

# Service Delivery and Budget Implementation Plan (SDBIP)

## 1<sup>st</sup> Quarter Report for 17/18



**GREATER TZANEEN MUNICIPALITY**

November 2017

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>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>	Neighbourhood 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 30<sup>th</sup> of June 2017 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 has procured 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 follows:

## Coding of Results

	KPI Not Yet Measured (not applicable this quarter)
	KPI Not Met
	KPI Almost Met
	KPI Met
	KPI Well Met
	KPI Extremely Well Met

## 2. 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 2017/18.

### 2.1 Revenue Analysis

GTM revenue collection per line item, for the 1<sup>st</sup> Quarter, is presented in **Table 1** and **Table 2**.

<b>Table 1: 1<sup>st</sup> Qtr Revenue Collection for 2017/18</b>										
Ref	Line Item	Jul-17		Aug-17		Sept-17		Total for the Period		% received for period
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	
RS1	Property rates	8 098 409	11 602 584	8 281 971	11 518 872	8 133 171	11 650 050	24 513 551	34 771 505	<u>142%</u>
RS2	Penalties imposed and collection charges on rates	410 659	397 952	298 344	747 196	309 732	782 101	1 018 735	1 927 249	<u>189%</u>
RS3	Service charges	44 380 120	43 583 691	58 763 347	46 330 833	58 850 005	46 780 788	161 993 472	136 695 313	<u>84%</u>
RS4	Rent of facilities and equipment	85 748	150 089	83 780	148 698	79 537	155 523	249 065	454 310	<u>182%</u>
RS5	Interest earned - external investments	31 060	222 395	112 543	772 707	223 446	305 474	367 049	1 300 576	<u>354%</u>
RS6	Interest earned - outstanding debtors	941 503	1 570 172	978 958	1 864 554	938 668	1 895 729	2 859 129	5 330 454	<u>186%</u>

**Table 1: 1<sup>st</sup> Qtr Revenue Collection for 2017/18**

Ref	Line Item	Jul-17		Aug-17		Sept-17		Total for the Period		% received for period
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	
RS7	Fines	233 541	33 360	353 560	593 537	366 757	611 172	953 858	1 238 069	<u>130%</u>
RS8	Licenses and Permits	43 556	66 421	46 474	83 071	46 435	89 345	136 465	238 838	<u>175%</u>
RS9	Income from Agency services	5 024 438	4 734 513	3 181 744	4 768 152	3 369 064	3 051 176	11 575 246	12 553 841	<u>108%</u>
RS10	Operating grants and subsidies	172 424 087	182 753 000	2 297 000	-11 572 505	0	0	174 721 087	171 180 495	<u>98%</u>
RS11	Other Revenue	7 984	-70 005	1 151	87 351	359 638	419 456	368 773	436 801	<u>118%</u>
RS12	Gain on disposal of property, plant and equipment	0	0	0	0	0	0	0	0	<u>0%</u>
RS13	Income foregone	-2 149 695	-3 336 659	-2 188 725	-3 383 244	-2 222 970	-3 348 250	-6 561 390	-10 068 153	<u>153%</u>
<b>Total:</b>		<b>229 531 410</b>	<b>241 707 513</b>	<b>72 210 147</b>	<b>51 959 223</b>	<b>70 453 483</b>	<b>62 392 563</b>	<b>372 195 040</b>	<b>356 059 298</b>	<b><u>96%</u></b>

The reasons for deviations as per the budgeted revenue, for the 1<sup>st</sup> Quarter, are as follows:

- **RS 1** – New valuation roll implemented from 1 July 2017, property values increased dramatically.
- **RS 2** – Rates accounts unpaid increased. Amounts outstanding higher due to increased rates charges.
- **RS 3** – Challenges with meter reading, meters not read and water infrastructure not maintained

- **RS 4** – Insufficient amount budgeted.
- **RS 5** – Interest earned on bank account due to available cash in the bank
- **RS 6** – Increase in outstanding debtors, low payment rate
- **RS 7** – The increase is due to the implementation of speed camera and road blocks
- **RS 8** – The increase is due to the approval of building plans
- **RS 13** – New valuation roll implemented, additional 20% rebate on residential property.

Table 2 presents a summary of revenue collection during the 1<sup>st</sup> quarter of 2017/18.

<b>Table 2: 1<sup>st</sup> Quarter Revenue Summary for 2017/18</b>								
<b>2017/18 FY</b>			<b>30 Jul '17</b>		<b>31 Aug '17</b>		<b>30 Sept '17</b>	
<b>Revenue</b>	<b>Budget</b>	<b>Adjustment budget</b>	<b>Year to date receipt</b>	<b>% Receipt</b>	<b>Year to date receipt</b>	<b>% Receipt</b>	<b>Year to date receipt</b>	<b>% Receipt</b>
Grants & Subsidies	439 982 000	439 982 000	182 753 000	41.54%	183 983 000	41.82%	0	0.00%
Rates & Taxes (billing)	656 437 140	656 437 140	54 883 360	8.36%	114 164 700	17.40%	173 977 943	26.51%
Rates & Taxes (collection rate)	600 000 000	600 000 000	44 130 868	7.35%	96 670 000	16.12%	114 696 602	19.12%
Debtors age analysis			482 457 150		480 100 627		490 158 162	
Bank Balance			34 757 067		20 717'450		23'939'852	

Major deviations regarding revenue collection are:

- Collection rate of only 19% by end of the first quarter due to high season tariffs negatively reflecting on payment rate.



## 2.2 1<sup>st</sup> Quarter Expenditure Analysis

This section provides details regarding the expenditure in terms of the Operational Budget for the period 1 July to 30 September 2017. **Table 3** contains the expenditure for the 1<sup>st</sup> Quarter of 2017/18.

<b>Table 3: Operational Expenditure during the 1<sup>st</sup> Quarter (Jul - Sept 2017)</b>										
Ref	Department	July - 17		Aug - 17		Sept - 17		Period to date		
		Budget	Monthly Actual	Budget	Monthly Actual	Budget	Monthly Actual	Budget	Actual	% Spent
CF3	Office of the Municipal Manager	1 472 680	746 156	1 034 952	917 123	1 645 305	868 542	4 152 937	2 531 821	<b>61%</b>
CF4	Financial Services	5 013 312	7 117 723	5 147 445	5 460 054	4 857 930	4 190 555	15 018 687	16 768 332	<b>112%</b>
CF5	Corporate Services	6 509 283	6 716 030	6 910 519	9 768 846	7 303 942	7 746 615	20 723 744	24 231 492	<b>117%</b>
CF7	Community Services	13 925 716	10 385 413	13 988 635	18 245 050	15 185 271	18 033 780	43 099 622	46 664 243	<b>108%</b>
CF9	Electrical Engineering	11 447 423	9 976 181	49 952 865	44 216 693	52 676 390	5 783 341	114 076 678	59 976 216	<b>53%</b>
CF8	Engineering Services	10 645 392	4 597 291	11 555 162	7 561 760	15 291 556	5 430 087	37 492 110	17 589 138	<b>47%</b>
CF6	Planning and Economic Development	1 976 810	1 664 576	1 804 595	3 450 814	1 552 591	1 503 860	5 333 996	6 619 250	<b>124%</b>
CF10	GTEDA	0	0	0	0	0	0	0	0	<b>0%</b>
<b>Total:</b>		<b>50 990 616</b>	<b>41 203 370</b>	<b>90 394 173</b>	<b>89 620 340</b>	<b>98 512 985</b>	<b>43 556 782</b>	<b>239 897 774</b>	<b>174 380 491</b>	<b>73%</b>

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

- Over expenditure by CORP (at 117%) due to unavoidable circumstances, such as the legal fees resulting from many legal challenges confronting Council.
- Under expenditure by EED (at 53%) due to due to the non-allocation of labour costs on a regular basis
- Under expenditure by ESD (at 47%) due to the non-allocation of labour costs on a regular basis
- Over expenditure by PED (at 124%) due to the payment of the first trench of funds due to GTEDA, to the amount of **R1 786 45**.

<b>Table 4: 1<sup>st</sup> Quarter Expenditure Summary for 2017/18</b>								
<b>2017/18 FY</b>			<b>30 July '17</b>		<b>31 Aug '17</b>		<b>30 Sept '17</b>	
<b>Expenditure</b>	<b>Budget</b>	<b>Adjustment budget</b>	<b>Year to date exp</b>	<b>% Spent YTD</b>	<b>Year to date exp</b>	<b>% Spent YTD</b>	<b>Year to date exp</b>	<b>% Spent YTD</b>
Salaries & Allowances	316 680 113	316 680 113	24 158 499	7.63%	47 266 102	14.93%	69 763 564	22.03%
Remuneration of Councilors	24 683 925	24 683 925	1 899 049	7.69%	3 807 635	15.43%	5 715 352	23.15%
Repairs & Maintenance	53 866 275	53 866 275	2 167 956	4.02%	6 971 691	12.94%	10 166 095	18.87%
Bulk Purchases	345 000 000	345 000 000	0	0.00%	39 659 158	11.50%	39 659 158	11.50%
Contracted Services	49 612 372	49 612 372	1 278 327	2.58%	5 766 889	11.62%	9 820 735	19.79%
Other Expenditure	315 036 644	315 036 644	11 699 540	3.71%	27 352 234	8.68%	39 255 587	12.46%

<b>Table 4: 1<sup>st</sup> Quarter Expenditure Summary for 2017/18</b>								
<b>2017/18 FY</b>			<b>30 July '17</b>		<b>31 Aug '17</b>		<b>30 Sept '17</b>	
<b>Expenditure</b>	<b>Budget</b>	<b>Adjustment budget</b>	<b>Year to date exp</b>	<b>% Spent YTD</b>	<b>Year to date exp</b>	<b>% Spent YTD</b>	<b>Year to date exp</b>	<b>% Spent YTD</b>
Operating Expenditure	1 104 879 329	1 104 879 329	41 203 370	3.73%	130 823 709	11.84%	174 380 491	15.78%
Capital Expenditure	140 889 514	140 889 515	459 256	0.33%	22 294 952	15.82%	33 883 734	24.05%

**Table 4** presents a summary of performance in terms of the planned expenditure for the 1<sup>st</sup> Quarter 2017/18. Major variations to take note of is the following:

- Repairs and Maintenance: the underspending is due to the non-allocation of internal labour
- Bulk Purchases: Eskom was not paid at the end of September 2017 due to financial constraints. The municipality wrote a letter to notify Eskom of its financial constraints.
- Other Expenditure: none allocation of monthly depreciation and bad debts figures
- Operating Expenditure: none allocation of monthly depreciation and bad debts figures

**Table 5: 1<sup>st</sup> Quarter Grant Expenditure Summary for 2017/18**

2017/18FY			30 July '17		31 Aug '17		30 Sept '17	
Conditional Grant	Budget	Adjustment budget	Year to date Exp	% Spent	Year to date Exp	% Spent	Year to date Exp	YTD % Spent
FMG	2 145 000	2 145 000	29 094	1.36%	29 094	1.36%	205 810	9.59%
INEP	25 000 000	25 000 000	4 810 637	19.24%	4 810 637	19.24%	4 810 637	19.24%
MIG	95 942 000	95 942 000	333 802	0.35%	17 939 130	18.70%	27 882 689	29.06%
EPWP	4 918 000	4 918 000	55 692	1.13%	1 097 262	22.31%	1 702 591	34.62%

Expenditure on conditional grants for 2017/18 are progressing well, only expenditure on FMG is below target due the delay in the appointment of interns. Shortlisting of interns done, awaiting a date to conduct interviews.

## 2.3 Capital Expenditure Analysis

This section provides an overview of capital expenditure during the 1<sup>st</sup> Quarter of 2017/18. **Table 6** below presents the capital expenditure per department.

Table 6: 1 <sup>st</sup> Quarter Capital Expenditure per Vote (July to Sept'17)												
Ref	Directorate	Jul-17		Aug-17		Sep-17						
		Original Budget	Monthly Actual	Original Budget	Monthly Actual	Original Budget	Monthly Actual	Monthly Variance	YTD Budget	YTD Actual	YTD Variance	YTD % Spent
CF3	Office of the Municipal Manager	0	0	0	0	0	0	0	0	0	0	100%
CF4	Financial Services	0	0	0	0	0	0	0	0	0	0	100%
CF5	Corporate Services	0	0	0	0	0	0	0	0	0	0	100%
CF7	Community Services	0	0	0	0	0	487 387	-487 387	0	487 387	-487 387	100%
CF9	Electrical Engineering	3 000 000	125 454	889 631	96 359	1 307 597	1 157 836	149 761	5 197 227	1 379 649	3 817 578	27%
CF8	Engineering Services	4 367 641	333 802	5 029 378	21 739 337	11 333 302	9 943 560	1 389 742	20 730 321	32 016 698	-11 286 378	154%
CF6	Planning and Economic Development	0	0	0	0	0	0	0	0	0	0	100%
CF10	GTEDA	0	0	0	0	0	0	0	0	0	0	0%
<b>Total:</b>		<b>7 367 641</b>	<b>459 256</b>	<b>5 919 009</b>	<b>21 835 696</b>	<b>12 640 898</b>	<b>11 588 782</b>	<b>1 052 116</b>	<b>25 927 548</b>	<b>33 883 734</b>	<b>-7 956 187</b>	<b>131%</b>

Capital expenditure by Department as presented in Table 6 includes expenditure on roll-over projects which were approved by Council in August of 2017. These projects are however not yet part of the SDBIP since a formal budget adjustment has not yet been approved. The following should be noted:

- Although CSD had no capital approved for 2017/18 the expenditure reflected in Table 6 is as a result of a roll-over projects for the construction of ablution facilities. This expenditure should however be reflected under Engineering Services as they are implementing the project.
- The high expenditure on capital for ESD is as a result of the continuation in the implementation of multi-year projects.
- The Council resolution approving the roll-over of capital projects indicates that there is no cash available to support the roll-over from own funds. This is cause for concern as it will put additional strain on the cashflow during 2017/18.

As can be seen from **Table 6** the expenditure incurred on Capital amounted to **R33,883, 734** by end of September 2017, which is slightly more than the planned expenditure. GTM is therefore progressing well with capital expenditure however when the projects planned for 2017/18 are considered (see Table 7) it becomes indicates that only 4 of the 37 planned projects are reflected significant expenditure by the end of the first quarter.

Table 7: 1 <sup>st</sup> Quarter Expenditure on Capital projects as planned in the 2017/18 SDBIP															
Ref	IDP Number	Project name	Funding source	Planned Completion Date	Wards	Jul-17		Aug-17		Sep-17					
						Monthly Financials		Monthly Financials		Monthly Financials		YTD Financials			% Spent
						Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual		
CP29	EED 99	Purchase of office furniture and equipment for Electrical Engineering Dpt	Own Funds	30-Jun-18	All	0	0	0	0	0	0	0	0	0%	
CP4	EED 61	Provision of Capital Tools (Operations and Maintenance)	Own Funds	30-Jun-18	All	10 000	0	10 000	0	30 000	0	50 000	0	0%	

**Table 7: 1<sup>st</sup> Quarter Expenditure on Capital projects as planned in the 2017/18 SDBIP**

Ref	IDP Number	Project name	Funding source	Planned Completion Date	Wards	Jul-17		Aug-17		Sep-17					
						Monthly Financials		Monthly Financials		Monthly Financials		YTD Financials			% Spent
						Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual		
CP3	EED 60	Provision of Capital Tools (Customer and Retail Services)	Own Funds	30-Jun-18	All	10 000	0	10 000	0	30 000	0	50 000	0	0%	
CP1	EED 36	New Entrance Street R36 streetlights	Own Funds	30-Jun-18	14; 15	0	0	0	0	0	0	0	0	0%	
CP2	EED 50	Area Lighting at Tarentaal rand crossing	Own Funds	30-Jun-18	13	0	0	0	0	0	0	0	0	0%	
CP28	EED 55	New electricity Connections (Consumer contributions spent)	Own Funds	30-Jun-18	All	150 000	116 103	150 000	96 359	1 200 000	209 834	1 500 000	422 296	28%	
CP27	EED 56	Renewal, Repairs and Maintenance on pre-paid meters (Tzaneen, Letsitele & Politsi)	Own Funds	30-Jun-18	13; 14; 15	0	9 351	0	0	0	0	0	9 351	100%	
CP25	EED 57	Miniature Substation for Urban distribution network	Own Funds	30-Jun-18	14; 15	0	0	0	0	0	0	0	0	0%	
CP24	EED 58	Replacing 11kv cables for increased capacity	Own Funds	30-Jun-18	14; 15	0	0	0	0	0	0	0	0	0%	
CP22	EED 59	Substation tripping batteries	Own Funds	30-Jun-18	All	0	0	0	0	0	0	0	0	0%	
CP26	EED 62	Replacement of Existing Air conditioners in Municipal Buildings	Own Funds	30-Jun-18	All	0	0	0	0	0	0	0	0	0%	
CP5	EED 70	Rebuilding Letsitele Valley Substation - Bosbou and all T- off's (3 Km)	Own Funds	30-Jun-18	14; 15	0	0	0	0	0	0	0	0	0%	
CP6	EED 71	Rebuilding of Valencia 11Kv lines (6km)	Own Funds	30-Jun-18	19	0	0	0	0	0	0	0	0	0%	
CP7	EED 72	Rebuilding of Lushof South 11kv line (3km)	Own Funds	30-Jun-18	15	0	0	0	0	0	0	0	0	0%	

**Table 7: 1<sup>st</sup> Quarter Expenditure on Capital projects as planned in the 2017/18 SDBIP**

Ref	IDP Number	Project name	Funding source	Planned Completion Date	Wards	Jul-17		Aug-17		Sep-17				
						Monthly Financials		Monthly Financials		Monthly Financials		YTD Financials		
						Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	% Spent
CP8	EED 73	Rebuilding of Rooikoppies 11kv lines (6km)	Own Funds	30-Jun-18	16	0	0	0	0	0	0	0	0	0%
CP9	EED 74	Rebuilding of Mabiet 11kv line (6km)	Own Funds	30-Jun-18	36	0	0	0	0	0	0	0	0	0%
CP10	EED 75	Rebuilding of Haenertsburg 11kv lines(6km)	Own Funds	30-Jun-18	16	0	0	0	0	0	0	0	0	0%
CP11	EED 76	Rebuilding of Campsies Glen 11kv lines (6km)	Own Funds	30-Jun-18	14	0	0	0	0	0	0	0	0	0%
CP12	EED 77	Rebuilding of Politsi Valley 11kv lines (6km)	Own Funds	30-Jun-18	14	0	0	0	0	0	0	0	0	0%
CP13	EED 78	Rebuilding of CP Minnaar 11kv lines (2km)	Own Funds	30-Jun-18	36	0	0	0	0	0	0	0	0	0%
CP14	EED 80	Rebuilding of Mieliekloof/ Deerpark 11kv lines (3km)	Own Funds	30-Jun-18	15	0	0	0	0	0	0	0	0	0%
CP15	EED 82	Upgrading of Waterbok 33/11kv substation	Own Funds	30-Jun-18	36	0	0	0	0	0	0	0	0	0%
CP16	EED 83	Upgrading of Blacknoll 33/11kv substation	Own Funds	30-Jun-18	15	0	0	0	0	0	0	0	0	0%
CP17	EED 84	Houtbosdorp 11kv Ring (10km)	Own Funds	30-Jun-18	16	0	0	0	0	0	0	0	0	0%
CP18	EED 85	Replace 2x20MVA 66/11kv Transformers	Own Funds	30-Jun-18	15	0	0	0	0	0	0	0	0	0%
CP19	EED 86	Substation fencing (Tarentaal rand Main, Letsitele Main)	Own Funds	30-Jun-18	13	0	0	0	0	0	0	0	0	0%
CP21	EED 87	Replacing of old SS1 electrical substation circuit breakers with compact switchgear	Own Funds	30-Jun-18	15	0	0	0	0	100 000	948 002	100 000	948 002	948%



**Table 7: 1<sup>st</sup> Quarter Expenditure on Capital projects as planned in the 2017/18 SDBIP**

Ref	IDP Number	Project name	Funding source	Planned Completion Date	Wards	Jul-17		Aug-17		Sep-17					
						Monthly Financials		Monthly Financials		Monthly Financials		YTD Financials			% Spent
						Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	
CP23	EED 88	Replacement of auto-reclosers (11kv and 33kv)	Own Funds	30-Jun-18	13; 16	0	0	0	0	0	0	0	0	0	0%
CP20	EED 90	Refurbishment of the Ebenezer 33kv Feeder	Own Funds	30-Jun-18	16	0	0	0	0	0	0	0	0	0	0%
CP34	ESD 13	Moruji to Matswi, Kheshokolwe Tar Road	MIG	30-Jun-18	7	3 298 715	0	3 298 715	7 900 020	3 298 715	3 004 365	9 896 145	10 904 385		110%
CP36	ESD 95	Khubu to Lwandlamuni Low Level Bridge	MIG	30-Jun-18	26	1 590 719	0	1 590 719	782 158	0	0	3 181 438	782 158		25%
CP32	ESD 95	Rita to Mariveni Upgrading of Road from Gravel to Tar	MIG	30-Jun-18	26	264 432	333 802	264 432	0	264 432	0	793 296	333 802		42%
CP33	ESD 95	Upgrading of Tickyline Glassworks, Myakayaka, Burgersdorp, Gavaza to Mafarana from Gravel to Tar	MIG	30-Jun-18	26	2 724 799	0	2 724 799	5 658 209	2 724 799	2 774 487	8 174 396	8 432 696		103%
CP30	ESD 94	Burgersdorp Sports Facility	MIG	30-Jun-18	28	1 076 694	0	1 076 694	1 951 159	1 076 694	3 426 242	3 230 081	5 377 401		166%
CP35	ESD 95	Relela Community Hall	MIG	30-Jun-18	26	1 062 880	0	1 062 880	1 111 872	1 062 880	0	3 188 640	1 111 872		35%
CP31	ESD 95	Upgrading of Juliesburg Sports Facility (Phase 1 of 2)	MIG	30-Jun-18	26	544 523	0	544 523	1 185 919	544 523	187 742	1 633 570	1 373 661		84%
CP37	GTEDA 143	MSCOA equipment and programmes	Own Funds	30-Jun-18	All	0	0	0	0	0	0	0	0		0%
<b>Total:</b>						<b>10 732 761</b>	<b>459 256</b>	<b>10 732 761</b>	<b>18 685 696</b>	<b>10 332 042</b>	<b>10 550 672</b>	<b>31 797 565</b>	<b>29 695 624</b>		<b>93%</b>

Projects that were rolled over from 2016/17 or other financial years, for implementation in 2017/18 is presented in **Table 8**. It should be noted that these projects are not part of the approved SDBIP for 17/18 and can only be included after a formal budget adjustment.

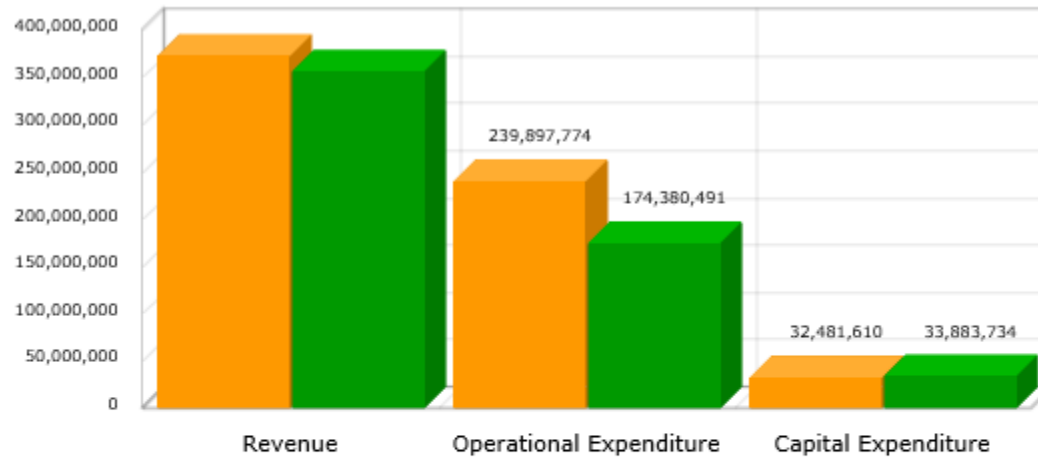
<b>Table 8: Roll-over Projects approved for finalisation during 2016/17</b>								
Dpt	Project name	Budgeted amount 2016/2017	Expenditure 2016/2017	Amount to be rolled over to 17/18	Expenditure (YTD) 2017/2018	Measurable quarterly milestones for 17/18	Progress made by 30 Sept 2017	Funding
EED	Replace 10x11kv & 6x33kv Auto Reclosers	2 025 000	-	2 025 000	-	Q1: Appointment of Consultant and designs Q2: Appointment of Contractor Q3: Project completion 50% Q4: Project 100% complete	Consultant appointed and SLA signed	
ESD	Khwekhwe Low Level bridge	1 300 000	-	1 300 000	1 525 884	Q1: Physical Progress at 50% Q2: Physical Progress at 100% Q3: Complete Q4: Complete	Physical Progress at 64%	LOAN
ESD	Tzaneen Airfield Rehabilitation	2 500 000	468 615	2 031 385	445 050	Q1:Physical Progress at 25% Q2:Physical Progress at 100% Q3:Complete Q4:Complete	Waiting for the approval of NOTAM by Civil Aviation Authority so that we can start with the rehabilitation.	LOAN
ESD	Construction of Ablution Facilities at Parks	900 000	80 297	819 703	487 387	Q1:Physical Progress at 50% Q2:Physical Progress at 100% Q3:Complete Q4:Complete	Physical Progress at 80%	Own
ESD	Upgrading of Runnymede Cluster Sport Facility	15 972 000		6 500 000	3 150 000	Q1:Physical Progress at 85% Q2: Physical Progress at 100% Q3:Complete Q4:Complete	The Physical Progress at 80%	MIG
ESD	Tickyline to Mafarana: Upgrading of Road from Gravel to Tar	19 599 802		9 330 308		Q1:Physical Progress at 75% Q2:Physical Progress at 85% Q3:100% Q4:Complete	The Physical Progress at 87%	MIG
<b>TOTAL</b>				<b>22 006 396</b>	<b>5 608 321</b>			

## 2.4 Summary of financial performance for the 1<sup>st</sup> Quarter of 2017/18

The following matters should also be taken note of:

- a) Revenue collection: Although the current billing is exceeding the planned amount, the rate of revenue collection on service charges are less than planned and may result in cashflow constraints.
- b) Operational Expenditure: Under expenditure on operational budget is reflected in the report. The non-allocation of labour, depreciation and bad debts were once again given as the reason for deviation. It is of concern that internal labour especially are not allocated on at least a quarterly basis, to ensure that a more accurate picture of the true state of financial affairs is presented to Council.
  - **The inability to pay Eskom at the end of September should be a warning light, indicating that tighter expenditure controls should be instituted.**
- c) Capital Expenditure: Capital expenditure are higher than the planned expenditure, but this is mainly due to the continuation of multi-year projects. Once again capital projects were approved for roll-over without the cash at hand to fund these projects. This will put additional strain on the already strained cashflow putting us at risk of not paying all creditors within the prescribed 30 days.

**Figure 1: Financial Performance Summary for the period 1 July to 30 Sept '17**



	Budget	Actual	Variance
<b>Revenue:</b>	372,195,041.00	356,059,298.24	16,135,742.76
<b>Operational Expenditure:</b>	239,897,774.00	174,380,491.40	65,517,282.60
<b>Capital Expenditure:</b>	32,481,610.00	33,883,734.24	-1,402,124.24
<b>Total:</b>	<b>644,574,425.00</b>	<b>564,323,523.88</b>	<b>80,250,901.12</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) during the 1<sup>st</sup> Quarter of 2017/18 is presented below (see **Table 9**).

<b>Table 9: 1st Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager</b>													
Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D1	Good Governance and Public Participation	Increase financial viability	Budget management	% of capital spent on projects as prioritised in IDP for specific year	Percentage	tbd	100%	100%	83.10%	O	Expenditure on 16/17 roll over projects	Implementation of Capital projects to be prioritised	Capital Expenditure report 17/18 IDP project list
D2	Good Governance and Public Participation	Effective and Efficient administration	Council Support	% of GTM Council resolutions implemented vs number passed	Percentage	tbd	100%	100%	0%	R	No register of Council resolutions was submitted to Council during the month of September 2017.	A register of Council resolutions will be finalized and submitted to Council during the month of October 2017.	Resolution register
D3	Good Governance and Public Participation	Effective and Efficient administration	Management and Administration	# Management meetings	Number	tbd	26	7	4	R	Management constrained by vacancies	None.	Minutes & Attendance Registers
D4	Good Governance and Public Participation	Effective and Efficient administration	Performance monitoring and reporting	# of meetings held with all staff	Number	0	2	0	0	N/A			Minutes & Attendance Registers
D5	Good Governance and Public Participation	Effective and Efficient administration	Performance monitoring and reporting	# of Departmental meetings held (MM)	Number	2	4	1	0	R	Management constrained by vacancies	Senior vacancies to be filled	Minutes & Attendance Registers

**Table 9: 1st Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D6	Good Governance and Public Participation	Effective and Efficient administration	Performance monitoring and reporting	Mid-year budget and performance report submitted to PT, COGHSTA, and AG by 25 Jan	Number	1	1	0	0	N/A			Mid-year Performance Report Acknowledgement of Receipt
D7	Good Governance and Public Participation	Effective and Efficient administration	Performance monitoring and reporting	Draft Annual Report tabled in Council by 31 Jan	Number	1	1	0	0	N/A			Draft Annual Report Council Minutes
D8	Good Governance and Public Participation	Effective and Efficient administration	Performance monitoring and reporting	Final Annual Report approved by Council by 31 March	Number	1	1	0	0	N/A			Final Annual Report Council Minutes
D9	Good Governance and Public Participation	Effective and Efficient administration	Performance monitoring and reporting	# of Quarterly SDBIP reports submitted to Council	Number	4	4	1	0	R	Council resolution taken to refer SDBIP reports back for correction.	Corrected 4th Qtr Report will be submitted after AG audit is completed	Quarterly Performance Reports Council Minutes
D10	Good Governance and Public Participation	Effective and Efficient administration	Performance monitoring and reporting	# of Back to Basics statistical reports submitted to CoGTA by the 10th of each month	Number	12	12	3	3	G	Report for Aug submitted on 8 Sept	None required	B2B Reports, Acknowledgement of receipt
D11	Good Governance and Public Participation	Effective and Efficient administration	Performance monitoring and reporting	Draft Annual Performance Report submitted to the AG, AC and Mayor by 31 August	Number	1	1	1	1	G			Acknowledgement of Receipt from AG, AC & Mayor
D12	Good Governance and Public Participation	Improve stakeholder satisfaction	Customer Care	# of days taken to submit the SDBIP to the Mayor following budget approval	Number	17	28	0	0	N/A			Acknowledgement of receipt - Mayor

**Table 9: 1st Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D13	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	# of quarterly performance reports audited prior to submission to Council	Number	0	4	1	0	R	Reports could not be done due to the reopening of the system	Directors and managers should ensure accuracy and correctness of uploaded information to avoid reopening of the system	Quarterly SDBIP Audit reports
D14	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	# of community protests	Number	tbd	0	0	0	N/A			Community Protest applications register Protest approval Memos
D15	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	# of AG audit queries	Number	0	0	0	0	N/A			Audit Report
D16	Good Governance and Public Participation	Improve stakeholder satisfaction	Customer Care	% of employees that Received paid overtime (12 month average)	Percentage	10%	10%	10%	0%	B			Monthly HR reports on overtime
D17	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	Unqualified Audit opinion obtained from AG	Number	Unqualified	1	0	0	N/A			AG Audit Report
D18	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	% of customer complaints resolved	Percentage	tbd	100%	100%	66.67%	R	not applicable	not applicable	Help desk register of resolutions Presidential & Premier hotline reports

**Table 9: 1st Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D19	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	# audit committee meetings held	Number	tbd	4	1	3	B			Agendas, Attendance register
D20	Local Economic Development	Develop a high performance culture for a changed, diverse, efficient and effective local government	Employee Performance Management	% of audit committee resolutions implemented	Percentage	New KPI	100%	100%	48.67%	R	The departments are not populating the progress on the resolutions register	Directors should on a quarterly basis check monitor that the resolutions register is fully completed before submission to the audit committee	AC resolution register
D21	Good Governance and Public Participation	Attract and retain best human capital to become employer of choice	Employee Performance Management	% of MPAC resolutions implemented	Percentage	tbd	100%	100%	0%	R	No MPAC resolution register was submitted to Council during the month of September 2017.	The MPAC resolution register should be submitted to Council during the month of October 2017.	MPAC resolution register
D22	Local Economic Development	Develop a high performance culture for a changed, diverse, efficient and effective local government	Employee Performance Management	# of performance assessments for Sect 56 appointments	Number	0	2	1	0	R	Council resolved to cancel assessments due to only 1 Director still being available for assessment. Constituting a panel that could fairly assess performance is not possible.	Vacancies at senior level to be filled within reasonable timeframes	Mid-year and Annual Assessment reports



**Table 9: 1st Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D23	Local Economic Development	Enhanced Integrated developmental planning	Integrated Development Planning	# of Senior Managers (MM & Directors) with signed performance agreements by 30 June	Number	5	7	7	3	R	MM - vacant CFO - vacant PED - vacant ESD - vacant	Vacancies to be filled within legislated timeframes	Performance Agreements
D24	Local Economic Development	Enhanced Integrated developmental planning	Integrated Development Planning	# of IDP Steering Committee meetings	Number	4	6	1	1	G			Invitations Minutes & attendance registers
D25	Local Economic Development	Enhanced Integrated developmental planning	Integrated Development Planning	# of IDP Rep forum meetings	Number	4	5	1	1	G			Invitations Minutes & attendance registers
D26	Local Economic Development	Enhanced Integrated developmental planning	Integrated Development Planning	Draft IDP approved by Council by 31 March annually	Number	1	1	0	0	N/A			Draft IDP Council Minutes
D27	Good Governance and Public Participation	Increase financial viability	Revenue Management	Final IDP approved by Council by 31 May annually	Number	1	1	0	0	N/A			Final IDP Council Minutes

**Table 9: 1st Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D28	Good Governance and Public Participation	Increase financial viability	Supply Chain Management	% equitable share received	Percentage	93%	100%	25%	39%	B	Not required for the period under review. Performance Target was achieved in the month of July 2017. Refer to EQS Budget 2017/2018 Limpopo Payment Schedule submitted in July 2017	None Required	Bank Statement DORA
D29	Good Governance and Public Participation	Increase financial viability	Supply Chain Management	% of Capital Budget spent	Percentage	54%	100%	25%	27.23%	G2	Target not achieved	Implementation of capital projects to be prioritised	Budget Reports
D30	Good Governance and Public Participation	Increase financial viability	Expenditure Management	% of Operational budget spent	Percentage	101%	100%	25%	15.71%	R	Performance target not achieved due to non-allocation of depreciation	Allocation of depreciation to be done on a monthly basis	Budget Reports
D31	Good Governance and Public Participation	Increase financial viability	Budget management	% Operating budget spent on Personnel costs (excl Salaries of councillors)	Percentage	35%	35%	35%	13.53%	R	Performance Target Not Achieved due to non-allocation of monthly depreciation	Allocation of Depreciation to be processed monthly	Budget Reports
D32	Good Governance and Public Participation	Increase financial viability	Expenditure Management	% of bids approved by MM within 90 days after close of tender	Percentage	60%	100%	100%	66.67%	B	target met	target met	Bids approval SCM process checklist

**Table 9: 1st Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D33	Good Governance and Public Participation	Increase financial viability	Supply Chain Management	% of Bids awarded within 2 weeks after adjudication recommendation	Percentage	tbd	100%	100%	66.67%	R	target met	target met	SCM Submission register Bids approval by MM
D34	Good Governance and Public Participation	Increase financial viability	Financial Reporting	# of Bids awarded that deviated from the adjudication committee recommendation	Number	0	0	0	0	N/A			SCM Bid register Deviation Forms
D35	Good Governance and Public Participation	Increase financial viability	Financial Reporting	Submission of AG Action Plan to Council by 31 January	Number	1	1	0	0	N/A			AG Action Plan Council Minutes
D36	Good Governance and Public Participation	Increase financial viability	Revenue Management	% of AG queries resolved	Percentage	100%	100%	0%	0%	N/A			Acknowledgement of receipt by AG & PT
D37	Basic Service Delivery	Enhance sustainable environmental management and social development	Disaster Management	Revenue enhancement strategy reviewed and approved by 30 June '18	Number	0	1	0	0	N/A			Revenue Enhancement Strategy Council Minutes
D38	Basic 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	The adopted Annual report was sent to the MDM as required	Non-required	Annual Report Acknowledgement of receipt from MDM
D39	Basic 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			Disaster Management Report Council Resolution

**Table 9: 1st Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D40	Basic Service Delivery	Enhance sustainable environmental management and social development	Disaster Management	% Disaster incidences responded to (relieved) within 72-hours	Percentage	100%	100%	100%	100%	G	All the incidences were attended to	Non-required	Disaster Relief forms
D41	Good Governance and Public Participation	Effective and Efficient administration	Risk Management	# of disaster awareness campaigns conducted at schools	Number	tbd	9	3	2	R	The awareness campaign were attended to at Mogapend village , Ward 27	Non-required	Programme for Awareness Campaigns Attendance Register Agenda
D46	Good Governance and Public Participation	Effective and Efficient administration	Risk Management	# of Anti-corruption committee meetings	Number	1	4	1	1	G	Nothing for this reporting period.	Adherence to the anti-corruption program to keep consistency of the meetings.	Agendas, Attendance register, Minutes
D47	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	# of reported cases of fraud and corruption investigated	Number	1	0	0	1	B	No cases for this reporting period.	There must be synergy between COGHSTA and Human Resource Management for cases reported in their respective departments. Anti-corruption hotline to be installed for reporting. Awareness workshops must be conducted in order to create an enabling environment for reporting of cases.	Register of Fraud & Corruption Cases Investigation Reports

**Table 9: 1st Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D48	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	Strategic Risk Assessment report submitted to Council	Number	1	1	0	0	N/A	Strategic risk assessment is done at the strategic planning level by management. Risk Assessment report has been finalised and also approved by Council in June 2017.	To stick to the arrangement of identifying strategic risks at the strategic planning session.	Risk Assessment Report IDP Council Item IDP Council Minutes
D49	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	# of Risk Management committee meetings	Number	tbd	4	1	1	G	Not applicable for this reporting period.	Not applicable.	Appointment letter for chairperson & members Invitations Minutes & attendance registers
D50	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	# of Risk monitoring reports submitted to Council	Number	tbd	4	1	0	R	Delay in Comments on Item	None	Risk Monitoring Reports Council Minutes
D51	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	Organisational Risk assessment Report submitted to Council	Number	1	1	0	0	N/A	Not applicable for this reporting period.	None	Strategic Risk Assessment Report
D52	Good Governance and Public Participation	Effective and Efficient administration	Office Administration	3 year Strategic Risk Based Audit plan submitted to Audit Committee by 30 June	Number	1	1	0	0	N/A			3 Year Strategic Risk Audit Plan AC minutes

**Table 9: 1st Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D53	Good Governance and Public Participation	Effective and Efficient administration	Office Administration	Average number of days taken by Directors to respond to Internal Audit Queries	Number	tbd	5	5	6.67	G2	Only follow up reports were issued for the month	None	Internal Audit Follow-up Reports for all Departments
D54	Good Governance and Public Participation	Effective and Efficient administration	Office Administration	# of quarterly internal audit reports submitted to audit committee	Number	4	4	1	2	B			Quarterly Audit reports AC minutes
D55	Good Governance and Public Participation	Effective and Efficient administration	Office Administration	Reviewed Internal Audit Charter submitted & approved by Audit Committee by 30 June	Number	tbd	1	0	0	N/A			Audit Charter AC Minutes
D56	Good Governance	Effective and Efficient administration	Legal support	% SLAs signed within 10 days after information is provided	Percentage	100	100%	100%	100%	G	No reasons for deviation required	No corrective measures required	SLA Register containing date of receipt of request & submission to MM for signature)

**Table 10** and the graph below presents a summary of the level of performance for the 1<sup>st</sup> Quarter of 2017/18 for the Office of the Municipal Manager, indicating that **47%** of the targets set for the period were not met:

<b>Table 10: Office of the Municipal Manager- Summary of Results (1<sup>st</sup> Quarter of 2017/18)</b>			
	<b>Level of performance</b>	<b>Number of KPIs</b>	<b>% Performance at this level</b>
	KPI Not Yet Measured	18	53%
	KPI Not Met	15	44%
	KPI Almost Met	1	3%
	KPI Met	10	29%
	KPI Well Met	2	6%
	KPI Extremely Well Met	6	18%
	<b>Total KPIs measured this quarter</b>	<b>34</b>	

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

1. *Organisational Performance Management:* Performance reports are delayed by inaccurate reporting resulting in the reports for 2016/17 being referred back by Council. Directors should exercise their monitoring responsibilities to ensure that reporting, done on a monthly basis, is complete and accurate.
2. *Individual Performance Management:* The performance evaluations for senior personnel could, once again, not take place due to the high number of vacancies in strategic positions. The delays in the filling of these posts continue to impact on the performance of the entire organization.

3. Strategic activities planned by the Office of the Municipal manager are often postponed this results in strategic processes such as IDP, Budget, PMS, Audit & Risk Management being rushed to meet legislated deadlines. This effects the quality of the outputs of these processes impacts on the audit outcome.
4. The high level of vacancies at senior level puts extreme pressure on the other staff in all departments to attempt to fill the vacuum. Too much time is being spent in meetings leaving very little time for Managers to oversee operations and monitor subordinate efficiency.



### 3.2 Office of the Chief Financial Officer

The performance of the Office of the Chief Financial Officer (CFO) during the 1<sup>st</sup> Quarter of 2017/18 is presented below (see **Table 11**).

Table 11: 1 <sup>st</sup> Quarter Performance on targets set for 2017/18 - Office of the Chief Financial Officer													
Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D57	Basic Service Delivery	Improve access to sustainable and affordable services	Free Basic Services	R-value of Free Basic Electricity to Households	R-value	awaited	R 4,200,000	R 1,050,000	R 473,856	R	Invoice from Eskom received late, paid in October	Ongoing verification of indigents, de configuring Eskom users not claiming	FBE Payments
D58	Basic 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)	Percentage	awaited	100%	100%	100%	G	All registered indigents receive free basic electricity	Ongoing verification of indigents	Indigent register Billing Report
D59	Basic 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	7%	7%	3.10%	R	Only services to formal towns able to monitor, indigents include villages	Ongoing indigent verification	Indigent register Billing Report

**Table 11: 1<sup>st</sup> Quarter Performance on targets set for 2017/18 - Office of the Chief Financial Officer**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D60	Basic 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	awaited	1,420	1,420	1,334.33	O	All indigents registered on Promis receives Free basic water	Ongoing indigent verification	Indigent register Billing Report
D61	Good Governance	Effective and Efficient administration	Management and Administration	# of Departmental meetings held (CFO)	Number	New KPI	4	1	1	G			Minutes & Attendance Registers
D62	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
D63	Good Governance	Increase financial viability	Asset Management	Annual Asset verification report concluded by 30 June	Number	1	1	0	0	N/A			Sign Off report on Asset Verification report Council Resolution
D64	Good Governance	Increase financial viability	Budget management	Draft Budget submitted to Council by 31 March	Number	1	1	0	0	N/A			Draft Budget Council resolution
D65	Good Governance	Increase financial viability	Budget management	Annual Budget tabled by 31 May annually	Number	1	1	0	0	N/A			Budget Council resolution

**Table 11: 1<sup>st</sup> Quarter Performance on targets set for 2017/18 - Office of the Chief Financial Officer**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D66	Good Governance	Increase financial viability	Budget management	Annual Adjustment budget approved by Council by 28 Feb	Number	1	1	0	0	N/A			Adjustment Budget Council resolution
D67	Good Governance	Increase financial viability	Budget management	Cost coverage	Ratio	awaited	1.6	0	0	N/A			Financial reports Financial viability calculations
D68	Good Governance	Increase financial viability	Budget management	Debt coverage	Ratio	awaited	18.3	0	0	N/A			Financial reports Financial viability calculations
D69	Good Governance	Increase financial viability	Expenditure Management	% creditors paid within 30 days	Percentage	awaited	100%	100%	98.27%	O	Target not achieved. 2 creditors not paid at end of September 2017 due to faulty Transformers delivered to the Municipality	Follow up to be made with the respective departments	Monthly reports

**Table 11: 1<sup>st</sup> Quarter Performance on targets set for 2017/18 - Office of the Chief Financial Officer**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D70	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	3	3	G	The section 71 reports were submitted to Government Departments on 14 September 2017. The reports were submitted within 10 days	N/A	Acknowledgement of receipt by NT & PT
D71	Good Governance	Increase financial viability	Financial Reporting	Annual Financial statements submitted to AG, PT and NT by 31 August annually	Number	42247	1	1	1	G			Acknowledgement of receipt by AG & PT
D72	Good Governance	Increase financial viability	Revenue Management	# of Households billed	Number	23066	24,000	23,200	22,982	O	Accounts consolidated	Data cleansing on a daily basis	Billing reports

**Table 11: 1<sup>st</sup> Quarter Performance on targets set for 2017/18 - Office of the Chief Financial Officer**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D73	Good Governance	Increase financial viability	Revenue Management	# of revenue generation policies reviewed and approved	Number	6	6	0	0	N/A			Credit Control, Debt Collection, Property rates, Indigent Policy & Cash management Policy, Debt impairment Budget Resolution
D74	Good Governance	Increase financial viability	Revenue Management	% of revenue collected monthly	Percentage	awaited	92%	92%	80.67%	O	Economic climate, illegal reconnections.	Credit control and debt collection policy to be followed. Illegal connection inspections to be done.	Budget report
D75	Good Governance	Increase financial viability	Revenue Management	Outstanding service debtors to revenue	Ratio	awaited	10	0	1.17	R	Low payment rate, increased tariffs	Continuous credit control and debt collection	Financial reports Financial viability calculations

**Table 11: 1<sup>st</sup> Quarter Performance on targets set for 2017/18 - Office of the Chief Financial Officer**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D76	Good Governance	Increase financial viability	Expenditure Management	% of Finance Management Grant Spent	Percentage	1	100%	25%	10%	R	Target not Achieved due to non-appointment of interns and other activities to take place during the second Quarter	Appointment of interns to be prioritised	Monthly Expenditure Report
D77	Good Governance	Increase financial viability	Supply Chain Management	# of SCM reports submitted to national treasury	Number	12	12	3	3	G	Target has been met		Monthly SCM reports Acknowledgement of receipt from Treasury
D78	Good Governance	Increase financial viability	Supply Chain Management	Demand Management plan approved by Council by 30 June annually	Number	1	1	0	0	N/A	target met		Demand Management Plan Council Minutes
D79	Good Governance	Increase financial viability	Supply Chain Management	# of Demand Management Progress Reports submitted to Management	Number	New KPI	12	3	3	G	Target met		Monthly Demand Management Reports Management Minutes

**Table 11: 1<sup>st</sup> Quarter Performance on targets set for 2017/18 - Office of the Chief Financial Officer**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D80	Good Governance	Effective and Efficient administration	Supply Chain Management	# of contract management reports submitted to Council	Number	0	12	3	3	G	Target met		Monthly Contract Management Report Council Minutes
D81	Good Governance	Increase financial viability	Revenue Management	# of indigents registered	Number	awaited	37,000	37,000	36,427	O	Indigent report referred back by Council	Acquiring system to manage indigents and verify applications.	Indigent register
D82	Good Governance	Effective and Efficient administration	Sound Governance	# of employees complying with financial minimum competency requirements	Number	awaited	35	0	0	N/A			HR Monthly Report Compliance Certificates

Table 12 below presents a summary of the level of performance for the 1<sup>st</sup> Quarter of 2017/18 for the Office of the CFO, indicating that 56% of the targets set for the quarter were not met.

Table 12: CFO - Summary of Results (1st Quarter of 2017/18)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	10	
	KPI Not Met	4	38%

<b>Table 12: CFO - Summary of Results (1st Quarter of 2017/18)</b>			
	<b>Level of performance</b>	<b>Number of KPIs</b>	<b>% performance at this level</b>
	KPI Almost Met	5	25%
	KPI Met	7	31%
	KPI Well Met	0	44%
	KPI Extremely Well Met	0	0%
	<b>Total KPIs measured this quarter</b>	<b>16</b>	

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

1. The targets set for free basic services to indigents are not achievable as it should be in line with the indigents residing in GTM service areas.
2. Revenue collection is affected by the poor economic situation as well as in increase in the rates, which came into effect with the new valuation roll and also the increases for the new financial year.



### 3.3 Corporate Services Department

The performance of the Corporate Services Department (CORP) during the 1<sup>st</sup> Quarter of 2017/18 is presented below (see **Table 13**).

Table 13: 1 <sup>st</sup> Quarter Performance on targets set for 2017/18 - Corporate Services Department													
Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D42	Good Governance and Public Participation	Effective and Efficient administration	Youth, Gender & Disability support	# of Jobs created by Municipal Capital projects for youth	Number	tbd	473	117	856	B	Target met.	None.	Consolidated Job creation reports
D43	Good Governance and Public Participation	Effective and Efficient administration	Youth, Gender & Disability support	# of Jobs created by Municipal Capital projects for women	Number	tbd	473	117	1,781	B	Target met.	None.	Consolidated Job creation reports
D44	Good Governance and Public Participation	Effective and Efficient administration	Youth, Gender & Disability support	# of Jobs created by Municipal Capital projects for disabled persons	Number	tbd	17	3	14	B	Target met.	None.	Consolidated Job creation reports
D45	Good Governance and Public Participation	Effective and Efficient administration	Risk Management	# of Mayoral (local) imbizos held	Number	tbd	16	4	5	G2	Target met. The following sector department were part of the imbizos. Department of Health, Correctional Services, SAPS, SASSA, Home Affairs, IEC and GTEDA.	None.	Minutes and Attendance register (1 Imbizo per cluster per quarter)

**Table 13: 1<sup>st</sup> Quarter Performance on targets set for 2017/18 - Corporate Services Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D83	Service Delivery	Develop and build skilled and knowledgeable workforce	Capacity building and Training	# of employees successfully trained	Number	90	90	20	2	R	Two employees attended Ethics Training.	That Supply Chain get quotations from the pool of service provider as per submitted Training Plan.	WSP Approval by MM Attendance Register
D84	Good Governance	Develop and build skilled and knowledgeable workforce	Capacity building and Training	# of senior managers complying with the minimum competency levels	Number	New KPI	5	0	0	N/A			Qualifications of MM & Directors
D85	Good Governance	Effective and Efficient administration	Management and Administration	# of Departmental meetings held (CORP)	Number	New KPI	4	1	0	R			Minutes and Attendance Registers
D86	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
D87	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	100%	0%	0%	N/A			Municipal Budget Training Budget Spent
D88	Service Delivery	Develop and build skilled and knowledgeable workforce	Labour Relations	# of Local Labour Forum meetings	Number	Actual awaited	12	3	4	G2	The LLF Meeting was held on the 4th September and 28 September respectively.	None	LLF Invitations, Minutes and attendance registers

**Table 13: 1<sup>st</sup> Quarter Performance on targets set for 2017/18 - Corporate Services Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D89	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	27.33	G2	No appointment was made on this level for the month of September 2017.	None	EE report
D90	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	# of MM & Director posts vacant for more than three months	Number	2	0	0	0	N/A			Staff establishment
D91	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	Development of an Institutional Plan finalised by 30 May	Number	1	1	0	0	N/A			Institutional Plan Proof of Submission for inclusion in IDP
D92	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	4	6	6	2	R	The recruitment process for the appointment of MM and Engineering Director is finalised but not appointed, still waiting for council decision. The CFO was advertised but not shortlisted and still	The advertised positions for senior management have lapsed due to time frame. Council should approve re-advertisement of positions.	Staff Establishment

**Table 13: 1<sup>st</sup> Quarter Performance on targets set for 2017/18 - Corporate Services Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
												pending. Communication Manager position is subjected to job evaluation as the JD was reviewed.	
D93	Good Governance	Effective and Efficient administration	Information Technology	# Of ICT Steering Committee Meetings	Number	New KPI	4	1	1	G			Minutes and Attendance Registers
D94	Good Governance	Effective and Efficient administration	Information Technology	Internet services procured by 30 Dec	Number	New KPI	1	0	0	N/A			SLA with Vodacom
D95	Good Governance	Effective and Efficient administration	Information Technology	% of Network Availability at Satellite Offices	Percentage	New KPI	80%	80%	85.94%	G2	Not Applicable		Solarwinds Reports
D96	Good Governance	Effective and Efficient administration	Information Technology	Leasing of Desktops and Laptops & Councillor tablets	Percentage	New KPI	100%	20%	50%	B	All Officials have access to tools of trade though some of the devices have exceeded their lifespan but are still usable to assist Municipal officials to perform their daily duties. Provision and replacement of the old or devices that have exceeded their lifespan		Specifications, Appointment letter, SLA, Delivery acceptance note

**Table 13: 1<sup>st</sup> Quarter Performance on targets set for 2017/18 - Corporate Services Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence	
								Target	Actual	R	Reason for deviation	Corrective Measures		
												will be covered during the MSCOA implementation as there is no budget allocation for procurement of tools of trade in the current financial year. The Lease of Paperless Council was secured in the 2016/17 Financial as per July 2017 report.		
D97	Good Governance	Effective and Efficient administration	Human Resource Management	% of personnel budget spent	Percentage	Actual awaited	100%	25%	21.90%	O	Vacancies of budgeted positions	Vacancies to be filled	Personnel Budget Staff Establishment reports	
D98	Good Governance	Effective and Efficient administration	Occupational Health and Safety	# of OHS committee meetings	Number	2	4	1	0	R	None as the Department did not attend the scheduled meeting	That Municipal Manager enforce or ensure accountability of all service directors.	Notice of meeting Attendance Register Minutes	
D99	Good Governance	Effective and Efficient administration	Management and Administration	# of awareness workshops to encourage proper		New KPI	2	0	1	B	An awareness workshop was conducted on 19 September	New dates to be scheduled during the month of	Invitations Training programme	

**Table 13: 1<sup>st</sup> Quarter Performance on targets set for 2017/18 - Corporate Services Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence	
								Target	Actual	R	Reason for deviation	Corrective Measures		
				filing of documentation								2017 to MM & CORP Services Departments. Other departments failed to attend the workshop due to other work commitments.	October 2017 for all the departments who did not receive the training.	Attendance Register
D100	Good Governance	Effective and Efficient administration	Management and Administration	# of file audits conducted	Number	New KPI	4	1	1	G	Out of 58 files audited for the period January to August 2017, 14 files are still not yet returned.	List of files audited for the month of September 2017 to be finalized and submitted by the end October 2017.	Register of Files Audited	
D101	Good Governance	Improve stakeholder satisfaction	Communication	# of media briefings arranged	Number	Actual awaited	4	1	1	G	there is no deviation	corrective measures not required	Notice of media briefing Attendance Register	
D102	Good Governance	Improve stakeholder satisfaction	Communication	# of newsletters produced	Number	1	4	1	1	G	not applicable	not applicable	Publications	
D103	Good Governance	Improve stakeholder satisfaction	Communication	# of statutory provisions (website) complied with as contained in Section 75 (a-l) of MFMA within 5 days of approval	Number	12	12	12	12	G	not applicable	not applicable	Printscreen of placements Website update register	

**Table 13: 1<sup>st</sup> Quarter Performance on targets set for 2017/18 - Corporate Services Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D104	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	% Staff turnover	Percentage	Actual awaited	1.80%	0%	0%	N/A			Staff establishment
D105	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	% Employees that are female	Percentage	Actual awaited	37%	0%	0%	N/A			Employment Equity report
D106	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	% Employees that are youth	Percentage	Actual awaited	21%	0%	0%	N/A			Employment Equity report
D107	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	% Employees that are disabled	Percentage	Actual awaited	2%	0%	0%	N/A			Employment Equity report
D190	Service Delivery	Develop and build skilled and knowledgeable workforce	Capacity building and Training	# of Ward Committee members workshopped on municipal affairs	Number	Actual awaited	350	0	0	N/A			Training programme & attendance register

**Table 13: 1<sup>st</sup> Quarter Performance on targets set for 2017/18 - Corporate Services Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D19 1	Good Governance	Effective and Efficient administration	Council Support	# of days taken to make MPAC oversight reports available to the public following Council approval	Number	Actual awaited	7	7	8	R	MPAC reports submitted to Council on 31 August 2017 and published on the website on 19 September 2017.	Legislation requires that MPAC reports be published within 7 days.	Council Minutes Copy of Adverts Proof of Website placement
D19 2	Good Governance	Effective and Efficient administration	Council Support	# of Council meetings held	Number	Actual awaited	4	1	2	B	None required	None.	Minutes and attendance registers
D19 3	Good Governance	Effective and Efficient administration	Council Support	# of Exco meetings held	Number	Actual awaited	26	6	2	R	No Exco meeting was held during the month of September 2017.	Council resolved that 1 Exco meeting should be held each month for the financial year 2017/18.	Minutes and attendance registers
D19 4	Good Governance	Effective and Efficient administration	Council Support	# of Portfolio Committee meetings held	Number	Actual awaited	99	25	22	O	One portfolio committee was held during the month of September 2017.	Each portfolio committee should have one meeting each month.	Committee meetings register
D19 6	Good Governance	Improve stakeholder satisfaction	Ward Committees	# of monthly ward committee meetings	Number	Actual awaited	420	105	85	O	Some ward committees did not hold their meetings due to unavailability of some members.	Administrators will remind ward Councillors about the meeting in time.	Register of Ward Committee Meetings & Minutes



**Table 13: 1<sup>st</sup> Quarter Performance on targets set for 2017/18 - Corporate Services Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D197	Good Governance	Improve stakeholder satisfaction	Ward Committees	# of monthly committee feedback meetings	Number	0	35	35	5	R	Many wards did not hold community feedback meetings. Ward Councillors are better positioned to give an account on why meetings could not be held.	Administrators will remind ward Councillors of the quarterly feedback meetings.	Register of Committee Feedback Meetings & Minutes
D198	Good Governance	Improve stakeholder satisfaction	Ward Committees	# Fully functional ward committees	Number	Actual awaited	35	35	28.33	O	Some ward committee did not hold their monthly meetings due to unavailability of some members	Administrators will remind ward Councillors of the monthly meetings in time	Minutes of Ward committee meetings, Consolidated Monthly Ward reports
D199	Good Governance	Improve stakeholder satisfaction	Ward Committees	# of summarised quarterly ward reports submitted to Council	Number	Actual awaited	4	1	0	R	Lack of clarity in developing summarised quarterly ward reports.	Public Participation officials and Cluster Heads to meet and develop a model report for submission to Council.	Summarised Ward Reports (quarterly) Council Minutes

**Table 14** below presents a summary of the level of performance for the 1<sup>st</sup> Quarter of 2017/18 for the Corporate Services Department. From the table it can be seen that **45%** of the targets set for the Department were not met by the end of the quarter.

<b>Table 14: CORP - Summary of Results (1<sup>st</sup> Quarter of 2017/18)</b>			
	<b>Level of performance</b>	<b>Number of KPIs</b>	<b>% performance at this level</b>
	KPI Not Yet Measured	11	29%
	KPI Not Met	8	30%
	KPI Almost Met	4	15%
	KPI Met	4	19%
	KPI Well Met	4	15%
	KPI Extremely Well Met	7	22%
	<b>Total KPIs measured this quarter</b>	<b>27</b>	

*Areas of concern in the Corporate Services Department:*

1. The main challenges in the department relate to public participation activities and the functionality of ward committees. Ward Councilors should ensure that monthly meetings and feedback meetings are held. Quarterly reports on ward issues should be consolidated by public participation and submitted to Management for processing to Council.
2. Critical vacancies have not yet been filled and the positions of MM and Directors had to be re-advertised since appointments were not done following the first round of advertisements. The long standing vacancies at senior management level puts a severe strain on Organisational performance.

### 3.4 Community Services Department

The performance of the Community Services Department (CSD) during the 1<sup>st</sup> Quarter of 2017/18 is presented below (see **Table 15**).

Table 15: 1 <sup>st</sup> Quarter Performance on targets set for 2017/18 - Community Services Department													
Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D108	Good Governance	Effective and Efficient administration	Management and Administration	# of Departmental meetings held (CSD)	Number	New KPI	4	1	1	G			Minutes and Attendance Registers
D109	Good Governance	Effective and Efficient administration	Safety and Security	# of theft cases from council buildings	Number	2	0	0	2	R	Theft of Electrical Cables at the Tzaneen PowerStation . Case reported to the Tzaneen SAPD (CAS 156/8/2017) and under police investigation. Council through Divisional Monthly report of August 2017 was informed.	Since the suspects were arrested on site allegedly visited one employee who works at the Control Room, the Security Guards have been advised to record every detail of persons and vehicle accessing the PowerStation and to deny private vehicles of people who want to visit employees during the day and night.	Theft & damages register Police Case number

**Table 15: 1<sup>st</sup> Quarter Performance on targets set for 2017/18 - Community Services Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D110	Service Delivery	Enhance sustainable environmental management and social development	Environmental Health Management	# of contravention notices issued to improve level compliance to Environmental Management legislation (5 formal towns)	Number	Actual Awaited	112	28	34	G2	The focus for September was on Early Childhood Development centres in the formal towns.	None	Contravention Notices
D111	Service Delivery	Enhance sustainable environmental management and social development	Environmental Health Management	% compliance to the environmental legislation checklist	Percentage	85	90%	0%	0%	N/A			Environmental Checklist
D112	Service Delivery	Enhance sustainable environmental management and social development	Environmental Health Management	% of water samples that comply with SANS 0241	Percentage	85	85%	85%	88.17%	G2	Water quality monitoring schedule is implemented. Follow ups are made on sampling points where sample results do not meet the SANS minimum standards.	None.	Water quality lab reports

**Table 15: 1<sup>st</sup> Quarter Performance on targets set for 2017/18 - Community Services Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D113	Service Delivery	Enhance sustainable environmental management and social development	Waste Management	# of households with collection of waste once per week	Number	8537	8,537	8,537	8,855	G2	The Category-Tariff-Report from C.F.O. is only available on hard-copy The figure is derived from the nu. of H/h's that is on Revenue's billing-system	Category-Tariff-Report from C.F.O. must be available on electronic-copy C.F.O.(Revenue) is continuously being requested for such Cat. Summary-reports	Category Tariff Billing Report Monthly Example
D114	Service Delivery	Enhance sustainable environmental management and social development	Waste Management	R-value spent on waste management	R-value	Actual Awaited	R 85,088,885	R 21,272,220	R 16,740,144	O	(1) The C.F.O.'s office dealing with expenditure report did forward as per arrangement the exp.-report in time. (2) The Divisional Waste Manager is accountable for less than 40% of expenditure-line-items. (3) The control of the other 60 % of such line-items is vested @ Dept. of the C.F.O.	(1)The C.F.O.'s office dealing with expenditure must also analyse the root-cause for the uneven monthly expenditure	Budget reports

**Table 15: 1<sup>st</sup> Quarter Performance on targets set for 2017/18 - Community Services Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D115	Service Delivery	Enhance sustainable environmental management and social development	Waste Management	# of Rural Waste Service Areas serviced (waste management)	Number	30	40	40	40	G	(1) Oversight function is being done by Ward Cllr. and Traditional Leader to ensure the Temp.Workers (T.o.w.'s) are working according to schedule (2) Fleet Management fail service delivery at present as only 2-3 of the 7 x R.E.L.'s is functional (3) Fleet replacement must be initiated	(1)The Workshop must work on a Rapid-Turn-Around time to ensure the Removal-Fleet is always functional (2) The Waste-Fleet should be replaced on a "round-robin" 5 x year plan (i.o.w.'s 20% of fleet to be replaced annually) (3) The "OLD" fleet become more dysfunctional (4) Budget to be available to operationalize all 66 x W.S.A.'s (5) An URGENT Workstudy by H.R. must be conducted to design a proper organogram to operationalize the Rural Waste Management	*EPWP Employee payroll Printout *1 Example of Timesheets signed off by Ward Committee and traditional authority

**Table 15: 1<sup>st</sup> Quarter Performance on targets set for 2017/18 - Community Services Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
												project - EPWP Payment Advice	
D116	Service Delivery	Enhance sustainable environmental management and social development	Waste Management	# of Urban Waste Service Areas serviced (on level 1 service))	Number	5	5	5	5	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) Budget provision by Fleet Management for vehicle-tracking systems	Waste Management Monthly statistical Report *Waste Service Route Maps
D117	Service Delivery	Enhance sustainable environmental management and social development	Waste Management	# of Rural Skip-bins with Waste being removed to Tzaneen landfill site as on-call service		New KPI	1,920	480	471	O	(1)The Workshop must work on a Rapid-Turn-Around time to ensure the Removal-Fleet is always functional (2) The Waste-Fleet should be replaced on a "round-robin" 5 x year plan	(1) The "OLD" fleet become more dysfunctional (2) Budget to be available to operationalize all 66 x W.S.A.'s (3) A URGENT Workstudy by H.R. must be conducted to design a proper	Rural Bulk-waste removal Tellisheet summary

**Table 15: 1<sup>st</sup> Quarter Performance on targets set for 2017/18 - Community Services Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
											(i.o.w.'s 20% of fleet to be replaced annually (3) Vacancy of 1 x Teamleader position create an under performance of the collections at Rural D.o.C.s.	organogram to operationalize the Rural Waste Management project (4) Vacancies must be filled a.s.a.p.	
D118	Service Delivery	Enhance sustainable environmental management and social development	Waste Management	% Households with access to basic level of solid waste management services	Percentage	Actual Awaited	52%	52%	52%	G	(1) Urban numbers is validated by Category-Tariff-Billing-Report (2) Rural is validated by Maps (by Digicap) of which the nu. of H/h's is not validated due to no-formalized villages	(1) Rural areas had to be formalised to ensure ACCURATE figures (2) Vehicle fleet must be renewed as well as additional Rural-vehicles (3) Organogram for Rural Bulk collections must be established	Informal demarcation removal schedule maps for rural areas Category Tariff Summary reports for urban suburbs
D119	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	70%	70%	70%	G	No deviation done	Road blocks will continue and sms to remind clients will continue to keep customers coming to pay their fines	Revenue reports Traffic Fine system report



**Table 15: 1<sup>st</sup> Quarter Performance on targets set for 2017/18 - Community Services Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D120	Service Delivery	Improve access to sustainable and affordable services	Traffic Services	R-value of traffic fines issued	R-value	New KPI	R 5,400,000	R 1,350,000	R 3,034,220	B	Traffic fines collection depends on customer's responds and also number of offenses found.	Will keep on doing road blocks and sending sms	Monthly Traffic Fine System report
D121	Service Delivery	Enhance sustainable environmental management and social development	Library Services	# of library users	Number	Actual Awaited	96,000	24,000	32,286	G2	8581 Users in September 2017; 4424 Books circulated.  User statistics are down as the public Internet, provided by the DSAC, was disconnected at all Limpopo libraries for most of the month.	None required	Tattletape statistics Monthly Reports
D122	Service Delivery	Enhance sustainable environmental management and social development	Maintenance and upgrade of parks and open spaces	# of cemeteries developed or extended	Number	0	1	0	1	B			Agatha Cemetery Extension Plans EIAc Project Progress Reports

Table 15: 1 <sup>st</sup> Quarter Performance on targets set for 2017/18 - Community Services Department													
Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D123	Service Delivery	Enhance sustainable environmental management and social development	Maintenance and upgrade of parks and open spaces	m <sup>2</sup> of parks and open spaces maintained	Number	awaited	395,000	395,000	421,369	G2	Grass cutting depends on weather conditions and is also affected by grass cutting availability.	Machines will be checked and be taken to workshop for service.	Grass cutting and garden maintenance sheets Monthly report
D124	Service Delivery	Enhance sustainable environmental management and social development	Maintenance and upgrade of parks and open spaces	# of developed parks maintained	Number	18	18	18	18	G	No deviation done	All is in order	Parks maintenance sheets Monthly report
D125	Service Delivery	Improve access to sustainable and affordable services	Licensing and Testing services	% compliance with ENATIS legislative compliance (ad-hoc audits)	Percentage	New KPI	100%	100%	33.33%	R			Ad hoc Audit inspection reports by Department of Transport

**Table 16** below presents a summary of the level of performance for the 1<sup>st</sup> Quarter of 2017/18 for CSD indicating that only 24% of targets set were not met during the quarter under review.

<b>Table 16: CSD - Summary of Results (1<sup>st</sup> Quarter of 2017/18)</b>			
	<b>Level of performance</b>	<b>Number of KPIs</b>	<b>% performance at this level</b>
	KPI Not Yet Measured	1	6%
	KPI Not Met	2	12%
	KPI Almost Met	2	12%
	KPI Met	6	35%
	KPI Well Met	5	29%
	KPI Extremely Well Met	2	12%
	<b>Total KPIs measured this quarter</b>	<b>17</b>	

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

1. *Mechanical Workshop turnaround time:* The unavailability of vehicles and equipment to deliver services affect the performance of the Parks and Waste Management Divisions. Entire teams were at times stuck because they do not have the necessary vehicles or equipment to perform their duties.

### 3.5 Electrical Engineering Services Department

The performance of the Electrical Engineering Services Department (EED) during the 1<sup>st</sup> Quarter of 2017/18 is presented below (see **Table 17**).

<b>Table 17: 1st Quarter Performance on targets set for 2017/18 - Electrical Engineering Department</b>													
Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D126	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	Not applicable this quarter	Electrification reports
D127	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure	# of households with access to electricity	Number	105332	107,878	0	0	N/A	Not applicable this quarter	Not applicable this quarter	Electrification reports
D128	Service Delivery	Optimise and sustain infrastructure investment and services	Cost Recovery	% Electricity loss (Kwh)	Percentage	18	18%	0%	0%	N/A	Not applicable this quarter	To be reported at the end of financial year	Eskom account Revenue reports
D129	Service Delivery	Optimise and sustain infrastructure investment and services	Cost Recovery	Kilow Watt Hour Electricity loss (Kwh)	Kilow Watt Hour	42540860	42,540,860	0	0	N/A	Not applicable this quarter	To be reported at the end of financial year	Eskom account Revenue reports

**Table 17: 1st Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D130	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Km of overhead lines rebuilt	Kilometres	Actual Awaited	52	0	0	N/A	Not applicable this quarter	Not applicable this quarter	Project Progress reports Completion certificates
D131	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	Not applicable this quarter	To be reported at the end of financial year	Asset Register Expenditure Reports
D132	Service Delivery	Optimise and sustain infrastructure investment and services	Asset Management	R-value electricity maintenance	R-value	Actual Awaited	R 51,083,568	R 12,770,892	R 1,930,144.58	R	Expenditure does not include internal labour	Maintenance expenditure to include Internal labour	Budget expenditure, (Vote 162/066, 173/066 & 608 183/066)
D133	Service Delivery	Optimise and sustain infrastructure investment and services	Cost Recovery	% of electricity loss reduced	Percentage	New KPI	10%	0%	10%	B	Consultant appointed to determine losses and Meter audits Can only be reported at the end of the last quarter	Appointment Letter, Legal busy with SLA Attached Files: Letter of Appointment HAMS Electrical Engineers.d	Eskom account Revenue reports

**Table 17: 1st Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
												ocx Guideline_Fees_2016.pdf Appointment of Consultants.doc	
D134	Service Delivery	Optimise and sustain infrastructure investment and services	Cost Recovery	# of data cleansing performed (meter services)	Number	New KPI	5	2	2	G	Not applicable this Quarter	To be reported at the end of financial year	Eskom account Revenue reports
D135	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Km of Electrical underground High Tension (11kv) cable replaced	Number	New KPI	1	0	0	N/A	Not applicable this quarter	Not applicable this quarter	Project Progress reports Completion certificates
D136	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	New Entrance Street R36 streetlights	Q1: Specifications completed (10%), Q2: Procurement process completed (20%), Q3: Construction in progress (50%), Q4: Traffic lights at R36 completed (100%)	New project	100%	10%	10%	G	Consultant appointed SLA signed Busy with Designs	Not applicable	Appointment Letter Progress reports Completion certificate

**Table 17: 1st Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D137	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Area Lighting at Tarentaal rand crossing	Q1: Specifications completed (10%) Q2: Procurement process completed (20%) Q3: Construction in progress (50%) Q4: Area Lighting at Tarentaalrand crossing completed (100%)	New project	100%	10%	10%	G	Consultant appointed SLA signed Busy with Designs	Not applicable	Appointment Letter Progress reports Completion certificate
D138	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of 541 units at Xihoko/ Radoo/ Thapana/ Mavele Phase2	Electrification of 541 units at Xihoko/ Radoo/ Thapana/ Mavele Phase2	New project	100%	5%	100%	B	Project completed. 508 Households connected, 33 empty stands provided with infrastructure	Not applicable	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)

**Table 17: 1st Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D139	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of 330 units at Leolo/ Legobareng/Serare/ Mogabe/ Tshidinko Phase2	Electrification of 330 units at Leolo/ Legobareng/Serare/ Mogabe/ Tshidinko Phase2	New project	100%	10%	92%	B	Project in construction phase overall 92%	Not Applicable	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D140	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of 425 units at Julesburg area	Electrification of 425 units at Julesburg area	New project	100%	10%	95%	B	Project completed, handed over. Busy with household connections after energized. This is due to continuous theft.	Not applicable	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)



**Table 17: 1st Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D141	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of 25 units at Canners Settlement	Electrification of 25 units at Canners Settlement	New project	100%	10%	10%	G	Consultant appointed Designs completed	Not applicable	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D142	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of 100 units at the Schultz Settlement	Electrification of 100 units at the Schultz Settlement	New project	100%	10%	10%	G	Consultant appointed Designs completed	Not applicable	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)

**Table 17: 1st Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D143	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of 90 units at Nyanyukani, Masoma and Hweetsi	Electrification of 90 units at Nyanyukani, Masoma and Hweetsi	New project	100%	10%	10%	G	Consultant appointed Designs completed and approved by ESKOM	Not applicable	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D144	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of 20 units at Pulaneng	Electrification of 20 units at Pulaneng	New project	100%	10%	10%	G	Consultant appointed Designs completed	Not applicable	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)

**Table 17: 1st Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D145	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of 218 units at Wisani, Shikwambana, Vento Park	Electrification of 218 units at Wisani, Shikwambana, Vento Park	New project	100%	10%	10%	G	Consultant appointed Designs completed	Not applicable	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D146	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Provision of Capital Tools (Customer and Retail Services)	Q 1: Procurement of capital tools as and when required, report acquisitions to Council (25%) Q2: Procurement of capital tools as and when required, report acquisitions to Council (50%) Q3: Procurement of capital tools as and when required, report acquisitions to Council (75%) Q4: Procurement of capital tools as and when required, report acquisitions to Council (100%)	New project	100%	25%	25%	G	No procurement of tool required	No tool required	Proof of purchase Asset register update

**Table 17: 1st Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D147	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Provision of Capital Tools (Operations and Maintenance)	Q 1: Procurement of capital tools as and when required, report acquisitions to Council (25%) Q2: Procurement of capital tools as and when required, report acquisitions to Council (50%) Q3: Procurement of capital tools as and when required, report acquisitions to Council (75%) Q4: Procurement of capital tools as and when required, report acquisitions to Council (100%)	New project	100%	25%	25%	G	No deviation tools are purchased when the need arises, We have purchased digital clamp meter for the month of September	No corrective measures needed	Proof of purchase Asset register update
D148	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding Letsitele Valley Substation - Bosbou and all T- off's (3 Km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding Letsitele Valley	New project	100%	10%	10%	G	Consultant appointed SLA signed Busy with Designs	Not applicable	Progress report Completion Certificate

**Table 17: 1st Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
					Substation - Bosbou and all T- off's (3 Km) completed. (100%)								
D149	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Valencia 11Kv lines (6km)	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 (6km) completed (100%)	New project	100%	10%	10%	G	Consultant appointed SLA signed Busy with Designs	Not applicable	Progress report Completion Certificate
D150	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Lushof South 11kv line (3km)	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	New project	100%	10%	10%	G	Consultant appointed SLA signed Busy with Designs	Not applicable	Progress report Completion Certificate

**Table 17: 1st Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
					line (3 km) completed (100%)								
D151	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Rooikoppies 11kv lines (6km)	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 (6km) completed (100%)	New project	100%	10%	10%	G	Consultant appointed SLA signed Busy with Designs	Not applicable	Progress report Completion Certificate
D152	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Mabiet 11kv line (6km)	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 (6km) completed (100%)	New project	100%	10%	10%	G	Consultant appointed SLA signed Busy with Designs	Not applicable	Progress report Completion Certificate

**Table 17: 1st Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D153	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Haenertsburg 11kv lines(6km)	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 (6km) completed (100%)	New project	100%	10%	10%	G	Consultant appointed SLA signed Busy with Designs	Not applicable	Progress report Completion Certificate
D154	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Campsies Glen 11kv lines (6km)	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 (6km) completed (100%)	New project	100%	10%	10%	G	Consultant appointed SLA signed Busy with Designs	Not applicable	Progress report Completion Certificate

**Table 17: 1st Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D155	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Politsi Valley 11kv lines (6km)	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 (6km) completed (100%)	New project	100%	10%	10%	G	Consultant appointed SLA signed Busy with Designs	Not applicable	Progress report Completion Certificate
D156	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of CP Minnaar 11kv lines (2km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of CP Minnaar 11kv lines (2km) completed (100%)	New project	100%	10%	10%	G	Consultant appointed SLA signed Busy with Designs	Not applicable	Progress report Completion Certificate



**Table 17: 1st Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D157	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Mieliekloof/Deerpark 11kv lines (3km)	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 completed (3km) (100%)	New project	100%	10%	10%	G	Consultant appointed SLA signed Busy with Designs	Not applicable	Progress report Completion Certificate
D158	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Upgrading of Waterbok 33/11kv substation	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Upgrading of Waterbok 33/11kv substation completed 100%	New project	100%	10%	10%	G	Consultant appointed SLA signed Busy with Designs	Not applicable	Progress report Completion Certificate

**Table 17: 1st Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D159	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Upgrading of Blacknoll 33/11kv substation	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Upgrading of Blacknoll 33/11kv substation completed 100%		100%	10%	10%	G	Consultant appointed SLA signed Busy with Designs	Not applicable	Progress report Completion Certificate
D160	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Houtbosdorp 11kv Ring (10km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Houtbosdorp 11kv Ring (10km) completed (100%)		100%	10%	10%	G	Consultant appointed SLA signed Busy with Designs	Not applicable	Progress report Completion Certificate

**Table 17: 1st Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D161	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Replace 2x20MVA 66/11kv Transformers	Q1: Tender process and appointment of service provider (10%) Q2: Preparation of Specifications (15%) Q3: Order submitted for transformers (20%) Q4: Project completed 50%. Run over 2 financial years.		100%	10%	10%	G	Consultant appointed SLA signed Busy with Designs	Not applicable	Progress report Specifications Order
D162	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Substation fencing (Tarentaal rand Main, Letsitele Main)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Substation fencing (Tarentaal rand Main, Letsitele Main) completed (100%)		100%	10%	10%	G	Consultant appointed SLA signed Busy with Designs	Not applicable	Progress report Completion Certificate

**Table 17: 1st Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D163	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Refurbishment of the Ebenezer 33kv Feeder	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Refurbishment of the Ebenezer 33kv Feeder completed (100%)		100%	10%	10%	G	Consultant appointed SLA signed Busy with Designs	Not applicable	Progress report Completion Certificate
D164	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: Initiate the appointment of a consultant (10%) Q2: Appointment of consultant and contractor finalised. (25%) Q3: Construction of Switching station SS1 commencing, physical progress at 50%. (50%) Q4: Construction of Switching station SS1 completed (100%)		100%	10%	10%	G	Consultant appointed SLA signed Busy with Designs	Not applicable	Appointment letters Progress reports Completion certificate

**Table 17: 1st Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D165	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Substation tripping batteries	Q1: Procurement process and appointment of service provider (20%) Q2: Project implementation (50%) Q3: Project implementation (70%) Q4: Project completed (100%)		100%	20%	20%	G	Consultant Appointed and SLA signed Busy with Designs Waiting on approval of DBSA loan for Capital	Not Applicable	Progress report Completion certificate
D166	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 (10%) Q2: Order for Delivery of auto-reclosers (20%) Q3: Auto Reclosers delivered (30%) Q4: Installation of Auto Reclosers completed (100%)	New project	100%	10%	10%	G	Consultant appointed SLA signed Busy with Designs	Not applicable	Sketches Payment certificate Delivery Certificate Asset Register

**Table 17: 1st Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D167	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Replacing 11kv cables for increased capacity	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Replacing 11kv cables for increased capacity completed (100%)	New project	100%	5%	5%	G	Consultant appointed SLA signed Busy with Designs	Not applicable	Progress report Completion certificate
D168	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Miniature Substation for Urban distribution network	Q1: Tender process and appointment of service provider (10%) Q2: Order submitted for Minisubs (20%) Q3: Project implementation (30%) Q4: Miniature Substation for Urban distribution network completed (100%).	New project	100%	10%	0%	R	This is a store item will be drawn from stores	Stock levels at store is 1 Unfortunately there is no Capital available waiting for DBSA loan to be approved	Progress report Completion certificate

**Table 17: 1st Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D169	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Replacement of Existing Air conditioners in Municipal Buildings	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Replacement of Existing Air conditioners in Municipal Buildings completed (100%)	New project	100%	10%	10%	G	A service provider is been appointed for the maintenance of the Air-conditioners in Municipal Building.  Air-conditioners were maintained in the municipality building	Service provider appointed	Progress report Completion certificate
D170	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Renewal, Repairs and Maintenance on pre-paid meters (Tzaneen, Letsitele & Politsi)	Q1: Specifications submitted to SCMU: Replace old meters at Politsi (10%) Q2: Tender process (25%) Q3: Service provider appointed (40%) Q4: Project at Politsi complete (100%)	New project	100%	10%	10%	G	Quotation submitted for the building of a line at Politsi.	Buy out order in progress	Completion Certificate; Specifications; Appointment letter

**Table 17: 1st Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D171	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity Infrastructure Development	New electricity Connections (Consumer contributions spent)	Q1: Funds received for services contributions spent on re-capitalisation of the network (10%) Q2: Funds received for services contributions spent on re-capitalisation of the network (20%) Q3: Funds received for services contributions spent on re-capitalisation of the network (30%) Q4: Funds received for services contributions spent on re-capitalisation of the network (100%)	New project	100%	10%	10%	G	New connections were done and completed for both Town and Rural	New connection was done and completed	New connections register Job card sign off
D172	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	New project	100%	0%	0%	N/A	Not applicable this quarter	Furniture to be purchase as and when required	Quotations Proof of receipt of furniture



**Table 17: 1st Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
					offices and delivered (100%) Q4: Not applicable this quarter								
D173	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	17	O	Vacant Position ( Operation & maintenance Customer care Retail Managers not yet appointed )	delays on the appointment of the Managers (Customer care & Retail and operation & maintenance)	EED Monthly reports
D174	Good Governance	Effective and Efficient administration	Management and Administration	# of Departmental meetings held (EED)	Number	New KPI	4	1	2	B	Meeting held on 29 September 2017	None	Minutes and Attendance Registers

**Table 18** below presents a summary of the level of performance for the 1<sup>st</sup> Quarter of 2017/18 for EED indicating that **92%** of the targets set were achieved by the end of the quarter.

<b>Table 18: EED - Summary of Results (1st Quarter of 2017/18)</b>			
	<b>Level of performance</b>	<b>Number of KPIs</b>	<b>% performance at this level</b>
	KPI Not Yet Measured	8	16%
	KPI Not Met	2	5%
	KPI Almost Met	1	2%
	KPI Met	33	80%
	KPI Well Met	0	0%
	KPI Extremely Well Met	5	12%
	<b>Total KPIs measured this quarter</b>	<b>41</b>	

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

1. *Turnaround time of the mechanical workshop:* The ability of the electrical department to attend to power outages are severely affected by the non-availability of 4x4 vehicles.
2. *Fleet management:* the electrical department does not have a crane truck, which can be used to move transformers, this affects the ability of the department to operate efficiently.

### 3.6 Engineering Services Department

The performance of the Engineering Services Department during the 1<sup>st</sup> Quarter of 2017/18 is presented below (see **Table 19**).

Table 19: 1st Quarter Performance on targets set for 2017/18 - Engineering Services Department													
Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D175	Good Governance	Increase financial viability	Budget management	% MIG funding spent	Percentage	Actual awaited	100%	15%	37%	B	Projects are progressing well	None	Budget printout
D176	Economic Growth	Increased investment in the GTM economy	Expanded Public Works	# of jobs created through municipal EPWP initiatives (FTE)	Number	Actual awaited	1,084	270	299	G2	Performance exceeds the target by 63	No corrective measures	Project reports, EPWP reports
D177	Service Delivery	Enhance sustainable environmental management and social development	Sport and Recreation	Burgersdorp Sports Facility	Q1: Appointment of contractor finalised and site handover (50%) Q2: Construction in progress (65%) Q3: Physical Construction at 75% (75%) Q4: Physical Construction completed (100%)	Actual awaited	100%	50%	60%	G2	The contractor is 4% behind schedule due to delay in delivery of bricks for the wall.	The supplier has since delivered and should be on schedule in the next month.	*Appointment letter of the contractor *Project Progress Reports
D178	Service Delivery	Enhance sustainable environmental management and social development	Sport and Recreation	Relela Community Hall	Q1: Specifications submitted and Tender Evaluation in process (60%) Q2: Appointment of contractor finalised and site handover (65%) Q3: Construction in progress at (85%) Q4: Physical Construction completed (100%)	Actual awaited	100%	60%	100%	B	The project is well ahead of schedule	None	*Evaluation Report *Appointment letter of the contractor *Project Progress Reports

**Table 19: 1st Quarter Performance on targets set for 2017/18 - Engineering Services Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D179	Service Delivery	Enhance sustainable environmental management and social development	Sport and Recreation	Upgrading of Juliesburg Sports Facility (Phase 1 od 2)	Q1: Physical construction at 25% (25%) Q2: Physical construction at 40% (40%) Q3: Physical construction at 75% (75%) Q4: Sports facility at Runnymede completed (100%)	Designs completed. Draft Tender document to be approved by BSC	100%	25%	45%	B	The contractor is slightly behind schedule.	The contractor will increase resources and will be on schedule in the next meeting.	Project progress Report Completion Certificate
D180	Service Delivery	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Khubu to Lwandlamuni low level bridge	Q1: Specifications submitted and Tender Evaluation in process (60%) Q2: Appointment of contractor finalised and site handover (65%) Q3: Construction in progress at (85%) Q4: Physical Construction completed (100%)	New project	100%	60%	99%	B	The project is ahead of schedule	None	*Evaluation Report *Appointment letter of the contractor *Project Progress Reports
D181	Service Delivery	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Moruji to Matswi, Kheshokolwe Tar Road (Phase 4 of 5)	Q 1: Physical construction at 45% (25%) Q2: Physical construction at 65% (50%) Q3: Physical construction at 75% (75%) Q4: Physical construction of 12 km at 85% (100%)	Actual awaited	100%	25%	43%	B	The project is on schedule	None	Project Progress Reports
D182	Service Delivery	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Rita, Khopo, Lefara, Zanghoma, Uhuru, Xipungu to Mariveni Tar Road (Phase 3 of 4)	Q1: Specifications submitted and Tender Evaluation in process (60%) Q2: Appointment of contractor finalised and site handover (65%) Q3: Construction in progress at (85%) Q4: Physical Construction completed (100%)	Contractor appointed, physical progress at 44% (25%)	100%	60%	95%	B	The project is on schedule	None	*Evaluation Report *Appointment letter of the contractor *Project Progress Reports

**Table 19: 1st Quarter Performance on targets set for 2017/18 - Engineering Services Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D183	Service Delivery	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Tickyline, Myakayaka, Burgersdorp, Gavaza to Mafarana Tar Road	Q1: Specifications submitted and Tender Evaluation in process (60%) Q2: Appointment of contractor finalised and site handover (65%) Q3: Construction in progress at (85%) Q4: Physical Construction of 4.86km completed (100%)	Project re-advertised, physical progress at 21%	100%	60%	94%	B	The project is progressing well	None	*Evaluation Report *Appointment letter of the contractor *Project Progress Reports
D184	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	50	12	8	R	Performance is within the target of 4no	no corrective measure required	Register of contraventions
D185	Service Delivery	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Km of roads tarred	Kilometers	11	8	0	0	N/A			Road Progress Reports
D186	Service Delivery	Improve access to sustainable and affordable services	Water & Sanitation services	# of households with access to water (GTM service area)	Number		14,480	14,480	9,660.67	R	Not required	None required	Billing report Job cards for new connections
D187	Service Delivery	Improve access to sustainable and affordable services	Water & Sanitation services	# of households with access to sanitation (GTM service area)	Number		14,484	14,484	9,659	R	Not required	None required	Billing report Job cards for new connections

**Table 19: 1st Quarter Performance on targets set for 2017/18 - Engineering Services Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D188	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	8	8	5.33	R	No deviations	No corrective measures required	ESD Monthly reports
D189	Good Governance	Effective and Efficient administration	Management and Administration	# of Departmental meetings held (ESD)	Number	New KPI	4	1	0	R			Minutes and Attendance Registers

**Table 20** and the graph below presents a summary of the level of performance for the 1<sup>st</sup> Quarter of 2017/18 for ESD indicating that **36%** of the targets set were not met by the end of the quarter.

<b>Table 20: ESD - Summary of Results (1<sup>st</sup> Quarter of 2017/18)</b>			
	<b>Level of performance</b>	<b>Number of KPIs</b>	<b>% performance at this level</b>
	KPI Not Yet Measured	1	7%
	KPI Not Met	5	36%
	KPI Almost Met	0	0%
	KPI Met	0	0%
	KPI Well Met	2	14%
	KPI Extremely Well Met	7	50%
	<b>Total KPIs</b>	<b>14</b>	

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

1. Performance reporting for the department is not complying with reporting requirements wherein no reason for deviation is being provided in instances where targets are not being met. See e.g. D184, D186-189. The Acting Director should be ensuring compliance in this respect.
2. Project implementation are progressing well since contractors were already onsite implementing multi-year projects.
3. The Department is also in the process of implementing 5 projects which were not completed in the previous financial year as planned and roll-over of funds were approved by Council in August '17. See **Table 8** for progress made with implementing these projects.

### 3.7 Planning and Economic Development Department

The performance of the Planning Economic Development Department during the 1<sup>st</sup> Quarter of 2017/18 is presented below (see **Table 21**).

Table 21: 1st Quarter Performance on targets set for 2017/18 - Planning and Economic Development Department													
Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D200	Economic Growth	Enhanced Integrated developmental planning	Spatial Development	Integrated Sustainable Human Settlements Plan (ISHSP) reviewed by 30 May '18	Percentage	Actual awaited	100%	25%	80%	B	Integrated Sustainable Human Settlements Plan/ IDP Housing chapter is complete, waiting for approval of Council.	none	Council minutes Revised ISHSP
D201	Economic Growth	Increased investment in the GTM economy	Community Works Programme	No of cooperatives established and still functional in wards where the CWP is implemented	Number	Actual awaited	2	2	11.33	B	No Reason for Deviation	No Corrective Measures	CWP reports Minutes & Attendance register of CWP meetings
D202	Economic Growth	Increased investment in the GTM economy	Community Works Programme	Number of job opportunities created through the CWP	Number	Actual awaited	2,100	2,100	692	R	No Reason for deviation	No Corrective Measures	CWP Employment register
D203	Economic Growth	Increased investment in the GTM economy	Marketing and Investor Targeting	# of Agricultural Expos held	Number	1	1	1	1	G	No Reason for Deviation	No Corrective Measures	Agricultural EXPO Advert & Programme List of exhibitors
D204	Economic Growth	Increased investment in the GTM economy	Marketing and Investor Targeting	# of jobs created through agricultural programmes	Number	Actual awaited	400	100	1	R	No Reason for Deviation	No Corrective Measures	Employment register Minutes and Attendance Registers of meetings with agricultural programmes



**Table 21: 1st Quarter Performance on targets set for 2017/18 - Planning and Economic Development Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D205	Economic Growth	Increased investment in the GTM economy	Marketing and Investor Targeting	# of jobs created through municipal LED initiatives including Capital Projects	Number	Actual awaited	600	150	48	R	No Reason for Deviation	No Corrective Measures	*Consolidated LED monthly job creation report *MIG Monthly Reports *EPWP Monthly Reports
D206	Economic Growth	Increased investment in the GTM economy	Marketing and Investor Targeting	# of GTM LED forum meetings arranged	Number	Actual awaited	4	1	0	R	No reason for Deviation	No Corrective Measures	Invitations Minutes & Attendance Register
D207	Economic Growth	Increased investment in the GTM economy	SMME support	# of meetings held with informal traders	Number	Actual awaited	4	1	1	G	No Reason for Deviation	No Corrective Measures	Invitations Minutes & Attendance Register
D208	Economic Growth	Increased investment in the GTM economy	SMME support	# of Local Tourism Association Meetings	Number	Actual awaited	4	1	0	R	No reason for Deviation	No Corrective	Invitations Minutes & Attendance Register
D209	Economic Growth	Increased investment in the GTM economy	Tourism	# of Tourism SMMEs exposed to the market	Number	Actual awaited	45	34	2	R	No Reason for Deviation	No Corrective Measures	Itinerary Events report
D210	Economic Growth	Enhanced Integrated developmental planning	Integrated Development Planning	Spatial Development Framework review	Q1: SDF approved by Council (25%) Q2: Alignment of the capital investment program with the current IDP (50%) Q3: Abstract all catalytic projects for implementation and input into the 18/19 IDP (75%) Q4: Implement all	Actual awaited	100%	10%	100%	B	Adoption of Spatial Development Framework and the secondary Policies	Not Applicable	*SDF Status Quo Report *Minutes of Steering Committee *Minutes of Public Participation *Draft and Final SDF *Council Minutes

**Table 21: 1st Quarter Performance on targets set for 2017/18 - Planning and Economic Development Department**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
					local area policies, density policies, rural strategy plans and report monthly (100%)								*Monthly TP report
D211	Economic Growth	Enhanced Integrated developmental planning	Spatial Development	Formulation of land use scheme for GTM area	Q1: Prepare procurement specifications for appointment of a service provider. (10%), Q2: Status quo report completed (50%) Q3: Formulation of a land use scheme at 50% (75%) Q4: Land use scheme for GTM area completed (100%)	Actual awaited	100%	10%	5%	R	Promulgation of GTM by-law	Compliance of the GTM SPLUMA by-law with the SPLUMA 2013	Govt Gazette *Specifications *Status Quo Report
D212	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	# of employees with spatial planning capacity	Number	Actual awaited	8	8	8	G	training held on 16 November 2016 to be held again on 16 November 2017		PED Monthly reports
D213	Good Governance	Effective and Efficient administration	Management and Administration	# of Departmental meetings held (PED)	Number	New KPI	4	1	1	G	28-Jun-17	last meeting held with the previous director	Minutes and Attendance Registers

**Table 22** below presents a summary of the level of performance for the 1<sup>st</sup> Quarter of 2017/18 for PED, indicating that **50%** of the targets set were not met by the end of the quarter.

<b>Table 22: PED - Summary of Results (1<sup>st</sup> Quarter of 2017/18)</b>			
	<b>Level of performance</b>	<b>Number of KPIs</b>	<b>% performance at this level</b>
	KPI Not Yet Measured	0	0
	KPI Not Met	7	50%
	KPI Almost Met	0	0%
	KPI Met	4	29%
	KPI Well Met	0	0%
	KPI Extremely Well Met	3	21%
	<b>Total KPIs</b>	<b>14</b>	

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

1. Performance reporting for the department is not complying with reporting requirements wherein no reason for deviation is being provided in instances where targets are not being met, these are mostly relating to LED. See e.g. D202, D204-206. D208-209 & D. The Acting Director should be ensuring compliance in this respect, especially since it was the cause to the poor audit outcome on performance information as expressed by the AG in November 2017.

### 3.7 Greater Tzaneen Economic Development Agency

The performance of the Greater Tzaneen Economic Development Agency (GTEDA) during the 1<sup>st</sup> Quarter of 2017/18 is presented below (see **Table 23**).

Table 23: 1st Quarter Performance on targets set for 2017/18 - Greater Tzaneen Economic Development Agency													
Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D214	Good Governance	Effective and Efficient administration	Sound Governance	Unqualified Audit opinion for GTEDA	Audit opinion	Unqualified	1	0	0	N/A			Audit Report
D215	Good Governance	Effective and Efficient administration	Sound Governance	% of organogram positions filled by 30 June	Percentage	Actual Awaited	100%	25%	25%	G	Organisational structure approved Job evaluation in progress.	Posts will be filled once the job evaluation has been concluded. Interns appointed	Staff Establishment
D216	Good Governance	Effective and Efficient administration	Sound Governance	% of board members inducted and orientated by 30 July '18	Percentage	Actual Awaited	100%	100%	71%	R	Board development training conducted (King IV).	2 members did not attend the training, we will organise separate for the two members.	Invitations Attendance Register of Induction training
D217	Good Governance	Effective and Efficient administration	Sound Governance	# of Board packs circulated 7 days before each meeting	Number	Actual Awaited	4	1	1	G	Board packs circulated electronically on time		Invitations to Board Meeting Acknowledgement of receipt of Board Pack
D218	Good Governance	Effective and Efficient	Sound Governance	% of Board resolutions implemented by	Percentage	Actual Awaited	100%	100%	92%	O	28/32 resolutions implemented	4/32 resolutions in progress	Resolution Register

**Table 23: 1st Quarter Performance on targets set for 2017/18 - Greater Tzaneen Economic Development Agency**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
		administration		the end of each quarter									
D219	Good Governance	Effective and Efficient administration	Sound Governance	Annual Report submitted to the Board by end of December	Number	Actual Awaited	1	0	0	N/A			Annual Report Board Minutes
D220	Good Governance	Effective and Efficient administration	Sound Governance	GTEDA Annual Report submitted to GTM by 10 January	Number	Actual Awaited	1	0	0	N/A			Annual Report Acknowledgement of receipt from GTM
D221	Good Governance	Effective and Efficient administration	Sound Governance	Institutional Scorecard finalised by 30 May	Number	Actual Awaited	1	0	0	N/A			Institutional Scorecard Board Minutes
D222	Good Governance	Increase financial viability	Budget management	% of GTEDA budget spent	Percentage	Actual Awaited	100%	25%	28%	G2	Project implementation done during quarter 1	Timing of expenditure	Monthly financial reports
D223	Good Governance	Increase financial viability	Budget management	3 Year Budget approved by 30 April	Number	Actual Awaited	1	0	0	N/A			3 Year Budget Board Minutes
D224	Good Governance	Increase financial viability	Budget management	Annual Financial Statements submitted to GTM by 15 August	Number	Actual Awaited	1	1	1	G			AFS Acknowledgement of Receipt from GTM
D225	Good Governance	Increase financial viability	Sound Governance	% GRAP Compliance on the Asset register	Percentage	1	100%	100%	83.33%	O	Asset register is GRAP compliant		AG Audit Report

**Table 23: 1st Quarter Performance on targets set for 2017/18 - Greater Tzaneen Economic Development Agency**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D226	Economic Growth	Create a stable and an enabling environment by attracting suitable investors	Economic Growth and Investment	# of committed investors attracted through GTEDA	Number	Actual Awaited	3	0	0	N/A			Investment reports (Transactional advisors, MDDA, Private investors)
D227	Economic Growth	Increased investment in the GTM economy	Enterprise Development (SMME support)	# of SMMEs capacitated through GTEDA	Number	Actual Awaited	30	0	0	N/A			*Training Programme *SMME training and development Policy *Assessment Report on the training provided to 15 SMME's *Service Provider Appointment letters
D228	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 finalised (100%), Q4: Not applicable this quarter	New project	100%	0%	0%	N/A			Quotations Invoice
D229	Economic Growth	Create a stable and an enabling environment by attracting suitable investors	Marketing and Investor Targeting	Support SMME's in accessing investment capital	Q1: Investors/funders Data base developed by 30 September 2017. (25%) Q2: 4 Business plans developed and Funding applications submitted per annum. (50%) Q3: Do follow-ups to facilitate Successful funding applications (75%) Q4: Funding commitment received for 4 applications (100%)	New initiative	100%	25%	25%	G	Investor database developed		*SMME database *Business Plans *Copies of funding applications. *Approved applications. Reports.

**Table 23: 1st Quarter Performance on targets set for 2017/18 - Greater Tzaneen Economic Development Agency**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D230	Economic Growth	Create a stable and an enabling environment by attracting suitable investors	Marketing and Investor Targeting	# of Agri-park Project Steering Committee meetings	Number	New initiative	4	1	2	B			Agri-Park meeting schedule Steering Committee Minutes Agri park progress reports
D231	Economic Growth	Create a stable and an enabling environment by attracting suitable investors	Enterprise Development	Entrepreneurship career guidance and mentorship	Q1: Entrepreneurship training programme for 16/17 debate winners developed by 30 September 2017. (25%) Q2: 3 Youths (16/17 debate winners) mentored on entrepreneurship to establish mini-businesses by 31 December 2017. (50%) Q3: Conduct 17/18 schools entrepreneurship debate competition (75%) Q4: 17/18 Award ceremonies conducted by 30 June 2018. (100%)	New initiative	100%	25%	25%	G	Entrepreneurship training programme developed		*Training programme. *Communiques with Mentors *17/18 Debate report.
D232	Economic Growth	Increased investment in the GTM economy	Enterprise Development	# of SMME Incubation reports submitted to the Board	Number	New initiative	4	1	1	G			Incubation Reports on Village Bank, Leather Making Project & GTFM

**Table 23: 1st Quarter Performance on targets set for 2017/18 - Greater Tzaneen Economic Development Agency**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D233	Economic Growth	Increased investment in the GTM economy	Marketing and Investor Targeting	Tzaneen Dam Resort Facilitation	Q1: Facilitate item to council on Tzaneen dam resort approval (25%) Q2: Provide project management services for the Tzaneen dam resort development. Generate monthly progress reports (50%) Q3: Provide project management services for the Tzaneen dam resort development. Generate monthly progress reports (75%); Q4: Support Tzaneen dam resort development, generate monthly progress reports (100%)	New initiative	100%	25%	25%	G	Item to council done		Council Item Monthly Project Progress Reports
D234	Economic Growth	Increased investment in the GTM economy	Enterprise Development	Library Project Support at Khwekhwe High School	Q1: Provide PM services for the Motupa library development and Submit quarterly PM reports to stakeholders (25%) Q2: Provide PM services for the Motupa library development and Submit quarterly PM reports to stakeholders (50) Q3: Provide PM services for the Motupa library development and Submit quarterly PM reports to stakeholders (75) Q4: Provide PM services for the Motupa library development and Submit quarterly PM reports to stakeholders (100%)	New initiative	100%	25%	25%	G	meeting held on 21/07/2017 reports compiled		Project Management Reports. Minutes of meetings with Stakeholders



**Table 23: 1st Quarter Performance on targets set for 2017/18 - Greater Tzaneen Economic Development Agency**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At September 2017				Source of Evidence	
								Target	Actual	R	Reason for deviation		Corrective Measures
D235	Economic Growth	Increased investment in the GTM economy	Enterprise Development	Coordination of Entrepreneurs to the Nkowankowa Industrial Park	Q1: Compile data base of ideal/suitable entrepreneurs for LEDA to utilise on the Nkowankowa industrial project. (25%) Q2: Facilitate and monitor the utilisation of local labour and SMME's in the renovation of the factories (50%) Q3: Facilitate and monitor the utilisation of local labour and SMME's in the renovation of the factories (75%) Q4: Facilitate and monitor the utilisation of local labour and SMME's in the renovation of the factories (100%)	New initiative	100%	25%	25%	G	SMME database compiled meeting held on 20/09/2017		*Database of entrepreneurs *Reports on local re-investment and job creation

**Table 24** below presents a summary of the level of performance for the 1<sup>st</sup> Quarter of 2017/18 for GTEDA reflecting that **21%** of the targets set were not met by the end of the period.

<b>Table 24: GTEDA - Summary of Results (1<sup>st</sup> Quarter of 2017/18)</b>			
	<b>Level of performance</b>	<b>Number of KPIs</b>	<b>% performance at this level</b>
	KPI Not Yet Measured	8	36%
	KPI Not Met	1	7%
	KPI Almost Met	2	14%

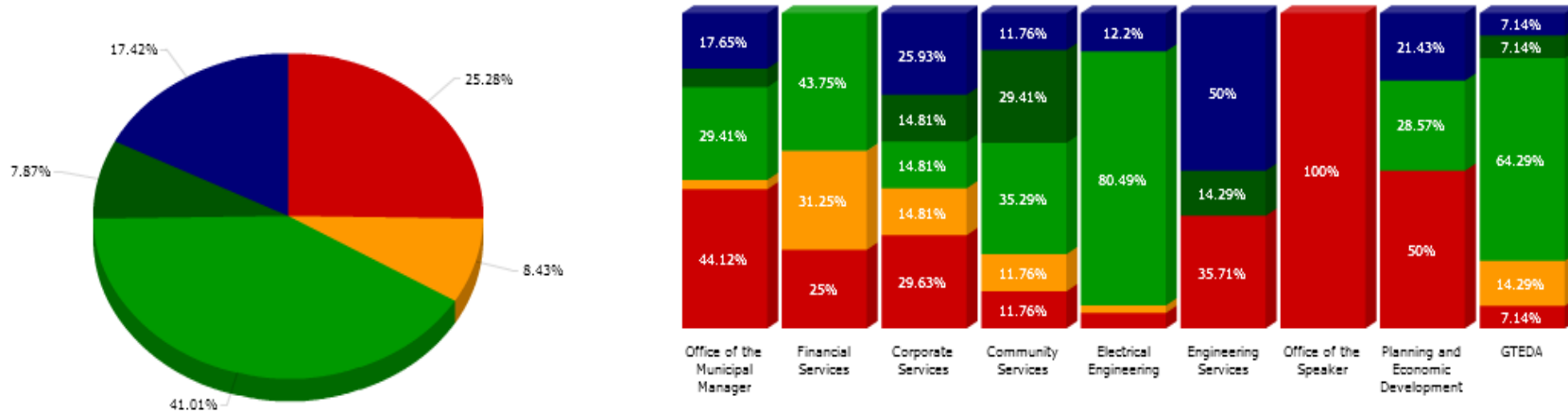
<b>Table 24: GTEDA - Summary of Results (1<sup>st</sup> Quarter of 2017/18)</b>			
	<b>Level of performance</b>	<b>Number of KPIs</b>	<b>% performance at this level</b>
	KPI Met	9	64%
	KPI Well Met	1	7%
	KPI Extremely Well Met	1	7%
	<b>Total KPIs measured this quarter</b>	<b>14</b>	

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

1. The financial sustainability of GTEDA remains a concern with the bulk of the funding received from GTM channeled towards salaries and board expenses. GTEDA remains dependent on GTM for operational funding.
2. Although projects planned for 2017/18 are on target the impact of these on job creation and stimulating the local economy is not clear in the targets set.

### 3.8 Overall Organisational Performance 2017/18 (1 July to 30 Sept '17)

Figure 2 below, illustrates the performance of the organization during the 1<sup>st</sup> Quarter of 2017/18.



	Greater Tzaneen Municipality	Directorate								
		Office of the Municipal Manager	Financial Services	Corporate Services	Community Services	Electrical Engineering	Engineering Services	Office of the Speaker	Planning and Economic Development	GTEDA
KPI Not Met	45 (25.3%)	15 (44.1%)	4 (25%)	8 (29.6%)	2 (11.8%)	2 (4.9%)	5 (35.7%)	1 (100%)	2 (50%)	1 (7.1%)
KPI Almost Met	15 (8.4%)	1 (2.9%)	5 (31.3%)	4 (14.8%)	2 (11.8%)	1 (2.4%)	-	-	-	2 (14.3%)
KPI Met	73 (41%)	10 (29.4%)	7 (43.8%)	4 (14.8%)	6 (35.3%)	33 (80.5%)	-	-	4 (28.6%)	9 (64.3%)
KPI Well Met	14 (7.9%)	2 (5.9%)	-	4 (14.8%)	5 (29.4%)	-	2 (14.3%)	-	-	1 (7.1%)
KPI Extremely Well Met	31 (17.4%)	6 (17.6%)	-	7 (25.9%)	2 (11.8%)	5 (12.2%)	7 (50%)	-	3 (21.4%)	1 (7.1%)
<b>Total:</b>	<b>178</b>	<b>34</b>	<b>16</b>	<b>27</b>	<b>17</b>	<b>41</b>	<b>14</b>	<b>1</b>	<b>14</b>	<b>14</b>

## 4 Assessment of the performance of Service providers (2017/18)

**Table 25** contains an evaluation of the performance of service providers that were appointed through a competitive bid process, delivering services during the 2017/18 financial year.

Table 27: 1st Quarter Evaluation of Service Provider Performance for 2017/18													
Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
MM	Electronic Performance Reporting System	ActionIT	Own funds	1/07/2015	1/04/2018	System functional, helpdesk responses are very quick.	None	5	n/a	n/a	n/a	It is advisable to continue the use of the system for performance reporting	R495 917
MM	Travel agency services	Uniglobe travel agency	Own funds	1/02/2017	31/01/2020	Travel arrangements being done through service provider on demand	Delays in response by service provider at times	3	n/a	n/a	n/a	Outsourcing of travel agency services should be re-considered	rates
CFO	Credit control and debt collection	Physon Business solutions	Own funds	4/2015	3/2018	Continuous credit control actions monthly. Disconnection and reconnection of services	None	3	n/a	n/a	n/a	Management functions should not be outsourced. Continue with service provider till contract lapse.	R3 200 000

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								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
CFO	Debt collection	Altimax Zandile Monene Business, Trifecta	Own funds	10/2015	9/2018	Continuous debt collection. Altimax still have dispute, no work done by them. New accounts handed over in October 17	Unprofessional behaviour and threats by Zandile	3	n/a	n/a	n/a	Altimax was performing extremely well till dispute came up. Other debt collectors average 12% recover rate. Zandile not to be considered again due to very unprofessional behaviour and threats.	R3 200 000
CFO	Meterreading	Electrocuts	Own funds	7/2015	7/2018	Monthly reading of electricity and water meters	Many meters not read on a monthly basis due to IT systems not fully compatible.	2	n/a	n/a	n/a	Not satisfied, many meters not read on a monthly basis due to IT systems not fully compatible. Consider early termination of contract.	R1 600 000
CFO	Valuation roll	Uniqueco	Own funds	1/2017	6/2022	New valuation roll implemented. Objections attended to.	None	4	n/a	n/a	n/a	Contract to continue	R2 100 000

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								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
CFO	Insurance	Lateral Unison ( Insurance Brokers)	Own funds	7/2015	6/2018	Insurance cover	The turnaround time on third party claims is too long and communication to 3rd party's is not sufficient	4	n/a	n/a	n/a	Lateral Unison want to change the Assets that are insured to the replacement value. Previously they used the Assets register for the values of Assets.	R 1 814 951
CFO	Assets Management Consultants	ARMS	Own funds	04/2017	04/2020	AFS compiled. Assisting with Audit	Infrastructure Assets needs more attention	5	n/a	n/a	n/a	AFS compiled. Assisting with Audit	
CFO	MSCOA	SEBATA	Own funds	06/2017	06/2020	Start-up phase for the programme is done	Appointment of the service provider was done late (in accordance with timeframe as set up by Treasury)	4	n/a	n/a	n/a	Time frames had to be forwarded because of the non-availability of resources	
CFO	VAT Consultants	PK Consulting	Own funds	02/2017	01/2020	VAT 201 Submitted on time	Less money recovered from SARS and court case pending.	1	n/a	n/a	n/a	VAT 201 submission done for July - September 2017, but client did not communicate the payment to SARS for September on time. Payment made late and	No rand value attached to contract - rates

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								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
												will result in penalties.	
CORP	Managed printing service	Phinnet Communications	GTM	2016-11-01	30-Oct-19	Managed printing Services Terminated due to non-compliance and poor performance by the service provider.	The service provider did not change Admin and Records Multifunctional Printers as promised and further defaulted by not supplying toners.	1	n/a	n/a	n/a	Poor performance and slow responsiveness to queries.	
CORP	Paperless Council Meetings	Telkom Mobile	GTM	1-Apr-15	31-Mar-17	Paperless Council services ongoing	Some users reported coverage challenges in some areas, Telkom was notified and they recommended activate or enabling data roaming on devices and 3G Data Cards	3	n/a	n/a	n/a	Service satisfactory	
CORP	Mimecast : Unified Email Management System	EOH	GTM	1-Jun-15	30-Jun-17	Services Terminated and will completely stop services on the 31 December 2017 as allow the migration of data to take place.	None	4	n/a	n/a	n/a	Mimecast services are very good as more especially on email security and protection of data.	

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								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
CORP	Unified Communication System (Telephone System)	Callsave	GTM	1-May-17	30-Apr-20	All Sites including satellite office, libraries and Thusong Service Centres have access to Telephone.	The network backbone affects the system's performance and upgrade recommendation submitted to Management.	3	n/a	n/a	n/a	Services are satisfactory as service provides responds promptly to incidents	
CORP	Website Services	SITA	GTM	1-May-15	31-May-18	Website maintenance services on going	None	4	n/a	n/a	n/a	Services are very good as all information submitted to SITA publication is published according to the SLA.	
CORP	MFMA Training	Kamanga Skills Projects	GTM	28-Jun-16	31-Dec-17	Training started in the previous financial year but concluded in the 1st quarter 2017/18 financial year.	None	4	n/a	n/a	n/a	They are recommendable for future training.	R 966 000
CORP	Electronic Records Management System (Collaborator)	Business Engineering	GTM	01-Aug-06	Automatic renewal after 3 years	The service is provided according to the required standard in terms of SLA.	None	4	n/a	n/a	n/a	The provider is recommendable for future training.	
CORP	Municipal Governance Training For Councillors	South African Institute of Learning	GTM	29-Mar-17	31-Dec-17	Councillors were undergoing training during the 1st quarter which was arranged by SALGA.	None	4	n/a	n/a	n/a	The provider is recommendable for future training.	R 359 100



Table 27: 1st Quarter Evaluation of Service Provider Performance for 2017/18													
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								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
CSD	Treatment & Disposal Management	Mmatshope J.V. Theuwedi C.C.	GTM	1/08/2014	31/07/2017	Service is being provided, regular penalties applied in areas of underperformance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	4	n/a	n/a	n/a	Service provider must be subjected to a "Waste Management Skills-rating" by the B.A.C. during procurement. Awaiting regulations by Minister i.t.o. Section 7 of Act 59/2008 (Nat. Waste Act)	
CSD	Litter picking Region-North	Molebogeng Trading Enterprise C.C.	GTM	1/08/2015	31/07/2018	Service is being provided, regular penalties applied in areas of under performance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	4	n/a	n/a	n/a	Service provider must be subjected to a "Waste Management Skills-rating" by the B.A.C. during procurement. Awaiting regulations by Minister i.t.o. Section 7 of Act 59/2008 (Nat. Waste Act)	R 1 886 524

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								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
CSD	Litterpicking Region-South	Selema Planthire Construction C.C.	GTM	1/08/2015	31/07/2018	Service is being provided, regular penalties applied in areas of under performance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	4	n/a	n/a	n/a	Service provider must be subjected to a "Waste Management Skills-rating" by the B.A.C. during procurement. Awaiting regulations by Minister i.t.o. Section 7 of Act 59/2008 (Nat. Waste Act)	R 7 650 908
CSD	Collection & Transportation Nkowankowa	Ingwe Waste Management	GTM	1/08/2014	31/07/2017	Service is being provided, regular penalties applied in areas of under performance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	4	n/a	n/a	n/a	Service provider must be subjected to a "Waste Management Skills-rating" by the B.A.C. during procurement. Awaiting regulations by Minister i.t.o. Section 7 of Act 59/2008 (Nat. Waste Act)	R 13 859 064

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								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
CSD	Collection & Transportation Lenyenye	Selema Planthire Construction C.C.	GTM	1/08/2015	31/07/2018	Service is being provided, regular penalties applied in areas of under performance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	4	n/a	n/a	n/a	Service provider must be subjected to a "Waste Management Skills-rating" by the B.A.C. during procurement. Awaiting regulations by Minister i.t.o. Section 7 of Act 59/2008 (Nat. Waste Act)	R 11 027 486
CSD	Grass Cutting	Shidila Trading Enterprise	GTM	1/08/2015	31/07/2018			5	n/a	n/a	n/a	Work is done according to specification	0.15
CSD	Garden Maintenance	Tshandukos Consultation and Projects	GTM	1/08/2015	31/07/2018			5	n/a	n/a	n/a	Work is done according to specification	R 1 386 000
CSD	Physical Security	Letaba Security	GTM	12/07/2017	31 /11/2017	Provision of Physical Security at all Municipal premises to ensure safety of assets and human capital.	On a short period and create further insatiability to employees and the service provider	5	n/a	n/a	n/a	Reliable service provider GTM can utilise them in future	

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								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
CSD	Cash In Transit	Fidelity Cash Solutions	GTM	01/13/2017	03/03/2020	Rendering of Cash Collection on designated Municipal Rates Collection Points on weekdays and on special requests over weekends.	Contract commenced later than date of appointment due to SLA not yet dealt with by Corporate Services Department, will affect expiry period	5	n/a	n/a	n/a	Reliable service provider GTM can utilise them in future	R 665 750.88
CSD	Electronic Morpho Access Control	Prosatelite	GTM	01/07/2013	to date	Provision of Access Control at the Civic Centre and Municipal Stores to control and monitor movement of Employees and Visitors.	System need upgrade due to insufficient capacity. IT must install internet services to allow Team View	5	n/a	n/a	n/a		
CSD	Parking	BCIT	GTM	31/09/2013	01/08/2017				n/a	n/a	n/a		
CSD	Speed Law Enforcement	Mavamboits	GTM	01/04/2017	30/06/2017				n/a	n/a	n/a		
EEM	Specialist emergency services for GTM (electrical department)	Rhino Consulting Engineers	GTM	2017/03/22	2020/03/22	Ongoing	Not applicable	4	n/a	n/a	n/a	Contract completed January 2017	<b>R 4 871 576.99</b>

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								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
EEM	Electrification of 541 units at Xihoko/ Radoo/ Thapana/ Mavele Phase2	Calibre Consulting Engineers and Tshabalala Multi Service Workshop	DoE Grant	01-07-2017	30-06-2018	Project completed and energised (100%)	None	5	n/a	n/a	n/a	Performed above standard. Service may be utilised in future	R 6 897 904.00
EEM	Electrification of 330 units at Leolo/ Legobareng/ Serare/ Mogabe/ Tshidinko Phase2	IZEW Engineering investments and Kedibone Electrical	DoE Grant	01-07-2017	30-06-2018	Project at construction phase (92%)	None	5	n/a	n/a	n/a	Performed above standard. Service may be utilised in future	R 4 993 175.60
EEM	Electrification of 425 units at Julesburg area	Simollola Engineering services and Rivisi Electrical	DoE Grant	01-07-2017	30-06-2018	Physical Construction Completed. Project energised. Busy with house connections (98%)	None	4	n/a	n/a	n/a	Good performance. Service may be utilised in future	R 5 951 952.00
EEM	Electrification of 25 units at Canners Settlement	AES Consulting	DoE Grant	01-07-2017	30-06-2018	Designs completed and approved by GTM. Awaiting appointment of contractor to start with construction.	None	4	n/a	n/a	n/a	Good performance. Service may be utilised in future	R 385 612.50

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								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
EEM	Electrification of 100 units at the Schultz Settlement	AES Consulting	DoE Grant	01-07-2017	30-06-2018	Designs completed and approved by GTM. Awaiting appointment of contractor to start with construction.	None	4	n/a	n/a	n/a	Good performance. Service may be utilised in future	R 1 048 866.00
EEM	Electrification of 90 units at Nyanyukani, Masoma and Hweetsi	AES Consulting	DoE Grant	01-07-2017	30-06-2018	Designs completed and approved by Eskom. Awaiting appointment of contractor to start with construction.	None	4	n/a	n/a	n/a	Good performance. Service may be utilised in future	R 2 483 345.00
EEM	Electrification of 20 units at Pulaneng	AES Consulting	DoE Grant	01-07-2017	30-06-2018	Designs completed and approved by Eskom. Awaiting appointment of contractor to start with construction.	None	4	n/a	n/a	n/a	Good performance. Service may be utilised in future	R 925 470.00
EEM	Electrification of 218 units at Wisani, Shikwambana, Vento Park	AES Consulting	DoE Grant	01-07-2017	30-06-2018	Designs completed and approved by Eskom. Awaiting appointment of contractor to start with construction.	None	4	n/a	n/a	n/a	Good performance. Service may be utilised in future	R 2 313 675.00
EEM	Upgrading of Waterbok 33/11kV substation	Chule Projects	DBSA	01-07-2017	30-06-2018	Busy with Designs	DBSA loan approval.	4	n/a	n/a	n/a	Service Provider on standard	R 1 000 000.00
EEM	Upgrading of Blacknoll	Chule Projects	DBSA	01-07-2017	30-06-2018	Busy with Designs	DBSA loan approval.	4	n/a	n/a	n/a	Service Provider on standard	R 130 434.78

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								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
	33/11kV substation												
EEM	Replace 2x20 MVA 66/11 kV	Chule Projects	DBSA	01-07-2017	30-06-2018	Busy with Designs	DBSA loan approval.	4	n/a	n/a	n/a	Service Provider on standard	R 332 608 696.00
EEM	Substation fencing (Tarentaal rand Main, Letsitele Main)	Chule Projects	DBSA	01-07-2017	30-06-2018	Busy with Designs	DBSA loan approval.	4	n/a	n/a	n/a	Service Provider on standard	R 130 434.78
EEM	Replacing of old SS1 electrical substation circuit breakers with compact switchgear	Chule Projects	DBSA	01-07-2017	30-06-2018	Busy with Designs	DBSA loan approval.	4	n/a	n/a	n/a	Service Provider on standard	R 782 608.67
EEM	Substation tripping batteries	Chule Projects	DBSA	01-07-2017	30-06-2018	Busy with Designs	DBSA loan approval.	4	n/a	n/a	n/a	Service Provider on standard	R 52 173.91
EEM	Replacing 11kV cables for increased capacity	Chule Projects	DBSA	01-07-2017	30-06-2018	Busy with Designs	DBSA loan approval.	4	n/a	n/a	n/a	Service Provider on standard	R 130 434.78
EEM	Rebuilding of Valencia 11Kv lines (6km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Busy with Designs	DBSA loan approval.	4	n/a	n/a	n/a	Service Provider on standard	R 130 344
EEM	Rebuilding of Lushof South 11kv line (3km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Busy with Designs	DBSA loan approval.	4	n/a	n/a	n/a	Service Provider on standard	R 65 217

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								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
EEM	Rebuilding of Rooikoppies 11kv lines (6km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Busy with Designs	DBSA loan approval.	4	n/a	n/a	n/a	Service Provider on standard	R 130 344
EEM	Rebuilding of Mabiet 11kv line (6km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Busy with Designs	DBSA loan approval.	4	n/a	n/a	n/a	Service Provider on standard	R130 344
EEM	Rebuilding of Haenertsburg 11kV lines (6km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Busy with Designs	DBSA loan approval.	4	n/a	n/a	n/a	Service Provider on standard	R 130 344
EEM	Rebuilding of Campsies Glen 11kV lines (6km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Busy with Designs	DBSA loan approval.	4	n/a	n/a	n/a	Service Provider on standard	R 130 344
EEM	Rebuilding of Politsi Valley 11kV lines (6km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Busy with Designs	DBSA loan approval.	4	n/a	n/a	n/a	Service Provider on standard	R 130 344
EEM	Rebuilding of CP Minnaar 11kV lines (2km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Busy with Designs	DBSA loan approval.	4	n/a	n/a	n/a	Service Provider on standard	R 52 174
EEM	Rebuilding of Mieliekloof/Deerpark 11kV lines (3km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Busy with Designs	DBSA loan approval.	4	n/a	n/a	n/a	Service Provider on standard	R 65 217
EEM	Houtbosdorp 11kv Ring (10km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Busy with Designs	DBSA loan approval.	4	n/a	n/a	n/a	Service Provider on standard	R 195 652.17
EEM	Refurbishment of the Ebenezer	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Busy with Designs	DBSA loan approval.	4	n/a	n/a	n/a	Service Provider on standard	R 130 344



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								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
	33kv Feeder (5km)												
EEM	New Entrance Street R36 streetlights	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Busy with Designs	DBSA loan approval.	4	n/a	n/a	n/a	Service Provider on standard	R 143 478.26
EEM	Area Lighting at Tarentaal rand crossing	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Busy with Designs	DBSA loan approval.	4	n/a	n/a	n/a	Service Provider on standard	R 39 130.43
ESD	Supply and delivery of water treatment chemicals	Zamangwane	GTM	01/04/2016	30/04/2019	Supply of water treatment chemicals	None	5	n/a	n/a	n/a	We are satisfied with the service provided by the company	
ESD	Supply and delivery of water treatment chemicals	Zamandlambili Trading	GTM	01/04/2016	30/04/2019	Supply of water treatment chemicals	None	5	n/a	n/a	n/a	We are satisfied with the service provided by the company	
ESD	Supply and delivery of water treatment chemicals	Indlela Construction	GTM	01/04/2016	30/04/2019	Supply of water treatment chemicals	None	5	n/a	n/a	n/a	We are satisfied with the service provided by the company	
ESD	Supply and delivery of water treatment chemicals	Ifa Lethu	GTM	01/04/2016	30/04/2019	Supply of water treatment chemicals	None	5	n/a	n/a	n/a	We are satisfied with the service provided by the company	

Table 27: 1st Quarter Evaluation of Service Provider Performance for 2017/18													
Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
ESD	Construction of Agatha Cemetery low-level bridge	Mosomo Consulting Engineers	GTM	28/07/2015	Depends on the approval of the WULA	Awaiting WULA approval. Application in progress	Awaiting Water Use License approval.	5	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	R 255 259.54
ESD	Construction of Agatha Cemetery low-level bridge	Moepeng Trading 40	GTM		Depends on the approval of the WULA	Awaiting WULA approval. Application in progress	Awaiting Water Use License approval.	5	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	
ESD	Construction of Khubu to Lwandlamuni low-level bridge	Sky High	GTM	30/03/2015	14/06/2017	100% Practical inspection was conducted on 27/10/2017 and The Contractor has 14 Days to attend to the Snag list.	None	5	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	
ESD	Construction of Khubu to Lwandlamuni low-level bridge	Ndoni Properties	MIG	2-Feb-17	14/06/2017	100% Practical inspection was conducted on 27/10/2017 and The Contractor has 14 Days to attend to the Snag list.	None	5	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	R 2 138 556.55
ESD	Refurbishment of Tzaneen Airfield runway	AES Consulting Engineers	GTM	08/2016	Depends on the contractor's appointment	Contractor only started in October 2017	None	n/a	n/a	n/a	n/a	We are happy with the performance of the service provider and	

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Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
												can be utilised in future	
ESD	Rita to Mariveni: Upgrading of Road from Gravel to Tar: Phase 3 of 4	Tangos Engineering Consultant	MIG	22/09/2015	31/09/2018	93% -The Contractor is busy with Construction of the R36 Intersection	None	5	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	
ESD	Rita to Mariveni: Upgrading of Road from Gravel to Tar: Phase 3 of 4	Selby Construction	MIG	22/09/2015	31/09/2018	93% -The Contractor is busy with Construction of the R36 Intersection	None	5	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	
ESD	Moruji to Maswi: Upgrading of Road from Gravel to Tar: Phase 3 of 4	Mtema Mashao Engineering Consultants	MIG	05/09/2016	04/09/2018	39%-The contractor has surfaced and opened the road up to chainage 2km and is busy with Construction of the layer works from 2.2km to 3km	None	5	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	
ESD	Moruji to Maswi: Upgrading of Road from Gravel to Tar: Phase 3 of 4	Quality Plant Hire/Expectra 388 CC JV	MIG	05/09/2016	04/09/2018	39%-The contractor has surfaced and opened the road up to chainage 2km and is busy with Construction of the layer works from 2.2km to 3km	None	5	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	

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Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
ESD	Upgrading of Mafarana to Burgersdorp Road From Gravel to Tar	Southern Ambition Consulting Engineers	MIG	28/02/2018	28/02/2018	90%-The contractor is busy subbase at Chainage 7.2km. Casting of concrete slab for stomwater inlet structures at Chainage 2km in Myakayaka. The contractor has surfaced to chainage 6km	None	5	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	
ESD	Upgrading of Mafarana to Burgersdorp Road From Gravel to Tar	Selby Construction	MIG	28/02/2018	28/02/2018	90%-The contractor is busy subbase at Chainage 7.2km. Casting of concrete slab for stomwater inlet structures at Chainage 2km in Myakayaka. The contractor has surfaced to chainage 6km	None	5	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	
ESD	Tickyline to Makhwibidung Tar Road	Southern Ambition Consulting Engineers	MIG	23/11/2015	03/06/2016	Project is Complet and has been handed over to the Municipality	None	5	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	
ESD	Tickyline to Makhwibidung Tar Road	Makasana Construction	MIG	23/11/2015	03/06/2016	Project is Complet and has been handed over to the Municipality	None	5	n/a	n/a	n/a	We are happy with the performance of the service provider and	

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Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
												can be utilised in future	
ESD	Upgrading of Runnymede Cluster Sports Facility: Phase 2 of 2	Uranus Consulting ENGINEERS CC	MIG	14/03/2016	30/08/2017	92%-The contractor is busy with construction of the palisade fence, construction of soccer pitch. The Grand stand has since been completed.	The delivery and construction of the grandstand by the sub-contractor delayed the construction of the soccer pitch.	5	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	
ESD	Upgrading of Runnymede Cluster Sports Facility: Phase 2 of 2	Selby Construction	MIG	14/03/2016	30/08/2017	92%-The contractor is busy with construction of the palisade fence, construction of soccer pitch. The Grand stand has since been completed.	The delivery and construction of the grandstand by the sub-contractor delayed the construction of the soccer pitch.	5	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	
ESD	Relela Community Hall: Phase 2 of 2	Melco Consulting and Projects	MIG	15/11/2013	24/11/2016	100%-Practical Inspection was done on the 16/10/2017 and the contractor has 14 days to attend to the snag list.	None	5	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	
ESD	Relela Community Hall: Phase 2 of 2	Masrik Soacial Development Consultancy	MIG	24/11/2016	24/11/2016	100%-Practical Inspection was done on the 16/10/2017 and the contractor has 14 days to attend to the snag list.	None	5	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	

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Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments <i>(future utilisation of service provider)</i>	R-value of contract <i>(total period)</i>
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
ESD	Upgrading of Juliesburg Sports Complex	Sky High Consulting Engineers	MIG	13/01/2014	5/12/2017	45%-The contractor is busy with construction of the soccer pitch platform, palisade fence, and brickwork for the barricading wall	None	5	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	
ESD	Upgrading of Juliesburg Sports Complex	Moepeng Trading 40	MIG	29/06/2017	5/12/2017	45%-The contractor is busy with construction of the soccer pitch platform, palisade fence, and brickwork for the barricading wall	None	5	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	R 11 561 754
ESD	Upgrading of Burgersdorp Sports Complex	Sky High Consulting Engineers	MIG	13/01/2014	2017/12/06	60%-The contractor is busy with construction of the soccer pitch platform, palisade fence, and brickwork for the barricading wall	None	5	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	
ESD	Upgrading of Burgersdorp Sports Complex	Leb P	MIG	29/06/2017	2017/12/06	60%-The contractor is busy with construction of the soccer pitch platform, palisade fence, and brickwork for the barricading wall	None	5	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	R 1 082 102

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Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
ESD	New ablution block and upgrading of existing at parks	F And A Consulting engineers	own	24/07/2017	24/10/2017	The new ablution block is complete and the upgrading of existing one is at 90%	none	4	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	
ESD	New ablution block and upgrading of existing at parks	Mandebele and family	own	24/07/2017	24/10/2017	The new ablution block is complete and the upgrading of existing one is at 90%	none	4	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	R 700 000
ESD	Maintenance of tarred roads	Moepeng Trading 40	own	05/2017	05/2020	Tarred roads patching	none	5	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	
ESD	Maintenance of tarred roads	Makasana Construction	own	05/2017	05/2020	Tarred roads patching	none	3	n/a	n/a	n/a	If they improve their performance, they can give better service.	
ESD	Maintenance of tarred roads	Selby Construction	own	05/2017	05/2020	Tarred roads patching	none	4	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	

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Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
ESD	Maintenance of tarred roads	Kamojoe Trading & Projects	own	05/2017	05/2020	Tarred roads patching	none	3	n/a	n/a	n/a	If they improve their performance, they can give better service.	
ESD	Machine hire	Selby Construction	own	05/2017	05/2020	Grading of gravel roads, gravelling and TLB hire.	none	4	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	
ESD	Machine hire	Kamojoe Trading & Projects	own	05/2017	05/2020	Grading of gravel roads, gravelling and TLB hire.	none	4	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	
ESD	Machine hire	Selema Planthire Construction C.C.	own	05/2017	05/2020	Grading of gravel roads, gravelling and TLB hire.	none	4	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	
ESD	Machine hire	Bukuta BK	own	05/2017	05/2020	Grading of gravel roads, gravelling and TLB hire.	None	4	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	



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								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
ESD	Water tankers hire	Hulelasi	own	05/2017	05/2020	Water supply through water tankers	None	3	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	
ESD	Water tankers hire	Selby Construction	own	05/2017	05/2020	Water supply through water tankers	None	3	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	
ESD	Water tankers hire	Bukuta BK	own	05/2017	05/2020	Water supply through water tankers	None	4	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	
ESD	Water tankers hire	Mathothoka	own	05/2017	05/2020	Water supply through water tankers	None	3	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	

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Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
ESD	Repair and Maintenance of all Equipment	BMK Electro mechanical(P TY) Ltd	Own	09/2017	09/2020	Repair and Maintenance of all Equipment's	None	4	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	
ESD	Repair and Maintenance of all Equipment	TLM Engineering services	Own	09/2017	09/2020	Repair and Maintenance of all Equipment's	None	4	n/a	n/a	n/a	None	R453 000.00
PED	Review of the LED Strategy	Urban-Econ	Own	15/03\2017	30/06/2017	Draft strategy submitted and busy with Business plans for priority projects.	Project extended pending Business plans Development.	4	n/a	n/a	n/a	Service provider can be recommended in future	R 449 559

The major issues, relating to the performance of service providers (as presented in **Table 25**), are the following:

- a) The continued poor performance of the meter reading service provider is a major concern as it directly impacts on the revenue collected by Council. Herein, the replacement of the service provider every three year further poses a major risk, since manual

reading of meters in a geographically challenging area will repeatedly result in a loss of income during the first few months of appointment.

- b) The continued poor performance by the service provider responsible for printing services impacts on the efficiency of administration, since machines were dysfunctional with various divisions unable to print or make copies. This contributes to additional costs incurred for outsourcing printing services to other service providers.
- c) Poor performance of the VAT Consultants have resulted in less money received from SARS.
- d) Not all the service providers assisting with the patching of tar roads are performing as expected, the performance of these service providers should be formally evaluated before re-appointment in future.

## 5 1st Quarter Performance Evaluation.

This section contains an analysis of overall performance focusing on the key areas where performance targets were not met and intervention is required to ensure that they are met by year-end.

### 5.1 IDP/ Budget/SDBIP non-alignment

The 2017/18 IDP and budget are not in alignment in the following respects:

- a) Budgeted Capital projects are not aligned with the approved IDP nor the budget. The MIG projects included in the budget are not what is being implemented.
- b) The targets set for KPIs are not in alignment with the available resources and others are not achievable.
- c) Council approved the roll-over of Capital Projects from 2016/17 to 2017/18, these projects have not yet been included in the budget or SDBIP.

The root cause to the non-alignment is the delay in the IDP processes, resulting in both the IDP and Budget being finalised to comply with legislated requirements but in non-alignment with the IDP. The non-alignment should be addressed to facilitate accurate performance reporting and an unqualified audit outcome for 2017/18.

### 5.2 Vacancies in senior positions not filled

The performance of the organisation is severely affected by long standing vacancies at the most senior levels. Some of the key positions that remain to be filled are:

- Municipal Manager
- Chief Financial Officer
- Engineering Director
- Planning & Economic Development Director
- Community Services Director
- Manager: Electrical Planning and Projects
- Manager: Customer and Retail services (EED)

- Manager: Communications
- Senior Internal Auditor (Performance Audit)

In addition to the above the contract for the Community Services Director is also expiring at the end of November 2017. These vacancies put a severe strain on the human resources available and results in a decrease in accountability and a decline in performance.

### 5.3 Fleet Management & Maintenance

During the 1<sup>st</sup> quarter of 2017/18 service delivery, especially with regard to solid waste collection and electricity maintenance, were severely affected by the non-availability of vehicles. The following should be attended to as a matter of urgency

- The role and responsibilities of the Fleet Manager (located in the Office of the CFO) should be finalised.
- The role and responsibilities of the Manager: Build and Fleet Maintenance should be clarified.
- The roles and responsibilities of the user departments should be clarified.
- The Fleet Management Policy should be finalised taking the above roles and responsibilities into account.
- The procurement of a fleet monitoring system should be considered to ensure that the abuse of Council vehicles are stopped.
- The Engineering Workshop must develop a vehicle service register to monitor the efficiency of the workshop, in order to identify and resolve bottlenecks.
- The monthly reports for service departments should reflect challenges experienced with the availability of vehicles. This, to ensure that problems can be attended to before it escalates to emergency proportions.

### 5.4 Performance Reporting

During the 2016/17 financial year quarterly performance reports were referred back by Council (2<sup>nd</sup> and 3<sup>rd</sup> Quarter SDBIP reports) due to incompleteness and the inaccuracy of the reporting. Due to this the 4<sup>th</sup> quarter SDBIP report was also withheld from Council until the AG audit could be finalised. Corrections to

the 2016/17 performance information should be done before the 4<sup>th</sup> Quarter SDBIP report is submitted to Council. This, because the 2016/17 information informs the baseline (previous year performance) as contained in the 2017/18 performance reports, inconsistency and inaccuracy in this respect will result in the performance information being disclaimed by the Auditor General. The AG has indicated that they will, during 2017/18, express an opinion considering the audit on performance information. If this is to be the case, GTM will have to ensure that:

- a) All Departments report accurate information on time, on a monthly basis,
- b) Internal Audit is capacitated to audit performance information monthly, since the Internal Auditor dedicated to audit performance information has been appointed as the Manager: Internal Audit and the position has not yet been filled.
- c) Integration between the IDP and budget is achieved.
- d) Those that are not complying with reporting requirements and timeframes are disciplined.

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