficient administration	Performance monitoring and reporting	# of days taken to submit the SDBIP to the Mayor following budget approval	Number	tbd	28	0	0	N/A			SDBIP approved by the Mayor
D19	Good Governance	Effective and Efficient administration	Performance monitoring and reporting	# of quarterly performance reports audited	Number	tbd	4	2	2	G	None.	None required	Quarterly SDBIP Audit reports
D20	Good Governance	Effective and Efficient administration	Risk Management	# of Anti-corruption and fraud committee meetings	Number	New KPI	4	2	1	R	The current chairperson from CoGHSTA is most of the time not available.	The anti-corruption committee must be relooked at, that is, either to dismantle the committee or appoint one of the Directors to be chairperson.	Agendas, Attendance register, Minutes

**Table 9: Mid-year Performance on targets set for 2018/19 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D21	Good Governance	Effective and Efficient administration	Risk Management	Strategic Risk Assessment report submitted to Council by 30 May	Number	tbd	1	0	0	N/A	Not The process for 2019 will commence in February 2018.	Adherence to the process plan.	Risk Assessment Report Council Resolution
D22	Good Governance	Effective and Efficient administration	Risk Management	# of Risk management progress reports submitted to Council	Number	0	4	2	2	G	No risk management progress report was submitted to Council during this reporting period.	None	Risk Management progress Reports Council Minutes
D23	Good Governance	Effective and Efficient administration	Risk Management	# of UIF Investigation reports submitted to Public Accounts Committee (MPAC)	Number	5	4	2	1	R	Awaited finalisation of Audit by the AG and final financial adjustments	The report to be submitted to the board on time or as per stipulated time frames discussed in the board meetings	Quarterly investigation reports (1 quarter delay) Acknowledgment of receipt

**Table 9: Mid-year Performance on targets set for 2018/19 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D24	Good Governance	Effective and Efficient administration	Risk Management	% of fraud and corruption cases reported on the hotline investigated	Percentage	4	100%	100%	100%	G	No cases were received from the municipal hotline.	The municipality to conduct fraud awareness workshops constantly.	Case register Investigative reports
D25	Good Governance	Effective and Efficient administration	Risk Management	# of compliance monitoring reports submitted to Council	Number	4	4	2	2	G	None.	None required	Compliance monitoring Reports Council Minutes
D26	Good Governance	Effective and Efficient administration	Risk Management	# of risk committee meetings	Number	1	4	2	2	G	None.	None required	Invitations Agenda Attendance Register Minutes
D27	Good Governance	Effective and Efficient administration	Sound Governance	# of Internal Audit Steering Committee meetings	Number	1	11	0	0	N/A			Invitations Minutes Attendance Register

**Table 9: Mid-year Performance on targets set for 2018/19 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D28	Good Governance	Effective and Efficient administration	Sound Governance	Contracted Internal Audit services (Panel)	Q1: Advertisement for the appointment of a pool of service providers (10%) Q2: Appointment of pool of service providers finalised (15%) Q3: Source quotations and appoint auditors (30%) Q4: Outsourced audits completed (100%)	93%	100%	15%	5%	R	Consultation and research on drafting specifications	Fast track advert and appointment process	Advertisement Appointment letter Audit Reports
D29	Good Governance	Effective and Efficient administration	Sound Governance	Procurement of Electronic Audit System	Q1: Advertisement for the appointment of a service provider (10%) Q2: Appointment finalised (30%) Q3: System configuration and training (75%) Q4: System fully functional and utilised by Division (100%)	54%	100%	30%	5%	R	Same as the previous month	Fast track advert and appointment process	Advertisement Appointment letter System reports
D30	Good Governance	Effective and Efficient administration	Sound Governance	Unqualified Audit opinion obtained from AG	Number	101%	1	1	0	R			AG Audit Report

**Table 9: Mid-year Performance on targets set for 2018/19 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D31	Good Governance	Effective and Efficient administration	Sound Governance	# audit committee meetings	Number	35%	4	2	4	B			Agendas, Attendance register
D32	Good Governance	Effective and Efficient administration	Sound Governance	# of Audit Committee packs distributed 7 days before the meeting	Number	60%	4	2	1	R			Acknowledgment of receipt from external AC members
D33	Good Governance	Effective and Efficient administration	Sound Governance	3 year Strategic Audit plan approved by Audit Committee by 30 June	Number	tbd	1	0	0	N/A			3 Year Strategic Risk Audit Plan AC minutes
D34	Good Governance	Effective and Efficient administration	Sound Governance	Reviewed Internal Audit Charter submitted & approved by Audit Committee by 30 June	Number	0	1	0	0	N/A			Audit Charter AC Minutes
D35	Good Governance	Improved stakeholder satisfaction	Public Participation	# of Mayoral (local) imbizos held	Number	1	4	2	2	G	The mayoral imbizo for this quarter will be held on February.	only four mayoral imbizos must be held and the next one is in February.	Minutes and Attendance register (1 Imbizo per cluster per quarter)

**Table 9: Mid-year Performance on targets set for 2018/19 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D36	Good Governance	Increase financial viability	Budget management	% of Operational budget spent	Percentage	100%	100%	50%	38%	B	Performance target achieved	Non Applicable	Budget Reports
D37	Good Governance	Increase financial viability	Budget management	% Operating budget spent on Personnel costs (excl Salaries of councillors)	Percentage	0	35%	35%	16.67%	B	Performance Target not Achieved	Allocation of Depreciation and labour costs to be prioritised	Budget Reports
D38	Good Governance	Increase financial viability	Budget management	% of Capital Budget spent	Percentage	1	100%	40%	107%	B	Performance target achieved	None Required	Budget Reports
D39	Good Governance	Increase financial viability	Revenue Management	% equitable share received	Percentage	1	100%	50%	74.19%	G2	Equitable share are not paid in equal instalments. Second trench is scheduled to be above 70%	The total amount is spread over the year and will be paid out in full unless we do not comply with reporting standards	Bank Statement DORA

**Table 9: Mid-year Performance on targets set for 2018/19 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D40	Good Governance	Increase financial viability	Revenue Management	Draft Revenue Enhancement Strategy developed	Number	100%	1	0	0	N/A			Appointment letter for service provider or Partnership agreement Draft Revenue Enhancement Strategy
D41	Good Governance	Increase financial viability	Supply Chain Management	% of Bids awarded within 2 weeks after adjudication resolution	Percentage	tbd	100%	100%	83.33%	O	No reason for Deviation	Not Applicable	SCM Submission register Bids approval by MM
D42	Good Governance	Increase financial viability	Supply Chain Management	# of Tenders awarded that deviated from the adjudication committee recommendation	Number	tbd	0	0	0	G	None.	None required	SCM Bid register Deviation Forms
D43	Good Governance	Effective and Efficient administration	Budget management	% of capital spent on projects as prioritised in IDP for specific year	Percentage	tbd	100%	100%	81.90%	O	MIG projects rolled-over into 18/19	None Required	Capital Expenditure report 17/18 IDP project list



**Table 9: Mid-year Performance on targets set for 2018/19 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D44	Good Governance	Effective and Efficient administration	Office Administration	Purchase of office furniture and equipment for Office of the MM	Q1: Not applicable this quarter Q2: Procurement process for the acquisition of furniture (10%) Q3: Furniture procured for MM's offices and delivered (100%) Q4: Not applicable this quarter	tbd	100%	10%	0%	R			Quotations Proof of receipt of furniture
D45	Service Delivery	Enhance sustainable environmental management and social development	Disaster Management	# of disaster awareness campaigns conducted	Number	tbd	9	5	7	G2	None.	None required	Programme for Awareness Campaigns Attendance Register Agenda
D46	Service Delivery	Enhance sustainable environmental management and social development	Disaster Management	Annual Disaster Management report submitted to Mopani District by 30 Sept	Number	1	1	1	1	G	None.	None required	Annual Report Acknowledgment of receipt from MDM

**Table 9: Mid-year Performance on targets set for 2018/19 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D47	Service Delivery	Enhance sustainable environmental management and social development	Disaster Management	Annual Disaster Management report submitted to Council by 31 Aug	Number	1	1	1	1	G	None.	None required	Disaster Management Report Council Resolution
D48	Service Delivery	Enhance sustainable environmental management and social development	Disaster Management	% Disaster incidences responded to (relieved) within 72-hours	Percentage	1	100%	100%	100%	G	All the reported incidences were attended to	Non-required	Disaster Relief forms
D49	Service Delivery	Enhance sustainable environmental management and social development	Youth, Gender & Disability support	# of new Jobs created by Municipal Capital projects for youth	Number	tbd	596	298	79	R	Only few capital projects were implemented in December .	In the future we will ensure that young people are appointed in numbers.	Consolidated Job creation reports Beneficiary List
D50	Service Delivery	Enhance sustainable environmental management and social development	Youth, Gender & Disability support	# of new Jobs created by Municipal Capital projects for women	Number	tbd	596	298	571	B	No projects were implemented for women.	In the future more women will be considered	Consolidated Job creation reports Beneficiary List

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D51	Service Delivery	Enhance sustainable environmental management and social development	Youth, Gender & Disability support	# of new Jobs created by Municipal Capital projects for disabled persons	Number	1	22	10	0	R	No projects were implemented to cater for disabled people.	In the future more disabled people will be appointed.	Consolidated Job creation reports Beneficiary List

**Table 10** presents a summary of the level of performance for the first six months of 2018/19 for the Office of the Municipal Manager, indicating that **61%** of the targets set for this period were met, a decline from the **86%** which was achieved by the end of the 1<sup>st</sup> Quarter.

	Level of performance	Number of KPIs	% Performance at this level
	KPI Not Yet Measured	13	
	KPI Not Met	12	32%
	KPI Almost Met	3	8%
	KPI Met	15	39%
	KPI Well Met	2	5%
	KPI Extremely Well Met	6	16%
	<b>Total KPIs measured this period</b>	<b>38</b>	

*Areas affecting the performance of the Office of the Municipal Manager:*

- *IDP process:* The IDP process plan is not being followed with the strategy phase of the IDP not yet finalised and therefore the planned Rep forum did not take place.
- *Capital projects* were not yet implemented during the first quarter resulting in the targets set for Job creation in terms of targeted groups were not met
- *Quarterly performance reports* are not submitted to Council on time. This is due to the non-compliance with reporting timeframes by Departments.
- *Internal Audit:* The projects aimed at strengthen the capacity of the Internal Audit unit (D28 & D29) are behind schedule
- *Legal services:* Over expenditure on legal costs
- *The Anti-Corruption Committee* is not fully functional since the chairperson (from COGHSTA) is mostly not available.

### 3.2 Office of the Chief Financial Officer

The performance of the Office of the Chief Financial Officer (CFO) during the first six months of 2018/19 is presented below.

Table 11: Mid-year Performance on targets set for 2018/19 - Office of the Chief Financial Officer													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D52	Good Governance	Effective and Efficient administration	Asset Management	Implementation of Assets Management (R2 831 000)	Q1: Investigations into assets not found, Verification and impairment of assets, Calculation of depreciation and unbundling of assets. Ongoing - Reconciliation of assets with the general ledger, Asset register updates, recording of assets for disposals and preparation of journals (clearing of suspense accounts) (40%) Q2: Reconciliation of assets with the general ledger, Asset register updates, recording of assets for disposals and preparation of journals (clearing of suspense accounts) (60%) Q3: Reconciliation of assets with the general ledger, Asset register updates, recording of assets for disposals and preparation of journals (clearing of suspense accounts) (80%) Q4: Reconciliation of assets with the general ledger, Asset register updates, recording of assets for disposals and preparation of journals (clearing of suspense accounts) (100%)	Actual awaited	100%	60%	60%	G	WIP is updated and journals are prepared.	None	*Asset Management annual Plan *Asset Verification Report *Asset Management Reports from ARMS *Monthly reconciliations of suspense accounts

Table 11: Mid-year Performance on targets set for 2018/19 - Office of the Chief Financial Officer													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D53	Good Governance	Effective and Efficient administration	Office Administration	Purchase of office furniture and equipment for Office of the CFO	Q1: Not applicable this quarter Q2: Procurement process for the acquisition of furniture (10%) Q3: Furniture procured for CFO offices and delivered (100%) Q4: Not applicable this quarter	New KPI	100%	10%	23%	B	furniture delivered by midyear dec 2018	none noted	Quotations Proof of receipt of furniture
D54	Good Governance	Effective and Efficient administration	Regulatory Framework	# of finance related policies revised annually	Number	17	17	0	0	N/A			Budget Policies Council Resolution
D55	Good Governance	Effective and Efficient administration	Sound Governance	# of MSCOA progress reports submitted to Council	Number	actual awaited	4	2	0	R	to be part of mid year report to be sent to council only in January 25th	to be part of mid year report to be sent to council only in January 25th	Minutes & attendance Register
D56	Good Governance	Effective and Efficient administration	Sound Governance	# of MSCOA Steering Committee meetings	Number	actual awaited	12	6	4	R	none noted	none noted	*MSCOA Process Plan *Quarterly MSCOA reports *Council Resolution
D57	Good Governance	Effective and Efficient administration	Supply Chain Management	# of contract management reports submitted to Council	Number	Actual awaited	12	6	4	R	no reason for deviation	not applicable	Monthly Contract Management Report Council Minutes

Table 11: Mid-year Performance on targets set for 2018/19 - Office of the Chief Financial Officer													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D58	Good Governance	Increase financial viability	Asset Management	Annual Asset verification report concluded by 30 August '18	Number	1	1	1	0	R			Annual Asset Verification report
D59	Good Governance	Increase financial viability	Budget management	Draft Budget submitted to Council by 31 March annually	Number	28-Mar	1	0	0	N/A			Draft Budget Council resolution
D60	Good Governance	Increase financial viability	Budget management	Annual Budget tabled by 31 May annually	Number	25 May '18	1	0	0	N/A			Budget Council resolution
D61	Good Governance	Increase financial viability	Budget management	Annual Adjustment budget approved by Council by 28 Feb	Number	28-Feb	1	0	0	N/A			Adjustment Budget Council resolution
D62	Good Governance	Increase financial viability	Budget management	Cost coverage	Ratio	1.6	1.6	1.6	0.31	R	The target has not been reached due to the fact that council did not budget for a 3 Month additional funding.	During the budget assessment of Prov. Treasury GTM agreed that the required additional budget funding will be phased in over a period of time.	Financial reports Financial viability calculations

Table 11: Mid-year Performance on targets set for 2018/19 - Office of the Chief Financial Officer													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D63	Good Governance	Increase financial viability	Budget management	Debt coverage	Ratio	18.3	18.3	18.3	37.26	B	The current operating revenue of council covers all debt payments due within 37 days.	N/A	Financial reports Financial viability calculations
D64	Good Governance	Increase financial viability	Expenditure Management	% creditors paid within 30 days	Percentage	Actual awaited	100%	100%	99%	O	Performance target not achieved  Trade creditors not paid end Dec 2018 = 2 Trade Creditors Paid end Dec 2018 = 54	Invoices not yet due as per Statement of Account, payable end of Jan 2019 Cash Management Report is a standing item in monthly Top Management meetings; Invoice Tracking System in place	Monthly reports Creditors Age Analysis Report
D65	Good Governance	Increase financial viability	Expenditure Management	% of Finance Management Grant Spent	Percentage	Actual awaited	100%	50%	68%	G2	Performance target achieved	None Required	Monthly Expenditure Report



Table 11: Mid-year Performance on targets set for 2018/19 - Office of the Chief Financial Officer													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D66	Good Governance	Increase financial viability	Financial Reporting	# of Section 71 (MFMA) reports submitted to NT & PT by no later than 10 working days after the end of the month	Number	12	12	6	6	G	The section 71 reports were submitted to Government Departments on 14 December 2018. The reports were submitted within 10 days.	N/A	Acknowledgement of receipt by NT & PT
D67	Good Governance	Increase financial viability	Financial Reporting	Annual Financial statements submitted to AG, PT and NT by 31 August annually	Number	31-Aug-18	1	1	1	G	None.	None required	Acknowledgement of receipt by AG & PT
D68	Good Governance	Increase financial viability	Revenue Management	# of Households billed	Number	25500	26,000	26,000	19,058.50	R	Anticipate new development for residential properties for proclaimed extensions did not yet realized at the expected rate.	Property transfers to take place for properties in Municipality name already allocated and selling of stands. Infrastructure development for new extensions	Billing reports

Table 11: Mid-year Performance on targets set for 2018/19 - Office of the Chief Financial Officer													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D69	Good Governance	Increase financial viability	Revenue Management	Outstanding service debtors to revenue	Ratio	39.4	39.4	39.4	59.92	R	Debtors increased from June 2018 to December 2018 with R 62m due to increased tariffs and lower payment rate.	New service provider appointed for meter reading and credit control systems to be effective from January 2019 will assist in data integrity and debt collection.	Financial reports Financial viability calculations
D70	Good Governance	Increase financial viability	Revenue Management	# of indigents registered	Number	36732	25,764	25,764	25,963	G2	New applications for 2017-2018 still to be validated and approved by Council	Updated validated indigent register	Indigent register

**Table 11: Mid-year Performance on targets set for 2018/19 - Office of the Chief Financial Officer**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D71	Good Governance	Increase financial viability	Revenue Management	% Accuracy of Contracted meter reading and credit control services	Percentage	Actual awaited	95%	95%	78.76%	O	New service provider appointed from 1 November 2018. Although readings were imported and we estimated usages. Implementation of system software delayed.	Finalise integration of software with Promis. Meter reading system to be fully compatible for Dec/Jan reading cycle reading and import of readings for end January billing purpose.	Billing report Invoice & Report from Service Provider

**Table 11: Mid-year Performance on targets set for 2018/19 - Office of the Chief Financial Officer**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D72	Good Governance	Increase financial viability	Revenue Management	Contracted services valuation roll (R2,000,000)	Q1: Monitor the re-valuation of properties in line with land use changes approved by PED, ensure capturing of new values on financial system, monitor expenditure (25%) Q2: Monitor the re-valuation of properties in line with land use changes approved by PED ensure capturing of new values on financial system, monitor expenditure (50%) Q3: Monitor the re-valuation of properties in line with land use changes approved by PED ensure capturing of new values on financial system, monitor expenditure (75%) Q4: Monitor the re-valuation of properties in line with land use changes approved by PED ensure capturing of new values on financial system, monitor expenditure (100%)	Actual awaited	100%	50%	40.80%	O	Expenditure as per fixed rate for maintenance of valuation roll. Ad Hoc valuation for determination of rental amounts.	Request re-valuation of properties in line with land use changes approved by PED, apply new values on financial system	*Monthly updated Register of requests for adhoc Service provider Monthly Reports
D73	Good Governance	Increase financial viability	Supply Chain Management	Demand Management Plan approved by Council by 30 June Annually	Number	Plan approved but not on time	1	0	1	B	department did not submit specification as per dates in procurement plan	all department must submit specification as per dates in procurement plan	Demand Management Plan Council Minutes
D74	Good Governance	Increase financial viability	Supply Chain Management	# of SCM reports submitted to national treasury	Number	12	12	6	5	O	no deviation		Monthly SCM reports Acknowledgement of receipt from Treasury

Table 11: Mid-year Performance on targets set for 2018/19 - Office of the Chief Financial Officer													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D75	Service Delivery	Improve access to sustainable and affordable services	Free Basic Services	% of households earning less than R 1100 served with free basic electricity (total registered as indigents in formal towns)	Percentage	100% (25764)	100%	100%	83.33%	O	All households indicated as indigent on Promis receive rebate for electricity. Eskom manage rural areas and townships	Ongoing validation of indigent register. Eskom to verify issue of tokens and follow up on those who do not collect.	Indigent register Billing Report For Tzaneen, Nkowankowa, Lenyenye, Haenertsburg, Letsitele
D76	Service Delivery	Improve access to sustainable and affordable services	Free Basic Services	% households earning less than R 1100 with access to free basic waste removal (total registered as indigents)	Percentage	7%	10%	10%	3.51%	R	All indigents on Promis receive free basic waste services. Less indigents registered, new applications still to be validated and approved	Ongoing validation of indigent register. New applications to be approved, this will increase amount of beneficiaries	Indigent register Billing Report

Table 11: Mid-year Performance on targets set for 2018/19 - Office of the Chief Financial Officer													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D77	Service Delivery	Improve access to sustainable and affordable services	Free Basic Services	Total number of registered indigent households who received free basic water and sanitation (GTM service area)	Number	1380	1,525	1,525	1,076.67	R	All indigents on Promis receive free basic water. Indigents were disqualified and the number decreased from the previous year.	Ongoing indigent validation, new applications should be approved and processed. Increased number of indigents will assist in reaching the target	Indigent register Billing Report
D78	Service Delivery	Optimise and sustain infrastructure investment and services	Asset Management	R-value spent on maintenance of electricity infrastructure as % of asset value	Percentage	Actual awaited	2.70%	0%	0%	N/A			Indigent register Billing Report
D79	Service Delivery	Optimise and sustain infrastructure investment and services	Asset Management	R-value spent on maintenance of municipal buildings as % of asset value	Percentage	Actual awaited	2.70%	0%	0%	N/A			Indigent register Billing Report
D80	Service Delivery	Optimise and sustain infrastructure investment and services	Asset Management	R-value spent on maintenance of roads as % of asset value	Percentage	Actual awaited	8%	0%	0%	N/A			Indigent register Billing Report

Table 11: Mid-year Performance on targets set for 2018/19 - Office of the Chief Financial Officer													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D81	Service Delivery	Optimise and sustain infrastructure investment and services	Asset Management	R-value spent on maintenance of the fleet as % of asset value	Percentage	Actual awaited	15%	0%	0%	N/A			Indigent register Billing Report
D82	Service Delivery	Optimise and sustain infrastructure investment and services	Free Basic Services	R-value of Free Basic Electricity to Households	R-value	Actual awaited	R 4,400,000	R 2,200,000	R 1,315,893	R	Payment as per invoice received from Eskom for tokens issued to indigents was received late, only expense in January 2019. Amount for December represent tokens issued by Tzaneen Municipality for indigents within our network.	Processing of invoice in the same month of receiving it. Ongoing validation of indigents and Eskom to inspect on bridging of electricity. Indigent register for new applicants to be finalized	Indigent register Billing Report

**Table 12** below presents a summary of the level of performance for the first 6 months of 18/19, during which the Office of the CFO did not meet 65% of the targets set, a decline from the **56%** of the targets not met during the 1<sup>st</sup> Quarter.

<b>Table 12: CFO - Summary of Results (Mid-year 2018/19)</b>			
	<b>Level of performance</b>	<b>Number of KPIs</b>	<b>% performance at this level</b>
	KPI Not Yet Measured	8	
	KPI Not Met	10	43%
	KPI Almost Met	5	22%
	KPI Met	3	13%
	KPI Well Met	2	9%
	KPI Extremely Well Met	3	13%
	<b>Total KPIs measured this quarter</b>	<b>23</b>	

*Challenges that affected the performance of the Office of the Chief Financial Officer:*

- *MSCOA programme:* Progress with the implementation of MSCOA is far behind schedule and quarterly reporting to Council is not taking place as required.
- *Asset Management:* Annual Asset Verification Report reported as not concluded by 31 August as planned
- *Indigent management:* Reporting on the number of indigents with access to free basic services is a challenge since this is dependent on the registration process as well as the GTM service areas. The majority of indigent reside in the MDM service area (for water & sanitation).
- Rand value spent on the provision of free basic electricity is less than anticipated as invoices from Eskom are received late.
- *Revenue management:* A new service provider was appointed for meter reading and credit control which resulted in estimates being billed in November and December.



### 3.3 Corporate Services Department

The performance of the Corporate Services Department (CORP) during the first six months of 2018/19 is presented below.

Table 13: Mid-year Quarter Performance on targets set for 2018/19 - Corporate Services Department													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D83	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	% Staff turnover	Percentage	actual awaited	6.60%	0%	4.91%	B	Retirements and Resignations during the course of the period	Natural cause are unpreventable	Staff establishment
D84	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	# of people from employment equity target groups employed in the 3 highest levels of management in compliance with EE plan	Number	actual awaited	27	27	28.8	G2	None	None required	Employment Equity report
D85	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	% Employees that are female	Percentage	actual awaited	35%	35%	39.60%	G2	None	None required	Employment Equity report
D86	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	% Employees that are youth	Percentage	actual awaited	35%	35%	17.80%	R	Progression of age.	To target youth in all positions	Employment Equity report

**Table 13: Mid-year Quarter Performance on targets set for 2018/19 - Corporate Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D87	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	% Employees that are disabled	Percentage	actual awaited	2.2	2.2	2.7	G2	None as Target achieved	To encourage disable employees to apply and be prioritised by Council	Employment Equity report
D88	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	# of employees complying with financial minimum competency requirements	Number	Actual awaited	35	0	25	B	None as target met.	None	HR Monthly Reports Compliance Certificates
D89	Good Governance	Effective and Efficient administration	Capacity building and Training	# of employees trained	Number	actual awaited	179	69	30	R	No orders issued for training plan due to cash flow.	None	Training Plan Attendance Register
D90	Good Governance	Effective and Efficient administration	Council Support	# of days taken to publicise MPAC reports, following Council approval	Number	actual awaited	7	7	8	R	No Council meeting was held during the month of December 2018, hence there were no reports publicized during the month.	None. Council meetings are scheduled to end November of each month.	Council Minutes Copy of Adverts Proof of Website placement
D91	Good Governance	Effective and Efficient administration	Council Support	# of Council meetings held	Number	actual awaited	4	2	5	B	No Council meeting was held during December 2018.	None.	Minutes and attendance registers
D92	Good Governance	Effective and Efficient administration	Council Support	# of Exco meetings held	Number	actual awaited	26	13	8	R	Exco meetings were scheduled to end in November 2018.	None. Due to the holiday season only Special Exco meetings are accommodated to finalize urgent matters.	Minutes and attendance registers
D93	Good Governance	Effective and Efficient administration	Council Support	# of Portfolio Committee meetings held	Number	actual awaited	108	54	46	O	Portfolio committee meetings were scheduled to end in December 2018.	None. Only urgent meetings are accommodated to finalize urgent items.	Committee meetings register

**Table 13: Mid-year Quarter Performance on targets set for 2018/19 - Corporate Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D94	Good Governance	Effective and Efficient administration	Human Resource Management	% of personnel budget spent	Percentage	actual awaited	100%	50%	43.25%	O	No new appointments made due to cash flow.	Cash flow improvement.	Personnel Budget Staff Establishment reports
D95	Good Governance	Effective and Efficient administration	Human Resource Management	Organogram Review concluded by 30 May	Number	actual awaited	1	0	0	N/A			Organogram Council Resolution
D96	Good Governance	Effective and Efficient administration	Information Technology	# Of ICT Steering Committee Meetings	Number	New KPI	4	2	2	G	None.	None required	Minutes and Attendance Register
D97	Good Governance	Effective and Efficient administration	Information Technology	Internet services procured by 30 Dec	Number	New KPI	1	1	1	G	None.	None required	SLA with Vodacom
D98	Good Governance	Effective and Efficient administration	Information Technology	% of Network Availability at Satellite Offices	Percentage	New KPI	80%	80%	89.94%	G2	Electricity outages caused satellite offices to be offline.	The Municipality to consider procuring backup power equipment.	Solarwinds Reports
D99	Good Governance	Effective and Efficient administration	Information Technology	Leasing of Desktops and Laptops & Councillor Tablets	Q1: Develop Specifications, procurement process concluded (90%) Q2: Delivery of desktops (160) and laptops (60) completed	New Project	100%	100%	90%	O	BID not adjudicated.	To find quick wins to get the project completed.	Specifications Appointment Letter Delivery acceptance note

**Table 13: Mid-year Quarter Performance on targets set for 2018/19 - Corporate Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D100	Good Governance	Effective and Efficient administration	Information Technology	Leasing and installation of Network switches, Routers and Firewall	Q1: Develop Specifications, procurement process concluded (90%) Q2: Delivery of network switches (20) and Routers & Firewall (9) completed Q3: N/A	New Project	100%	100%	100%	G	None.	None required	Specifications Appointment Letter Delivery acceptance note
D101	Good Governance	Effective and Efficient administration	Information Technology	Leasing and installation of Servers	Q1: Develop Specifications, procurement process concluded (90%) Q2: Delivery and installation of 2 servers completed Q3: N/A	New Project	100%	100%	100%	G	None.	None required	Specifications Appointment Letter Delivery acceptance note
D102	Good Governance	Effective and Efficient administration	Occupational Health and Safety	# of OHS committee meetings	Number	actual awaited	4	2	1	R	Non held due to non - availability	That all members of OHS Committee meeting adhere to the invitation.	Notice of meeting Attendance Register Minutes
D103	Good Governance	Effective and Efficient administration	Occupational Health and Safety	# of OHS inspections conducted	Number	actual awaited	140	70	12	R	The focus was on preparing for a practice evacuation drill	Inspections will increase in the coming months.	Site Inspection Forms and/or OHS inspection reports

**Table 13: Mid-year Quarter Performance on targets set for 2018/19 - Corporate Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D104	Good Governance	Effective and Efficient administration	Occupational Health and Safety	Occupational Health and Safety risk assessment	Q1: Specifications and advertisement for the appointment of a service provider (10%) Q2: Service provider appointed (20%) Q3: Risk assessment conducted, draft report available (70%) Q4: Risk assessment report finalised. (100%)	New KPI	100	20	10	R	Finance did not advertise the tender due to cash flow.	That the cash flow be improved	Specifications Advertisement Appointment Letter Risk Assessment Report
D105	Good Governance	Effective and Efficient administration	Records Management	# of awareness workshops to encourage proper filing of documentation	Number	actual awaited	4	2	1	R	No Records awareness workshop was conducted during the month of December 2018. The training programme for the processing of electronic memorandums was concluded during the month of November 2018.	A slot is provided during the Induction programme to workshop new staff members on Records Management.	Workshop programme Invitation Attendance Register
D106	Good Governance	Effective and Efficient administration	Records Management	# of file audits conducted	Number	actual awaited	12	6	6	G	Out of 97 file booked out during December 2018, 44 files were still not returned during the time of reporting.	Files are audited every week as a continuous process.	Register of Files Audited

**Table 13: Mid-year Quarter Performance on targets set for 2018/19 - Corporate Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D107	Good Governance	Improved stakeholder satisfaction	Communication	# of media engagements (briefings and media sessions)	Number	4	4	2	2	G	Mayor's schedule congested.	To arrange with office the Mayor on time for the briefing sessions to be held.	Notice of media briefing Attendance Register
D108	Good Governance	Improved stakeholder satisfaction	Communication	# of newsletters produced	Number	1	4	2	2	G	Newsletter produced and still with the printing company		Publications Website publication
D109	Good Governance	Improved stakeholder satisfaction	Communication	# of statutory provisions (website) complied with as contained in Section 75 (a-i) of MFMA within 5 days of approval	Number	actual awaited	12	12	10	O	All required updates / information were uploaded on the website.		Printscreen of placements Website update register
D110	Good Governance	Improved stakeholder satisfaction	Ward Committees	# Of community feedback meetings held	Number	actual awaited	140	70	29	R	Cllrs could not go because there is no Service Delivery and communities are threatening them.	That there be a service delivery as promised	Attendance Register Notice of meeting Minutes of meeting
D111	Good Governance	Improved stakeholder satisfaction	Ward Committees	# Fully functional ward committees (Ward committees holding monthly meetings)	Number	34	35	35	32	O	Ward Secretaries delayed to submit in the ward files	That they submit in time	Minutes of Ward committee meetings, Consolidated Monthly Ward reports
D112	Good Governance	Improved stakeholder satisfaction	Ward Committees	# of summarised quarterly ward reports submitted to Council	Number	0	4	2	2	G	No cluster meetings were held in December 2018	Cluster meeting will be held in January 2019	Summarised Ward Reports (quarterly) Council Minutes

**Table 13: Mid-year Quarter Performance on targets set for 2018/19 - Corporate Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D113	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	# of critical posts filled (MM, CFO, Engineer, Town Planner, CORP, Communications)	Number	2	6	6	3.33	R			Staff establishment
D114	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	# of Sect 56/57 positions vacant for more than 3 months	Number	3	0	0	0	N/A			Staff establishment
D115	Good Governance	Effective and Efficient administration	Office Administration	Purchase of office furniture and equipment for Corporate Services Department	Q1: Not applicable this quarter Q2: Procurement process for the acquisition of furniture (10%) Q3: Furniture procured for CORP offices and delivered (100%) Q4: Not applicable this quarter	New Project	100%	10%	0%	R	No furniture was purchase during December 2018 due to cash flow challenges.	The purchase of furniture will be considered during the next financial year budget allocation.	Quotations Invoices
D116	Service Delivery	Develop and build skilled and knowledgeable workforce	Capacity building and Training	# of senior managers complying with the minimum competency levels (MFMP)	Number	3	7	0	0	N/A			Qualifications of MM & Directors

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D117	Service Delivery	Develop and build skilled and knowledgeable workforce	Capacity building and Training	Work place skills plan submitted to LGSETA by 30 Apr	Number	1	1	0	0	N/A			WSP Acknowledgement of receipt
D118	Service Delivery	Develop and build skilled and knowledgeable workforce	Capacity building and Training	% of municipal budget spent on implementing the Work Place Skills Plan	Percentage	actual awaited	1%	0%	0%	N/A			Municipal Budget Training Budget Spent
D119	Service Delivery	Develop and build skilled and knowledgeable workforce	Labour Relations	# of Local Labour Forum meetings	Number	actual awaited	12	6	3	R	Unions requested to postpone the scheduled meetings	Encourage Unions to adhere to the meeting scheduled	LLF Invitations, Minutes and attendance registers

**Table 14** below presents a summary of the level of performance for the first six months of 2018/19 wherein **53%** of the targets set for the department were not met.

	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	5	
	KPI Not Met	12	38%
	KPI Almost Met	5	16%
	KPI Met	8	25%
	KPI Well Met	4	13%
	KPI Extremely Well Met	3	9%
	<b>Total KPIs measured this quarter</b>	<b>32</b>	



*Areas affecting the performance of the Corporate Services Department:*

- *Human Resource Management:* Targets met for the training of employees were not met, LLF and OHS meetings are not taking place as planned and vacancies are not being filled.
- *Committee meetings:* The number of meetings held by the Executive Committee and Portfolio Committees were less than planned.
- *IT:* Targets set for the procurement of laptops were not met.
- *Public Participation:* Community feedback meetings were not held as planned, Ward level reports are not consolidated for submission to Council.

### 3.4 Community Services Department

The performance of the Community Services Department (CSD) during the first six months of 2018/19 is presented below.

Table 15: Mid-year Performance on targets set for 2018/19 - Community Services Department													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D120	Good Governance	Effective and Efficient administration	Office Administration	Purchase of office furniture and equipment for Community Services Department	Q1: Not applicable this quarter Q2: Procurement process for the acquisition of furniture (10%) Q3: Furniture procured for CSD offices and delivered (100%) Q4: Not applicable this quarter	New Project	100%	10%	0%	R			Quotations Invoices
D121	Good Governance	Effective and Efficient administration	Safety and Security	# of theft cases from council buildings	Number	actual awaited	0	0	2	R	Tractor and Trailer at the Nkowankowa Municipal Stores was allegedly stolen by an employee  Attempted Theft of Copper Cables by Municipal Employees at the Tzaneen Powerstation on the 22 October 2018.	Reported to SAPS	Theft & damages register Police Case number

**Table 15: Mid-year Performance on targets set for 2018/19 - Community Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D122	Good Governance	Effective and Efficient administration	Safety and Security	# community safety forum meetings	Number	actual awaited	4	2	15	B	None. CSF held its monthly meeting on the 04 December 2018 at the Municipal Main Boardroom at 10h00.	None.	Invitation Agenda Attendance Register
D123	Service Delivery	Enhance sustainable environmental management and social development	Cemetery Management	# of cemeteries maintained	Number	actual awaited	8	8	8	G	Digging of graves, grass cutting & trees trimming, picking litter	Continue digging graves, continue with grass cutting when is needed and with trimming of trees when is needed, re opening of graves for 2nd burials	Monthly Reports Checklists
D124	Service Delivery	Enhance sustainable environmental management and social development	Environmental Health Management	# of environmental contravention pre compliance and compliance notices issued	Number	actual awaited	60	30	81	B	Improved compliance monitoring due to additional EHP appointed in September.	None	Pre compliance Notices Contravention Notices
D125	Service Delivery	Enhance sustainable environmental management and social development	Environmental Health Management	% compliance to the environmental legislation checklist	Percentage	actual awaited	92%	0%	93%	B			Environmental Checklist

**Table 15: Mid-year Performance on targets set for 2018/19 - Community Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D126	Service Delivery	Enhance sustainable environmental management and social development	Environmental Health Management	Local Environmental Forum established by end December '18	Number	actual awaited	1	1	0	R	Nomination forms distributed to external state holders but the inaugural meeting was not held due to training and Provincial forum meetings.	Availability of external stakeholders to be checked before fixing a date for the meeting.	Nomination forms Minutes of the inaugural meeting
D127	Service Delivery	Enhance sustainable environmental management and social development	Environmental Health Management	Hosting of GTM Cleanest School competition by 30 Jun	Number	actual awaited	1	0	0	N/A			Entry forms Assessment forms Programme and attendance Register for the Awards Ceremony
D128	Service Delivery	Enhance sustainable environmental management and social development	Environmental Health Management	% of water samples that comply with SANS 0241	Percentage	actual awaited	85%	85%	88.13%	G2	Continual improvement due to implementation of the Water Quality Monitoring schedule.	None	Register of sampling results Sampling points Map
D129	Service Delivery	Enhance sustainable environmental management and social development	Environmental Health Management	# of food handling premises evaluated	Number	actual awaited	120	60	115	B	A total of 12 inspections were conducted. 7 evaluations and 8 condemnation .	None	Monthly report. Evaluation forms. Food condemnation schedule for debiting. Income statement.

**Table 15: Mid-year Performance on targets set for 2018/19 - Community Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D130	Service Delivery	Enhance sustainable environmental management and social development	Environmental Health Management	% compliance to the vector control programme	Percentage	actual awaited	100%	100%	82.67%	O	Pest control position has been vacant since May 2018. The remaining PCA was on leave and the Supervisor who assists could only cover certain areas.	Advertise position of and appoint PCA.	Vector control programme. Weekly Plan Monthly Report
D131	Service Delivery	Enhance sustainable environmental management and social development	Environmental Health Management	Environmental education and awareness	Q1: n/a Q2: Workshop on Climate Change Adaptation for Ward Committees conducted (50%) Q3: 1 Awareness campaign in Relela cluster (100%) Q4: n/a	actual awaited	100	50	50	G	Availability of venue due to delays in finalising procurement process.	Reduction of number if people handling one transaction.	Invitations, attendance register and programme for workshop. Awareness campaign programme Attendance Registers for awareness campaign
D132	Service Delivery	Enhance sustainable environmental management and social development	Environmental Health Management	# of National Environmental Compliance monitoring and Enforcement reports submitted to LEDET.	Number	actual awaited	4	2	2	G	NECER report completed and submitted to LEDET.	None	Quarterly National Environmental Compliance monitoring and Enforcement Report(NECER)

**Table 15: Mid-year Performance on targets set for 2018/19 - Community Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D133	Service Delivery	Enhance sustainable environmental management and social development	Environmental Health Management	# of Environmental Management Inspectorate (EMI) forum meetings	Number	actual awaited	4	2	3	B	Attended two forum meetings: LEDET, convened a Provincial Air Quality Forum. SALSA convened a Provincial Municipal Health Manager's Forum.	None	EMI forum invitations Minutes Attendance Register
D134	Service Delivery	Enhance sustainable environmental management and social development	Environmental Health Management	% compliance to the facility cleansing plan	Percentage	actual awaited	100%	100%	111%	G2	Extension of services to Runnymede without adequate personnel	Advertise and appoint personnel.	Facility cleansing weekly plans. Budget Expenditure report. Monthly report
D135	Service Delivery	Enhance sustainable environmental management and social development	Library Services	# of library users	Number	actual awaited	96,200	48,098	64,895	G2	The electricity at the Mulati Library was down for practically the entire month; the Mulati Library closed for DSAC asset verification from 3-4 December and the Shiluvani Library closed for DSAC asset verification	Not required as December months are usually quiet and statistics will be back to normal in January. Please refer to notes under reason for deviation.	Tattletape statistics Monthly Reports

**Table 15: Mid-year Performance on targets set for 2018/19 - Community Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
												from 5-7 December.	
D136	Service Delivery	Enhance sustainable environmental management and social development	Library Services	# of special events arranged at Libraries (competitions or holiday programmes)	Number	actual awaited	15	8	15	B	No deviation. December holiday programmes were held in the Tzaneen; Shiluvane; Letsitele and Mulati libraries.	None required.	Programme, announcement, correspondence or invitation; Photos or press coverage
D137	Service Delivery	Enhance sustainable environmental management and social development	Maintenance and upgrade of parks and open spaces	m <sup>2</sup> of open spaces slashed (5 formal towns)	Number	actual awaited	980,000	489,998	18,748,146	B	The Division have no bush cutters to do the work only using slasher tractor which broke and is now at workshop for repairs	Procuring the bush cutters together with other grass cutting machines with R300 000 budget this financial year. We waiting delivery of machines, appointment was done.	Monthly Reports Checklists

**Table 15: Mid-year Performance on targets set for 2018/19 - Community Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D138	Service Delivery	Enhance sustainable environmental management and social development	Maintenance and upgrade of parks and open spaces	m <sup>2</sup> of grass cut in municipal gardens, sidewalks and parks (5 formal towns)	Number	actual awaited	2,544,000	1,272,000	59,576,054	B	Only internal grass cutting team cuts the grass with few machines which needs to be replaced	The finalisation of the process to purchase the machines will assist the team to work and produce better. Skeleton work system also contributed in less work done even though the machines are not enough for all team members. We also working with one team but we used to have 3 teams. We waiting delivery of machines	Monthly Reports Checklists
D139	Service Delivery	Enhance sustainable environmental management and social development	Maintenance and upgrade of parks and open spaces	Greening Greater Tzaneen Municipality (tree planting)	Q1: Procurement of 100 trees completed (30%) Q2: Planting of trees at schools and RDP (100%) Q3: n/a Q4: n/a	new project	100%	100%	100%	G	No deviation done with regard to trees	We will be receiving more trees from DAFF Department of Fisheries and Forest	Distribution list Invoices



**Table 15: Mid-year Performance on targets set for 2018/19 - Community Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D140	Service Delivery	Enhance sustainable environmental management and social development	Maintenance of Sports and Recreational facilities	# of sport facilities maintained (pitch & pool)	Number	New KPI	3	3	5.17	B	No deviation, we maintained, Nkowankowa, Lenyenye, Indoor Sport Center, Julesberg, Burgerdorp and the swimming pool	We will continue maintaining all six and the 7 one will be added soon which is Runnymede sport facility	Weekly Plan Monthly reports (Nkowankowa & Lenyenye)
D141	Service Delivery	Enhance sustainable environmental management and social development	Sport, Arts and Culture	Internal Sports Activities coordinated	Q1: 2 x Mass meetings in August. Preparatory games are coordinated. Coordinate participation in SAIMSA games in September. (50%) Q2: n/a Q3: Ensure that practise for all sporting codes starts. 1 X Executive meeting by end March. Preparatory games are coordinated for SAIMSA & IMSA (75%) Q4: Facilitate participation in provincial SAIMSA games (100%)	actual awaited	100%	50%	90%	B			Annual Programme Weekly plan Minutes & Attendance registers of meetings Results of SAIMSA National and Provincial Games

**Table 15: Mid-year Performance on targets set for 2018/19 - Community Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D142	Service Delivery	Enhance sustainable environmental management and social development	Sport, Arts and Culture	Coordination of Local, District, Provincial and National Sports, Arts & Culture activities	Q1: Preparatory meeting for Arts and Culture event by Aug. Coordinate Arts & Culture events by end September (50%) Q2: n/a Q3: n/a Q4: Coordinate indigenous games. Golden Games cluster events arranged (100%)	actual awaited	100%	50%	50%	G			Annual Programme of events Minutes and attendance registers of cluster meetings Results of the Indigenous games
D143	Service Delivery	Enhance sustainable environmental management and social development	Waste Management	R-value spent on waste management	R-value	actual awaited	87,341,959	43,670,978	31,183,340.26	R	Cutting the spending on overtime, use of vehicles and that there are budgeted positions which are not filled in. Hence the low spending	None	Budget Expenditure-reports
D144	Service Delivery	Enhance sustainable environmental management and social development	Waste Management	# of Rural Waste Service Areas serviced (Level 2 service)	Number	40	40	40	40	G	1) Fleet Management:- * Rapid-Turn-Around (repair & maintenance) in ensuring the Removal-Fleet is always functional * Waste-Fleet should be replaced on a "round-robin" 5 x year plan (i.o.w.'s 20% of fleet to be replaced annually) 2) Budget:-	None	EPWP Transporter of Waste (ToW) Payment-advices ?1 x approved T.o.W.- Timesheet signed off by Ward Committee & Traditional Authority

**Table 15: Mid-year Performance on targets set for 2018/19 - Community Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D145	Service Delivery	Enhance sustainable environmental management and social development	Waste Management	Number of Urban Waste Service areas serviced	Number	5	5	5	5	G	* Project-prioritization to operationalize all 66 x W.S.A.'s 3) URGENT Workstudy:- * A proper organogram to operationalize the Rural Waste Management project  1) To ensure more accurate P.o.E.'s an electronic routesheet / tracking-system need to be installed in each vehicle with a sustainable monitoring as per a "unique-route" for each area 2) No "specific-premises-checklist" are kept EXCEPT the P.o.E.'s that was approved by the CSD	None	1 x Removal-map for each urban suburb ? Category Tariff Summary reports for urban suburbs ? Monthly Stats.-report
D146	Service Delivery	Enhance sustainable environmental management and social development	Waste Management	# of Households with access to basic level of solid waste management services	Number	actual awaited	47,822	47,822	47,822	G	1) Budget:- * Project-prioritization to operationalize all 66 x W.S.A.'s 2) URGENT Workstudy:- * a Proper organogram to	1) Council took a decision on 29 Oct.2015 whereby the Rural to formalised - which did not take place yet, resulting in	"Informal-demarcated" removal scheduled-maps @ rural Waste Service Areas (W.S.A.'s)

**Table 15: Mid-year Performance on targets set for 2018/19 - Community Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
											operationalize the Rural Waste Management project 3) The "Management-Information-System" (available from the CFO @ Revenue-Division) of Council are only able to provide a Category Tariff Summary Billing-report to prove the number of Households in each suburb	estimate figures derived from Arial photographic-abstracts which are indicative of such households that is receiving a BRR-Service	
D147	Service Delivery	Enhance sustainable environmental management and social development	Waste Management	% Compliance with landfill site license requirements	Percentage	new project	90%	90%	97.50%	G2	1) Insufficient budget to address the outstanding items	1) Prioritize projects i.t.o. mScoa principle 2) Budget to execute GRAP 19 annually	Quarterly Internal Audit Report

**Table 15: Mid-year Performance on targets set for 2018/19 - Community Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D148	Service Delivery	Enhance sustainable environmental management and social development	Waste Management	Urban Waste Kerbside collection	Q1: Kerbside collections on a weekly basis for 8580 urban Households (100%) Q2: Kerbside collections on a weekly basis for 8580 urban Households (100%) Q3: Kerbside collections on a weekly basis for 8580 urban Households (100%) Q4: Kerbside collections on a weekly basis for 8580 urban Households (100%)	actual awaited	100%	100%	100%	G	1) To ensure more accurate P.o.E.'s an electronic routesheet / tracking-system need to be installed in each vehicle with a sustainable monitoring as per a "unique-route" for each area	1) Vehicles for removals need to be provided with "Tracking-devices" pre-programmed on unique-routesheets	? Category-Tariff-Summary report for urban suburbs
D149	Service Delivery	Enhance sustainable environmental management and social development	Waste Management	Solid Waste Litterpicking in GTM area	Q1: Monthly monitoring of 140 litterpicking routes (100%) Q2: Monthly monitoring of 140 litterpicking routes (100%) Q3: Monthly monitoring of 140 litterpicking routes (100%) Q4: Monthly monitoring of 140 litterpicking routes (100%)	new project	100%	100%	100%	G	1) Budget:- Project-prioritization to operationalize all the necessary route as identified 2) URGENT Workstudy:- * a Proper organogram to operationalize the project	None	? Litter-picking Routes ?1 example of a Litterpicking Teamleader's Timesheet/Score card p.m.

**Table 15: Mid-year Performance on targets set for 2018/19 - Community Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D150	Service Delivery	Enhance sustainable environmental management and social development	Waste Management	Public Toilet Management	Q1: Monthly monitoring of 10 public toilets blocks (100%) Q2: Monthly monitoring of 10 public toilets blocks (100%) Q3: Monthly monitoring of 10 public toilets blocks (100%) Q4: Monthly monitoring of 10 public toilets blocks (100%)	new project	100%	100%	100%	G	1) Public toilets are actually part of the Building & Maintenance programmes and must be transferred to the relevant Department and/or Division 2) Internal Audit Section to do an Audit to transfer the function to the relevant unit	None	? Public Toilet's Cleansing-schedule ?1 example of a Public Toilet Teamleader's Timesheet/Visitation-checklist p.m.
D151	Service Delivery	Improve access to sustainable and affordable services	Licensing and Testing services	# of compliance assessments on the conditions as set out in the SLA with Dept. of Transport (RA & DLTC)	Number	actual awaited	12	6	106	B	Monthly report for November 2018 attached Damage to Electronic Learners License system caused by Lightning	Claim submitted to CFO office for Insurance purposes	1 SLA ticklist per station (1x Registration Authority & 2xTesting Stations)

**Table 15: Mid-year Performance on targets set for 2018/19 - Community Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D152	Service Delivery	Improve access to sustainable and affordable services	Maintenance and upgrade of parks and open spaces	Procurement of Grasscutting machines for Nkowankowa, Lenyenye and Tzaneen	Q1: Draft specifications and advertisement for appointment of service provider (10%) Q2: Appointment of service provider finalised (20%) Q3: Delivery of grasscutting machines (8 Heavy duty Bush cutters, 5 industrial brush cutters, 1 chainsaw industrial , 2 heavy-duty pole pruner, 1 industrial lawn mower, 4 industrial rotary lawn mowers) completed (100%) Q4: N/A	New project	100%	20%	100%	B	Appointment done  Waiting delivery of machines anytime	To add more machines when funds allows	Specifications Advertisement Appointment letter Delivery note
D153	Service Delivery	Improve access to sustainable and affordable services	Traffic Services	Traffic fine collection rate [(Rand value received for fines/ R value of fines issued as %]	Percentage	actual awaited	35%	35%	6.01%	R	The Province does not allow us to blacklist the offenders through eNATIS . The Magistrate is slowly in assisting us with warrant	We will pursue sending sms, serving of warrants and road block while accepting the assistance of the Magistrate even though its slow but we can't make him work more	Revenue reports Traffic Fine system report

Table 15: Mid-year Performance on targets set for 2018/19 - Community Services Department													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D154	Service Delivery	Improve access to sustainable and affordable services	Traffic Services	# of roadblocks	Number	New project	4	2	3	B	We get assistance of road block once a month from the service provider as per agreement. It was done from 17 Dec 2018 to the 20 Dec 2018	We will pursue the service provider to double the effort per month	Programme of Roadblocks Weekly plans Monthly report

Table 16 below presents a summary of the level of performance for the first six months of 2018/19 for CSD indicating that **82%** of the targets set were met.

Table 16: CSD - Summary of Results (Mid-year of 2018/19)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	1	
	KPI Not Met	5	15%
	KPI Almost Met	1	3%
	KPI Met	11	32%
	KPI Well Met	4	12%
	KPI Extremely Well Met	13	38%
	<b>Total KPIs measured this quarter</b>	<b>34</b>	



*Areas affecting the performance of the Community Services Department:*

1. *Theft from Council buildings:* This period was marked with theft by municipal officials all which are still under investigation.
2. Non-compliance with the vector control programme
3. *Parks Maintenance:* efficiency of the unit affected by insufficient tools and equipment. Although capital was allocated for the procurement of tools this has not yet taken place.

### 3.5 Electrical Engineering Services Department

The performance of the Electrical Engineering Services Department (EED) during the first 6 months of 2018/19 is presented below.

Table 17: Mid-year Performance on targets set for 2018/19 - Electrical Engineering Department													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D155	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	# of employees with technical skills/capacity (engineers & technicians - EED)	Number	19	20	19	18	O			HR Monthly Reports Compliance Certificates
D156	Good Governance	Effective and Efficient administration	Office Administration	Purchase of office furniture and equipment for Electrical Engineering Dpt	Q1: Not applicable this quarter Q2: Procurement process for the acquisition of furniture (10%) Q3: Furniture procured for EED offices and delivered (100%) Q4: Not applicable this quarter	No furniture procured	100%	10%	0%	R			Quotations Proof of receipt of furniture
D157	Service Delivery	Improve access to sustainable and affordable services	Fleet Management	Purchase of Crane for Electrical Engineering	Q1: Appointment of service provider completed (50%) Q2: Delivery of crane and training of driver/operator completed (100%) Q3: n/A Q4: n/a	New project	100%	100%	50%	R	Bid adjudication was not finalised in time	No corrective measures Supplier was appointed.	Appointment letter Delivery note
D158	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure	% of households with access to electricity	Percentage	Actual Awaited	98%	0%	0%	N/A	Not applicable this quarter	None	Electrification reports
D159	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	# of households with access to electricity	Number	Actual Awaited	107,878	0	0	N/A			Electrification reports

**Table 17: Mid-year Performance on targets set for 2018/19 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D160	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Entrance Streetlights R71 from Polokwane (Adshade bridge to the Voortrekker street robot)	Q1: Specifications completed and consultant appointed (10%), Q2: Appointment of contractor completed (20%), Q3: Construction in progress (50%), Q4: Entrance streetlights R71 completed (100%)	New project	100%	20%	0%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Project will be started once capital becomes available	Appointment Letter Progress reports Completion certificate
D161	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	R71 Deerpark Traffic circle lights (From Voortrekker street traffic light up to traffic circle)	Q1: Specifications completed and consultant appointed (10%) Q2: Appointment of contractor completed (20%) Q3: Construction in progress (50%) Q4: Deerpark Traffic circle lights completed (100%)	New project	100%	20%	0%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Project will be started once capital becomes available	Appointment Letter Progress reports Completion certificate
D162	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Area Lighting at R36 Kujwana turn off	Q1: Specifications completed and appointment of consultant (10%) Q2: Appointment of service provider completed (20%) Q3: Construction in progress (50%) Q4: Area lighting at R36 Kujwana turn-off completed (100%)	New project	100%	20%	0%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Project will be started once capital becomes available	Appointment Letter Progress reports Completion certificate
D163	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of Shongani village Phase 2 (85 units)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction at 50% (60%) Q4: Electrification of Shongani village Phase 2 (85 units) completed (100%)	New project	100%	10%	0%	R	Project executed by ESKOM	KPI to be removed during adjustment	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)

Table 17: Mid-year Performance on targets set for 2018/19 - Electrical Engineering Department													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D164	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of Burgersdorp Phase 2 (25 units)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of Burgersdorp Phase 2 (25 units) completed (100%)	New project	100%	10%	0%	R	Project executed by ESKOM	KPI to be removed during adjustment	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D165	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of Motseteng (250 units)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of Motseteng (250 units) completed (100%)	New project	100%	10%	5%	R	Consultant appointed busy with designs. Delays with approval of designs due to the line to be upgraded before the village can be connected	Negotiation with Eskom for approval of designs in progress	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D166	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of Mokgoloboto (89 units)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of Mokgoloboto (89 units) completed (100%)	New project	100%	10%	0%	R	Project executed by ESKOM	KPI to be removed during adjustment	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D167	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of Mariveni C (123 units)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of Mariveni C (123 units) completed (100%)	New project	100%	10%	10%	G	Contractor Appointed	None	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)

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								Target	Actual	R	Reason for deviation	Corrective Measures	
D168	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of Zanghoma (13 units)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by Eskom (10%) Q3: Construction 50% (60%) Q4: Electrification of Zanghoma (13 units) completed (100%)	New project	100%	10%	10%	G	Contractor Appointed. Busy with site handover	None	Appointment Letter Approval letter on Designs from Eskom Project progress reports Handover certificate PCS File (ESKOM)
D169	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of Lenyenye (85 units)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by Eskom (10%) Q3: Construction 50% (60%) Q4: Electrification of Lenyenye (85 units) completed (100%)	New project	100%	10%	5%	R	Consultant Appointed. Busy with designs. Delays with approval of designs due to line to be upgraded before the village can be connection	Negotiation with Eskom for approval of designs in progress	Appointment Letter Approval letter on Designs from Eskom Project progress reports Handover certificate PCS File (ESKOM)
D170	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of Mandlhakazi Marikani Extension 2 (138 units)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by Eskom (10%) Q3: Construction 50% (60%) Q4: Electrification of Mandlhakazi Marikani Extension 2 (138 units) completed (100%)	New project	100%	10%	10%	G	Contractor Appointed. Busy with site handover	None	Appointment Letter Approval letter on Designs from Eskom Project progress reports Handover certificate PCS File (ESKOM)
D171	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of Mbhekwana (53 units)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by Eskom (10%) Q3: Construction 50% (60%) Q4: Electrification of Mbhekwana (53 units) completed (100%)	New project	100%	10%	10%	G	Designs completed and supported by Eskom	None	Appointment Letter Approval letter on Designs from Eskom Project progress reports Handover certificate PCS File (ESKOM)

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								Target	Actual	R	Reason for deviation	Corrective Measures	
D172	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of Relela (41 units)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of Relela (41 units) completed (100%)	New project	100%	10%	10%	G	Contractor Appointed. Busy with site handover	None	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D173	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of Joking and Moleketla (35 units)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of Joking and Moleketla (35 units) completed (100%)	New project	100%	10%	0%	R	Project executed by ESKOM	KPI to be removed during adjustment	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D174	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of Semarela, Thapoelo and Sethone (30 units)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of Semarela, Thapoelo and Sethone (30 units) completed (100%)	New project	100%	10%	0%	R	Project executed by ESKOM	KPI to be removed during adjustment	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D175	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of Setheeni (32 units)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of Setheeni (32 units) completed (100%)	New project	100%	10%	5%	R	Consultant Appointed. Designs not approved by Eskom. Eskom recommended that the project be as post connections	KPI to be removed during adjustment. Project Change control to be done with DoE	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D176	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of Mogapeng (Mmaphuti) (79 Units)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of Mogapeng (Mmaphuti) (79 Units) completed (100%)	New project	100%	10%	0%	R	Project executed by ESKOM	KPI to be removed during adjustment	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D177	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of Mackery Ext 7 (68 units)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of Mackery Ext 7 (68 units) completed (100%)	New project	100%	10%	10%	G	Contractor Appointed. Busy with site handover	None	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D178	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of Nbana (22 units)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of Nbana (22 units) completed (100%)	New project	100%	10%	5%	R	Consultant appointed busy with designs.	Designs to be presented and approved by Eskom by January 2018	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D179	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of Marumofase (22 units)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of Marumofase (22 units) completed (100%)	New project	100%	10%	5%	R	Consultant appointed busy with designs	Designs to be presented and approved by Eskom by January 2018	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D180	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of New Phepene (29 units)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of New Phepene (29 units) completed (100%)	New project	100%	10%	5%	R	Consultant appointed busy with designs. Delays with approval of designs due to line to be upgraded before the village can be connected	Negotiations with Eskom for approval of designs in progress.	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)

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								Target	Actual	R	Reason for deviation	Corrective Measures	
D181	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of Motlawa (78 units)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of Motlawa (78 units) completed (100%)	New project	100%	10%	5%	R	Consultant Appointed. Busy with designs. Delays with approval of designs due to feeder split project to be completed before the village can be connected	Negotiations with Eskom for approval of designs in progress	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D182	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of Gavaza (16 units)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of Gavaza (16 units) completed (100%)	New project	100%	10%	5%	R	Consultant Appointed. Busy with designs. Delays with approval of designs due to feeder split project to be completed before the village can be connected	Negotiation with Eskom for approval of designs in progress	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D183	Service Delivery	Optimise and sustain infrastructure investment and services	Asset Management	Replacement of 4 Existing Air conditioners in Municipal Buildings	Q1: Identify faulty aircons and prioritise (10%) Q2: Procurement of airconditioners (20%) Q3: Installation of airconditioners in progress (60%) Q4: Replacement of 4 Air conditioners in Municipal Buildings completed (100%)	New project	100%	20%	20%	G	Four Air conditioners were replaced	N/A	Progress report Completion certificate
D184	Service Delivery	Optimise and sustain infrastructure investment and services	Cost Recovery	% Electricity loss (Kwh)	Percentage	Actual Awaited	18%	0%	0%	N/A			Eskom account Revenue reports



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								Target	Actual	R	Reason for deviation	Corrective Measures	
D185	Service Delivery	Optimise and sustain infrastructure investment and services	Cost Recovery	Kilow Watt Hour Electricity loss (Kwh)	Kilow Watt Hour	tbd	37,814,098	0	0	N/A			Eskom account Revenue reports
D186	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Km of overhead lines rebuilt	Kilometres	tbd	51	0	0	N/A	Not applicable this month	None	Project Progress reports Completion certificates
D187	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Km of Electrical underground High Tension (11kv) cable replaced	Kilometres	tbd	0.5	0	0	N/A	Not applicable this month	None	Project Progress reports Completion certificates
D188	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	R-value electricity maintenance	R-value	Actual Awaited	R 53,790,875	R 26,895,438	R 14,118,781	R	The initial target amount for the year is incorrect this will be rectified on the adjustment budget	Correction of budget amount will be rectified in adjustment budget	Budget expenditure, (Vote 162/066, 173/066 & 608 183/066)
D189	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Provision of Capital Tools (Customer Retail)	Q 1: Determine capital tool requirements for new appointees and status of current equipment (25%) Q2: Determine specifications for capital tools (50%) Q3: Procurement of capital tools in progress (75%) Q4: Procurement of 1 Notebook, 3x Earth sets, 2x 12m stepladders, 3x 6m stepladders, 2x Electrical cordless drill and 3x linebuilding equipment completed (100%)	Actual Awaited	100%	50%	50%	G	Specifications for Capital tool is been determined	N/A	Quotations Proof of purchase Asset register update

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								Target	Actual	R	Reason for deviation	Corrective Measures	
D190	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Provision of Capital Tools (Operations and Maintenance)	Q 1: Determine capital tool requirements for new appointees and status of current equipment (25%) Q2: Determine specifications for capital tools (50%) Q3: Procurement of capital tools in progress (75%) Q4: Procurement of 1 Notebook, 3x Earth sets, 2x 12m stepladders, 3x 6m stepladders, 2x Electrical cordless drill and 3x linebuilding equipment completed (100%)	Actual Awaited	100%	50%	20%	R	No Capital tools were purchased for the month of December	No Corrective measures	Quotations Proof of purchase Asset register update
D191	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of lines Greenfog to Haenertsburg (6km) (Pole: TE262 - TE262/13, TE288-TE288/12, TE288 - TE314)	Q1: Specifications completed and consultant appointed (10%) Q2: Appointment of contractor completed (20%) Q3: Construction in progress (50%) Q4: Rebuilding of lines Greenfog to Haenertsburg (6km) completed (100%)	New project	100%	20%	0%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Project will be started once capital becomes available	Specifications Appointment Letter Project progress report Completion Certificate
D192	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of lines Gravelotte-De Neck (2.5km) (Pole GR17 to GR40)	Q1: Specifications completed and consultant appointed (10%) Q2: Appointment of contractor completed (20%) Q3: Construction in progress (50%) Q4: Rebuilding of lines Gravelotte-De Neck (2.5km ) completed (100%)	New project	100%	20%	0%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Project will be started once capital becomes available	Specifications Appointment Letter Project progress report Completion Certificate
D193	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of 33kv lines Lalapanzi-Waterbok in phases (1.5km) (Pole RV200 to RV214)	Q1: Specifications completed and consultant appointed (10%) Q2: Appointment of contractor completed (20%) Q3: Construction in progress (50%) Q4: Rebuilding of 33kv lines Lalapanzi-Waterbok in phases (1.5km) completed (100%)	New project	100%	20%	0%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Project will be started once capital becomes available	Specifications Appointment Letter Project progress report Completion Certificate

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D194	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Mashutti 11kv line (2km) (Pole BK50 - BK65)	Q1: Specifications completed and consultant appointed (10%) Q2: Appointment of contractor completed (20%) Q3: Construction in progress (50%) Q4: Rebuilding of Mashutti 11kv line (2km) completed (100%)	New project	100%	20%	0%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Project will be started once capital becomes available	Specifications Appointment Letter Project progress report Completion Certificate
D195	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Deeside 11kv line (2.5km) (Pole HL1B/29/34 - HL1B/41/5)	Q1: Specifications completed and consultant appointed (10%) Q2: Appointment of contractor completed (20%) Q3: Construction in progress (50%) Q4: Rebuilding of Deeside 11kv line (2.5km) completed (100%)	New project	100%	20%	0%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Project will be started once capital becomes available	Specifications Appointment Letter Project progress report Completion Certificate
D196	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Yamorna/ Shivurali 11kv line (4km) (Pole YM3 to YM23, YM20/1 to YM20/10, YM17/1 to YM17/6)	Q1: Specifications completed and consultant appointed (10%) Q2: Appointment of contractor completed (20%) Q3: Construction in progress (50%) Q4: Rebuilding of Yamorna/ Shivurali 11kv line (4km) completed (100%)	New project	100%	20%	0%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Project will be started once capital becomes available	Specifications Appointment Letter Project progress report Completion Certificate
D197	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Ledzee 11kv line from LZ44 to Vandergreyp Farm (2.5km) (Pole LZ44 - LZ74)	Q1: Specifications completed and consultant appointed (10%) Q2: Appointment of contractor completed (20%) Q3: Construction in progress (50%) Q4: Rebuilding of Ledzee 11kv line from LZ44 to Vandergreyp Farm (2.5km) completed (100%)	New project	100%	20%	0%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Project will be started once capital becomes available	Specifications Appointment Letter Project progress report Completion Certificate

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								Target	Actual	R	Reason for deviation	Corrective Measures	
D198	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of lines Letsitele Valley Substation - Bosbou and all T-off's (2.5 Km) (Pole LV1 - LV1/23/2 and all T-off's)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding Letsitele Valley Substation - Bosbou and all T-off's (2.5 Km) completed. (100%)	New project	100%	20%	5%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Project will be started once capital becomes available	Progress report Completion Certificate
D199	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Valencia 11Kv lines (2.5 km) (Pole VL1 - VL30)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Valencia 11Kv lines (2.5km) completed (100%)	New project	100%	20%	5%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Project will be started once capital becomes available	Progress report Completion Certificate
D200	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Lushof South 11kv line (2.5km) (Pole AD12/10 - AD12/41)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Lushof South 11kv line (2.5km) completed (100%)	New project	100%	20%	5%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Project will be started once capital becomes available	Progress report Completion Certificate
D201	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Rooikoppies 11kv lines (5km) (Pole RK1/1 - RK1/59)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Rooikoppies 11kv lines (5km) completed (100%)	New project	100%	20%	5%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Project will be started once capital becomes available	Progress report Completion Certificate

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								Target	Actual	R	Reason for deviation	Corrective Measures	
D202	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Mabiet 11kv line (5km) (Pole EL1/44/1 - EL1/44/63)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Mabiet 11kv line (5km) completed (100%)	New project	100%	20%	5%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Project will be started once capital becomes available	Progress report Completion Certificate
D203	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Haenertsburg 11kv lines (5km) (Pole HB1 - HB28, HB1/1 - HB1/40)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Haenertsburg 11kv lines (5km) completed (100%)	New project	100%	20%	5%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Project will be started once capital becomes available	Progress report Completion Certificate
D204	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Campsies Glen 11kv lines (5km) (Pole CG1 - CG61)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Campsies Glen 11kv lines (5km) completed (100%)	New project	100%	20%	5%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Project will be started once capital becomes available	Progress report Completion Certificate
D205	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Politsi Valley 11kv lines (5km) (Pole P26 - P51 and all T-Off's)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Politsi Valley 11kv lines (5km) completed (100%)	New project	100%	20%	5%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Project will be started once capital becomes available	Progress report Completion Certificate

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								Target	Actual	R	Reason for deviation	Corrective Measures	
D206	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Mieliekloof/Deerpark 11kv lines (2.5km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Mieliekloof/Deerpark 11kv lines (2.5km) completed (3km)(100%)	New project	100%	20%	5%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Project will be started once capital becomes available	Progress report Completion Certificate
D207	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding Letaba Feeder 33kv line (2.5 km) (Pole LL147 - LL171)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Letaba Feeder 33kv lines completed (2.5km)(100%)	New project	100%	20%	0%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Project will be started once capital becomes available	Progress report Completion Certificate
D208	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Upgrading of Waterbok 33/11kv substation	Q1: Procurement of a contractor (10%) Q2: Construction of substation (physical construction at (25%) (35%) Q3: Construction of substation (physical progress at 60%) (70%) Q4: Upgrading of Waterbok 33/11kv substation completed (100%)	New project	100%	35%	0%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Project will be started once capital becomes available	Progress report Completion Certificate
D209	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Upgrading of Blacknoll 33/11kv substation	Q1: Procurement of a contractor (10%) Q2: Construction substation (physical construction at (25%) (35%) Q3: Construction of substation (physical progress at 60%) (70%) Q4: Upgrading of Blacknoll 33/11kv substation completed (100%)	New project	100%	35%	0%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Project will be started once capital becomes available	Progress report Completion Certificate

Table 17: Mid-year Performance on targets set for 2018/19 - Electrical Engineering Department													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D210	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Replace 2x 15 MVA 66/kv transformers (with 2x 30 MVA) (phase 2)	Q1: Finalise Specifications to appoint contractor (10%) Q2: Order transformers and switchgear (15%) Q3: Civil works at substation (50%) Q4: Civil works at substation completed (100%)	New project	100%	15%	0%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Project will be started once capital becomes available	Specifications Order Progress report
D211	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Build new 4MVA, 33/kv substation at Agatha (Meyersrus T-off) (Phase 1)	Q1: Tender process and appointment of consultant. Request for Procurement of land to locate substation submitted to PED (10%) Q2: Designs and appointment of service provider (15%) Q3: Construction of 7km of overheadlines 33kv completed (50%) Q4: 7km feeder line completed and land secured to construct substation (100%)	New project	100%	20%	0%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Project will be started once capital becomes available	Specifications Order Progress report
D212	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Substation fencing (Letsitele Main)	Q1: Procurement process and appointment of consultant (10%) Q2: Appointment of contractor completed (20%) Q3: Construction phase, physical construction at 50% (60%) Q4: Substation fencing at Letsitele Main completed (100%)	New project	100%	20%	0%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Project will be started once capital becomes available	Progress report Completion Certificate
D213	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Refurbishment of the Ebenezer 33kv Feeder (2.5km) (pole TE315 - TE336)	Q1: Procurement process and appointment of contractor (10%) Q2: Construction phase, physical construction at 25% (40%) Q3: Construction phase, physical progress at 50% (60%) Q4: Refurbishment of the Ebenezer 33kv Feeder of 2.5km completed (100%)	New project	100%	40%	5%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Project will be started once capital becomes available	Progress report Completion Certificate

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D214	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Replacing of old SS1 electrical substation circuit breakers with compact switchgear	Q1: Procurement of contractor (10%) Q2: Order switchgear, circuit breaker and mini-sub (25%) Q3: Construction of civil works Switching station SS1 commencing, physical progress at 25%. (50%) Q4: Construction of Switching station SS1 and installation of 11kv minisub completed (100%)	New project	100%	25%	10%	R	Contractor appointed	Project dependant on availability of loan from DBSA Bank	Appointment letters Progress reports Completion certificate
D215	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Substation tripping batteries	Q1: Procurement process and appointment of consultant (20%) Q2: Appointment of contractor completed (30%) Q3: Installation of tripping batteries at Agatha substation at 50% (70%) Q4: Installation of tripping batteries completed and commissioned (100%)	New project	100%	50%	0%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Project will be started once capital becomes available	Progress report Completion certificate
D216	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Replacement of auto-reclosers (11kv and 33kv)	Q1: Identify strategic location of auto-reclosers and place order (10%) Q2: Delivery of auto reclosers (20%) Q3: Installation of auto reclosers in progress (50%) Q4: Installation of Auto Reclosers completed (100%)	New project	100%	20%	0%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Project will be started once capital becomes available	Sketches Payment certificate Delivery Certificate Asset Register
D217	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Replacing 11kv cables due to required increase in capacity (Tzaneen CBD)	Q1: Procurement process and appointment of consultant (10%) Q2: Procurement of contractor completed (20%) Q3: Construction phase, physical progress at 50% (70%) Q4: Replacing 11kv cables for increased capacity completed in Tzaneen Town (100%)	New project	100%	20%	0%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Project will be started once capital becomes available	Progress report Completion certificate



Table 17: Mid-year Performance on targets set for 2018/19 - Electrical Engineering Department													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D218	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Miniature Substation Urban distribution networks (as directed by NERSA)	Q1: Tender process and appointment of contractor (10%) Q2: Order submitted for Minisubs (20%) Q3: Project implementation, physical progress at 50% (70%) Q4: Miniature Substation for Urban distribution network completed (100%).	New project	100%	20%	0%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Project will be started once capital becomes available	Progress report Completion certificate
D219	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Renewal, Repairs and Maintenance on pre-paid meters and infrastructure at Tzaneen, Letsitele, and Politsi	Q1: Specifications submitted to SCMU and order prepaid meters (10%) Q2: Appointment of service provider (25%) Q3: Retrofitting of prepaid meters in progress, physical progress at 30% (55%) Q4: Replacement of prepaid meters at Talana Hostel complete (100%)	Ongoing Project	100%	25%	25%	G	Service provider is Appointed	N/A	Completion Certificate; Specifications; Appointment letter
D220	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	New electricity Connections (Consumer contributions spent on network feeder lines)	Q1: Funds received as services contributions spent on new connections and upgrade of 66kv wooden feeder line (Tarentaalrand to Tzaneen) (10%) Q2: Funds received as services contributions spent on new connections and upgrade of 66kv wooden feeder line (Tarentaalrand to Tzaneen) (20%) Q3: Funds received as services contributions spent on new connections and upgrade of 66kv wooden feeder line (Tarentaalrand to Tzaneen) (30%) Q4: Funds received as services contributions spent on new connections and upgrade of 66kv wooden feeder line (Tarentaalrand to Tzaneen) (100%)	Actual Awaited	100%	20%	0%	R	Project not allocated to budget	corrective measures will be done in the Adjustment Budget	New connections register Job card sign off Project progress reports

**Table 18** below presents a summary of the level of performance for first six months of 2018/19 for EED indicating that **85%** of the targets set for the period were not met.

<b>Table 18: EED - Summary of Results (Mid-year of 2018/19)</b>			
	<b>Level of performance</b>	<b>Number of KPIs</b>	<b>% performance at this level</b>
	KPI Not Yet Measured	6	
	KPI Not Met	50	83%
	KPI Almost Met	1	2%
	KPI Met	9	15%
	KPI Well Met	0	0%
	KPI Extremely Well Met	0	0%
	<b>Total KPIs measured this quarter</b>	<b>60</b>	

*Areas that affect the performance of the Electrical Engineering Department:*

1. Capital projects funded through a DBSA loan have not been implemented, since the funding for 2017/18 project was only received in 2018/19. An adjustment to the budget, IDP and SDBIP will therefore have to take place to align with the DBSA funded project programme.
2. Projects for the electrification of villages which are executed by Eskom should be removed from the SDBIP during the adjustment since GTM has no direct control over budget and implementation.
3. Limited number of vehicles available to service the existing GTM electricity network seriously affects the Department's ability to attend to power outages.

### 3.6 Engineering Services Department

The performance of the Engineering Services Department during the first six months of 2018/19 is presented below (see **Table 19**).

Table 19: Mid-year Performance on targets set for 2018/19 - Engineering Services Department													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D221	Economic Growth	Increased investment in the GTM economy	Expanded Public Works	# of jobs created through municipal EPWP initiatives (FTE)	Number	tbd	1,084	540	1,002	B	The figure reported for the month of July 2018 is high because most of the beneficiaries commenced work with the new financial year for the multi-year projects/programmes	Not required. Ahead of the KPI annual target	Project reports, EPWP reports
D222	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	# of employees with technical skills/capacity (engineers & technicians - ESD)	Number	actual awaited	6	6	9.17	B	No deviation	Not required	HR Monthly Reports Compliance Certificates
D223	Good Governance	Effective and Efficient administration	Office Administration	Purchase of office furniture and equipment for Engineering Services Dept	Q1: Not applicable this quarter Q2: Procurement process for the acquisition of furniture (10%) Q3: Furniture procured for ESD offices and delivered (100%) Q4: Not applicable this quarter	No furniture procured	100%	10%	100%	B	No deviation	None	Quotations Proof of receipt of furniture

**Table 19: Mid-year Performance on targets set for 2018/19 - Engineering Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D224	Good Governance	Increase financial viability	Budget management	% MIG funding spent	Percentage	Actual awaited	100%	50%	177%	B	Projects are progressing well	None	Budget printout
D225	Service Delivery	Improve access to sustainable and affordable services	Building Control	# of contravention notices issued to decrease non-compliance to building regulations	Number	Actual awaited	40	19	12	B	The KPI talks to reducing the noncompliance and in the case the target was 3 and the actual is 2 and therefore there's a decrease of noncompliance by 1.	no corrective measure is required	Register of contraventions
D226	Service Delivery	Improve access to sustainable and affordable services	Fleet Management	% of availability of Fleet.	Percentage	Actual awaited	60%	60%	46.20%	O	No deviation the target was 60 and the actual is 90%. a total of 15 cars and trucks were attended to of a total of 153	no corrective measure required	Request for repair forms Workflow Register (Total no of fleet vs functional fleet) Monthly report
D227	Service Delivery	Improve access to sustainable and affordable services	Fleet Management	Purchase of 2x 11m3 compactor solid waste trucks, heavy duty crane, 9x 4x4 electrical bakkies and 2 x 4x2 Idvs	Q1: Appointment of service provider completed (50%) Q2: Delivery of 2 compactor solid waste trucks, heavy duty crane, 9x 4x4 electrical bakkies and 2 x 4x2 LDV's completed (100%)	New project	100%	100%	80%	O	The bid was advertised in May 2018 and was never finalized. SCMU has not evaluated the bid and there's no explanation as why the bid is not awarded	MM to urgently instruct SCMU to finalize the awarding of the bid	Appointment letter Delivery note Vehicle Licence registrations

**Table 19: Mid-year Performance on targets set for 2018/19 - Engineering Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
					Q3: N/A Q4: N/a								
D228	Service Delivery	Improve access to sustainable and affordable services	Maintenance and upgrading of municipal buildings	Upgrading of old fire station building and Civic centre	Q1: Appointment of consultant to do design. Advertisement for contractor (10%) Q2: Appointment of contractor finalised (20%) Q3: Construction phase, physical completion at 15% (35%) Q4: Physical construction at 35% (100%)	New project	100%	20%	20%	G	no deviation and the project is at design stage now	no corrective measure required	Appointment letters Project progress reports
D229	Service Delivery	Improve access to sustainable and affordable services	Maintenance and upgrading of municipal buildings	Additions to existing Tzaneen stores, including fencing	Q1: Draft specifications and advertisement for appointment of service provider (10%) Q2: Appointment of service provider completed (20%) Q3: Construction, additions to existing stores completed (100%) Q4: n/a	New project	100%	20%	0%	R	the project will not be implemented due to a standard bank loan that was not approved	No corrective measure is required.	Specifications Advertisement Appointment letter Project progress reports Completion certificate
D230	Service Delivery	Improve access to sustainable and	Roads and Storm water Infrastructure	Km of roads tarred	Kilometers	tbd	8	0	0	N/A	Not required	None	Road Progress Reports

**Table 19: Mid-year Performance on targets set for 2018/19 - Engineering Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
		affordable services	Development										
D231	Service Delivery	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Mopye High School Access Road Phase 1	Q1: Specifications completed (10%) Q2: Advert for the appointment of a contractor (15%) Q3: Appointment of contractor finalised (20%) Q4: Construction, Physical construction of paving at 40% (100%)	New project	100%	15%	15%	G	Appointment of the contractor not finalized.	The tender still at supply chain	*Specifications *Appointment letter of the contractor *Project Progress Reports
D232	Service Delivery	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Paving of Nelson Ramodike High School Access road (Phase 1)	Q1: Specifications completed (10%) Q2: Advert for the appointment of a contractor (15%) Q3: Appointment of contractor finalised (20%) Q4: Construction, Physical construction of paving at 15% (100%)	New project	100%	15%	10%	R	Advert and appointment of the contractor not finalized.	The draft tender document is submitted to supply chain	*Specifications *Appointment letter of the contractor *Project Progress Reports

**Table 19: Mid-year Performance on targets set for 2018/19 - Engineering Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D233	Service Delivery	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Upgrading of Access Road to Mbambamencisi	Q1: Appointment of contractor completed (10%) Q2: Construction phase, Physical construction at 35% (45%) Q3: Physical progress at 70% (70%) Q4: Upgrading of Access Road to Mbambamencisi (1.3km) completed (100%)	New project	100%	45%	10%	R	The contractor is currently busy with site establishment; he has delivered mobile site offices, and erected perimeter fence.	The contractor will submit catch up plan in the next site meeting.	*Evaluation Report *Appointment letter of the contractor *Project Progress Reports *Completion certificate
D234	Service Delivery	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Moruji to Matswi/ Kheshokolwe Gravel to tar Road (Phase 5 of 5)	Q 1: Physical construction at 90% (50%) Q2: Moruji to Matswi/ Kheshokolwe Gravel to tar Road (12.5km) completed (100%) Q3: n/a Q4: n/a	Tender re-advertised	100%	100%	88%	O	Extension of time granted	Extension of time approved	Project Progress Reports Completion Certificate
D235	Service Delivery	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Risiba to Musiphani Road upgrade from gravel to tar (phase 1)	Q1: Appointment of consultant. Design and specifications completed (50%) Q2: Design and specifications completed (100%) Q3: n/a Q4: n/a	New project	100%	100%	0%	R	Coghsta was unable to assist the municipality with registration of the road as it belongs to RAL.	Awaiting response from MEC of Coghsta and Speaker of legislature	Appointment letter Designs Specifications

**Table 19: Mid-year Performance on targets set for 2018/19 - Engineering Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D236	Service Delivery	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Relela Access Road upgrade from gravel to tar (Phase 1)	Q1: Appointment of consultant. Design and specifications completed (50%) Q2: Design and specifications completed (80%) Q3: Advertisement for the appointment of a contractor (90%) Q4: Appointment of a contractor (100%)	New project	100%	80%	50%	R	The project is slightly behind schedule as the consultant is still busy with designs. The project is finally registered with Coghsta.	The project is finally registered with Coghsta and the consultant will finalize designs.	Appointment letter for Consultant & Contractor Designs Specifications Advertisement
D237	Service Delivery	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Matapa to Leseka Access road to school (paving)	Q1: Appointment of consultant. Design and specifications completed (50%) Q2: Design and specifications completed (80%) Q3: Advertisement for the appointment of a contractor (90%) Q4: Appointment of a contractor (100%)	New project	100%	80%	50%	R	The project is behind schedule as the consultant is still busy with designs. Coghsta has finally registered the project.	The project designs appraisals is scheduled for Wednesday, 16/01/2019.	Appointment letter for Consultant & Contractor Designs Specifications Advertisement
D238	Service Delivery	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Paving of Thapane Cross, Mandlakazi to N'wamitwa (Phase 1)	Q1: n/a Q2: n/a Q3: Review of designs (10%) Q4: Advertise for contractors (50%)	New project	100%	0%	0%	N/A	COGHSTA was unable to assist the municipality in registering the road as it belongs to RAL	Project to be removed during budget adjustment	Designs Advertisements



**Table 19: Mid-year Performance on targets set for 2018/19 - Engineering Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D239	Service Delivery	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Dr. CN Pathudi to Pharare Access Road regravelling and stormwater management	Q1: Appointment of consultant. Design and specifications completed (50%) Q2: Design and specifications completed (100%) Q3: n/a Q4: n/a	New project	100%	100%	0%	R	Coghsta was unable to assist the municipality in registering the road as it belongs to RAL	Awaiting response from MEC of CoGSTA and Speaker of legislature.	Appointment letter Designs Specifications
D240	Service Delivery	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Tarring Nkowankowa A Codesa and Hani Streets	Q1: Appointment of contractor completed (10%) Q2: Construction phase, Physical construction at 35% (45%) Q3: Physical progress at 70% (70%) Q4: Tarring Nkowankowa A Codesa and Hani Streets (1.7km) completed (100%)	New project	100%	45%	10%	R	The contractor was appointed on the 21st of December 2018 and We are waiting for the contractual documents in preparation for Site Handover.	Date of the site handover will be confirmed after the submission of the contractual documents.	Appointment letter Project Progress Reports Completion certificate
D241	Service Delivery	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Mulati Access road Paving (Phase 1)	Q1: n/a Q2: Specifications completed (10%) Q3: Advertisement for a contractor (20%) Q4: Appointment of contractor finalised (100%)	New project	100%	10%	10%	G	The tender closed on the 8/11/2018 and is on evaluation stage.	Appointment of the contractor will be finalised once the evaluation process has been completed.	Specifications Advertisement Appointment letter

**Table 19: Mid-year Performance on targets set for 2018/19 - Engineering Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D242	Service Delivery	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Upgrading of Khujwana to Lenyenye Access Road Phase 1	Q1: n/a Q2: Specifications completed (10%) Q3: Advertisement for a contractor (20%) Q4: Appointment of contractor finalised (100%)	New project	100%	10%	10%	G	The contractor is currently busy with site establishment, he has cleared site and brought in mobile offices and erected storage and parking's.	Physical progress will improve after the builder's break.	Specifications Advertisement Appointment letter
D243	Service Delivery	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Tickyline to Makhwibidung Stormwater Management	Q1: Advertisement for the appointment of a contractor (10%) Q2: Appointment of contractor completed (25%) Q3: Construction phase, Physical construction at 35% (70%) Q4: Tickyline to Makhwibidung Stormwater Management (3km) completed (100%)	New project	100%	25%	0%	R	The project is not yet advertised as it is waiting for approval of funds	Approval not yet received.	Advertisement Appointment letter Project progress report Completion certificate

**Table 19: Mid-year Performance on targets set for 2018/19 - Engineering Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D244	Service Delivery	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Mawa B12 Low level bridge	Q1: Advertisement for the appointment of a contractor (10%) Q2: Appointment of contractor completed (25%) Q3: Construction phase, Physical construction at 35% (70%) Q4: Mawa B12 Low level bridge completed (100%)	New project	100%	25%	10%	R	The tender was advertised and the briefing was on the 7/11/2018.	The tender has passed evaluation stage	Advertisement Appointment letter Project progress report Completion certificate
D245	Service Delivery	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Low Level bridge at Agatha Cemetery	Q1: Physical construction at 50% (10%) Q2: Physical construction at 75% (60%) Q3: Low Level bridge at Agatha Cemetery completed (100%) Q4: n/a	New project	100%	60%	96%	B	A practical inspection was done on the 30/11/2018 and the Contractor has 14 working days to attend to the Snag List.	Practical completion will be reached after the builder's break.	Project progress report Completion certificate

**Table 19: Mid-year Performance on targets set for 2018/19 - Engineering Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D246	Service Delivery	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	New Lenyenye Taxi Rank (Phase 1)	Q1: Specifications completed (10%) Q2: Advert for the appointment of a contractor (15%) Q3: Appointment of contractor finalised (20%) Q4: Construction, Physical construction at 40% (100%)	New project	100%	15%	15%	G	The tender closed on the 9/11/2018 and has passed evaluation stage.	None	Specifications Advertisement Appointment letter Project progress reports
D247	Service Delivery	Optimise and sustain infrastructure investment and services	Maintenance and upgrading of municipal road infrastructure	Upgrading of Tzaneen Ext.13 internal streets from gravel to paving	Q1: Finalise scope of works and advertisement for a contractor (10%) Q2: Appointment of contractor finalised and construction completed (100%) Q3: n/a Q4: n/a	New project	100%	100%	8%	R	Scope of works finalised. Advertisement for the appointment of contractor not done yet do to unavailability of funds for construction which was supposed to be funded through Standard Bank loan.	Provision of budget	Scope of work report Appointment Letter Completion Certificate

**Table 19: Mid-year Performance on targets set for 2018/19 - Engineering Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D248	Service Delivery	Optimise and sustain infrastructure investment and services	Maintenance and upgrading of municipal road infrastructure	Maintenance of Danie Joubert Street (Police station to CTM) in Tzaneen	Q1: Finalise scope of works (10%) Q2: Advertise for the appointment of a contractor (15%) Q3: Appointment of contractor finalised and construction physical progress at 40% (55%) Q4: Maintenance of Danie Joubert Street (Police station to CTM) in Tzaneen completed (100%)	New project	100%	15%	10%	R	Scope of works finalised. Advertisement for the appointment of contractor not done yet do to unavailable of funds for construction which was supposed to be funded through Standard Bank loan.	Provision of budget	Scope of work report Appointment Letter Completion Certificate
D249	Service Delivery	Optimise and sustain infrastructure investment and services	Maintenance and upgrading of municipal road infrastructure	Maintenance of Pusela to Van Velden to Billy Maritz street in Tzaneen	Q1: Finalise scope of works (10%) Q2: Advertise for the appointment of a contractor (15%) Q3: Appointment of contractor finalised and construction physical progress at 40% (55%) Q4: Maintenance of Pusela to Van Velden to Billy Maritz street in Tzaneen completed (100%)	New project	100%	15%	10%	R	Scope of works finalised. Advertisement for the appointment of contractor not done yet do to unavailable of funds for construction which was supposed to be funded through Standard Bank loan.	Provision of budget	Scope of work report Appointment Letter Completion Certificate

**Table 19: Mid-year Performance on targets set for 2018/19 - Engineering Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D250	Service Delivery	Optimise and sustain infrastructure investment and services	Maintenance and upgrading of municipal road infrastructure	Maintenance of 1st Avenue street in Tzaneen	Q1: Finalise scope of works (10%) Q2: Advertise for the appointment of a contractor (15%) Q3: Appointment of contractor finalised and construction physical progress at 40% (55%) Q4: Maintenance of 1st Avenue street in Tzaneen completed (100%)	New project	100%	15%	10%	R	Scope of works finalised. Advertisement for the appointment of contractor not done yet do to unavailable of funds for construction which was supposed to be funded through Standard Bank loan.	Budget provision	Scope of work report Appointment Letter Completion Certificate
D251	Service Delivery	Optimise and sustain infrastructure investment and services	Maintenance and upgrading of municipal road infrastructure	Maintenance of 3rd Avenue to Hospital to 2nd Avenue in Tzaneen	Q1: Finalise scope of works (10%) Q2: Advertise for the appointment of a contractor (15%) Q3: Appointment of contractor finalised and construction physical progress at 40% (55%) Q4: Maintenance of 3rd Avenue to Hospital to 2nd Avenue in Tzaneen completed (100%)	New project	100%	15%	10%	R	Scope of works finalised. Advertisement for the appointment of contractor not done yet do to unavailable of funds for construction which was supposed to be funded through Standard Bank loan.	Budget provision	Scope of work report Appointment Letter Completion Certificate

**Table 19: Mid-year Performance on targets set for 2018/19 - Engineering Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D252	Service Delivery	Optimise and sustain infrastructure investment and services	Maintenance and upgrading of municipal road infrastructure	Maintenance of Boundary Street in Tzaneen	Q1: Finalise scope of works (10%) Q2: Advertise for the appointment of a contractor (15%) Q3: Appointment of contractor finalised and construction physical progress at 40% (55%) Q4: Maintenance of Boundary Street in Tzaneen completed (100%)	New project	100%	15%	10%	R	Scope of works finalised. Advertisement for the appointment of contractor not done yet do to unavailable of funds for construction which was supposed to be funded through Standard Bank loan.	Budget provision	Scope of work report Appointment Letter Completion Certificate
D253	Service Delivery	Optimise and sustain infrastructure investment and services	Maintenance and upgrading of municipal road infrastructure	Maintenance of Nkowankowa internal street (Bankuna road to Thambo to Maxakeni)	Q1: Finalise scope of works (10%) Q2: Advertise for the appointment of a contractor (15%) Q3: Appointment of contractor finalised and construction physical progress at 40% (55%) Q4: Maintenance of Nkowankowa internal street (Bankuna road to Thambo to Maxakeni) completed (100%)	New project	100%	15%	10%	R	Scope of works finalised. Advertisement for the appointment of contractor not done yet do to unavailable of funds for construction which was supposed to be funded through Standard Bank loan.	Budget provision	Scope of work report Appointment Letter Completion Certificate

**Table 19: Mid-year Performance on targets set for 2018/19 - Engineering Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D254	Service Delivery	Optimise and sustain infrastructure investment and services	Maintenance and upgrading of municipal road infrastructure	Maintenance of Lenyenye Internal Streets (Main street to industrial to stadium to lthuseng to main street via Police station)	Q1: Finalise scope of works (10%) Q2: Advertise for the appointment of a contractor (15%) Q3: Appointment of contractor finalised and construction physical progress at 40% (55%) Q4: Maintenance of Lenyenye Internal Streets (Main street to industrial to stadium to lthuseng to main street via Police station) completed (100%)	New project	100%	15%	10%	R	Scope of works finalised. Advertisement for the appointment of contractor not done yet do to unavailability of funds for construction which was supposed to be funded through Standard Bank loan.	Budget provision	Scope of work report Appointment Letter Completion Certificate
D255	Service Delivery	Optimise and sustain infrastructure investment and services	Maintenance and upgrading of municipal road infrastructure	Maintenance of Voster Street in Letsitele	Q1: Finalise scope of works (10%) Q2: Advertise for the appointment of a contractor (15%) Q3: Appointment of contractor finalised and construction physical progress at 40% (55%) Q4: Maintenance of Voster Street in Letsitele completed (100%)	New project	100%	15%	10%	R	Scope of works finalised. Advertisement for the appointment of contractor not done yet do to unavailability of funds for construction which was supposed to be funded through Standard Bank loan.	Budget provision	Scope of work report Appointment Letter Completion Certificate



**Table 19: Mid-year Performance on targets set for 2018/19 - Engineering Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D256	Service Delivery	Optimise and sustain infrastructure investment and services	Maintenance and upgrading of municipal road infrastructure	Maintenance of Eerste Street in Letsitele	Q1: Finalise scope of works (10%) Q2: Advertise for the appointment of a contractor (15%) Q3: Appointment of contractor finalised and construction physical progress at 40% (55%) Q4: Maintenance of Eerste Street in Letsitele completed (100%)	New project	100%	15%	10%	R	Scope of works finalised. Advertisement for the appointment of contractor not done yet do to unavailable of funds for construction which was supposed to be funded through Standard Bank loan.	Provision of the budget	Scope of work report Appointment Letter Completion Certificate
D257	Service Delivery	Optimise and sustain infrastructure investment and services	Maintenance and upgrading of municipal road infrastructure	Maintenance of Main CBD street and Parking in Letsitele	Q1: Finalise scope of works (10%) Q2: Advertise for the appointment of a contractor (15%) Q3: Appointment of contractor finalised and construction physical progress at 40% (55%) Q4: Maintenance of Main CBD street and Parking in Letsitele completed (100%)	New project	100%	15%	10%	R	Scope of works finalised. Advertisement for the appointment of contractor not done yet do to unavailable of funds for construction which was supposed to be funded through Standard Bank loan.	Provision of budget	Scope of work report Appointment Letter Completion Certificate

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D258	Service Delivery	Optimise and sustain infrastructure investment and services	Maintenance and upgrading of municipal road infrastructure	Rehabilitation of Haenertsburg Cemetery road	Q1: Finalise scope of works & Terms of Reference for EIA (10%) Q2: Advertise for the appointment of a contractor. EIA assessment completed (15%) Q3: Appointment of contractor finalised and construction physical progress at 30% (55%) Q4: Rehabilitation of Haenertsburg Cemetery road completed (100%)	New project	100%	15%	10%	R	Consultant appointed to do the designs and supervision but there is no budget at the moment because it was supposed to be funded through Standard Bank loan which was not approved.	Provision of the budget	Scope of work report EIA assessment report Appointment Letter Completion Certificate

**Table 20** and the graph below presents a summary of the level of performance for the first six months of 2018/19 for ESD indicating that **69%** of the targets set for the period were not met.

	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	2	
	KPI Not Met	22	61%
	KPI Almost Met	3	8%
	KPI Met	5	14%
	KPI Well Met	0	0%
	KPI Extremely Well Met	6	17%
	<b>Total KPIs</b>	<b>36</b>	

*Issues that affected the performance of the Engineering Services Department:*

- *Fleet Management:* The target set for the availability of the fleet was not met and the procurement of vehicles is behind schedule.
- *Roads:* 3 Road projects not approved for MIG funding (by CoGSTA) as they are the responsibility of RAL.
  - Delays in the registration of other projects for MIG funding
  - Refurbishment of internal street projects not yet commenced due to the funding not yet secured (funded through loans)
- No measures to determine the efficiency of the water and sanitation services provided by GTM.

### 3.7 Planning and Economic Development Department

The performance of the Planning Economic Development Department during the first six months of 2018/19 is presented below.

Table 21: Mid-year Performance on targets set for 2018/19 - Planning and Economic Development Department													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D259	Economic Growth	Enhanced Integrated developmental planning	Integrated Development Planning	# of SPLUMA tribunal meetings	Number	6	4	2	5	B	no deviation	not applicable	Invitations Minutes & Attendance Register
D260	Economic Growth	Enhanced Integrated developmental planning	Integrated Human Settlements	# of housing consumer education events	Number	Not done	4	2	6	B	no deviation	no activity for the month of December 2018	2 Low Cost Housing Consumer Education Event Programme & Attendance Register 2 Nkowankowa & Lenyenye housing consumer education Programme & Attendance Register

**Table 21: Mid-year Performance on targets set for 2018/19 - Planning and Economic Development Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D261	Economic Growth	Enhanced Integrated developmental planning	Spatial Development	Formulation of land use scheme for GTM area	Q1: Appointment of a service provider. (10%), Q2: Status quo report available (50%) Q3: Formulation of a land use scheme in progress (75%) Q4: Draft Land use scheme for GTM area available (100%)	New Project	100%	50%	50%	G	NO deviation , service provider appointed in August 2018 to date he has performed as work schedule,	Held two meetings with the service provider to refine further the terms of reference.	Appointment Letter Status Quo Report Draft Land-use Scheme
D262	Economic Growth	Enhanced Integrated developmental planning	Spatial Development	Land audit for GTM area	Q1: Specifications and advert for service provider (10%) Q2: Appointment of service provider finalised (20%) Q3: Data collection and status report available (60%) Q4: Draft Land Audit Report available (100%)	New Project	100%	20%	20%	G	No deviation	no corrective measures to made	Specifications and advert. Appointment letter. Status Quo report. Draft Land Audit Report

**Table 21: Mid-year Performance on targets set for 2018/19 - Planning and Economic Development Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D263	Economic Growth	Increased investment in the GTM economy	Community Works Programme	# of cooperatives established and still functional in wards where the CWP is implemented	Number	4	4	4	3.83	O	No Reason for Deviation	No Corrective Measures	CWP reports Minutes & Attendance register of CWP meetings
D264	Economic Growth	Increased investment in the GTM economy	Community Works Programme	# of job opportunities sustained through the CWP	Number	tbd	2,200	2,200	2,211	G2	No Reason for Deviation	No Corrective Measures	CWP Employment register
D265	Economic Growth	Increased investment in the GTM economy	Marketing and Investor Targeting	# of Agricultural Expos held	Number	1	1	1	1	G			Agricultural EXPO Advert & Programme List of exhibitors
D266	Economic Growth	Increased investment in the GTM economy	Marketing and Investor Targeting	# of jobs created through municipal LED initiatives including Capital Projects	Number	tbd	2,400	1,200	1,002	O	Expected number of jobs were not created due budget constrain.	More jobs to be created through LED initiatives	*Consolidated LED monthly job creation report *Project progress Reports -EPWP monthly reports Sustained & New jobs to be reflected

**Table 21: Mid-year Performance on targets set for 2018/19 - Planning and Economic Development Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D267	Economic Growth	Increased investment in the GTM economy	Marketing and Investor Targeting	# of LED forum meetings arranged	Number	tbd	4	2	2	G	The meeting was held in November 2018 to avoid December holidays	No Corrective Measures	Invitations Minutes & Attendance Register
D268	Economic Growth	Increased investment in the GTM economy	Marketing and Investor Targeting	# of LED cluster forum meetings	Number		16	8	7	O	Majority of LED officers in Runneymede are employed they are available on weekend only	To rearrange the meeting in the next quarter(Saturday)	Programme for LED Cluster meetings Attendance Registers
D269	Economic Growth	Increased investment in the GTM economy	Marketing and Investor Targeting	# of Tourism exhibitions/shows attended	Number		3	1	1	G			Invitations Attendance Register of Stall (Letaba Show, Tourism Indaba, Marula Festival)
D270	Economic Growth	Increased investment in the GTM economy	SMME support	# of meetings held with informal traders	Number	tbd	4	2	5	B			Invitations Minutes & Attendance Register

**Table 21: Mid-year Performance on targets set for 2018/19 - Planning and Economic Development Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D271	Economic Growth	Increased investment in the GTM economy	SMME support	# of Local Tourism Association Meetings	Number	4	4	2	3	B	No meeting was held in December due to non-availability of members	Meet with the LTA as per the schedule	Invitations Minutes & Attendance Register
D272	Economic Growth	Increased investment in the GTM economy	Tourism	# of SMMEs Supported	Number	actual awaited	50	20	400	B	No Reason For Deviation	No Corrective Measures	Attendance Register Events report Training Reports
D273	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	# of employees with spatial planning capacity	Number	5	7	0	0	N/A			HR Monthly Reports Compliance Certificates
D274	Good Governance	Effective and Efficient administration	Office Administration	Purchase of office furniture and equipment for Planning and Economic Development Dpt	Q1: Not applicable this quarter Q2: Procurement process for the acquisition of furniture (10%) Q3: Furniture procured for PED offices and delivered (100%) Q4: Not applicable this quarter	New Project	100%	10%	100%	B	Furniture procured	Not applicable	Quotations Invoices



**Table 22** below presents a summary of the level of performance for the first 6 months of 2018/19 for PED, indicating that **80%** of the targets set were met by the end of the quarter.

<b>Table 22: PED - Summary of Results (Mid-year 2018/19)</b>			
	<b>Level of performance</b>	<b>Number of KPIs</b>	<b>% performance at this level</b>
	KPI Not Yet Measured	1	
	KPI Not Met	0	0%
	KPI Almost Met	3	20%
	KPI Met	5	33%
	KPI Well Met	1	7%
	KPI Extremely Well Met	6	40%
	<b>Total KPIs measured this period</b>	<b>15</b>	

*Areas that affected the performance of the Planning and Economic Development Department:*

1. LED: Targets set for the Local Economic Development were not all met e.g. cluster forum did not take place as planned.

### 3.8 Greater Tzaneen Economic Development Agency

The performance of the Greater Tzaneen Economic Development Agency (GTEDA) during the first six months of 2018/19 is presented below (see Table 23).

Table 23: Mid-Year Performance on targets set for 2018/19 - Greater Tzaneen Economic Development Agency													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D275	Economic Growth	Increased investment in the GTM economy	Enterprise Development (SMME support)	Nkowanokwa Industrial Park	Q1: Facilitate and monitor the utilisation of local labour and SMME's in the renovation of the factories (50%) Q2: Facilitate and monitor the utilisation of local labour and SMME's in the renovation of the factories (100%) Q3: n/a Q4: n/a	Actual awaited	100%	50%	45%	○	The project had delays due labour strike.	The strike was resolved in January 2019 and project would be completed soon.	*Reports on local re-investment and jobcreation
D276	Economic Growth	Increased investment in the GTM economy	Enterprise Development (SMME support)	Training of 15 SMMEs in generic business management	Q1: Facilitate training of SMMEs on Financial Management and Marketing (50%) Q2: Facilitate training of SMMEs on Business Management and Business Plan development (100%) Q3: n/a Q4: n/a	Actual awaited	100%	100%	80%	○	The training could not be finished in December due to late payment by Service SETA	Requested extension of time until March 2019	Attendance Register Training programme

**Table 23: Mid-Year Performance on targets set for 2018/19 - Greater Tzaneen Economic Development Agency**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D277	Economic Growth	Increased investment in the GTM economy	Enterprise Development (SMME support)	SMME Incubation	Q1: Facilitate business management and marketing training for GTEDA HUB and GT Services Cooperatives (Village Bank) (25%) Q2: Monitor performance of the GTEDA Hub and GT Services Cooperatives (50%) Q3: Monitor performance of the GTEDA Hub and GT Services Cooperatives (75%) Q4: Monitor performance of the GTEDA Hub and GT Services Cooperatives (100%)	Actual awaited	100%	50%	50%	G	Actual achieved in November 2018 for Quarter 2.	None required	Training schedule and Attendance Register Monitoring Report

**Table 23: Mid-Year Performance on targets set for 2018/19 - Greater Tzaneen Economic Development Agency**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D278	Economic Growth	Increased investment in the GTM economy	Enterprise Development (SMME support)	Community Radio station (GTFM)	Q1: Facilitate business management and marketing training for Community Radio station (25%) Q2: Monitor performance of the Community Radio station (50%) Q3: Monitor performance of the Community Radio station (75%) Q4: Monitor performance of the Community Radio station (100%)	Actual awaited	100%	50%	25%	R	GTFM has been closed by ICASA and no more operational	The KPI will be adjusted during budget adjustment and project removed from SDBIP.	Training schedule and Attendance Register Monitoring Report
D279	Economic Growth	Increased investment in the GTM economy	Enterprise Development (SMME support)	Training and development (Cooperatives)	Q1: Facilitate opportunity assessment for 20 cooperatives (10 new and 10 existing). Facilitate registration of 10 new cooperatives. Training on How to Access Financial Institutions (50%) Q2: Training on Business and technical skills, Facilitation applications for discretionary grants, and Business plan development (100%) Q3:n/a Q4:n/a	Actual awaited	100%	100%	90%	O	Training will be completed in third quarter due to late payments by Service SETA	Request for extension of time to complete project submitted	Assessment report Registration certificates Training schedule and Attendance Register

**Table 23: Mid-Year Performance on targets set for 2018/19 - Greater Tzaneen Economic Development Agency**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D280	Economic Growth	Increased investment in the GTM economy	Enterprise Development (SMME support)	Training and development (Unemployed learners)	Q1: Induction of learners. Training on Business communications, Professional behaviour, Financing new venture (50%) Q2: Training on Innovation and Creativity, Managing resources and marketing management (100%) Q3: n/a Q4: n/a	Actual awaited	100%	100%	30%	R	Project put on hold by funder due to technical challenges	The KPI will be adjusted in January 2019 during budget adjustment and project will be removed from SDBIP.	Training schedule and Attendance Register
D281	Economic Growth	Increased investment in the GTM economy	Enterprise Development (SMME support)	Makgoba Dieplaagte	Q1: Conclude MOU with stakeholders (10%) Q2: Identified SMMEs to be trained (25%) Q3: Participate in project steering committee, training of SMME's completed (60%) Q4: Participate in project steering committee (100%)	Actual awaited	100%	25%	25%	G	SMMEs identified	None required	MOU with stakeholders Minutes of Steering Committee meetings Attendance Register of trainings
D282	Economic Growth	Increased investment in the GTM economy	Enterprise Development (SMME support)	Lenyenye Vexospark (Training centre)	Q1: Physical construction at 50% (50%) Q2: Physical construction at 100% (80%) Q3: Official launch of the project (90%) Q4: Official launch of the project (90%)	Actual awaited	100%	80%	40%	R	The project put on hold by the funder due to disputes	The KPI will be adjusted in January 2019	Project Progress Reports Monitoring report

**Table 23: Mid-Year Performance on targets set for 2018/19 - Greater Tzaneen Economic Development Agency**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D283	Economic Growth	Increased investment in the GTM economy	Enterprise Development (SMME support)	Tourism promotion	Q1: Review of the Implementation plan (25%) Q2: Monitor roll out of the implementation plan for Barotswi cultural village (50%) Q3: Monitor roll out of the implementation plan for Barotswi cultural village (75%) Q4: Monitor roll out of the implementation plan for Barotswi cultural village (100%)	Actual awaited	100%	50%	50%	G	Construction of the cultural village is in progress.	None required	Monitoring Reports Revised Implementation Plan for Barotswi Cultural Village
D284	Economic Growth	Increased investment in the GTM economy	Enterprise Development (SMME support)	Support SMME's in accessing investment capital	Q1: Facilitate opportunity assessment for 10 SMME's (Grow my Business Programme") (25%) Q2: Facilitate Business Plan development (50%) Q3: Facilitate and Draft applications for funding (75%) Q4: Funding commitment received for 10 applications (100%)	New initiative	100%	50%	50%	G	Business plans for SMMEs developed Workshop on how to access funding facilitated	None required	*Assessment Report *10 Business Plans *Funding applications. *Approved applications.

**Table 23: Mid-Year Performance on targets set for 2018/19 - Greater Tzaneen Economic Development Agency**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D285	Economic Growth	Increased investment in the GTM economy	Enterprise Development (SMME support)	Entrepreneurship career guidance and mentorship	Q1: Identification of schools to partake in the debate competition. Develop roll-out plan (25%) Q2: Induction of participants (50%) Q3: Conduct 18/19 schools entrepreneurship debate competition (75%) Q4: 18/19 Award ceremonies conducted by 30 June (100%)	New initiative	100%	50%	50%	G	Funding proposal completed which was informed by induction of learners at different schools.	None	*Training programme. *Communicues with Mentors *18/19 Debate report.
D286	Economic Growth	Increased investment in the GTM economy	Enterprise Development (SMME support)	# of SMMEs capacitated through GTEDA	Number	4	35	15	16	G2	16 SMMEs trained on New Venture Creation.	None required	*Training Programme *Assessment Report on the training provided to 15 SMME's Attendance Registers
D287	Economic Growth	Increased investment in the GTM economy	Marketing and Investor Targeting	# of committed investors attracted through GTEDA	Number	3	3	1	0	R			Service Level Agreement/ MOU (Makgoba Dieplaagte, Manufacturing and Agro processing)

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D288	Good Governance	Effective and Efficient administration	Information management	MSCOA equipment and programmes	Q1: Not applicable this quarter, Q2: Source quotations. (10%), Q3: Procurement of MSCOA equipment (server, computers) finalised (100%), Q4: Not applicable this quarter	Not implemented	100%	10%	5%	R	Training on MSCOA provided by GTM in December 2018	GTM is assisting GTEDA with implementation.	Quotations Invoice
D289	Good Governance	Increase financial viability	Budget management	% of GTEDA budget spent	Percentage	Actual awaited	100%	50%	68%	G2	Timing of expenditure: 1. AGSA payments 2. Service SETA training payments	The expenditures will be reduced in quarter 3	Budget Reports

**Table 24** below presents a summary of the level of performance for the first six months of 2018/19 for GTEDA reflecting that **53%** of the targets set for the period were not met.

	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	0	
	KPI Not Met	5	33%



<b>Table 24: GTEDA - Summary of Results (Mid-year of 2018/19)</b>			
	<b>Level of performance</b>	<b>Number of KPIs</b>	<b>% performance at this level</b>
	KPI Almost Met	3	20%
	KPI Met	5	33%
	KPI Well Met	2	13%
	KPI Extremely Well Met	0	0%
	<b>Total KPIs measured this quarter</b>	<b>15</b>	

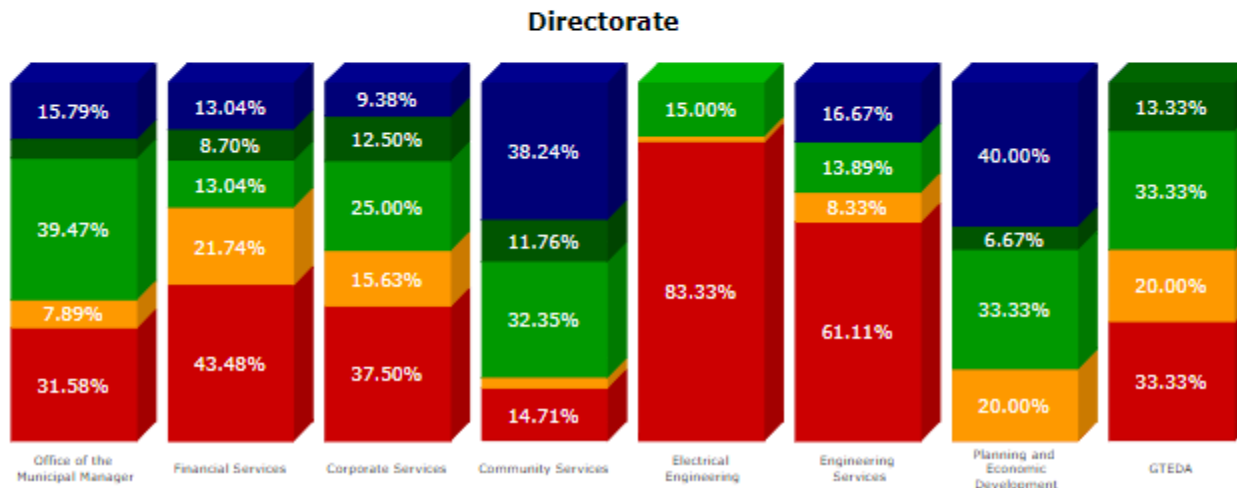
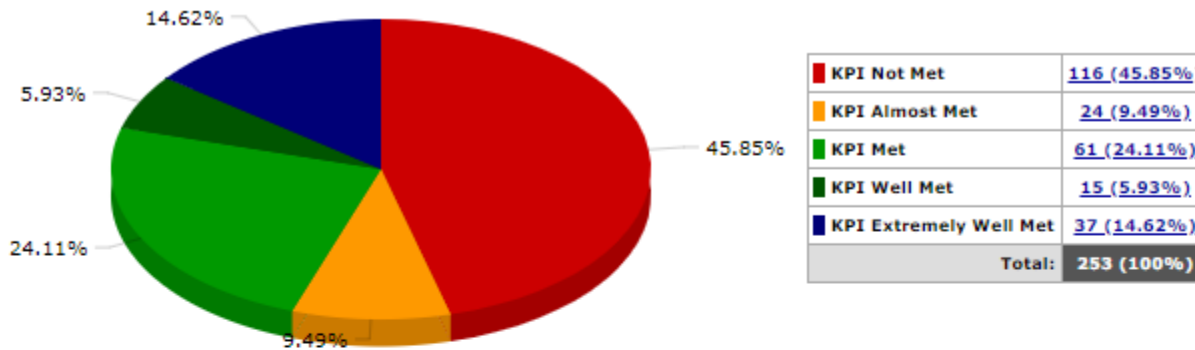
*Areas of affected the performance of the Greater Tzaneen Economic Development Agency:*

- The mandate of GTEDA remains job creation and the attraction of investors into the GTM area the targets set have not been met.
- The projects milestones set are not measurable to an extent where the actual output can be determined. The role of GTEDA in many of the initiatives are hidden, making it extremely difficult to gauge the performance of the Agency.

### 3.9 Overall Organisational Performance 2018 /19 (1 July – 31 Dec '18)

By the end of December 2018 GTM achieved only **45%** of the targets set, a marked decline from the 58% achieved by the end of the 1<sup>st</sup> Quarter – see figure 2 below.

**Figure 2: Mid-year performance for 2018/19 for GTM (Overall organizational performance)**



#### 4. Mid-year Assessment of the performance of Service providers for 2018/19

**Table 25** contains an evaluation of the performance of service providers that were appointed through a competitive bid process, delivering services during the first six months of the financial year.

Table 25: Evaluation of Service Provider Performance for the Period 1 July – 31 Dec'18 (2018/19 FY)													
Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <i>(Narrative required)</i>	Challenges and interventions	Assessment of service provider				Assessment comments <i>(future utilisation of service provider)</i>	R-value of contract <i>(total period)</i>
								(Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent					
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
MM	Electronic Performance Reporting System	ActionIT	Own funds	Expired		ActionAssist is utilised for monthly performance reporting on the SDBIP and Individual KPIs, for extracting reports and auditing performance information.	None	5	5	n/a	n/a	Continued use of the system is advisable	R21 000 pm
CFO	General Valuation Roll and maintenance	Uniqueco	Own funds	01-Jul-17	30-Jun-21	General valuation roll was submitted on time. Received supplementary and maintain valuation roll	None	5	5	n/a	n/a	Service provider deliver on requirements as per SLA	7m
CFO	Meterreading service	Electro cuts	Own funds	Expired	30-Oct-18	Reading cycle end 20 October, new company then took services over, that why dates is overlapping	N/a	3	n/a	n/a	n/a	None	
CFO	Meterreading service	Baatshuma (Pty)Ltd	Own funds	01-Oct-18	30-Sep-21	Physical service delivery start 21 October 2018	IT systems integration only finalised in December '18. Estimated billing done for November and December 2018	n/a	3	n/a	n/a	Actual interface with our financial system were delayed due to IT system integration. Training and use of system for importing of readings will only commence in January 2019.	10m

**Table 25: Evaluation of Service Provider Performance for the Period 1 July – 31 Dec'18 (2018/19 FY)**

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <i>(Narrative required)</i>	Challenges and interventions	Assessment of service provider				Assessment comments <i>(future utilisation of service provider)</i>	R-value of contract <i>(total period)</i>
								(Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent					
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
CFO	Disconnection and reconnection of services	Physon Business solutions		Expired		Contract- Ended new SP commences November	illegal connections continuing with no action taken	2	n/a	n/a	n/a	None	
CFO	Disconnection and reconnection of services	Baatshuma (Pty)Ltd	Own funds	01-Oct-18	30-Sep-21	Project only commence in October, nothing to report	IT systems integration finalised and system will operate from January 2019	n/a	4	n/a	n/a	Satisfactory taken into account the challenges.	5m
CFO	Debt collection	Monene Business solutions Zandile Management Trifecta	Own funds	Oct-15	31-Oct-18	Request extension till 31 December to allow advert and appointment.	None	4	4	n/a	n/a	Reporting from service providers insufficient to properly assess their performance. Recovery rate 16% overall.	11.36% on recovery amount
CFO	Electrical Pre-paid system	Contour (Pty)Ltd	Own funds		No termination date	Managing prepaid through closed vending system, compatible with current electrical infrastructure	Sec 32 appointment to be finalised and SLA signed	5	5	n/a	n/a	User friendly system, well maintained and reports available on system. Receive reconciliations monthly.	5% Commission fee.

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								(Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent					
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
CFO	Printing of account statements	Focus Forms	Own funds		No termination date	Monthly printing of account statements for distribution.	Advert for tender postponed due to new financial system Sebata that might have built-in capacity to do printing in house or challenges unknown at this stage.	5	5	n/a	n/a	We do not experience any delays or problems with current service provider.	Depending on amount of acc's billed per month-operational expenditure under postage vote
CFO	Consultants for Assets	ARMS	Own funding	Apr-16	Nov-19	2017/18 Audit was finalised and is clean on Assets	Some of Electrical Infrastructure which were installed without proper locations were submitted to the Assets Division	5	5	n/a	n/a	Auditing on Assets is clean	R 7,199,291
CFO	VAT	PK Consulting	own funding	2018/03/16	19-Feb-18	VAT 201 returns for Oct - Nov 2018 were submitted on time and the return for December will be submitted in January 2019	skills transfer not yet implemented	5	4	n/a	n/a	refunds are received from SARS timeously	Rates
CFO	Insurance Broker	Kunene Magopo	Own funds	01-Oct-18	01-Sep-21	In contact through e mail and visits	to get a monthly claims report	3	2	n/a	n/a	None	R1 942 469
CFO	MSCOA	SEBATA	Own funds	06/2017	06/2020	EMS monthly reporting is being done to National and Provincial treasury ,progress delayed on training of user modules for SCM and system review of user interphase	Delayed implementation of Mscoa because of system readiness of Sebata	3	3	n/a	n/a	Project implementation plan was reviewed and updated with services provider to have a go live 1 July 2019.	Costs covered only on monthly licensing for EMS usage only

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								(Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent					
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
CORP	Microsoft Products	Microsoft Corporation	Own funds	2017/11/28	2020/10/28	Usage of Microsoft products ongoing.	None.	5	5	n/a	n/a	The service provider can be used in the future.	\$ 92 642 Dollars Annually
CORP	Mimecast : Unified Email Management System	Mimecast	Own funds	2018/06/30	31/05/2021	Mimecast protects the Municipal systems by blocking malwares, ransomware and other related security vulnerabilities and attacks launched through email.	None.	5	5	n/a	n/a	The system can be used in the future.	R 23 115 PM
CORP	Managed Printing Services	Phinnet Communications/ Nashua Limpopo	Own funds	01-Aug-18	31-Jul-21	Managed printing services ongoing without challenges.	None.	4	4	n/a	n/a	The service provider can be used in the future.	R 278 307 PM
CORP	Paperless Council	Telkom	Own funds			Some areas that did not have coverage are now able to receive 3G or 4G.		3	3	n/a	n/a	The service provider can be used in the future.	R 46 865
CORP	Disaster Recovery Plan	Afrocentric IP	Own funds	1/01/2019	31/12/2019	A new SLA was signed for maintenance and support of the DR equipment.	None.	4	4	n/a	n/a	The services be utilised in the future.	R15 828.00
CORP	Unified Communication System	Least Cost (Callsave)	Own funds	01-May-17	30-Apr-20	The telephone system is operating very well in all municipal offices except for those that have connectivity problems as a result of damages caused by power outages and storms.	None.	4	4	n/a	n/a	The service provider can be used in the future.	R115 000
CORP	Internet Services	Vodacom	Own funds	30-May-18	30-Apr-18	Internet services running well.	None.	4	4	n/a	n/a	The service provider can be used in the future.	R9 580

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								(Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent					
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
CORP	Leasing of Servers and storage equipment.		GTM	1/01/2019	31/12/2022	Servers and storage devices installed, configurations on going.	None	n/a	n/a			The service provider can be used in the future.	R 1 246 884.37 total for the duration of the contract
CORP	Leasing of ICT LAN Equipment	CHM Vuwani Computer Solutions	GTM	1/01/2019	31/12/2022	Firewalls and Switches delivered, configurations and testing on going.	None.	n/a	n/a			The service provider can be used in the future.	R 2 503 799.73 total for the duration of the contract.
CORP	Website Services	SITA	Own funds	01-Jul-18	30-Jun-21	Website maintenance services and support are ongoing.	None.	4	4	n/a	n/a	The service provider can be used in the future.	R5 553
CORP	Electronic Records Management System (Collaborator)	Business Engineering	GTM	01-Jul-17	30-Jun-20	Support Services are provided as per the SLA.	None	5	5	n/a	n/a	The Service Provider meets the expectations in terms of the SLA and is recommended for future utilisation.	R34 300 pm
CORP	Comptia Security +Security	Torque IT	Own Funds	26-Nov-18	30/11/2018	Completed	None	n/a	4	n/a	n/a	The service provider can be utilized by the Municipality as their services are good.	R15 870.00
CORP	Communication and Presentation Skills	Umsimbi Training	Own Funds	15-Nov-18	16-Nov-18	Completed	None	n/a	4	n/a	n/a	The service provider can be utilized by the Municipality as their services are good.	R22 315
CORP	Powerpoint and Presentation Training	CBM Training pty Ltd	own Funds	22-Oct-18	23-Oct-18	Completed	None	n/a	4	n/a	n/a	The service provider can be utilized by the Municipality as their services are good.	R4 503

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								(Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent					
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
CORP	Advanced Archives and Records Management	UNISA	Own Funds	01-Oct-18	05-Oct-18	Completed	None	n/a	4	n/a	n/a	The service provider can be utilized by the Municipality as their services are good.	R23 800
CORP	Certified chief information Security Officer Training	Torque IT	Own Funds	22-Aug-18	26-Aug-18	Completed	None	n/a	4	n/a	n/a	The service provider can be utilized by the Municipality as their services are good.	R40 135
CORP	ITIL Foundation Training	Torque IT	Own Funds	05-Nov-18	07-Nov-18	Completed	None	n/a	4	n/a	n/a	The service provider can be utilized by the Municipality as their services are good.	R 8 165.00
CORP	MFMA Training	Gumela Projects	Own Funding	01/10/2018	30/09/2018	Attending classes for MFMA and submitting PoE's for better understanding on how Municipality operates	None	5	n/a	n/a	n/a	Training Provider offer accredited training interventions and future utilization of the service provider would be beneficial to both the organization and employees.	R59 630 per delegate
CORP	Supply Chain Management Training	Nyankavi Training	Own Funding	15/08/2018	15/08/2018	Assist in managing the supply chain processes	None	4	n/a	n/a	n/a		R197 156
CORP	Supply Chain Management	Nyankwavi Investment	Own Funding	24/07/2018	25/07/2018	Completed	None	4	n/a	n/a	n/a	The Service Provider can be utilized in future	R 197 156



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								(Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent					
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
CSD	Turnkey Redlight and speed law enforcement	Mavambo Intelligent Transport Solution	GTM	01/12/2017	31/12/2020	Daily Capturing and filling of fines. Receiving payments & notifying offenders	Not all offenders pay their fines	4	4	n/a	n/a	They doing great job	Determined by number of tickets proceed and or paid
CSD	Treatment & Disposal Management	Theuwedi Trading Enterprise	GTM	1/12/2017	30/11/2020	●Sustainable Disposal Management service are provided @ Tzaneen Landfill-site.	●Constant supervision are conducted by the operational Regional Waste Management Officer ensuring sustainable "compliance" with norms; standards & specifications. Penalties apply in areas of under performance.	4	4	n/a	n/a	●It is recommendable for GTM to use the service provider in future.It is however advisable that MSP's in future (during Tender Evaluation) ALWAYS be subjected to an experience & skills-rating to ensure norms; standards & specifications compliance	R 20 236 611
CSD	Litterpicking Region-North	Theuwedi Trading Enterprise	GTM	1/10/2018	30/09/2021	●Sustainable Litterpicking services are provided within the Northern Services-area in Tzaneen-suburb & MainRoads.	●Constant supervision are conducted by the operational Regional Waste Management Officer ensuring sustainable "compliance" with norms; standards & specifications. Penalties apply in areas of under performance.	n/a	4			●It is recommendable for GTM to use the service provider in future.It is however advisable that MSP's in future (during Tender Evaluation) ALWAYS be subjected to an experience & skills-rating to ensure norms; standards & specifications compliance	R 21 613 616

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								(Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent					
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
CSD	Litterpicking Region-North	Molebogens Trading Enterprise C.C.	GTM	1/07/2015	30/09/2018 (New MSP on site on 01 Oct.'18)	<ul style="list-style-type: none"> <li>Sustainable Litterpicking services are provided within the Northern Services-area in Tzaneen-suburb &amp; MainRoads.</li> </ul>	<ul style="list-style-type: none"> <li>Constant supervision are conducted by the operational Regional Waste Management Officer ensuring sustainable "compliance" with norms; standards &amp; specifications. Penalties apply in areas of under performance.</li> </ul>	4	n/a	n/a	n/a	It is recommendable for GTM to use the service provider in future. It is however advisable that MSP's in future (during Tender Evaluation) ALWAYS be subjected to an experience & skills-rating to ensure norms; standards & specifications compliance	R 21 403 417
CSD	Litterpicking Region-South	Theuwedi Trading Enterprise	GTM	1/01/2019		<ul style="list-style-type: none"> <li>Sustainable Litterpicking services are provided within the Southern Services-area in Nkowankowa-suburb.</li> </ul>	<ul style="list-style-type: none"> <li>Constant supervision are conducted by the operational Regional Waste Management Officer ensuring sustainable "compliance" with norms; standards &amp; specifications. Penalties apply in areas of under performance.</li> </ul>	n/a	n/a			It is recommendable for GTM to use the service provider in future. It is however advisable that MSP's in future (during Tender Evaluation) ALWAYS be subjected to an experience & skills-rating to ensure norms; standards & specifications compliance	

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								(Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent						
								Qtr 1	Qtr 2	Qtr 3	Qtr 4			
CSD	Litterpicking Region-South	Selema Planthire Constructi on C.C.	GTM	1/07/2015	31/07/2018 (BAC extended Jan.'19)	<ul style="list-style-type: none"> <li>●Sustainable Litterpicking services are provided within the Southern Services-area in Nkowankowa-suburb.</li> </ul>	<ul style="list-style-type: none"> <li>●Constant supervision are conducted by the operational Regional Waste Management Officer ensuring sustainable "compliance" with norms; standards &amp; specifications. Penalties apply in areas of under performance.</li> </ul>	4	4	n/a	n/a	It is recommendable for GTM to use the service provider in future. It is however advisable that MSP's in future (during Tender Evaluation) ALWAYS be subjected to an experience & skills-rating to ensure norms; standards & specifications compliance	R 527	9 876
CSD	Collection & Transportation Lenyenye	Molebog eng Trading Enterpris e	GTM	1/01/2019		<ul style="list-style-type: none"> <li>●Sustainable waste removal-services are provided within the Southern Services-area in Lenyenye-suburb.</li> </ul>	<ul style="list-style-type: none"> <li>●Constant supervision are conducted by the operational Regional Waste Management Officer ensuring sustainable "compliance" with norms; standards &amp; specifications</li> </ul>	n/a	n/a			It is recommendable for GTM to use the service provider in future. It is however advisable that MSP's in future (during Tender Evaluation) ALWAYS be subjected to an experience & skills-rating to ensure norms; standards & specifications compliance		

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								(Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent						
								Qtr 1	Qtr 2	Qtr 3	Qtr 4			
CSD	Collection & Transportation Lenyenye	Selema Planthire Constructi on C.C.	GTM	1/08/2015	31/07/2018 (BAC extended Jan.'19)	<ul style="list-style-type: none"> <li>●Sustainable waste removal-services are provided within the Southern Services-area in Lenyenye-suburb.</li> </ul>	<ul style="list-style-type: none"> <li>●Constant supervision are conducted by the operational Regional Waste Management Officer ensuring sustainable "compliance" with norms; standards &amp; specifications</li> </ul>	4	4	n/a	n/a	It is recommendable for GTM to use the service provider in future. It is however advisable that MSP's in future (during Tender Evaluation) ALWAYS be subjected to an experience & skills-rating to ensure norms; standards & specifications compliance	R 380	13 824
CSD	Collection & Transportation Nkowankowa & Rural Bulk-waste	Molebogen g Trading Enterprise C.C.	GTM	01/03/2018	28/02/2021	<ul style="list-style-type: none"> <li>●Sustainable waste removal-services are provided within the Southern Services-area in Lenyenye-suburb &amp; Rural-areas.</li> </ul>	<ul style="list-style-type: none"> <li>●Constant supervision are conducted by the operational Regional Waste Management Officer ensuring sustainable "compliance" with norms; standards &amp; specifications. Penalties apply in areas of under performance.</li> </ul>	4	4	n/a	n/a	It is recommendable for GTM to use the service provider in future. It is however advisable that MSP's in future (during Tender Evaluation) ALWAYS be subjected to an experience & skills-rating to ensure norms; standards & specifications compliance	R 512	16 053

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								(Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent					
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
CSD	Physical security	George B Security (PTY) LTD	GTM	01/04/2018	28/02/2019	Provision of Physical Security to protect Municipal Assets and Employees	The contract is on a very short period and Security Officers are not really motivated because of uncertain future and the lack of implementation of government gazette on new salary scale.	4	5	n/a	n/a	We are happy with their services as there is a lot of improvement.	1014300 pm
CSD	Cash In Transit (CIT)	Fidelity Cash Solutions	GTM	01/03/2017	31/03/2020	Collect and Bank Municipal Cash	They collect as per SLA, unfortunately the Cash is not deposited daily at the bank and against the Municipal Policy.	5	5	n/a	n/a	They can be used in future as this is a very specialist services.	R665 750, 88 Contract value for 36 Months.
CSD	Access Control	Pro Satellite Systems	GTM	01/07/2013	to date	Provision of Access Control using Morpho (Finger Prints) for Employees and Visitors (Cards) at Civic Centre and Tzaneen Municipal Stores.	There is no signed Repair and Maintenance Plan, we use Call Up which is sometimes very expensive.	5	5	n/a	n/a	The Municipality can utilise their services in future.	R 0
EED	Replace 2 x 20 MVA 66/11 kV at Tzaneen main sub	Chule Projects	LOAN	01/07/2018	30/06/2019	Designs completed and specification done. Process started to appoint contractor	None	4	4	n/a	n/a	Service Provider to be utilised in future	R 5 000 000

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								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
EED	Replacement of Existing Air Conditioners	Jay Water Service	Own funds	2018/01/07	30/06/2019	Three Existing Air Conditioners were Replaced	None	4	n/a	n/a	n/a	Service Provider to be utilised in future	R 150 000
EED	Replacement of Existing Air Conditioners	Mohasipho la Projects	Own funds	2018/01/07	30/06/2019	One Existing Air Conditioners were Replaced	None	4	n/a	n/a	n/a	Service Provider to be utilised in future	R 150 000
EED	Electrification of 123 units at Mariveni	Uranus Consulting Engineers	INEP	2018/01/07	30/06/2019	Designs completed and supported by Eskom	None	5	4	n/a	n/a	Service Provider to be utilised in future	R 2 029 500
EED	Electrification of 13 units at Zangoma	Uranus Consulting Engineers	INEP	2018/01/07	30/06/2019	Designs completed and supported by Eskom	None	5	5	n/a	n/a	Service Provider to be utilised in future	R 214 500
EED	Electrification of 138 units at Mandlakazi(Marikana)	Uranus Consulting Engineers	INEP	2018/01/07	30/06/2019	Designs completed and supported by Eskom	None	5	5	n/a	n/a	Service Provider to be utilised in future	R 2 268 000
EED	Electrification of 85 units at Lenyenye	Calibre Consulting Engineers	INEP	2018/01/07	30/06/2019	Busy with designs	Delays at Eskom with approval of designs.	4	4	n/a	n/a	Service Provider to be utilised in future	R 1 402 500
EED	Electrification of 250 units at Motseteng	Calibre Consulting Engineers	INEP	2018/01/07	30/06/2019	Busy with designs	Delays at Eskom with approval of designs.	4	4	n/a	n/a	Service Provider to be utilised in future	R 4 125 000
EED	Electrification of 53 units at Mbhekwana	Uranus Consulting Engineers	INEP	2018/01/07	30/06/2019	Designs completed and supported by Eskom	None	5	4	n/a	n/a	Service Provider to be utilised in future	R 874 500

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								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
EED	Electrification of 41 units at Relela	Uranus Consulting Engineers	INEP	2018/01/07	30/06/2019	Designs completed and supported by Eskom	None	5	5	n/a	n/a	Service Provider to be utilised in future	R 676 500
EED	Electrification of 32 Units at Setheeni	Uranus Consulting Engineers	INEP	2018/01/07	30/06/2019	Busy with designs	None	4	4	n/a	n/a	Service Provider to be utilised in future	R 528 000
EED	Electrification of 22 units at Nabane	Calibre Consulting Engineers	INEP	2018/01/07	30/06/2019	Busy with designs	None	4	4	n/a	n/a	Service Provider to be utilised in future	R 363 000
EED	Electrification of 22 units at Marumofase	Calibre Consulting Engineers	INEP	2018/01/07	30/06/2019	Busy with designs	None	4	4	n/a	n/a	Service Provider to be utilised in future	R 363 000
EED	Electrification of 29 units at New Phepene	Calibre Consulting Engineers	INEP	2018/01/07	30/06/2019	Busy with designs	Delays at Eskom with approval of designs.	4	4	n/a	n/a	Service Provider to be utilised in future	R 478 500
EED	Electrification of 68 units at Mackery	Uranus Consulting Engineers	INEP	2018/01/07	30/06/2019	Designs completed and supported by Eskom	None	5	4	n/a	n/a	Service Provider to be utilised in future	R 1 122 000
ESD	Supply and delivery of water treatment chemicals	Zamangwane	own funds	Mar-16	Mar-19	Supply and delivery of water treatment chemicals	none	5	n/a	n/a	n/a	The service provider is very professional and delivers on time	R148 389
ESD	Supply and delivery of water treatment chemicals	Zamangwane	own funds	Mar-16	Mar-19	Supply and delivery of water treatment chemicals	none	5	n/a	n/a	n/a	The service provider is very professional and delivers on time	R51 072

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								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
ESD	Supply and delivery of water treatment chemicals	Zamangwane	own funds	2016/03/01	2019/03/01	Supply and delivery of water treatment chemicals	None	5	5	n/a	n/a	The service provider is very professional and delivers on time	R 366 693.07
ESD	Repair and maintenance of all equipment on all water pumps and pump stations	BMK Electronics	own funds	2017/09/17	2020/09/01	Repair and maintenance of pumps	none	2	2	n/a	n/a	contractor is very expensive and renders sub-standard service	R 99 139.20
ESD	Repair and maintenance of all equipment on all water pumps and pump stations	BMK Electronics	own funds	2017/09/17	2020/09/01	Repair and maintenance of pumps	none	2	2	n/a	n/a	contractor is very expensive and renders sub-standard service	R 370 081.50
ESD	Repair and maintenance of all equipment on all water pumps and pump stations	BMK Electronics	own funds	2017/09/17	2020/09/01	Repair and maintenance of pumps	none	2	2	n/a	n/a	contractor is very expensive and renders sub-standard service	R 270 720.00
ESD	repair and maintenance of all Repair and maintenance	BMK Electronics	own funds	2017/09/17	2020/09/01	Repair and maintenance of pumps	none	2	2	n/a	n/a	contractor is very expensive and renders sub-standard service	R 140 886.50



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								(Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent					
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
	of all equipment on all water pumps and pump stations												
ESD	Repair and maintenance of all equipment on all water pumps and pump stations	BMK Electronics	own funds	2017/09/17	2020/09/01	Repair and maintenance of pumps	None	2	2	n/a	n/a	Contractor is very expensive and renders sub-standard service	R 48 415.00
ESD	Repair and maintenance of all equipment on all water pumps and pump stations	MANCO Business Ent.	own funds	2017/10/17	2020/10/01	Repair and maintenance of pumps	None	4	4	n/a	n/a	The contractor does the work in time and according to the specification except for one order that needed to be redone.	R 1 045 108.95
ESD	Repair and maintenance of all equipment on all water pumps and pump stations	TLM Engineerin g	own funds	2017/09/17	2020/09/01	No work done.	The contractor has not completed the work	1	1	n/a	n/a	The contractor has failed to respond to numerous correspondences regarding the outstanding work	R 0.00
ESD	Repair and maintenance of all equipment on all water	BMK Electronics	own funds	2017/09/17	2020/09/01	Repair and maintenance of pumps	none	2	2	n/a	n/a	contractor is very expensive and renders sub-standard service	R 113 955.80

**Table 25: Evaluation of Service Provider Performance for the Period 1 July – 31 Dec'18 (2018/19 FY)**

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <i>(Narrative required)</i>	Challenges and interventions	Assessment of service provider				Assessment comments <i>(future utilisation of service provider)</i>	R-value of contract <i>(total period)</i>
								(Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent					
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
	pumps and pump stations												
ESD	Machine and Equipment hire in Greater Tzaneen Municipality	Bukuta Construction and plant hire	own funds	2017/04/01	2020/04/01	Provision of construction plant	none	5	5	n/a	n/a	Excellent service provided by the contractor	R 1 086 161.60
ESD	Hiring of water tankers to deliver water in Greater Tzaneen Municipality Area	Bukuta Construction and plant hire	own funds	2017/04/01	2020/04/01	Delivery of water through water tankers	none	5	5	n/a	n/a	Excellent service provided by the contractor	R 556 567.30
ESD	Hiring of water tankers to deliver water in Greater Tzaneen Municipality Area	Hulelasi construction and projects	own funds	2017/04/01	2020/04/01	Delivery of water through water tankers	none	5	5	n/a	n/a	excellent service provided by the contractor	R 111 545.40
ESD	Hiring of water tankers to deliver water in Greater Tzaneen Municipality Area	Mathothoka trading	own funds	2017/04/01	2020/04/01	Delivery of water through water tankers	none	5	5	n/a	n/a	excellent service provided by the contractor	R 111 545.40

**Table 25: Evaluation of Service Provider Performance for the Period 1 July – 31 Dec'18 (2018/19 FY)**

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <i>(Narrative required)</i>	Challenges and interventions	Assessment of service provider				Assessment comments <i>(future utilisation of service provider)</i>	R-value of contract <i>(total period)</i>
								(Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent					
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
ESD	Hiring of water tankers to deliver water in Greater Tzaneen Municipality Area	Selby Construction	own funds	2017/04/01	2020/04/01	Delivery of water through water tankers	none	5	5	n/a	n/a	excellent service provided by the contractor	R 111 545.40
ESD	Hiring of water tankers to deliver water in Greater Tzaneen Municipality Area	Bukuta Construction and plant hire	own funds	2017/04/01	2020/04/01	Delivery of water through water tankers	none	5	5	n/a	n/a	excellent service provided by the contractor	R 111 545.40
ESD	Hiring of water tankers to deliver water in Greater Tzaneen Municipality Area	Hulelasi construction and projects	own funds	2017/04/01	2020/04/01	Delivery of water through water tankers	none	5	5	n/a	n/a	Excellent service provided by the contractor	R 335 365.30
ESD	Hiring of water tankers to deliver water in Greater Tzaneen Municipality Area	Mathothoka trading	own funds	2017/04/01	2020/04/01	Delivery of water through water tankers	none	5	5	n/a	n/a	Excellent service provided by the contractor	R 335 365.30

**Table 25: Evaluation of Service Provider Performance for the Period 1 July – 31 Dec'18 (2018/19 FY)**

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <i>(Narrative required)</i>	Challenges and interventions	Assessment of service provider				Assessment comments <i>(future utilisation of service provider)</i>	R-value of contract <i>(total period)</i>
								(Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent					
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
ESD	Hiring of water tankers to deliver water in Greater Tzaneen Municipality Area	Selby Construction	own funds	2017/04/01	2020/04/01	Delivery of water through water tankers	none	5	5	n/a	n/a	Excellent service provided by the contractor	R 335 365.30
ESD	Machine and equipment hire in Greater Tzaneen Municipality	Bukuta Construction and plant hire	own funds	2017/04/01	2020/04/01	Provision of construction plant	none	5	5	n/a	n/a	Excellent service provided by the contractor	R 246 813.00
ESD	Hiring of water tankers to deliver water in Greater Tzaneen Municipality Area	Bukuta Construction and plant hire	own funds	2017/04/01	2020/04/01	Delivery of water through water tankers	none	5	5	n/a	n/a	Excellent service provided by the contractor	R 111 545.40
ESD	Hiring of water tankers to deliver water in Greater Tzaneen Municipality Area	Hulelasi construction and projects	own funds	2017/04/01	2020/04/01	Delivery of water through water tankers	none	5	5	n/a	n/a	Excellent service provided by the contractor	R 111 545.40
ESD	Hiring of water tankers to deliver water in Greater Tzaneen	Mathothoka trading	own funds	2017/04/01	2020/04/01	Delivery of water through water tankers	none	5	5	n/a	n/a	Excellent service provided by the contractor	R 111 545.40

**Table 25: Evaluation of Service Provider Performance for the Period 1 July – 31 Dec'18 (2018/19 FY)**

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <i>(Narrative required)</i>	Challenges and interventions	Assessment of service provider				Assessment comments <i>(future utilisation of service provider)</i>	R-value of contract <i>(total period)</i>
								(Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent		Qtr 1	Qtr 2		
	Municipality Area												
ESD	Hiring of water tankers to deliver water in Greater Tzaneen Municipality Area	Selby Construction	own funds	2017/04/01	2020/04/01	Delivery of water through water tankers	none	5	5	n/a	n/a	Excellent service provided by the contractor	R 111 545.40
ESD	Machine and equipment hire in Greater Tzaneen Municipality	Bukuta Construction and plant hire	own funds	2017/04/01	2020/04/01	Provision of construction plant	none	5	5	n/a	n/a	Excellent service provided by the contractor	R 246 813.00
ESD	Grass Cutting	BIG VELA	own funds			Cutting of grass	none	0	5	n/a	n/a	Excellent service provided by the contractor	R 67 338.00
ESD	Grass Cutting	Kgosibokang	own funds			Cutting of grass	none	0	5	n/a	n/a	Excellent service provided by the contractor	R 31 726.00
ESD	Refurbishment of Tzaneen Airfield runway	AES Consulting Engineers	GTM	08/2016	2018/09/28	Runway edge repairs and kerbing	none	4	0	n/a	n/a	Project completed	R 1 166 010
ESD	Maintenance of tarred roads	Moepeng Trading 40	own	05/2017	05/2020	Tarred roads patching	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arises

**Table 25: Evaluation of Service Provider Performance for the Period 1 July – 31 Dec'18 (2018/19 FY)**

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <i>(Narrative required)</i>	Challenges and interventions	Assessment of service provider				Assessment comments <i>(future utilisation of service provider)</i>	R-value of contract <i>(total period)</i>
								(Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent					
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
ESD	Maintenance of tarred roads	Makasana Construction	own	05/2017	05/2020	Tarred roads patching	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arises
ESD	Maintenance of tarred roads	Selby Construction	own	05/2017	05/2020	Tarred roads patching	None	4	0	n/a	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arises
ESD	Maintenance of tarred roads	Kamojoe Tradding & Projects	own	05/2017	05/2020	None	None	0	0	n/a	n/a	No order issued this quarter	
ESD	Machine hire	Selby Construction	Own	05/2017	05/2020	Grading of gravel roads, regravelling and TLB hire.	None	4	4	n/a	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arises
ESD	Machine hire	Kamojoe Tradding & Projects	Own	05/2017	05/2020	Grading of gravel roads, regravelling and TLB hire.	None	4	4	n/a	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arises
ESD	Machine hire	Selema Planthire Construction C.C.	Own	05/2017	05/2020	Grading of gravel roads, regravelling and TLB hire.	None	4	4	n/a	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arises

Table 25: Evaluation of Service Provider Performance for the Period 1 July – 31 Dec'18 (2018/19 FY)													
Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <i>(Narrative required)</i>	Challenges and interventions	Assessment of service provider				Assessment comments <i>(future utilisation of service provider)</i>	R-value of contract <i>(total period)</i>
								(Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent					
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
ESD	Machine hire	Bukuta BK	Own	05/2017	05/2020	Grading of gravel roads, regravelling and TLB hire.	None	4	4	n/a	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arises
ESD	Maintenance of stormwater Drainage systems	Selby Construction	Own	05/2017	05/2020	Maintenance of stormwater Drainage systems	None	4	4	n/a	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arises
ESD	Maintenance of stormwater Drainage systems	Kamojoe Tradding & Projects	Own	05/2017	05/2020	None	None	0	0	n/a	n/a	No order issued this quarter	
ESD	Maintenance of stormwater Drainage systems	Rekhudits e	Own	05/2017	05/2020	None	None	0	0	n/a	n/a	No order issued this quarter	
ESD	Upgrading of Road D1350: Moruji to Maswi/Kwesho kolowe from Gravel to Tar	Quality Plant Hire/ Expectra 388 JV	MIG	05/09/16	16/01/2019	The road is surfaced and opened up to chainage 6.2km, primed up to chainage 8.8km and stabilized the base till chainage 11km.	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	R82 893 206
ESD	Upgrading of Road D1350: Moruji to Maswi/Kwesho kolowe from Gravel to Tar	Makasela Consulting an Projects	MIG	05/09/16	16/01/2019	The road is surfaced and opened up to chainage 6.2km, primed up to chainage 8.8km and stabilized the base till chainage 11km.	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value

**Table 25: Evaluation of Service Provider Performance for the Period 1 July – 31 Dec'18 (2018/19 FY)**

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <i>(Narrative required)</i>	Challenges and interventions	Assessment of service provider				Assessment comments <i>(future utilisation of service provider)</i>	R-value of contract <i>(total period)</i>
								(Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent					
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
ESD	Upgrading of Lenyeny Taxi Rank	Makasela Consulting an Projects	MIG	11/09/17	Depending on the appointment of the contractor	Planning, scoping, designs and tender documentation completed	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Upgrading of Mulati Access Road	Letsopa Project Managers and Consulting Engineers	MIG	11/09/17	Depending on the appointment of the contractor	Planning, scoping, designs and tender documentation completed	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Upgrading of Lenyeny to Khujwana Access Road	Ryntex Consulting Engineers	MIG	11/09/17	28/05/2020	Planning, scoping, designs and tender documentation completed	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Upgrading of Mbambamenci si Access Road	Ryntex Consulting Engineers	MIG	11/09/17	Depending on the appointment of the contractor	Planning, scoping, designs and tender documentation completed	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Construction of Mawa Block 12 Low level bridge	AM Consulting Engineers	MIG	11/09/17	Depending on the appointment of the contractor	Planning, scoping, designs and tender documentation completed	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value



**Table 25: Evaluation of Service Provider Performance for the Period 1 July – 31 Dec'18 (2018/19 FY)**

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <i>(Narrative required)</i>	Challenges and interventions	Assessment of service provider				Assessment comments <i>(future utilisation of service provider)</i>	R-value of contract <i>(total period)</i>
								(Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent					
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
ESD	Tickyline to Makhwibidung Stormwater management	AM Consulting Engineers	OWN	11/09/17	Depending on the appointment of the contractor	Planning, scoping, designs and tender documentation completed	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Upgrading of Relela Access Road	Makasela Consulting an Projects	MIG	2009/07/18	Depending on the appointment of the contractor	Planning, scoping, designs and tender documentation completed	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	Fee based on ECSA gazzet
ESD	Mmatapa to Leseka Access Road	MGM-BLUHRAY ENGINEERS	MIG	2009/07/18	Depending on the appointment of the contractor	Planning, scoping and designs completed	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	Fee based on ECSA gazzet
ESD	Construction of Agatha Cemetery Low Level Bridge	Mosomo Consulting Engineers	OWN	27/02/2017	09/11/2018	The contractor has completed the slab for the culvert, the approaches and they are busy preparing to cast concrete for the walls of the culvert.	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Construction of Agatha Cemetery Low Level Bridge	Moepeng Trading 40	OWN	27/02/2017	09/11/2018	The contractor has completed the slab for the culvert, the approaches and they are busy preparing to cast concrete for the walls of the culvert.	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	R3 428 798
ESD	Nelson Ramodike High School Access Road	Conceptual Engineers	MIG	11/09/17	Depending on the appointment of the contractor	The Scoping Report has been completed and Preliminary Design Report presentation is scheduled for the 24/10/2018	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value

**Table 25: Evaluation of Service Provider Performance for the Period 1 July – 31 Dec'18 (2018/19 FY)**

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <i>(Narrative required)</i>	Challenges and interventions	Assessment of service provider				Assessment comments <i>(future utilisation of service provider)</i>	R-value of contract <i>(total period)</i>
								(Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent					
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
ESD	Mopye High School Access Road	Mosomo Consulting Engineers	MIG	11/09/17	Depending on the appointment of the contractor	Planning, scoping, designs and tender documentation completed	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Upgrading of CODESA to Hani Street Paving	KMSD Engineering Consultants	MIG	11/09/17	Depending on the appointment of the contractor	Planning, scoping, designs and tender documentation completed	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Upgrading of civic centre, community services offices, old fire station and installation of lift in the civic centre	MSW project Managers and Consulting Engineers	own	03/09/2018	30/12/2018	Preliminary investigation and scoping report were completed	none	5	5	n/a	n/a	The service provider is very professional	R 11 700 000
ESD	Upgrading of Road D1350: Moruji to Maswi/Kwesho kolowe from Gravel to Tar	Quality Plant Hire/ Expectra 388 JV	MIG	05/09/16	16/01/2019	The road is surfaced and opened up to chainage 6.2km, primed up to chainage 8.8km and stabilized the base till chainage 11km.	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	R82 893 206

Table 25: Evaluation of Service Provider Performance for the Period 1 July – 31 Dec'18 (2018/19 FY)													
Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <i>(Narrative required)</i>	Challenges and interventions	Assessment of service provider				Assessment comments <i>(future utilisation of service provider)</i>	R-value of contract <i>(total period)</i>
								(Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent					
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
ESD	Upgrading of Road D1350: Moruji to Maswi/Kwesho kolowe from Gravel to Tar	Makasela Consulting an Projects	MIG	05/09/16	16/01/2019	Planning, scoping, designs and tender documentation completed	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Upgrading of Lenyenye Taxi Rank	Makasela Consulting an Projects	MIG	11/09/17	Depending on the appointment of the contractor	Project awaits appointment of a Contractor	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Upgrading of Mulati Access Road	Letsopa Project Managers and Consulting Engineers	MIG	11/09/17	Depending on the appointment of the contractor	Project awaits appointment of a Contractor	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Upgrading of Lenyenye to Khujwana Access Road	Ryntex Consulting Engineers	MIG	11/09/17	28/05/2020	Planning, scoping, designs and tender documentation completed	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Upgrading of Lenyenye to Khujwana Access Road	Selby Constructi on	MIG	2018/11/15	2020/09/15	The contractor is currently busy with site establishment, he has cleared site and brought in mobile offices and erected storage and parking's.	None	n/a	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	R32 699 128

**Table 25: Evaluation of Service Provider Performance for the Period 1 July – 31 Dec'18 (2018/19 FY)**

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <i>(Narrative required)</i>	Challenges and interventions	Assessment of service provider				Assessment comments <i>(future utilisation of service provider)</i>	R-value of contract <i>(total period)</i>
								(Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent					
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
ESD	Upgrading of Mbambamencisi Access Road	Ryntex Consulting Engineers	MIG	11/09/17	Depending on the appointment of the contractor	Planning, scoping, designs and tender documentation completed	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Upgrading of Mbambamencisi Access Road	Makasana Construction	MIG	2018/11/15	2019/09/15	The contractor is currently busy with site establishment; he has delivered mobile site offices, and erected perimeter fence.	None	n/a	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	R7 242 419
ESD	Construction of Mawa Block 12 Low level bridge	AM Consulting Engineers	MIG	11/09/17	Depending on the appointment of the contractor	Project awaits appointment of a Contractor	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Tickyline to Makhwibidung Stormwater management	AM Consulting Engineers	OWN	11/09/17	Depending on the appointment of the contractor	Planning, scoping, designs and tender documentation completed	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Upgrading of Relela Access Road	Makasela Consulting an Projects	MIG	2018/09/07	Depending on the appointment of the contractor	Project awaits Specification	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	Fee based on ECSA gazzet
ESD	Mmatapa to Leseka Access Road	MGM-BLUHRAY ENGINEERS	MIG	2018/09/07	Depending on the appointment of the contractor	Planning, scoping and designs completed	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	Fee based on ECSA gazzet

**Table 25: Evaluation of Service Provider Performance for the Period 1 July – 31 Dec'18 (2018/19 FY)**

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <i>(Narrative required)</i>	Challenges and interventions	Assessment of service provider				Assessment comments <i>(future utilisation of service provider)</i>	R-value of contract <i>(total period)</i>
								(Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent					
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
ESD	Construction of Agatha Cemetery Low Level Bridge	Mosomo Consulting Engineers	OWN	27/02/2017	09/11/2018	Project has Reached Practical Completion	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Construction of Agatha Cemetery Low Level Bridge	Moepeng Trading 40	OWN	27/02/2017	09/11/2018	Project has Reached Practical Completion	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	R3 428 798
ESD	Nelson Ramodike High School Access Road	Conceptual Engineers	MIG	11/09/17	Depending on the appointment of the contractor	The Design reports and draft tender document were submitted and an approval letter has been issued to the Engineers	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Mopye High School Access Road	Mosomo Consulting Engineers	MIG	11/09/17	Depending on the appointment of the contractor	Project awaits appointment of a Contractor	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Upgrading of CODESA to Hani Street Paving	KMSD Engineering Consultants	MIG	11/09/17	Depending on the appointment of the contractor	Project awaits appointment of a Contractor	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Upgrading of CODESA to Hani Street Paving	Tshiamiso Trading 235	MIG	TBC	TBC	We await submission of Contractual Documents, PSC and appointment of CLO by Public Participation	None	n/a	n/a	n/a	n/a	n/a	17% of the contract value

Table 25: Evaluation of Service Provider Performance for the Period 1 July – 31 Dec'18 (2018/19 FY)													
Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <i>(Narrative required)</i>	Challenges and interventions	Assessment of service provider				Assessment comments <i>(future utilisation of service provider)</i>	R-value of contract <i>(total period)</i>
								(Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent					
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
ESD	Supply And Delivery Of 4 X 4 LDV With A Working Load Of Above 1 Ton Heavy Duty Pickup And 4 X 2 LDV Pickup For Greater Tzaneen Municipality	Simunye fleet Management	OWN	01/11/2018	30/06/2019	Five (5) vehicles have been procured and delivered	None	n/a	5			We have only received half of the order and up to so far we are happy with the service	R4 744 579
ESD	Supply and delivery of heavy duty crane for Greater Tzaneen Municipality	Vunakum (PTY) LTD	OWN	01/12/2018	30/06/2019	Service provider has just been appointed	None	n/a	n/a	n/a	n/a	The service provider has just been appointed	R1 389 975
PED	Land Use Scheme	Matete and Associates	own	01.08.2018	30.09.2019	Inception report finalised. Draft status quo report completed.	none	3	na	na	na	Once off project, but if need arises they can be utilised.	R908 500.00 O0, only 10% has been paid out to date.

## 5. Implementation of the 2017/18 Annual Performance Report recommendations

The Annual Performance Report (APR) is compiled annual along with the Annual Financial Statements. The report contains recommendations to improve the performance of the organisation. **Table 25** below reflects the progress made with the implementation of the recommendations.

<b>Table 26: Progress made with the implementation of the 17/18 APR recommendations</b>						
<b>No</b>	<b>Recommendations</b>	<b>Responsible Department</b>	<b>Due date</b>	<b>Progress made by 31 Dec '18</b>	<b>Challenges with implementation</b>	<b>Interventions required</b>
1	Development of a Revenue enhancement Strategy	CFO	30 June '19	Currently departmental revenue controls and debt and credit are being reviewed with specialist appointed - Electrical busy with energy loss audit	A consolidated revenue strategy will be undertaken upon the various phases being completed	none
2	A fixed percentage of the income from electricity should be set aside for re-investment into the refurbishment and upgrade of the existing GTM network (6% as per NERSA requirements).	CFO	30 May '19	Current status of maintenance expenditure is: Maintenance costs / by electricity sales : R10,208,409 /R26,9161,767= 4 %	Tariffs to be reviewed by specialists to improve profit margin	Specialist to be appointed at electrical department to review tariffs for electricity
3	Service Departments (ESD, EED & CSD) should conduct an internal investigation to determine the current state of, and need for, tools and equipment to inform the IDP project prioritisation process	ESD, EED & CSD	30 Jan '19	<b>CSD:</b> Status of tools and equipment has been determined <b>ESD:</b> Status determined <b>EED:</b>	<b>CSD:</b> Costing of tools and equipment still to be done <b>ESD:</b> Securing funding <b>EED</b>	<b>CSD:</b> Budget allocation for capital tools & equipment to be motivated during IDP process

<b>Table 26: Progress made with the implementation of the 17/18 APR recommendations</b>						
<b>No</b>	<b>Recommendations</b>	<b>Responsible Department</b>	<b>Due date</b>	<b>Progress made by 31 Dec '18</b>	<b>Challenges with implementation</b>	<b>Interventions required</b>
4	An annual capital allocation should be set aside for the procurement of capital tools and equipment for all services	CFO	30 May '19	Will be undertaken in 19/20 budget process, however the Community and electrical departments have budgets	none	None
5	To review all land availability agreements between Council and developers.	PED	30 Jan '19	A Service Provider was appointed to review the agreements	No progress reports received from the service provider	TOR for service provider should contained specific milestones
6	To review the organisational structure to align to the IDP and ensure a realistic vacancy level.	CORP	30 May '19	Service provider not yet appointed to review organisational structure	Awaiting for funds from Development Bank of SA	None
7	Human resource capacity in the Internal Audit, Asset Management, Expenditure and Revenue divisions to be increased.	CORP	30 May '19	Advert for appointment of service provider to conduct work study was placed on hold	Dependant on the review of the organogram and improvement in the Cashflow situation	Expenditure control
8	That an external audit on the whole fleet management process be conducted	CFO	30 June '19	To be undertaken in 3rd quarter	Specifications to be finalised with fleet and engineering department	None
9	That the controls in place to manage capital expenditure be audited by Internal Audit.	MM	30 June '19	None	Due to vacancy in the division the project has been removed from our plan and approved by AC. The project will be prioritized in the next financial year.	Filling of vacant positions in the Internal Audit Unit



<b>Table 26: Progress made with the implementation of the 17/18 APR recommendations</b>						
<b>No</b>	<b>Recommendations</b>	<b>Responsible Department</b>	<b>Due date</b>	<b>Progress made by 31 Dec '18</b>	<b>Challenges with implementation</b>	<b>Interventions required</b>
10	That performance measurements be included in the Service Level Agreements between Council and companies providing good and services in excess of R200 000	MM	Immediate	Draft Standard Operating Procedures for monitoring service provider performance was circulated to stakeholders for inputs	Human Resource Capacity in Departments to monitor service providers & develop measurable targets for them	Management still to consider the SOP
11	That the return on investment in GTEDA be investigated	PED	30 May '19	Investigation not done	Not budgeted for	Budget and also to engage GTEDA on its performance

From **Table 26** it can be seen that most of the recommendations are not yet implemented. Many of the recommendations are dependent on the budget process and also restricted by the current human resource limitations.

## 6. Evaluation of overall performance

Considering the performance reported by the Departments for the first six months of the 2018/19 financial year, the following matters need to be attended to, to ensure that targets are met at year-end.

### 6.1. Expenditure Control

Considering the cash flow situation presented in **Section 2.2** of this report, it is of concern to note that during this period Council paid interest on Eskom accounts, due to the late payment. The payment of interest on outstanding accounts are viewed as fruitless and wasteful and should be avoided. The fact that GTM is unable to pay Eskom accounts on time, signifies that the cash flow is severely constrained. Therefore:

- i. Tighter expenditure controls must be exerted.
- ii. Credit control policy must be fully implemented to reduce the amount owed to Council by e.g. Businesses and Government Departments.
- iii. The provision of water to villages must be done by MDM (water delivery through water tankers is a very expensive, unsustainable, unfunded mandate).
- iv. Containment of legal costs.
- v. Development of a Revenue enhancement strategy should be prioritized.

### 6.2 Service Delivery Programmes

The main mandate of the municipality is to provide services to the community, the service delivery programmes are negatively affected by the following:

- *Electricity network*: The period under review was marked with an increase in prolonged power outages. This is due to a combination of factors such as the aging infrastructure, insufficient vehicles, theft of transformers, but also due to backlogs in vegetation control. For the largest part of this period the Department did not have enough vehicles to attend to outages, with electricians sitting at the Power Station without transport. Although 5

4x4 vehicles were procured in December, the Department is still in need of a crane which can be used to move transformers. Currently regular expenditure is incurred in renting a crane. The increase of extended electricity outages can have a dire impact on the local economy, especially on the small businesses and farms which are putting jobs security at risk.

- *Water & Sanitation:* GTM is spending excessive amounts on the rental of water tankers to provide water in rural areas, where the District municipality is failing to provide water in a sustainable manner. Other than that, MDM is not making provision for the upgrading of water and sewer plants servicing GTM's urban area. This negatively affects the potential to expand the towns and attract investors.
- *Roads:* The upgrading of gravel roads in the rural areas have been allocated the bulk of funding during the past financial years. The internal streets of the five towns are however deteriorating and, since a loan could not be secure to fund the planned refurbishment projects, street maintenance are limited to the repair of large potholes on an adhoc basis.
- *Parks and Cemeteries:* The maintenance of parks, community halls, sport centers and cemeteries are no longer done through service providers. However the GTM maintenance teams are not equipped to deliver the service and a high level of vacancies affects the ability of the unit to cover all the areas required.
- *Solid Waste Management:* The ageing fleet along with vacancies and budget constraints is limiting the potential of delivering services in a sustainable manner. The expansion of the service to the rural areas require additional since the service is currently dependent on the EPWP grant.
- *Development Planning:* Although GTM has procured various properties and land development agreements are in place with service providers, these developments are largely on hold. Also provision are not being made for the servicing of sites especially commercial sites. The traffic congestion at the entrances to Tzaneen should also receive attention.

- *Maintenance of buildings:* The limited funds available for the maintenance of buildings are resulting in the steady decline in the state of municipal owned properties this includes the Civic Centre, town offices, libraries, sports facilities and community halls.

**Recommendations:**

- i. The priority list for roads to be upgraded should be submitted to RAL for implementation.
- ii. Official requests for the upgrading of the GTM water and sewer plants must be submitted to MDM and DWAF
- iii. Water Service Authority status should be pursued
- iv. Vehicles, tools and equipment must be procured for the GTM maintenance teams to be able to perform their tasks efficiently

### 6.3 Performance Reporting

The alignment between financial and performance reporting need to improve in the following respects:

- **Adherence to reporting timeframes:** The electronic reporting system is assisting in ensuring consistent and accurate reporting. However the non-adherence to reporting timeframes experienced are negatively affecting the timeous submission of reports to Council.
- **Expenditure Reporting:** The operational expenditure reported for the quarter reflects underspending in the service delivery departments, the reason given for this under expenditure is given as the non-allocation of labour and depreciation, which must be done by finance. Currently expenditure incurred on these items are only allocated to the relevant votes at year-end. The month to month reporting is therefore distorted (see also the total expenditure on Repairs & Maintenance reflected in **Table 4**) and this results in challenges with the alignment of performance information reported throughout the year with the AFS, at year-end.

- **Project & KPI reporting:** During the AG audit on the Annual Performance Report (APR) the following weaknesses in performance reporting were identified:
  - i. *Non-alignment between the planned and reported KPIs:* for each KPI contained in the IDP the Key Performance Area, Strategic Objective, Programme and KPI wording must be exactly the same as in the IDP, SDBIP and the APR.
  - ii. *KPIs not measurable:* Project names must clearly reflect what will be done and the quarterly milestones must be output focused, while the method of calculating the result of each KPI must be clear. This must be corrected starting with the IDP.
  - iii. *Reported performance cannot be validated by an accurate POE:* The documentation attached as proof of the actual performance contradicts the reported performance or does not clearly outline the method of calculating e.g. percentage performance.
  - iv. *Incomplete reporting:* Reasons for deviating from the planned performance and efforts taken to improve performance are not included in all aspects where it is required. This challenge continued during the 18/19 reporting.

The findings of the AG on the performance information for 17/18 were not viewed as being material and therefore did not affect the audit outcome. However, the quality of the reporting has to improve to ensure that it does not do so in the future. This emphasises the importance of aligning financial and performance reporting on a month to month basis.

**Recommendations:**

- i. Directors must check the quality of information submitted to the IDP and for performance reports.
- ii. Disciplinary action should be taken against those that are continually failing to adhere to reporting timeframes.

#### 6.4 IDP & Budget adjustment

The performance of both Electrical Engineering and Engineering Services Departments are negatively affected by the non-implementation of capital projects, due to the non-availability of funding. In the case of Electrical Engineering the loan amount from DBSA was secured only in October of 2018. The first R40 million is however aimed at funding the projects as planned for 2017/18 and are therefore not reflected in the current IDP and SDBIP. In addition to this, some of the projects contained in the SDBIP for 18/19 for the Electricity Department is being implemented by ESKOM and should therefore be removed from the GTM SDBIP.

The Engineering Services department on the other hand is affected by the decision not to take up the external loan required to fund, amongst others, the road rehabilitation projects. In addition to this, projects, aimed at upgrading gravel roads to tar, were prioritized in the IDP but could not secure funding through MIG, since these are roads which RAL is responsible for.

## 7. Items to consider during the Budget and IDP adjustment

- A. The MIG programme should be adjusted to remove the RAL roads for which MIG funding could not be secured.
- B. The inclusion of the MIG projects, which rolled over into the 2018/19 financial year.
- C. Removal of the projects planned for funding through the external loan which was not taken up.
- D. Projects for the Electrification of Villages which are implemented by ESKOM should be removed from the GTM SDBIP.
- E. The IDP targets which are linked to the capital budget should be adjusted to ensure alignment with the projects being implemented.
- F. Performance measures should be included to monitor the efficiency of the Land Management Programme as well as the Water and Sanitation services.

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