

Service Delivery and Budget Implementation Plan (SDBIP)

1st Quarter Report for 16/17



GREATER TZANEEN MUNICIPALITY

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Performance Management Section
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List of Acronyms

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

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







1. Introduction

The Service Delivery and Budget Implementation Plan (SDBIP) was approved by the Mayor on the 27th of June 2016 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 services 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 and 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

The information contained in the quarterly performance reports are being audited by Internal Audit and reports on the results of the audit is presented to the Performance Audit Committee. It must be noted that the effectiveness of the Internal Audit process, on performance information, has a major effect on the Auditor General's auditing process and the resulting audit outcome on the auditing of the Predetermined Objectives as set out in the IDP.

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 2016/17.

2.1 Revenue Analysis

GTM revenue collection per line item, for the 1st Quarter, is presented in **Table 1**.

Ref	Line Item	Jul-16		Aug-16		Sep-16		Total for the Period		
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Variance
RS1	Property rates	8 098 409	8 528 911	8 281 971	8 605 778	8 133 171	8 570 497	24 513 551	25 705 186	1 191 635
RS2	Penalties imposed and collection charges on rates	410 659	626 699	298 344	641 843	309 732	673 682	1 018 735	1 942 224	923 488
RS3	Service charges	44 380 120	46 313 412	58 763 347	50 654 704	58 850 005	46 763 348	161 993 473	148 707 773	-13 285 700
RS4	Rent of facilities and equipment	85 748	121 429	83 780	125 564	79 537	127 287	249 065	374 280	125 216
RS5	Interest earned - external investments	31 060	24 932	112 543	1 022 032	223 446	0	367 049	1 046 964	679 915
RS6	Interest earned - outstanding debtors	941 503	1 720 937	978 958	1 894 801	938 668	1 941 453	2 859 129	5 557 191	2 698 062
RS7	Fines	233 711	39 060	353 729	273 916	366 926	416 676	954 366	729 651	-224 715
RS8	Licenses and Permits	43 556	81 024	46 474	79 749	46 435	90 679	136 465	251 452	114 987
RS9	Income from Agency services	5 024 438	3 824 886	3 181 744	4 474 322	3 369 064	4 573 479	11 575 246	12 872 687	1 297 441
RS10	Operating grants and subsidies	146 588 585	191 987 000	779 812	487 000	12 800 000	0	160 168 397	192 474 000	32 305 603
RS11	Other Revenue	7 984	286 864	1 151	-27 334	359 638	1 234 152	368 772	1 493 682	1 124 910

Table 1: 1st Qtr Revenue Collection for 2016/17

Ref	Line Item	Jul-16		Aug-16		Sep-16		Total for the Period		
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Variance
RS12	Gain on disposal of property, plant and equipment	0	0	0	0	0	0	0	0	0
RS13	Income foregone	-2 149 695	-1 942 473	-2 188 725	-1 938 856	-2 222 970	-1 935 228	-6 561 390	-5 816 556	744 834
Total:		203 696 077	256 900 568	70 693 129	62 914 362	83 253 652	62 673 825	357 642 858	382 488 754	-24 845 897

The reasons for deviations as per the budgeted revenue are as follows:

- **RS1 Property rates:** The sale of stands and new developments resulted in an higher than expected income;
- **RS2 Penalties imposed on collection charges:** Income was higher than expected due to the rates increase which resulted in an increase in debtors;
- **RS3 Service charges:** The Lenyenye bulk supply wheeling agreement with Eskom ended;
- **RS 6 Interest earned - outstanding debtors:** Actual income includes water & sewer debtors;
- **RS 13 Income foregone:** Less indigent rebates due to register not yet approved.

Table 2: 1st Quarter Revenue Summary for 2016/17

2016/17 FY		31 Jul '16		31 Aug '16		30 Sept '16		
Revenue	Budget	Adjustment budget	Year to date receipt	% Receipt	Year to date receipt	% Receipt	Year to date receipt	% Receipt
Grants & Subsidies	416,697,000		191,987,000	46%	192,474,000	46%	0	0
Rates & Taxes (billing)	657,689,965		61,979,349	9.43%	124,088,344	18.87%	181,723,614	27.63%

Table 2: 1st Quarter Revenue Summary for 2016/17

2016/17 FY			31 Jul '16		31 Aug '16		30 Sept '16	
Revenue	Budget	Adjustment budget	Year to date receipt	% Receipt	Year to date receipt	% Receipt	Year to date receipt	% Receipt
Rates & Taxes (collection rate)	591,920,968		45,153,304	7.63%	101,714,003	17.19%	159,899,116	27.02%
Debtors age analysis			430,143,729		442,222,779		448,056,614	
Bank Balance	0	0	167,074,391		116,644,649		58,592,063	

2.2 Expenditure Analysis

This section provides details regarding the expenditure in terms of the Operational Budget for the period 1 April '16 – 30 June 2016. **Table 3** contains the expenditure for the 1st Quarter of 2016/17.

Table 3: 1st Quarter Monthly Operational Expenditure (Period 1 July to 10 September 2016)											
Ref	Department	31 July '16		31 Aug '16		30 Sept '16					
		Operational Expenditure		Operational Expenditure		Operational Expenditure					
		Original Budget	Monthly Actual	Original Budget	Monthly Actual	Original Budget	Monthly Actual	YTD Budget	YTD Actual	YTD Variance	YTD % Spent
CF3	Office of the Municipal Manager	1 453 157	760 969	1 016 641	784 535	1 630 180	906 898	4 099 978	2 452 402	1 647 576	60%
CF4	Financial Services	4 966 850	3 962 868	5 131 874	3 701 121	4 832 334	4 554 349	14 931 057	12 218 338	2 712 719	82%
CF5	Corporate Services	6 482 790	5 491 288	6 859 910	8 828 687	7 307 286	10 835 328	20 649 986	25 155 303	-4 505 317	122%
CF7	Community Services	13 921 450	10 757 574	14 133 388	14 960 309	15 528 184	15 038 863	43 583 021	40 756 747	2 826 274	94%
CF9	Electrical Engineering	11 394 556	4 940 765	49 670 967	47 784 132	52 745 092	51 133 950	113 810 615	103 858 847	9 951 768	91%
CF8	Engineering Services	10 634 069	3 694 174	11 555 175	4 495 944	15 291 382	5 247 596	37 480 627	13 437 715	24 042 912	36%
CF6	Planning and Economic Development	1 975 296	1 570 802	1 836 818	4 198 652	1 552 509	2 450 858	5 364 623	8 220 311	-2 855 689	153%
CF10	GTEDA	0	0	0	0	0	0	0	0	0	0%
Total:		75 375 901	50 828 168	31 178 441	90 204 772	84 753 380	98 886 966	90 167 843	239 919 906	206 099 663	33 820 243

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

- Under expenditure by Office of the CFO (**at 60%**) is due to the fact that the new service provider to conduct property valuations was only appointed in October.
- Over-expenditure reported for the Corporate Service Department (**at 122%**) are due to **R7,356,338** spent on legal fees during this period.
- Under –expenditure by the Engineering Services Department (**at 36%**) due to the non-allocation of depreciation.

- Over-expenditure by the PED Department, at 153%, is due to the expenditure on implementing the NDPG projects, which will be re-allocated to Capital at year-end.

Table 4 presents a summary of performance in terms of the planned expenditure for the 1st Quarter of 2016/17. Major variations to take note of is the following:

- The low expenditure for repairs & maintenance (4%) is due to non-allocation of labour cost, which will be allocated before the end of the financial year

Table 4 : 1st Quarter Expenditure Summary for 2016/17								
2016/17 FY			31 Jul '16		31 Aug '16		30 Sept '16	
Expenditure	Budget	Adjustment budget	Year to date exp	% Spent	Year to date exp	% Spent	Year to date exp	% Spent
Salaries & Allowances	293 508 267	293 508 267	22 758 664	8%	43 914 210	15%	64 014 594	22%
Remuneration of Councilors	23 035 604	23 035 604	1 726 041	7%	3 400 376	15%	5 236 519	23%
Repairs & Maintenance	153 648 819	153 648 819	456 094	0%	2 165 503	1%	6 315 098	4%
Bulk Purchases	332 500 000	332 500 000		0%	40 435 756	12%	80 861 468	24%
Contracted Services	48 213 872	48 213 872	2 081 969	4%	5 892 056	12%	9 126 012	19%
Other Expenditure	189 295 824	189 295 824	4 155 672	2%	20 123 919	11%	40 545 972.2	21%
Operating Expenditure	1 040 202 386	1 040 202 386	31 178 441	3%	115 931 820	11%	206 099 663	20%

Table 4 : 1st Quarter Expenditure Summary for 2016/17								
2016/17 FY			31 Jul '16		31 Aug '16		30 Sept '16	
Expenditure	Budget	Adjustment budget	Year to date exp	% Spent	Year to date exp	% Spent	Year to date exp	% Spent
Capital Expenditure	133 453 430	138 889 304	11 818 264	8%	26 152 039	18%	40 115 304	29%

The expenditure **Table 5** presents the expenditure on Conditional grants and the reasons for low spending levels are:

- **EEDG (3%)**: Delay in the appointment of the service provider
- **FMG (18%)**: Major activities planned for December 2016
- **EPWP (18%)**: Grant only received during August, own funding was used during for the month of July.

Table 5: 1st Quarter Grant Expenditure Summary for 2016/17								
2016/17 FY			31 Jul '16		31 Aug '16		30 Sept '16	
Conditional Grant	Budget	Adjustment budget	Year to date Exp	% Spent	Year to date Exp	% Spent	Year to date Exp	% Spent
FMG	1,810,000	0	47,584	3%	193,874	11%	319,054	18%
INEP	25,000,000	0	812,005	3%	2,771,065	11%	7,449,755	30%
EEDG	7,000,000	0	0	0	95,053	1%	195,029	3%
MIG	89,797,000	0	11,283,301	12%	22,537,333	25%	34,737,574	38%
EPWP	1,949,000	0	0	0	0	0	350,982	18%

2.3 Capital Expenditure Analysis

This section provides an overview of capital expenditure during the 1st Quarter of 2016/17. **Table 6** below presents the capital expenditure per department.

Table 6: 1st Qtr Capital Expenditure per Vote (Jul to Sept '16)										
Ref	Vote Number	16/17 Annual Budget	Jul-16		Aug-16		Sep-16			
			Capital Expenditure		Capital Expenditure		Capital Expenditure			
			Original Budget	Monthly Actual	Original Budget	Monthly Actual	Original Budget	Monthly Actual	YTD % Spent	Total % of Total budget Spent
CF3	Municipal Manager	200 000	0	0	0	8 176	0	0	#DIV/0!	4%
CF4	Financial Services	200 000	0	0	0	0	0	0	0%	0%
CF5	Corporate Services	2 100 000	0	0	0	1 043 497	0	13 860	#DIV/0!	50%
CF7	Community Services	1 100 000	0	0	0	0	0	39 498	#DIV/0!	4%
CF9	Electrical Engineering	29 700 000	0	13 750	832 501	405 314	1 223 627	379 730	39%	3%
CF8	Engineering Services	96 953 430	2 646 566	11 804 514	3 047 545	12 876 787	6 867 399	13 528 950	304%	39%
CF6	Planning and Economic Development	3 200 000	0	0	0	0	0	1 227	#DIV/0!	0%
CF10	GTEDA	235 000	0	0	0	0	0	0	0%	0%
Total:		133 688 430	2 646 566	11 818 264	3 880 047	14 333 774	8 091 026	13 963 266	274%	30%

As can be seen from **Table 6** the expenditure incurred on Capital amounted to R13 963 266 at the end of September 2016, which is a total expenditure of 30% of the initial budget. Although this expenditure seems to be in line with the planned expenditure it should be taken note that

it includes the amount spent on projects rolled-over from 15/16. When the expenditure on roll-over projects (see **Table 8** for the details on these projects) are excluded, the actual expenditure on projects planned for 16/17 only amounts to only 41% of the total capital expenditure to date whereas it is supposed to be 100% of the planned expenditure.

Table 7 presents the 1st Quarter expenditure on capital projects as planned in the 16/17 SDBIP.

Table 7: Capital Project Expenditure 1 July - 30 Sept 2016														
Ref	IDP Number	Project name	Funding source	Planned Completion Date	Wards	2016/2017	Jul-16		Aug-16		Sep-16		YTD	Total
						Annual	Monthly Financials		Monthly Financials		Monthly Financials			
						Budget	Budget	Actual	Budget	Actual	Budget	Actual	% Spent	% Spent
OFFICE OF THE MUNICIPAL MANAGER														
CP1	MM 151	Purchase of office furniture	Own Funds	30-Jun-17	All	200 000	0	0	0	8 176	0	0	100%	4%
OFFICE OF THE CHIEF FINANCIAL OFFICER														
CP2	CFO 152	Purchase of office furniture	Own Funds	30-Jun-17	All	200 000	0	0	0	0	0	0	0%	0%
CORPORATE SERVICES DEPARTMENT														
CP5	CORP 154	Purchase of office furniture	Own Funds	30-Jun-17	All	200 000	0	0	0	0	0	0	0%	0%
CP3	CORP 145	Disaster Recovery Equipment	External Loans	30-Jun-17	All	700 000	0	0	0	0	0	0	0%	0%
CP4	CORP 149	Computers for employees	Own Funds	30-Jun-17	All	1 000 000	0	0	0	0	0	13 860	100%	1%
CP6	CFO 150	Sound systems procurement	External Loans	30-Jun-17	All	200 000	0	0	0	0	0	0	0%	0%
COMMUNITY SERVICES DEPARTMENT														
CP10	CSD 155	Purchase of office furniture	Own Funds	30-Jun-17	All	200 000	0	0	0	0	0	39 498	100%	20%
ELECTRICAL ENGINEERING DEPARTMENT														
CP32	EED 157	Purchase of office furniture (EED)	Own Funds	30-Jun-17	All	200 000	0	0	0	0	0	0	0%	0%

Table 7: Capital Project Expenditure 1 July - 30 Sept 2016

Ref	IDP Number	Project name	Funding source	Planned Completion Date	Wards	2016/2017	Jul-16		Aug-16		Sep-16		YTD % Spent	Total % Spent
						Annual	Monthly Financials		Monthly Financials		Monthly Financials			
						Budget	Budget	Actual	Budget	Actual	Budget	Actual		
CP31	EED 91	New electricity Connections (Consumer contributions)	Own Funds	30-Jun-17	All	15 000 000	0	13 750	0	405 314	1 000 000	284 678	70%	5%
CP23	EED 103	Rebuilding of Lalapanzi 33 kv line (2km)	Own Funds	30-Jun-17	35	400 000	0	0	0	0	0	0	0%	0%
CP24	EED 104	Rebuilding of Mashutti 11kv line (4km)	Own Funds	30-Jun-17	16	600 000	0	0	0	0	0	0	0%	0%
CP25	EED 105	Rebuilding of Deeside 11kv line from Red Arc to Rooster and Woodside Farm (2.5km) Phase 1 of 2	Own Funds	30-Jun-17	13	400 000	0	0	0	0	0	0	0%	0%
CP26	EED 106	Rebuilding of Yamorna/ Shivurali 11kv line (4km)	Own Funds	30-Jun-17	13	600 000	0	0	0	0	0	0	0%	0%
CP27	EED 107	Rebuilding of Ledzee 11kv line from LZ44 to Vandergrey Farm (3.5km)	Own Funds	30-Jun-17	13	525 000	0	0	0	0	0	0	0%	0%
CP29	EED 116	Replacement of auto-reclosers (11kv and 33kv)	Own Funds	30-Jun-17	13; 16	2 025 000	0	0	0	0	0	0	0%	0%
CP22	EED 99	Provision of Capital Tools (outlying)	Own Funds	30-Jun-17	All	100 000	0	0	0	0	20 000	0	0%	0%
CP11	EED 35	High mast lights at Traditional	Own Funds	30-Jun-17	All	2 546 280	0	0	0	0	0	0	0%	0%

Table 7: Capital Project Expenditure 1 July - 30 Sept 2016

Ref	IDP Number	Project name	Funding source	Planned Completion Date	Wards	2016/2017	Jul-16		Aug-16		Sep-16		YTD % Spent	Total % Spent
						Annual	Monthly Financials		Monthly Financials		Monthly Financials			
						Budget	Budget	Actual	Budget	Actual	Budget	Actual		
		Authorities offices												
CP21	EED 98	Provision of Capital Tools (Urban)	Own Funds	30-Jun-17	All	100 000	0	0	0	0	20 000	0	0%	0%
CP28	EED 114	Replacing of old SS1 electrical substation circuit breakers with compact switchgear	Own Funds	30-Jun-17	15	2 500 000	0	0	0	0	0	0	0%	0%
CP19	EED 92	Energy efficiency and demandside management (Tzaneen, Nkowankowa & Lenyenye)	DOE	30-Jun-17	14; 15; 16; 17; 19; 21; 31	7 000 000	0	0	0	0	0	95 053	100%	1%
CP30	EED 93	Renewal, Repairs and Maintenance on pre-paid meters	Own Funds	30-Jun-17	13; 14; 15	250 000	0	0	0	0	0	0	0%	0%
ENGINEERING SERVICES DEPARTMENT														
CP45	ESD 156	Purchase of office furniture (ESD)	Own Funds	30-Jun-17	All	200 000	0	0	0	0	0	0	0%	0%
CP34		Relela Community Hall	MIG	30-Jun-17	8	6 068 805	1 068 805	0	1 000 000	0	1 000 000	0	0%	0%
CP33	ESD 125	Burgersdorp Sports Facility	MIG	30-Jun-17	28	673 436	0	0	0	0	505 000	0	0%	0%
CP35	ESD 127	New Runnymede Sports facility	MIG	30-Jun-17	6	15 972 200	1 000 000	6 604 536	1 472 200	3 212 834	500 000	739 343	355%	66%

Table 7: Capital Project Expenditure 1 July - 30 Sept 2016

Ref	IDP Number	Project name	Funding source	Planned Completion Date	Wards	2016/2017	Jul-16		Aug-16		Sep-16		YTD % Spent	Total % Spent
						Annual	Monthly Financials		Monthly Financials		Monthly Financials			
						Budget	Budget	Actual	Budget	Actual	Budget	Actual		
CP41	ESD 6	Rita, Khopo, Lefara, Zanghoma, Uhuru, Xipungu to Mariveni Tar Road (Phase 3 of 4)	MIG	30-Jun-17	22; 23; 24	20 153 138	1 000 000	3 403 482	1 000 000	2 273 992	2 000 000	0	142%	28%
CP42	ESD 7	Tickyline, Myakayaka, Burgersdorp, Gavaza to Mafarana Tar Road	MIG	30-Jun-17	28; 29	19 599 882	1 000 000	1 275 283	2 000 000	4 512 500	2 000 000	8 189 410	280%	71%
CP40	ESD 8	Moruji to Matswi, Kheshokolwe Tar Road	MIG	30-Jun-17	7	22 839 889	1 000 000	521 214	2 000 000	1 254 706	2 000 000	1 259 943	61%	13%
CP43	ESD 78	Construction of ablution facility for Parks Offices in Tzaneen	MIG; Own Funds	30-Jun-17	15	900 000	0	0	0	0	0	0	0%	0%
CP37	ESD 11	Rikhotso low level bridge	External Loans	30-Jun-17	4	2 000 000	300 000	0	400 000	0	400 000	412 918	38%	21%
CP38	ESD 12	Mokonyane low level bridge	External Loans	30-Jun-17	32	500 000	100 000	0	100 000	0	100 000	49 028	16%	10%
CP36	ESD 13	Kwekhwe Low Level Bridge	External Loans	30-Jun-17	9	1 300 000	0	0	0	0	0	0	0%	0%
CP39	ESD 15	Khubu to Lwandlamuni low level bridge	External Loans	30-Jun-17	12	2 600 000	0	0	0	0	0	-60 000	100%	-2%
CP44	ESD 34	Tzaneen Airfield Refurbishment	External Loans	30-Jun-17	13	2 500 000	0	0	0	0	0	0	0%	0%

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

Table 7: Capital Project Expenditure 1 July - 30 Sept 2016														
Ref	IDP Number	Project name	Funding source	Planned Completion Date	Wards	2016/2017	Jul-16		Aug-16		Sep-16		YTD % Spent	Total % Spent
						Annual	Monthly Financials		Monthly Financials		Monthly Financials			
						Budget	Budget	Actual	Budget	Actual	Budget	Actual		
CP50	PED 153	Purchase of office furniture (PED)	Own Funds	30-Jun-17	All	200 000	0	0	0	0	0	0	0%	0%
CP47	PED 1	Land Acquisition at Letsitele	Own Funds	30-Jun-17	23	3 000 000	0	0	0	0	0	0	0%	0%
GREATER TZANEEN ECONOMIC DEVELOPMENT AGENCY														
CP51	GTEDA 143	MSCOA equipment and programmes	Own Funds	30-Jun-17	All	235 000	0	0	0	0	0	0	0%	0%
Total						133 688 630	5 468 805	11 818 265	7 972 200	11 667 522	9 545 000	11 024 957	150%	26%

Projects that were rolled over from 2015/16 or other financial years, for implementation in 2016/17 is presented in **Table 8**. It should be noted that these projects are not part of the approved SDBIP for 16/17 and will only be incorporated once a formal adjustment budget and IDP has been approved by Council.

Table 8: Roll-over Projects approved for implementation during 2016/17

Dpt	Project Name	R-value roll-over approved for 16/17	Reason for the roll-over request (why was project not completed in 15/16)	Source of funding	Expenditure to date (30 Sept '16) 1 st Quarter	1st Quarter Project Milestone	Actual Progress by 30 Sept '16	2nd Quarter Project Milestone	3rd Quarter Project Milestone	4th Quarter Project Milestone	Supporting Documentation
EED	Electrification of 160 households at Sunnyside/ Myakayaka/ Sepacheng	R 744 004	Change of designs. Area rocky and inaccessible	DBSA Loan	R 518 611	Project at construction phase (75%)	Project at construction phase (82%)	Physical construction completed (95%). Awaiting energization	Project completed and energized (100%)	Project completed and energized (100%)	Payment certificates and Progress reports
EED	Electrification of 350 households at Khopo/Civic	R 937 141	Delays of material delayed by supplier	DBSA Loan	R -	Physical construction completed (95%). Awaiting energisation	Physical construction completed (95%). Busy with updating of ENS and capturing of PCS file	Project completed and energized (100%)	Project completed and energized (100%)	Project completed and energized (100%)	Payment certificates and Progress reports
EED	Electrification of 685 households at Thabina Valley	R 3 102 185	Work stoppage by contractor due to clarity on the revised scope	DBSA Loan	R 1 727 562	Physical construction completed (95%). Awaiting energisation	Physical construction completed (93%). Busy with installation of split meters, updating of ENS and capturing of PCS file. Eskom's final inspection will be done on 03 October 2016	Project completed and energized (100%)	Project completed and energized (100%)	Project completed and energized (100%)	Payment certificates and Progress reports
EED	Electrification of villages 425 at Julesburg Area/ Private Farm/ Bordeaux	R1 930 734	Construction started late due to appointment of Contractor	DBSA Loan	R 387 600	Physical construction completed (95%). Awaiting energisation	Physical construction completed (95%). Busy with updating of ENS and capturing of PCS file	Project completed and energized (100%)	Project completed and energized (100%)	Project completed and energized (100%)	Payment certificates and Progress reports

Table 8: Roll-over Projects approved for implementation during 2016/17

Dpt	Project Name	R-value roll-over approved for 16/17	Reason for the roll-over request (why was project not completed in 15/16)	Source of funding	Expenditure to date (30 Sept '16) 1 st Quarter	1st Quarter Project Milestone	Actual Progress by 30 Sept '16	2nd Quarter Project Milestone	3rd Quarter Project Milestone	4th Quarter Project Milestone	Supporting Documentation
EED	Electrification of 788 households at Xihoko/ Radoo/ Mabele/ Thapane	R 3 950 654	Construction started late due to appointment of Contractor	DBSA Loan	R 1 194 329	Physical construction completed (95%). Awaiting energisation	Physical construction completed (95%). Busy with updating of ENS and capturing of PCS file	Project completed and energized (100%)	Project completed and energized (100%)	Project completed and energized (100%)	Payment certificates and Progress reports
EED	New Protection Relays	R 300 000	Project not executed due to delays in procurement processes in EED	Own	R -	Not applicable this quarter	Not applicable this quarter				Awaiting confirmation of roll over
EED	Old Technology Main Circuit Breakers	R 700 000	Project not executed due to delays in procurement processes in EED	Own	R -	Not applicable this quarter	Not applicable this quarter				Awaiting confirmation of roll over
EED	Electrification of 400 households at Khujwana Phase 2	R 1 290 778	Construction of additional 25 households	INEP	R -	Physical construction completed (95%). Awaiting energisation	Project at construction phase (85%). Busy with construction of additional 25 households	Project completed and energized (100%)	Project completed and energized (100%)	Project completed and energized (100%)	Payment certificates and Progress reports
EED	Electrification of 700 households at Mine View/Hospital View	R 4 783 713	Delays with delivery of transformers due to copper shortage	INEP	R 4 144 173	Project at construction phase (75%)	Project at construction phase (80%)	Physical construction completed(95%).Awaiting energization	Project completed and energized (100%)	Project completed and energized (100%)	Payment certificates and Progress reports

Table 8: Roll-over Projects approved for implementation during 2016/17

Dpt	Project Name	R-value roll-over approved for 16/17	Reason for the roll-over request (why was project not completed in 15/16)	Source of funding	Expenditure to date (30 Sept '16) 1 st Quarter	1st Quarter Project Milestone	Actual Progress by 30 Sept '16	2nd Quarter Project Milestone	3rd Quarter Project Milestone	4th Quarter Project Milestone	Supporting Documentation
EED	Electrification of 160 households at Bonn/Lekutswi	R 677 952	Delays with delivery of transformers due to copper shortage	INEP	R 471 522	Project at construction phase (75%)	Physical construction completed (96%). Busy with updating of ENS and Capturing of PCS file	Project completed and energized (100%)	Project completed and energized (100%)	Project completed and energized (100%)	Payment certificates and Progress reports
EED	Electrification of 100 households at Madumane/ Mhlakong/ Moruji/ Botludi	R 660 966	Area rocky and inaccessible	INEP	R 386 178	Project at construction phase (75%)	Project at construction phase (80%)	Physical construction completed (95%) Awaiting energization	Project completed and energized (100%)	Project completed and energized (100%)	Payment certificates and Progress reports
EED	Electrification of 450 households at Motupa/ Marirone/ Kubjana	R 1 527 762	Delays with delivery of transformers due to copper shortage	INEP	R 928 304	Physical construction completed (95%). Awaiting energisation	Physical construction completed (97%). Busy with updating of ENS and capturing of PCS file	Project completed and energized (100%)	Project completed and energized (100%)	Project completed and energized (100%)	Payment certificates and Progress reports
EED	Electrification of 130 households at Morapalala	R 406 272	Delays with delivery of transformers due to copper shortage	INEP	R 229 942	Physical construction completed (95%). Awaiting energisation	Physical construction completed (96%). Busy with updating of ENS and capturing of PCS file	Project completed and energized (100%)	Project completed and energized (100%)	Project completed and energized (100%)	Payment certificates and Progress reports
EED	Electrification of 450 households at Wally	R 1 778 768	Delays with delivery of transformers due to copper shortage	INEP	R 1 135 829	Physical construction completed (95%). Awaiting energisation	Physical construction completed (96%). Busy with updating of ENS and	Project completed and energized (100%)	Project completed and energized (100%)	Project completed and energized (100%)	Payment certificates and Progress reports

Table 8: Roll-over Projects approved for implementation during 2016/17

Dpt	Project Name	R-value roll-over approved for 16/17	Reason for the roll-over request (why was project not completed in 15/16)	Source of funding	Expenditure to date (30 Sept '16) 1 st Quarter	1st Quarter Project Milestone	Actual Progress by 30 Sept '16	2nd Quarter Project Milestone	3rd Quarter Project Milestone	4th Quarter Project Milestone	Supporting Documentation
							capturing of PCS file				
EED	Electrification of 100 households at Mopye/ Sebabane	R 625 818	Area rocky and inaccessible	INEP	R 350 188	Project at construction phase (80%)	Project at construction phase (85%)	Physical construction completed (95%). Awaiting energization	Project completed and energized (100%)	Project completed and energized (100%)	Payment certificates and Progress reports
EED	Electrification of 231 households at Joppie/ Mabele/ Moroatshehla	R 2 026 773	Project was completed using own funds. INEP funds to be utilised for other electrification projects	INEP	R -	Project completed and energised	Project completed and energized (100%)	Project completed and energized (100%)	Project completed and energized (100%)	Project completed and energized (100%)	Hand over certificates
ESD	Nkowankowa Taxi Rank	R 8 227 880	Roll-over not approved other funding source to be identified	Own	R 3 933 380	65% Projected Milestone	Physical progress at 64%	Planned Physical progress is 70%	Planned Physical progress is 100% (Project completed)	Project completed and handed over to the users	Cashflow projections & Program of works Hand over certificate
ESD	Marumofase Pedestrian Bridge	R 5 435 874	Service provider appointed late	Own	R 780 080	Physical progress at 24%	Physical progress at 12%	Physical progress at 85%	Bridge completed 100%	N/A	Cashflow projections & Program of works Hand over certificate

Table 8: Roll-over Projects approved for implementation during 2016/17

Dpt	Project Name	R-value roll-over approved for 16/17	Reason for the roll-over request (why was project not completed in 15/16)	Source of funding	Expenditure to date (30 Sept '16) 1 st Quarter	1st Quarter Project Milestone	Actual Progress by 30 Sept '16	2nd Quarter Project Milestone	3rd Quarter Project Milestone	4th Quarter Project Milestone	Supporting Documentation
ESD	Low Level Bridge- Agatha cemetery Road	R 430 851	Budget was not enough for construction	Own	R 146 825	Not applicable this quarter	Specification stage	Finalisation of the appointment of the contractor.	Physical progress at 50%	Bridge completed 100%	Cashflow projections & Program of works Hand over certificate
ESD	Mokonyane Low Level Bridge	R 1 751 448	Contractor was only appointed in April 2016,	Own	R 434 913	Physical progress at 80%	Physical progress at 15%	Bridge completed 100%	N/A	N/A	Cashflow projections & Program of works Hand over certificate
ESD	Rikhotso Low Level Bridge	R 431 587	Contractor was only appointed in April 2016,	Own	R 431 587	Physical progress at 100%	Physical progress at 95%	Bridge completed 100%	N/A	N/A	Cashflow projections & Program of works Hand over certificate
ESD	Khubu-Lwandlamuni Low Level Bridge	R 170 733	Budget was not enough for construction	Own	R -	Specification stage	Specifications finalised	Appointment of contractor finalisation	Physical progress at 50%	Physical progress at 100%	Cashflow projections & Program of works Hand over certificate
ESD	Speed Humps	R 1 594 833	Contractors were only appointed in April 2016	Own	R 1 470 422	Speed humps construction complete 100%	Completed 100%	N/A	N/A	N/A	Cashflow projections & Program of works Hand over certificate
ESD	Politsi Road	R 1 251 806	Savings to be used on the additional critical work across the road	Own	R -	Not applicable this quarter	Not applicable this quarter	Finalisation of additional scope of work to be done with the savings	Additional work implementation and progress at 50%	Additional work completed and progress at 100%	Cashflow projections & Program of works Hand over certificate

Table 8: Roll-over Projects approved for implementation during 2016/17

Dpt	Project Name	R-value roll-over approved for 16/17	Reason for the roll-over request (why was project not completed in 15/16)	Source of funding	Expenditure to date (30 Sept '16) 1 st Quarter	1st Quarter Project Milestone	Actual Progress by 30 Sept '16	2nd Quarter Project Milestone	3rd Quarter Project Milestone	4th Quarter Project Milestone	Supporting Documentation
ESD	Disability Access Lift	R 600 000	Delay in the appointment of the structural engineer.	Own	R -	Not applicable this quarter	Not applicable this quarter	Consultation with internal stakeholders due to change of scope of work from a normal lift to a lift at the stairs. Specifications drafted for the new scope of work	Appointment of service provider for installation on the new lift at the stairs	Installation of lift at the stairs completed	Q2: Attendance registers for stakeholder meetings and specification meeting. Q3: Appointment letter of service provider. Q4: Completion certificate
ESD	Construction of Lenyenye Drop Off Centre access road	R 600 000	Project was completed on time but the payment was delayed and only paid in the new financial year.	Own	R 173 660.76	Completed. Physical progress at 100%	Completed. Physical progress at 100%	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	Cashflow projections & Program of works Hand over certificate
PED	Land Acquisition (Regional Cemetery)	R 2 985 000	Delay in the negotiations with the Traditional Councils.	Own	R 600 000	Negotiations completed	Negotiations completed. Community Resolutions signed.	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	Minutes of Community Meetings Community resolution. Payments.
ESD	Lenyenye Cemetery	R 1 659 996	Delay in the negotiations with the Traditional Councils.	Own	R -	Not applicable this quarter	Not applicable this quarter	Resume with negotiations to obtain community resolutions	Community resolutions signed by Community & Dpt of Rural Development	Payment for land finalised	Minutes of Pre-resolution & Resolution meetings Signed Community resolutions Payment
	Total	R 50 583 527			R 19 445 106						

Considering the capital expenditure during 2016/17, as presented in **Table 7 & 8** the major areas of concern are:

- a) Only a few of the projects planned for the 2016/17 financial year has shown any progress, various of the projects are awaiting the appointment of service providers
- b) Of the R40 115 304 spent on capital projects during the 1st quarter almost half (R19 million) was spent on projects planned for the previous financial year.

2.4 Summary of financial performance for the 1st Quarter of 2016/17

The overall financial performance during the first quarter can be summarised as follows:

- a) Excessive expenditure on legal costs is continuing with **R7,356,338** spent during the first quarter only. During 15/16 **R17,597,233** was spent and if the current rate of expenditure continues in excess of R29 million will be spent on legal costs by year-end.
- b) Capital funds amounting to R19 million was spent on projects that rolled-over from the previous financial year.
- c) Excessive expenditure on overtime continued during the 1st quarter of 2016/17. **R 6 134 866** spent on overtime payments during the 1st quarter, in spite of the AG once again raising a query regarding the non-compliance with the regulations limiting the hours that an employee may be allowed to work overtime.

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 1st Quarter of 2016/17 is presented below (see **Table 9**).

Table 9: 1st Quarter Performance on targets set for 2016/17 – Office of the Municipal Manager													
Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D1	Increase financial viability	Good Governance and Public Participation	Budget management	% of capital spent on projects as prioritised in IDP for specific year	Percentage	0.5	100%	100%	40.95%	R	Target Has been achieved	No corrective measures required	Capital Expenditure report
D2	Effective and Efficient administration	Good Governance and Public Participation	Council Support	% of GTM Council resolutions implemented vs number passed	Percentage	1	100%	100%	14.58%	R	Out of 32 resolutions, 14 resolutions were implemented and 18 outstanding.	The process of implementing the resolutions is ongoing.	Council annual program Resolution register
D3	Effective and Efficient administration	Good Governance and Public Participation	Management and Administration	# Management meetings	Number	21	24	6	2	R	2 Management meetings were held during the month of September 2016.	None.	Invitations Minutes & Attendance Registers
D4	Effective and Efficient administration	Good Governance and Public Participation	Performance monitoring and reporting	Mid-year budget and performance report submitted to PT, COGHSTA, and AG by 25 Jan	Number	42393	1	0	0	N/A			Mid-year Performance Report Acknowledgement of Receipt
D5	Effective and Efficient administration	Good Governance and Public Participation	Performance monitoring and reporting	Draft Annual Report tabled in Council by 31 Jan	Number	42400	1	0	0	N/A			Draft Annual Report Council Minutes
D6	Effective and Efficient administration	Good Governance and Public Participation	Performance monitoring and reporting	Final Annual Report approved by Council by 31 March	Number	42460	1	0	0	N/A			Final Annual Report Council Minutes

Table 9: 1st Quarter Performance on targets set for 2016/17 – Office of the Municipal Manager

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D7	Effective and Efficient administration	Good Governance and Public Participation	Performance monitoring and reporting	# of Quarterly SDBIP reports submitted to Council	Number	4	4	1	0	R	4th Quarter SDBIP report delayed by requests to re-open the reporting system. Report finalised, awaiting Council Approval	Directors should adhere to reporting timeframes	Quarterly Performance Reports Council Minutes
D8	Effective and Efficient administration	Good Governance and Public Participation	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	B2B Statistical Report for Sept was submitted to CoGTA on 10 Oct	None required	B2B Reports, Acknowledgement of receipt
D9	Effective and Efficient administration	Good Governance and Public Participation	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
D10	Effective and Efficient administration	Good Governance and Public Participation	Performance monitoring and reporting	# of days taken to submit the SDBIP to the Mayor following budget approval	Number	20	28	0	0	N/A			Acknowledgement of receipt - Mayor
D11	Effective and Efficient administration	Good Governance and Public Participation	Performance monitoring and reporting	# of quarterly performance reports audited prior to submission to Council	Number	0	4	1	0	R			Quarterly SDBIP Audit reports
D12	Improve stakeholder satisfaction	Good Governance and Public Participation	Customer Care	# of community protests	Number	Actual awaited	0	0	0	G			Community Protest applications register
D13	Effective and Efficient administration	Good Governance and Public Participation	Sound Governance	# of AG audit queries	Number	94	0	0	0	G			Audit Report

Table 9: 1st Quarter Performance on targets set for 2016/17 – Office of the Municipal Manager

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D14	Effective and Efficient administration	Good Governance and Public Participation	Sound Governance	% of employees that Received paid overtime (12 month average)	Percentage	0.1	10%	10%	23.04%	R	Municipal Manager to comment	Municipal Manager to comment	Monthly HR reports on overtime
D15	Effective and Efficient administration	Good Governance and Public Participation	Sound Governance	Unqualified Audit opinion obtained from AG	Number	Qualified	1	0	0	N/A			Audit Report
D16	Improve stakeholder satisfaction	Good Governance and Public Participation	Customer Care	% of complaints received on the Presidential and Premier hotlines resolved	Percentage	Actual awaited	100%	100%	0%	R			Help desk register of resolutions
D17	Effective and Efficient administration	Good Governance and Public Participation	Sound Governance	# audit committee meetings held	Number	4	4	1	0	R			Agendas, Attendance register
D18	Effective and Efficient administration	Good Governance and Public Participation	Sound Governance	% of audit committee resolutions implemented	Percentage	New KPI	100%	100%	30%	R	Responsible departments not updating progress on the register	A dedicated official to be tasked with updating and follow up on the register	AC resolution register
D19	Effective and Efficient administration	Good Governance and Public Participation	Sound Governance	% of MPAC resolutions implemented	Percentage	New KPI	100%	100%	0%	R	No MPAC resolution was implemented during the month of September 2016.	Management must timeously attend to MPAC resolutions and provide with progress reports.	MPAC resolution register

Table 9: 1st Quarter Performance on targets set for 2016/17 – Office of the Municipal Manager

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D20	Develop a high performance culture for a changed, diverse, efficient and effective local government	Local Economic Development	Employee Performance Management	# of performance assessments for Sect 56/57 appointments	Number	0	2	1	0	R	Re-opening of the electronic reporting system as requested by CFO, report for prior months have resulted in audit of POE having to be re-done. Assessment cannot be done without POE being confirmed.	Internal Audit requested to re-audit POE for 3 positions to be assessed.	Mid-year and Annual Assessment reports
D21	Attract and retain best human capital to become employer of choice	Good Governance and Public Participation	Employee Performance Management	# of critical posts with signed performance agreements (MM, CFO, Engineer, Town Planner, CORP, Communications)	Number	4	6	6	2	R	CORP and Communications vacant, ESD disciplinary case and Town Planning manager not signing due to salary discrepancy dispute	Corp and Communications to be filled ESD disciplinary case to be finalised	Signed Performance Agreements
D22	Develop a high performance culture for a changed, diverse, efficient and effective local government	Local Economic Development	Employee Performance Management	# of Senior Managers (MM & Directors) with signed performance agreements by 30 June	Number	6	7	7	4.33	R	CORP and ESD not signed, EED resigned	CORP and EED positions to be filled and ESD disciplinary case to be finalised	Performance Agreements for Sect 56/57 Managers
D23	Enhanced Integrated developmental planning	Local Economic Development	Integrated Development Planning	# of IDP Steering Committee meetings	Number	4	6	1	2	B	Steering Committee held on 2 Sept	None Required	Invitations Minutes & attendance registers

Table 9: 1st Quarter Performance on targets set for 2016/17 – Office of the Municipal Manager

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D24	Enhanced Integrated developmental planning	Local Economic Development	Integrated Development Planning	# of IDP Rep forum meetings	Number	4	5	1	0	R	Rep Forum postponed to 6 October	Adherence to the IDP Process plan to be monitored	Invitations Minutes & attendance registers
D25	Enhanced Integrated developmental planning	Local Economic Development	Integrated Development Planning	Draft IDP approved by Council by 31 March annually	Number	42458	1	0	0	N/A			Draft IDP Council Minutes
D26	Enhanced Integrated developmental planning	Local Economic Development	Integrated Development Planning	Final IDP approved by Council by 31 May annually	Number	42521	1	0	0	N/A			Final IDP Council Minutes
D27	Increase financial viability	Good Governance and Public Participation	Revenue Management	% equitable share received	Percentage	0.93	100%	25%	0%	R			Bank Statement DORA
D28	Increase financial viability	Good Governance and Public Participation	Supply Chain Management	% of bids approved by MM within 90 days after close of tender	Percentage	0.6	100%	100%	66.67%	R	not applicable	not applicable	Bids approval SCM process checklist
D29	Increase financial viability	Good Governance and Public Participation	Supply Chain Management	Demand Management Plan approved by Council by 30 June Annually	Number	0	1	0	1	B	not applicable	not applicable	Demand Management Plan Council Minutes
D30	Increase financial viability	Good Governance and Public Participation	Expenditure Management	% of Capital Budget spent	Percentage	0.54	100%	15%	29.86%	B	Target has been met		Budget Reports
D31	Increase financial viability	Good Governance and Public Participation	Budget management	% of Operational budget spent	Percentage	1.01	100%	25%	20.15%	O	Target has been met		Budget Reports

Table 9: 1st Quarter Performance on targets set for 2016/17 – Office of the Municipal Manager

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D32	Increase financial viability	Good Governance and Public Participation	Expenditure Management	% Operating budget spent on Personnel costs (excl Salaries of councillors)	Percentage	0.35	35%	35%	12.72%	B	Target not met		Budget Reports
D33	Increase financial viability	Good Governance and Public Participation	Supply Chain Management	% of Bids awarded within 2 weeks after adjudication recommendation	Percentage	0.2	100%	100%	66.67%	R	BAC reports are submitted to MM After BAC meetings. MM award the bids after BAC.	not applicable	SCM Submission register Bids approval by MM
D34	Increase financial viability	Good Governance and Public Participation	Financial Reporting	Submission of AG Action Plan to Council by 31 January	Number	1	1	0	0	N/A			Acknowledgement of receipt by AG & PT
D35	Increase financial viability	Good Governance and Public Participation	Financial Reporting	% of AG queries resolved	Percentage	1	100%	0%	0%	N/A			Acknowledgement of receipt by AG & PT
D36	Increase financial viability	Good Governance and Public Participation	Revenue Management	Revenue enhancement strategy revised and approved by 30 June '17	Number	New KPI	1	0	0	N/A			Attendance register of consultation sessions Revenue Enhancement Strategy Council Minutes
D37	Enhance sustainable environmental management and social development	Basic Service Delivery	Disaster Management	Annual Disaster Management report submitted to Mopani District by 30 Sept	Number	3 September '15	1	1	1	G	The annual report was compiled and send to the relevant committees to approve it.	Follow-up to be made to ensure that it is approved	Annual Report Acknowledgement of receipt from MDM

Table 9: 1st Quarter Performance on targets set for 2016/17 – Office of the Municipal Manager

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D38	Enhance sustainable environmental management and social development	Basic Service Delivery	Disaster Management	Annual Disaster Management report submitted to Council by 31 Aug	Number	42610	1	1	1	G			Disaster Management Report Council Resolution
D39	Enhance sustainable environmental management and social development	Basic Service Delivery	Disaster Management	% Disaster incidences responded to (relieved) within 72-hours	Percentage	1	100%	100%	100%	G	All the incidences were attended to within 72 hours	Non required	Relief forms
D40	Enhance sustainable environmental management and social development	Basic Service Delivery	Disaster Management	# of disaster awareness campaigns conducted	Number	15	9	3	1	R	The programme for the campaign are drawn in consultation with the Ward councillors, so the sections is awaiting the response from the councillors'	Follow-up to be made with the new councillors	Programme for Awareness Campaigns Attendance Register Agenda
D41	Effective and Efficient administration	Good Governance and Public Participation	Risk Management	# of Anti-corruption committee meetings	Number	1	4	1	0	R	No meeting took place in this month of reporting.	The committee meeting will take place	Agendas, Attendance register, Minutes
D42	Effective and Efficient administration	Good Governance and Public Participation	Risk Management	% of reported cases of fraud and corruption investigated	Percentage	1	100%	100%	100%	G	No cases of fraud and corruption were reported to Risk Management Unit; therefore no investigations were conducted.	Council to approve Anti-corruption strategy and Whistle Blowing policy for implementation by management.	Register of Fraud & Corruption Cases Investigation Reports

Table 9: 1st Quarter Performance on targets set for 2016/17 – Office of the Municipal Manager

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D43	Effective and Efficient administration	Good Governance and Public Participation	Risk Management	Risk Assessment report submitted to Council by 30 May	Number	1	1	0	1	B	Not applicable for this reporting period.	Not applicable	Risk Assessment Report Council Minutes
D44	Effective and Efficient administration	Good Governance and Public Participation	Risk Management	# of Risk committee meetings	Number	0	4	1	1	G	Not applicable for this reporting period	Not applicable	Appointment letter for chairperson & members Invitations Minutes & attendance registers
D45	Effective and Efficient administration	Good Governance and Public Participation	Risk Management	# of Risk monitoring reports submitted to Council	Number	4	4	1	2	B	No report was send to Council during this reporting period.	Directors to send comments from Collaborator on time to avoid delays for reports to be approved or noted by Council. The Accounting Officer/MM must intervene.	Risk Monitoring Reports Council Minutes
D46	Effective and Efficient administration	Good Governance and Public Participation	Risk Management	# of strategic risks identified	Number	10	10	10	10	G	Strategic Risks identified is part of the municipal risk assessment report. 10 strategic risks were identified during risk assessment process.	Not applicable.	Strategic Risk Assessment Report

Table 9: 1st Quarter Performance on targets set for 2016/17 – Office of the Municipal Manager

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D47	Effective and Efficient administration	Good Governance and Public Participation	Sound Governance	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 Plan AC minutes
D48	Effective and Efficient administration	Good Governance and Public Participation	Sound Governance	% of Departmental Internal Audit findings resolved (MM)	Percentage	1	100%	100%	66.67%	R	No audit report issued for the MM department		Internal Audit Follow-up Reports for Department
D49	Effective and Efficient administration	Good Governance and Public Participation	Sound Governance	# of quarterly internal audit reports submitted to audit committee	Number	4	4	1	0	R			Quarterly Audit reports AC minutes
D50	Effective and Efficient administration	Good Governance and Public Participation	Sound Governance	Annual Audit Plan approved by Audit Committee by 30 June	Number	0	1	0	0	N/A			Audit Plan AC Minutes
D51	Effective and Efficient administration	Good Governance and Public Participation	Sound Governance	Revised Internal Audit Charter submitted & approved by Audit Committee by 30 June	Number	0	1	0	0	N/A			Audit Charter AC Minutes

Table 9: 1st Quarter Performance on targets set for 2016/17 – Office of the Municipal Manager

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D52	Effective and Efficient administration	Good Governance and Public Participation	Office Administration	Purchase of office furniture (MM)	Q1: Not applicable this quarter (0%) Q2: Not applicable this quarter (0%) Q3: Procurement process for the acquisition of furniture (10%) Q4: Furniture procured for MM offices and delivered (100%)	New project	100%	0%	0%	N/A			Quotations Proof of receipt of furniture

Table 10 below presents a summary of the level of performance for the 1st Quarter of 16/17 for the Office of the Municipal Manager, indicating that **42%** of the targets set for the period were not met:

	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	14	27%
	KPI Not Met	21	40%
	KPI Almost Met	1	2%
	KPI Met	10	19%
	KPI Well Met	0	0%

Table 10: Office of the Municipal Manager- Summary of Results (1st Qtr 2016/17)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Extremely Well Met	6	12%
	Total KPIs	52	

Areas of concern in the Office of the Municipal Manager:

1. The functionality of the Internal Audit Division is being compromised by the following issues:
 - i. Inadequate human resources, a situation worsened by the Manager: Internal Audit position being vacant since August 2015.
 - ii. Lack of support from Management in that audit queries are not being attended to within the required timeframes (this includes queries on performance reports).
 - iii. Performance Auditing is rendered
2. Audit Committee functionality is being compromised by the non-submission of reports for the quarterly meetings. Although the 1st quarter meeting took place almost 50% of the reports were not submitted, amongst which the 1st Quarter Performance Report for 16/17.
3. Performance Management is dysfunctional due to the following:
 - i. Non-adherence to reporting timeframes and requirements.
 - ii. Not all Directors are verifying the performance information reported for their Departments on a monthly basis resulting in incomplete and inaccurate reports being submitted to Council.
 - iii. Repeated requests to re-open the reporting system is delaying performance reporting and compromising the integrity and effectiveness of the reports.

- iv. Performance assessments for the MM and Directors have not taken place due to unresolved issues regarding the non-compliance with reporting requirements that resulted in the re-opening of the electronic reporting system.
- 4. Management meetings is not taking place on a bi-weekly basis as planned
- 5. Anti-corruption committee is not meeting as scheduled due to the non-availability of the chairperson seconded by CoGHSTA.
- 6. Performance reporting for the Office of the MM is incomplete with:
 - i. Progress made with each KPIs are not always reported on a monthly basis, distorting the year-to-date performance;
 - ii. Reasons for deviation and efforts to address poor performance not reflected in the report for the Department.

3.2 Office of the Chief Financial Officer

The performance of the Office of the Chief Financial Officer (CFO) during the 1st Quarter of 2016/17 is presented below (see **Table 11**).

Table 11: 1st Quarter Performance on targets set for 2016/17 - Office of the CFO													
Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D53	Increase financial viability	Good Governance and Public Participation	Fleet Management	Fleet management policy revised and approved by Council by 30 December 2016	Percentage	Fleet management policy developed in 2006	100%	0%	0%	N/A			Fleet Management Policy Council Resolution
D54	Improve access to sustainable and affordable services	Basic Service Delivery	Free Basic Services	R-value of Free Basic Electricity to Households	R-value	3579960	R 4,000,000	R 1,000,000	R 1,136,304	G2	Eskom invoices awaited	Eskom invoices to be processed timeously	FBE Payments
D55	Improve access to sustainable and affordable services	Basic Service Delivery	Free Basic Services	% of households earning less than R 1100 served with free basic electricity (total registered as indigents)	Percentage	100	100%	100%	100%	G	All households registered receive free basic electricity	Not applicable	Indigent register Billing Report
D56	Improve access to sustainable and affordable services	Basic Service Delivery	Free Basic Services	% households earning less than R 1100 with access to free basic waste removal (total registered as indigents)	Percentage	0.07	7%	7%	38%	B	Only formal towns waste removal measurable	Verification of indigent receiving basic waste services	Indigent register Billing Report
D57	Improve access to sustainable and affordable services	Basic Service Delivery	Free Basic Services	Total number of registered indigent households who received free basic water and sanitation (5 formal towns)	Number	1400	1,380	1,380	1,391	G2	Services to new indigents registered	Not applicable	Indigent register Billing Report

Table 11: 1st Quarter Performance on targets set for 2016/17 - Office of the CFO

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D58	Effective and Efficient administration	Good Governance and Public Participation	Regulatory Framework	# of finance related policies revised annually	Number	17	17	0	0	N/A			Budget Policies Council Resolution
D59	Increase financial viability	Good Governance and Public Participation	Asset Management	Annual Asset verification report concluded by 30 August	Number	42551	1	1	1	G			Sign Off report on Asset Verification report Council Resolution
D60	Increase financial viability	Good Governance and Public Participation	Budget management	Draft Budget submitted to Council by 31 March	Number	42456	1	0	0	N/A			Draft Budget Council resolution
D61	Increase financial viability	Good Governance and Public Participation	Budget management	Annual Budget tabled by 31 May annually	Number	28 May '16	1	0	0	N/A			Budget Council resolution
D62	Increase financial viability	Good Governance and Public Participation	Budget management	Annual Adjustment budget approved by Council by 28 Feb	Number	42427	1	0	0	N/A			Adjustment Budget Council resolution
D63	Increase financial viability	Good Governance and Public Participation	Budget management	Cost coverage	Ratio	0.002	0.02	0	0	N/A			Financial reports Financial viability calculations
D64	Increase financial viability	Good Governance and Public Participation	Budget management	Debt coverage	Ratio	0.192	0.18	0	0	N/A			Financial reports Financial viability calculations

Table 11: 1st Quarter Performance on targets set for 2016/17 - Office of the CFO

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D65	Increase financial viability	Good Governance and Public Participation	Budget management	% of debt collected	Percentage	0.06	8%	8%	8%	G	Service providers collecting successfully	Not applicable	Financial reports Financial viability calculations
D66	Increase financial viability	Good Governance and Public Participation	Expenditure Management	% creditors paid within 30 days	Percentage	0.95	100%	100%	99.33%	O	Target not met, One (1) creditor not paid. Tax Invoice received however, there was a query that the vehicle not properly fixed.	Outstanding Invoice to be paid once the vehicle has been fixed. Follow up will be made with the relevant department.	Monthly reports
D67	Increase financial viability	Good Governance and Public Participation	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 sect 71 reports were submitted to the Gov. Departments on 14 September 2016. The reports were submitted within 10 working days	N/A	Acknowledgement of receipt by NT & PT
D68	Increase financial viability	Good Governance and Public Participation	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
D69	Increase financial viability	Good Governance and Public Participation	Revenue Management	# of Households billed	Number	23066	23,500	23,500	23,039	O	Successful billing to households registered on billing system	Monthly monitoring of accounts created and closed.	Billing reports

Table 11: 1st Quarter Performance on targets set for 2016/17 - Office of the CFO

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D70	Increase financial viability	Good Governance and Public Participation	Revenue Management	# of revenue generation policies reviewed and approved	Number	0	5	0	5	B			Credit Control, Debt Collection, Property rates, Indigent Policy & Cash management Policy, Debt impairment Budget Resolution
D71	Increase financial viability	Good Governance and Public Participation	Revenue Management	% of revenue collected monthly	Percentage	0.95	92%	92%	78%	O	Payment rate still under target due to rates increases, economic climate and vacant position at credit control department	Filling of vacant positions. Review of debt collection and credit control policy	Budget report
D72	Increase financial viability	Good Governance and Public Participation	Revenue Management	Outstanding service debtors to revenue	Ratio	0.499	0.48	0	1.15	R	Implementation of new tariffs, high current acc. and clock over not identified	Identify clock overs	Financial reports Financial viability calculations
D73	Increase financial viability	Municipal Financial Viability and Management	Expenditure Management	% of Finance Management Grant Spent	Percentage	1	100%	24.90%	17.73%	R	Target not met FMG Budget = R1, 810, 000 FMG EXP = R125, 180 = 125, 180 / 1, 810, 000 X 100 = 6.91% = 7%	No Invoice was received from KPMG (Consultant), therefore no payment was done for preparation of Annual Financial Statements.	Monthly Expenditure Report

Table 11: 1st Quarter Performance on targets set for 2016/17 - Office of the CFO

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D74	Increase financial viability	Good Governance and Public Participation	Supply Chain Management	# of SCM reports submitted to national treasury	Number	12	12	3	8	B	SCM reports are submitted to Treasury on Monthly basis	not applicable	Monthly SCM reports Acknowledgement of receipt from Treasury
D75	Effective and Efficient administration	Good Governance and Public Participation	Supply Chain Management	# of contract management reports submitted to Council	Number	0	12	3	3	G	Contract management are submitted to Council on monthly basis.	n/a	Monthly Contract Management Report Council Minutes
D76	Increase financial viability	Good Governance and Public Participation	Revenue Management	# of indigents registered	Number	36732	36,732	0	36,426	B			Indigent register
D77	Effective and Efficient administration	Good Governance and Public Participation	Office Administration	Purchase of office furniture (CFO)	Q1: Not applicable this quarter (0%) Q2: Not applicable this quarter (0%) Q3: Procurement process for the acquisition of furniture (10%) Q4: Furniture procured for CFO offices and delivered (100%)	New project	100%	0%	0%	N/A			Quotations Proof of receipt of furniture
D78	Effective and Efficient administration	Good Governance and Public Participation	Sound Governance	% of Departmental Internal Audit findings resolved (CFO)	Percentage	1	100%	100%	100%	G	During July to November the Department was busy audit by AG, it is difficult to follow the internal Audit reports. No internal Audit	During July to November the Department was busy audit by AG, it is difficult to follow the internal Audit	Internal Audit Follow-up Reports for Department

Table 11: 1st Quarter Performance on targets set for 2016/17 - Office of the CFO

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
											was performed during the period.	reports. No internal Audit was performed during the period.	

Table 12 below presents a summary of the level of performance for the 1st Quarter of 16/17 for the Office of the CFO, indicating that **20%** of the targets set for the quarter were not met.

Table 12: CFO - Summary of Results (1st Quarter 16_17)

	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	8	31%
	KPI Not Met	2	8%
	KPI Almost Met	3	12%
	KPI Met	7	27%
	KPI Well Met	2	8%
	KPI Extremely Well Met	4	15%
	Total KPIs	26	

Areas that require intervention in the Office of the Chief Financial Officer:

1. Vacancies in the Credit Control section is affecting the ability of the division to collect revenue resulting in a declining income pattern.
2. Allocation of depreciated and bad debts is not being done on a monthly basis, presenting a skewed expenditure pattern to Council.
3. CFO's Department is not complying with the monthly reporting timeframes, which once again resulted in the quarterly performance report for the 1st quarter being delayed. Since the usefulness of performance reports decline if the reports reach Council late, this has a major impact on the ability of Council to perform its oversight role.
4. Quarterly financial statements are not being compiled as recommended in the Annual Performance Report for 15/16.

3.3 Corporate Services Department

The performance of the Corporate Services Department (CORP) during the 1st quarter of 2016/17 is presented below (see **Table 13**).

Table 13: 1st Quarter Performance on targets set for 2016/17 - Corporate Services Department													
Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D79	Develop and build skilled and knowledgeable workforce	Service Delivery	Capacity building and Training	# of employees successfully trained	Number	90	90	20	0	R	No training activity were held during the month of September 2016 due to supply chain management process. However the learnerships and MFMP training are ongoing and evidence is attached.	Supply Chain Management to source quotations as per request and appoint service provider.	WSP Approval by MM Attendance Register
D80	Develop and build skilled and knowledgeable workforce	Service Delivery	Capacity building and Training	Work place skills plan submitted to LGSETA by 30 Apr	Number	1	1	0	0	N/A			WSP Acknowledgment of receipt
D81	Develop and build skilled and knowledgeable workforce	Service Delivery	Capacity building and Training	% of municipal budget spent on implementing the Work Place Skills Plan	Percentage	0.01	1%	0%	0%	N/A			Municipal Budget Training Budget Spent
D82	Develop and build skilled and knowledgeable workforce	Service Delivery	Capacity building and Training	# of Ward Committee members workshopped on municipal affairs	Number	340	350	0	0	N/A			Training programme & attendance register

Table 13: 1st Quarter Performance on targets set for 2016/17 - Corporate Services Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D83	Develop and build skilled and knowledgeable workforce	Service Delivery	Labour Relations	# of Local Labour Forum meetings	Number	12	12	3	1	R	LLF items were requested in order to arrange meeting as per Corporate Calendar and unfortunately both management and labour unions did not submit items.	That meeting be held in terms of corporate calendar and no postponement must be allowed unless on valid grounds.	LLF Invitations, Minutes and attendance registers
D84	Enhance sustainable environmental management and social development	Service Delivery	Youth, Gender & Disability support	# of Jobs created by Municipal Capital projects for youth	Number	160	473	117	0	R	All services department did not implement capital projects for the month.	Services department must priorities capital projects in order to accommodate youth.	Consolidated Job creation reports
D85	Enhance sustainable environmental management and social development	Service Delivery	Youth, Gender & Disability support	# of Jobs created by Municipal Capital projects for women	Number	422	473	117	0	R	All services department did not implement capital projects for the month.	Services department must prioritise capital projects to accommodate women.	Consolidated Job creation reports
D86	Enhance sustainable environmental management and social development	Service Delivery	Youth, Gender & Disability support	# of Jobs created by Municipal Capital projects for disabled persons	Number	2	17	3	0	R	All services department did not implement capital projects for the month.	Services Department must prioritise capital project to accommodate.	Consolidated Job creation reports

Table 13: 1st Quarter Performance on targets set for 2016/17 - Corporate Services Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D87	Attract and retain best human capital to become employer of choice	Good Governance	Human Resource Management	# of people from employment equity target groups employed in the 3 highest levels of management in compliance with EE plan	Number	27	27	27	25	O	The appointments of personnel will increase for the month of October after closing dates of positions. However there is an improvements as two managers were appointed for engineering services.	To adhere to the time frame set in the personnel provisioning policy.	EE report
D88	Attract and retain best human capital to become employer of choice	Good Governance	Human Resource Management	Number of MM & Director posts vacant for more than three months	Number	7	0	0	0	N/A			Staff establishment t
D89	Attract and retain best human capital to become employer of choice	Good Governance	Human Resource Management	Review of Institutional Plan finalised by 30 May	Number	1	1	0	0	N/A			HR Monthly Reports
D90	Attract and retain best human capital to become employer of choice	Good Governance	Human Resource Management	# of employees complying with financial minimum competency requirements	Number	22	22	0	0	N/A			HR Monthly Reports

Table 13: 1st Quarter Performance on targets set for 2016/17 - Corporate Services Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D91	Effective and Efficient administration	Good Governance	Council Support	# of days taken to make MPAC oversight reports available to the public following Council approval	Number	7	7	7	8	R	No MPAC report submitted to Council during the month of September 2016. The MPAC was established in August 2016 after the election of the new Council, and that affected the annual work programme of the committee.	The work programme will henceforth be adhered to as approved by Council.	Council Minutes Copy of Adverts Proof of Website placement
D92	Effective and Efficient administration	Good Governance	Council Support	# of Council meetings held	Number	Actual awaited	4	1	5	B	1 Special Council meeting was held to resolve on urgent matters.	Special Council meetings will be held from time to time when there is a need.	Minutes and attendance registers
D93	Effective and Efficient administration	Good Governance	Council Support	# of Exco meetings held	Number	26	26	6	3	R	1 EXCO meeting was held for the month of September 2016.	The approved schedule of meetings should be adhered to by all stakeholders for the success of the planned meetings.	Minutes and attendance registers
D94	Effective and Efficient administration	Good Governance	Council Support	# of Portfolio Committee meetings held	Number	99	99	25	8	R	Only 4 portfolio committees met during the month of September 2016.	The schedule of meetings for the new portfolio committees will be revised to be in line with the EXCO and Council meetings.	Committee meetings register

Table 13: 1st Quarter Performance on targets set for 2016/17 - Corporate Services Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D95	Effective and Efficient administration	Good Governance	Information Technology	Disaster Recovery Equipment	Q1: Specifications completed. Procurement process initiated (10%) Q2: Appointment of service provider finalised (20%) Q3: Delivery of Disaster Recovery equipment completed (100%) Q4: Not applicable	New project	100%	10%	5%	R	The request for approval memorandum to procure DR equipment not yet approved. The memorandum sent to finance for recommendations for approval by the Accounting Officer.	To continually follow up the request for approval memo to procure DR equipment from suppliers in the SITA transversal contract.	Specifications Appointment Letter Delivery acceptance note
D96	Effective and Efficient administration	Good Governance	Information Technology	Computers for employees	Q1: Specifications completed. Appointment of service provider finalised (20%) Q2: Delivery of computers as per SLA (100%) Q3: Not applicable Q4: Not applicable	New project	100%	20%	15%	O	The Supply Chain Management Division busy with procurement processes.	Followed up with SCM and were promised that tools of trade may be acquired by November 2016.	Specifications Appointment Letter Delivery acceptance note
D97	Effective and Efficient administration	Good Governance	Legal support	% SLAs signed within 10 days after information is provided	Percentage	1	100%	100%	33.33%	R			SLA Register containing date of receipt of request & submission

Table 13: 1st Quarter Performance on targets set for 2016/17 - Corporate Services Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
													to MM for signature)
D98	Effective and Efficient administration	Good Governance	Human Resource Management	% of budgeted positions on the organogram filled by end June 2017	Percentage	New KPI	100%	15%	23.30%	B	Advertisement of positions is done and closing dates will be in the month of October 2016. All shortlisting will be follow.	That 3 months turnaround time must be adhered to.	Personnel Budget Staff Establishment reports
D99	Effective and Efficient administration	Good Governance	Human Resource Management	% of personnel budget spent	Percentage	1	100%	0.25%	12.90%	B	The percentage reflect personnel budget spent in the municipality	None	Personnel Budget Staff Establishment reports
D100	Effective and Efficient administration	Good Governance	Occupational Health and Safety	# of OHS committee meetings	Number	2	4	1	0	R	The meetings are not held due to non-committee members appointed. The appointment letter are still in the office of the MM for approval.	That appointment of committee members be appointed in terms of section 19(3) of the OHS Act of 85 of 1993.	Notice of meeting Attendance Register Minutes

Table 13: 1st Quarter Performance on targets set for 2016/17 - Corporate Services Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D101	Effective and Efficient administration	Good Governance	Office Administration	Purchase of office furniture (CORP)	Q1: Not applicable this quarter (0%) Q2: Not applicable this quarter (0%) Q3: Procurement process for the acquisition of furniture (10%) Q4: Furniture procured for CORP offices and delivered (100%)	New project	100%	0%	0%	N/A			Quotations Proof of receipt of furniture
D102	Effective and Efficient administration	Good Governance	Sound Governance	% of Departmental Internal Audit findings resolved (CORP)	Percentage	1	100%	1%	33.33%	B	No audit was outstanding for the month of September 2016.	None	Internal Audit Follow-up Reports for Department
D103	Improve stakeholder satisfaction	Good Governance	Communication	# of media briefings arranged	Number	4	4	1	1	G	Media briefing held in July 2016	media briefing held in July	Notice of media briefing Attendance Register
D104	Improve stakeholder satisfaction	Good Governance	Communication	# of newsletters produced	Number	1	4	1	1	G	1x newsletter published and distributed during the quarter	The document is too and cannot be uploaded	Publications

Table 13: 1st Quarter Performance on targets set for 2016/17 - Corporate Services Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D105	Improve stakeholder satisfaction	Good Governance	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	0.33	R	-Performance agreements upload the website - policies and annual reports only applicable in the final quarter	The documents are published quarterly.	Printscreen of placements Website update register
D106	Improve stakeholder satisfaction	Good Governance	Communication	Sound systems procurement	Q1: Not applicable this quarter (0%) Q2: Not applicable this quarter (0%) Q3: Procurement process for sound system initiated (10%) Q4: Sound system delivered (100%)	New project	100%	0%	0%	N/A			Quotations Proof of receipt of sound system
D107	Improve stakeholder satisfaction	Good Governance	Public Participation	# of Mayoral (local) imbizos held	Number	4	16	4	0	R			Minutes and Attendance register (1 Imbizo per cluster per quarter)
D108	Attract and retain best human capital to become employer of choice	Good Governance	Human Resource Management	% Staff turnover	Percentage	0.018	1.80%	0%	0%	N/A			Staff establishment

Table 13: 1st Quarter Performance on targets set for 2016/17 - Corporate Services Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D109	Attract and retain best human capital to become employer of choice	Good Governance	Human Resource Management	% Employees that are female	Percentage	0.45	45%	0%	0%	N/A			Employment Equity report
D110	Attract and retain best human capital to become employer of choice	Good Governance	Human Resource Management	% Employees that are youth	Percentage	0.28	28%	0%	0%	N/A			Employment Equity report
D111	Attract and retain best human capital to become employer of choice	Good Governance	Human Resource Management	% Employees that are disabled	Percentage	0.03	2%	0%	0%	N/A			Employment Equity report
D112	Attract and retain best human capital to become employer of choice	Good Governance	Human Resource Management	# of employees complying with financial minimum competency requirements	Number	1	22	0	0	N/A			HR Monthly Reports Compliance Certificates
D113	Improve stakeholder satisfaction	Good Governance	Ward Committees	# of monthly ward committee meetings	Number	408	420	105	0	R			Register of Ward Committee Meetings & Minutes
D114	Improve stakeholder satisfaction	Good Governance	Ward Committees	# Fully functional ward committees	Number	34	35	35	0	R			Minutes of Ward committee meetings, Consolidated Monthly Ward reports

Table 13: 1st Quarter Performance on targets set for 2016/17 - Corporate Services Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D115	Improve stakeholder satisfaction	Good Governance	Ward Committees	# of summarised quarterly ward reports submitted to Council	Number	4	4	1	0	R			Summarised Ward Reports (quarterly) Council Minutes

Table 14 below presents a summary of the level of performance for the 1st Quarter of 16/17 for the Corporate Services Department. From the table it can be seen that **48%** of the targets set for the Department were not met by the end of the quarter.

Table 14: CORP - Summary of Results (1st Quarter 16/17)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	13	35%
	KPI Not Met	16	43%
	KPI Almost Met	2	5%
	KPI Met	2	5%
	KPI Well Met	0	0%
	KPI Extremely Well Met	4	11%
	Total KPIs	37	

Areas of concern in the Corporate Services Department:

1. The performance of the Department is severely affected by the vacancies at managerial level. The positions Director: Corporate Services, Manager: Communications & Marketing and Manager: Office of the Mayor remain vacant.
2. Training of employees are not taking place at the expected rate due to delays in the procurement of service providers.
3. Only 2 Directors are complying with the minimum competency requirements, CoGHSTA has raised a concern regarding this.
4. The Occupational Health and Safety Committee (OHS) as well as the Local Labour Forum (LLF) are not convening as required.
5. The Job Evaluation Process is behind schedule, impacting on labour relations, the filling of vacancies and also the review of the organogram.
6. The process of establishing ward committees have not yet been finalised.
7. Performance reporting for the Department is incomplete, with reasons for deviation and efforts to improve performance not reported in all instances where it is required.

3.4 Community Services Department

The performance of the Community Services Department (CSD) during the 1st Quarter of 2016/17 is presented below (see Table 15).

Table 15: 1 st Quarter Performance on targets set for 2016/17 - Community Services Department													
Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D116	Effective and Efficient administration	Good Governance	Safety and Security	# of theft cases from council buildings	Number	2	0	0	0	G	No thefts reported for the period in question	None	Theft & damages register Police Case number
D117	Enhance sustainable environmental management and social development	Service Delivery	Environmental Health Management	# of contravention notices issued to improve level compliance to Environmental Management legislation (5 formal towns)	Number	112	112	28	83	B	Contravention notices were issued for the period 1 2016 to all non-complying premises in order to improve compliance to Environmental health and Environmental management legislation.	None	Contravention Notices
D118	Enhance sustainable environmental management and social development	Service Delivery	Environmental Health Management	% compliance to the environmental legislation checklist	Percentage	0.85	90%	0%	0%	N/A			Environmental Checklist
D119	Enhance sustainable environmental management and social development	Service Delivery	Environmental Health Management	% of water samples that comply with SANS 0241	Percentage	0.85	85%	85%	88.40%	G2	Correct information with laboratory print out provided and will be attached.	Laboratory printout to be obtained regularly.	Water quality lab reports

Table 15: 1st Quarter Performance on targets set for 2016/17 - Community Services Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D120	Enhance sustainable environmental management and social development	Service Delivery	Waste Management	# of households with collection of waste once per week	Number	8537	8,537	8,537	8,537	G	The Category-Tariff-Report from C.F.O. is only available on hard-copy	Category-Tariff-Report from C.F.O. must available on electronic-copy	Category Tariff Billing Report Monthly Example
D121	Enhance sustainable environmental management and social development	Service Delivery	Waste Management	R-value spent on waste management	R-value	71017213	R 77,560,766	R 19,390,191	R 14,103,061	R	(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.	The C.F.O.'s office dealing with expenditure must also analyse the root-cause for the un-even monthly expenditure	Budget reports

Table 15: 1st Quarter Performance on targets set for 2016/17 - Community Services Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016				Source of Evidence	
								Target	Actual	R	Performance Comment (Reason for deviation)		Corrective Measures
D122	Enhance sustainable environmental management and social development	Service Delivery	Waste Management	# of Rural Waste Service Areas serviced (waste management)	Number	27	30	30	30	G	1) Oversight function is being done by Ward Clr. 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 1 of the 7 x R.E.L.'s is functional	The Workshop must work on a Rapid-Turn-Around time to ensure the Removal-Fleet is always functional	*EPWP Employee payroll Printout *1 Example of Timesheets signed off by Ward Committee and traditional authority
D123	Enhance sustainable environmental management and social development	Service Delivery	Waste Management	# of Urban Waste Service Areas serviced (waste management)	Number	5	5	5	5	G	To ensure more accurate P.o.E.'s an electronic route sheet / tracking-system need to be installed in each vehicle with a sustainable monitoring	Budget provision by Fleet Management for vehicle-tracking systems	Waste Management Monthly statistical Report *Waste Service Route Maps

Table 15: 1st Quarter Performance on targets set for 2016/17 - Community Services Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D124	Enhance sustainable environmental management and social development	Service Delivery	Waste Management	% Households with access to basic level of solid waste management services	Percentage	0.39	41%	41%	41%	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	Rural areas had to be formalised to ensure ACCURATE figures	*Removal service maps for rural service Areas *Category Tariff summary Billing reports for urban suburbs
D125	Improve access to sustainable and affordable services	Service Delivery	Traffic Services	Traffic fine collection rate [(Rand value received for fines/ R value of fines issued as %]	Percentage	0.4	70%	70%	50%	R	R370 810 received from R3 665 100	Roadblocks conducted and sms's sent to remind offenders of payment required	Revenue reports Traffic Fine system report
D126	Enhance sustainable environmental management and social development	Service Delivery	Library Services	# of library users	Number	95000	95,200	23,800	35,652	G2	12249 Users in September; 4977 Items circulated in September		Tattletape statistics Monthly Reports
D127	Enhance sustainable environmental management and social development	Service Delivery	Maintenance and upgrade of parks and open spaces	# of cemeteries developed or extended	Number	1	1	0	2	B			Agatha Cemetery Extension Plans EIAC Project Progress Reports

Table 15: 1st Quarter Performance on targets set for 2016/17 - Community Services Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016				Source of Evidence	
								Target	Actual	R	Performance Comment (Reason for deviation)		Corrective Measures
D128	Enhance sustainable environmental management and social development	Service Delivery	Maintenance and upgrade of parks and open spaces	m ² of parks and opens paces maintained	Number	awaited	395,000	395,000	2,354,832	B	Grass cutting is done as orders are made because areas need to be cut. July 2016, grass cutting was not reported. The service provider was still busy with the work and completed the work in August	Non	Grass cutting and garden maintenanc e sheets Monthly report
D129	Enhance sustainable environmental management and social development	Service Delivery	Maintenance and upgrade of parks and open spaces	# of developed parks maintained	Number	18	18	18	18	G	18 developed parks and gardens are maintained daily. Some developed parks are not maintained because during SCM process of this tender the project was still on and also being maintained. The other parks were left out by mistake	The left out parks to be included during budget adjustment	Parks maintenanc e sheets Monthly report
D130	Effective and Efficient administration	Good Governance	Sound Governance	% of Departmental Internal Audit findings resolved (CSD)	Percentage	1	100%	100%	0%	R			Internal Audit Follow-up Reports for Department

Table 15: 1st Quarter Performance on targets set for 2016/17 - Community Services Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D131	Effective and Efficient administration	Good Governance	Office Administration	Purchase of office furniture (CSD)	Q1: Not applicable this quarter (0%) Q2: Not applicable this quarter (0%) Q3: Procurement process for the acquisition of furniture (10%) Q4: Furniture procured for CSD offices and delivered (100%)	New project	100%	0%	0%	N/A			Quotations Proof of receipt of furniture
D132	Improve access to sustainable and affordable services	Service Delivery	Licensing and Testing services	% compliance with ENATIS legislative compliance (ad-hoc audits)	Percentage	New KPI	100%	100%	100%	G			Ad hoc Audit inspection reports by Department of Transport

Table 16 below presents a summary of the level of performance for the 1st Quarter of 16/17 for CSD indicating that **18%** of targets set were not met during the quarter under review.

Table 16: CSD - Summary of Results (1st Qtr 16_17)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	2	12%
	KPI Not Met	3	18%
	KPI Almost Met	0	0%
	KPI Met	7	41%
	KPI Well Met	2	12%
	KPI Extremely Well Met	3	18%
	Total KPIs	17	

Areas that require intervention in the Community Services Department:

1. The collection rate for traffic fines is very low raising a concern when the costs involved for outsourcing the service.
2. The efficiency of the solid waste management division is affected by the fact that vehicles remain in the mechanical workshop for extended periods of time.

3.5 Electrical Engineering Services Department

The performance of the Electrical Engineering Services Department (EED) during the 1st Quarter of 2016/17 is presented below (see **Table 17**).

Table 17: 1st Quarter Performance on targets set for 2016/17 - Electrical Engineering Department													
Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D133	Improve access to sustainable and affordable services	Service Delivery	Electricity Infrastructure	% of households with access to electricity	Percentage	97	98%	0%	0%	N/A	Not applicable this quarter	To be reported in the fourth quarter	Electrification reports
D134	Improve access to sustainable and affordable services	Service Delivery	Electricity Infrastructure	# of households with access to electricity	Number	105332	107,878	0	0	N/A	Not applicable this quarter	To be reported in the fourth quarter	Electrification reports
D135	Optimise and sustain infrastructure investment and services	Service Delivery	Cost Recovery	% Electricity loss (Kwh)	Percentage	18	18%	0%	0%	N/A	Not applicable this quarter	To be reported in the fourth quarter.	Eskom account Revenue reports
D136	Optimise and sustain infrastructure investment and services	Service Delivery	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 in the fourth quarter	Eskom account Revenue reports
D137	Optimise and sustain infrastructure investment and services	Service Delivery	Electricity network upgrade and maintenance	Km of overhead lines rebuilt	Kilometres	28	16	0	0	N/A	Not applicable this quarter	To be reported in the fourth quarter	Project Progress reports Completion certificates
D138	Optimise and sustain infrastructure investment and services	Service Delivery	Asset Management	R-value spent on maintenance of electricity infrastructure as % of asset value	Percentage	0.49	2.70%	0%	0%	N/A	Not applicable this quarter	None	Asset Register Expenditure Reports

Table 17: 1st Quarter Performance on targets set for 2016/17 - Electrical Engineering Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D139	Optimise and sustain infrastructure investment and services	Service Delivery	Electricity network upgrade and maintenance	R-value electricity maintenance	R-value	13163820	R 51,083,568	R 12,770,892	R 1,489,741	R	Upgrading and maintenance of network in progress	Busy with identification of planned maintenance to be done in 2016/17 cycle. Planned maintenance to be implemented in the second quarter.	Budget expenditure, (Vote 162/066, 173/066 & 608 183/066)
D140	Improve access to sustainable and affordable services	Service Delivery	Electricity Infrastructure Development	High mast lights at Traditional Authorities offices	Q1: Tender process for appointment of contractor finalised. (5%) Q2: Construction of Apollo lights, physical progress at 5% (10%) Q3: Construction of Apollo lights, physical progress at 40% (50%) Q4: Apollo lights at Traditional Authorities completed (100%)	New project	100%	5%	5%	G	Technical specification finalized and submitted to SCMU for advertisement	Awaiting for supply chain processes for appointment of service providers	Progress reports Hand over certificate
D141	Improve access to sustainable and affordable services	Service Delivery	Electricity Infrastructure Development	Electrification of Khopo(Civic)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of 350 households at Khopo/civic completed (100%)	New project	100%	5%	95%	B	Physical construction completed, Busy with house connections, capturing of PCS File and updating of ENS.	None	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 2016/17 - Electrical Engineering Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D142	Improve access to sustainable and affordable services	Service Delivery	Electricity Infrastructure Development	Electrification of Sunnyside/ Myakayaka/ Sepacheng	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of 160 households Sunnyside/ Myakayaka/ Sepacheng completed (100%)	New project	100%	5%	82%	B	Project at construction phase	None	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D143	Improve access to sustainable and affordable services	Service Delivery	Electricity Infrastructure Development	Electrification of Thabina Valley	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of 685 households in Thabina Valley completed (100%)	New project	100%	5%	93%	B	Physical construction completed. Busy with house connections, updating of ENS and capturing of PCS file. Eskom final inspection will be done on 03 October 2016	None	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D144	Improve access to sustainable and affordable services	Service Delivery	Electricity Infrastructure Development	Electrification of Xihoko/ Radoo/ Thapana/ Mavele Phase1	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of 247 households in Xihoko/ Radoo/ Thapana/ Mavele Phase1 completed (100%)	New project	100%	5%	95%	B	Physical construction completed. Bust with updating of ENS and capturing of PCS file. Eskom final inspection to be done on 18 October 2016	None	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 2016/17 - Electrical Engineering Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D145	Improve access to sustainable and affordable services	Service Delivery	Electricity Infrastructure Development	Electrification of KhayalamC/ Legobareng/ Shiluvane Ext15	Q1: Designs approved by Eskom (10%) Q2: Appointment of contractor finalised (20%) Q3: Construction 50% (60%) Q4: Electrification of 190 households in KhayalamC/ Legobareng/ Shiluvane Ext15 completed (100%)	New project	100%	10%	15%	B	Designs completed and supported by Eskom. Project at tender stage for appointment of Contractor. Awaiting supply chain processes for appointment of Contractor.	None	Appointment Letter Approval letter on Designs from Eskom Project progress reports Handover certificate PCS File (ESKOM)
D146	Improve access to sustainable and affordable services	Service Delivery	Electricity Infrastructure Development	Electrification of Leolo/ Legobareng/Serare / Mogabe/ Tshidinko Phase1	Q1: Designs approved by Eskom (10%) Q2: Appointment of contractor finalised (20%) Q3: Construction 50% (60%) Q4:Electrification of 83 households in Leolo/ Legobareng/Serare/ Mogabe/ Tshidinko Phase1 completed (100%)	New project	100%	10%	15%	B	Designs completed and supported by Eskom. Project at tender stage for appointment of Contractor. Awaiting supply chain processes for appointment of Contractor.	None	Appointment Letter Approval letter on Designs from Eskom Project progress reports Handover certificate PCS File (ESKOM)
D147	Improve access to sustainable and affordable services	Service Delivery	Electricity Infrastructure Development	Electrification of Dan/ Lusaka	Q1: Designs approved by Eskom (10%) Q2: Appointment of contractor finalised (20%) Q3: Construction 50% (60%) Q4: Electrification of 130 households in Dan/ Lusaka completed (100%)	New project	100%	10%	15%	B	Designs completed and supported by Eskom. Project at tender stage for appointment of Contractor. Awaiting supply chain processes for appointment of Contractor.	None	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 2016/17 - Electrical Engineering Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D148	Optimise and sustain infrastructure investment and services	Service Delivery	Electricity network upgrade and maintenance	Energy efficiency and demandside management (Tzaneen, Nkowankowa & Lenyenye)	Q1: Finalisation of appointment of consultant and contractor (10%) Q2: Installation and retrofitting of water purification equipment and aircons (20%) Q3: Installation and retrofitting of water purification equipment and aircons (70%) Q4: Installation and retrofitting of water purification equipment and aircons completed (100%)	Funding withheld due to slow spending	100%	10%	20%	B	Procurement process completed. Appointments to be approved by Council	Not Applicable	DOE Reports Close-up report Verification Report
D149	Optimise and sustain infrastructure investment and services	Service Delivery	Electricity network upgrade and maintenance	Electrical Master Plan Development	Q1: Consultant appointed field work conducted (25%) Q2: Draft Master Plan developed (50%) Q3: Final Master Plan available for submission to Council (100%) Q4: Not applicable this quarter	Service Provider appointed	100%	25%	25%	G	Phase 2 of master plan review ongoing. Inception report as evidence of completion of phase 1 submitted in June 2016. Draft of final report due end November 2016	Not Applicable	Revised Electricity Master Plan Progress Reports Council Resolution

Table 17: 1st Quarter Performance on targets set for 2016/17 - Electrical Engineering Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D150	Optimise and sustain infrastructure investment and services	Service Delivery	Electricity network upgrade and maintenance	Provision of Capital Tools (Urban)	Q1: 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%)	Procured 6 Links Sticks, Drills, 8 Ladders, 4 Radios, 2 digital clamp meters, 3 crimping tools, 3 magnetic GTM signs and 1 ACER laptop was procured	100%	25%	25%	G	Tools purchase as and when required	None	Proof of purchase Asset register update
D151	Optimise and sustain infrastructure investment and services	Service Delivery	Electricity network upgrade and maintenance	Provision of Capital Tools (outlying)	Q1: 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%)	No funding	100%	25%	25%	G	Tools purchased as and when required.	None	Proof of purchase Asset register update

Table 17: 1st Quarter Performance on targets set for 2016/17 - Electrical Engineering Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D152	Optimise and sustain infrastructure investment and services	Service Delivery	Electricity network upgrade and maintenance	Rebuilding of Lalapanzi 33 kv line (2km)	Q1: Determine scope of work and source quotations (10%) Q2: Issue orders to service providers, physical construction at 10% (20%) Q3: Physical progress at 50% (60%) Q4: Rebuilding of Lines-Greenfog - Haenertsburg (12km) completed (100%)	New project	100%	10%	10%	G	Scope of work determined. Quotation received. Order to be issued to Contractor.	None	Scope of Work Quotations Project Progress Reports Final payment certificate
D153	Optimise and sustain infrastructure investment and services	Service Delivery	Electricity network upgrade and maintenance	Rebuilding of Mashutti 11kv line (4km)	Q1: Determine scope of work and source quotations (10%) Q2: Issue orders to service providers, physical construction at 10% (20%) Q3: Physical progress at 50% (70%) Q4: Rebuilding of Mashutti 11kv line (4km) completed (100%)	New project	100%	10%	5%	R	Busy determining scope of work.	Scope of work to be completed by end of October 2016.	Scope of Work Quotations Project Progress Reports Final payment certificate
D154	Optimise and sustain infrastructure investment and services	Service Delivery	Electricity network upgrade and maintenance	Rebuilding of Deeside 11kv line from Red Arc to Rooster and Woodside Farm (2.5km) Phase 1 of 2	Q1: Determine scope of work and source quotations (10%) Q2: Issue orders to service providers, physical construction at 50% (60%) Q3: Rebuilding of Deeside 11kv line from Red Arc to Rooster and Woodside Farm (2.5km) completed (100%) Q4: Not applicable this quarter (100%)	New project	100%	10%	10%	G	Scope of work determined. Quotation received. Order to be issued to Contractor.	None	Scope of Work Quotations Project Progress Reports Final payment certificate

Table 17: 1st Quarter Performance on targets set for 2016/17 - Electrical Engineering Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D155	Optimise and sustain infrastructure investment and services	Service Delivery	Electricity network upgrade and maintenance	Rebuilding of Yamorna/ Shivurali 11kv line (4km)	Q1: Determine scope of work and source quotations (10%) Q2: Issue orders to service providers, physical construction at 10% (20%) Q3: Physical progress at 50% (70%) Q4: Rebuilding of Yamorna/ Shivurali 11kv line (4km) completed (100%)	New project	100%	10%	10%	G	Scope of work determined. Quotation received. Order to be issued to Contractor.	None	Scope of Work Quotations Project Progress Reports Final payment certificate
D156	Optimise and sustain infrastructure investment and services	Service Delivery	Electricity network upgrade and maintenance	Rebuilding of Ledzee 11kv line from LZ44 to Vandergrey Farm (3.5km)	Q1: Determine scope of work and source quotations (10%) Q2: Issue orders to service providers, physical construction at 10% (20%) Q3: Physical progress at 50% (70%) Q4: Rebuilding of Ledzee 11kv line from LZ44 to Vandergrey Farm (3.5km) completed (100%)	New project	100%	10%	10%	G	Scope of work determined. Quotation received. Order to be issued to Contractor.	None	Scope of Work Quotations Project Progress Reports Final payment certificate
D157	Optimise and sustain infrastructure investment and services	Service Delivery	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 1 commencing, physical progress at 50%. (50%) Q4: Construction of Switching station 1 completed (100%)	New project	100%	10%	10%	G	Project in Planning stage. In Process of drafting of Specifications in order to invite service providers.	Not Applicable	Appointment letters Progress reports Handing over certificate

Table 17: 1st Quarter Performance on targets set for 2016/17 - Electrical Engineering Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D158	Optimise and sustain infrastructure investment and services	Service Delivery	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	Quantity of Autoreclosers to be ordered submitted to stores. Awaiting delivery of autoreclosers.	None	Sketches Payment certificate Delivery Certificate Asset Register
D159	Optimise and sustain infrastructure investment and services	Service Delivery	Electricity network upgrade and maintenance	Renewal, Repairs and Maintenance on pre-paid meters	Q1: Acquire quotations for the procurement of pre-paid meters and data concentrators (10%) Q2: Placing of orders by end November (35%) Q3: Meters and data concentrators received (50%) Q4: Installation of data concentrators and meters as and when required (100%)	Funds revoked during adjustment budget	100%	10%	10%	G	Project in Planning stage. Data Concentrators to be purchased by Stores Division. Request submitted to Stores	Not Applicable	Quotation Proof purchase Asset register *AMI registry file
D160	Optimise and sustain infrastructure investment and services	Service Delivery	Electricity network upgrade and maintenance	New electricity Connections (Consumer contributions)	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%)	Mini-substations procured	100%	10%	10%	G	New connections in progress. Ongoing	None	New connections register Job card sign off

Table 17: 1st Quarter Performance on targets set for 2016/17 - Electrical Engineering Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D161	Effective and Efficient administration	Good Governance	Office Administration	Purchase of office furniture (EED)	Q1: Not applicable this quarter (0%) Q2: Not applicable this quarter (0%) Q3: Procurement process for the acquisition of furniture (10%) Q4: Furniture procured and delivered (100%)	New project	100%	0%	0%	N/A	Furniture to be purchase as and when required	Not applicable	Quotations Proof of receipt of furniture
D162	Effective and Efficient administration	Good Governance	Sound Governance	% of Departmental Internal Audit findings resolved (EED)	Percentage	1	100%	100%	66.67%	R	No outstanding internal audit findings	None	Internal Audit Follow-up Reports for Department
D163	Attract and retain the best human capital to become employer of choice	Good Governance	Human Resource Management	# of employees with technical skills/capacity (engineers & technicians - EED)	Number	19	20	19	18	O	Director resigned	Council to appoint new Director	EED Monthly reports

Table 18 below presents a summary of the level of performance for the 1st Quarter of 16/17 for EED indicating that **65%** of the targets set were achieved at the quarter.

Table 18: EED - Summary of Results (1st Qtr 16_17)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	7	23%
	KPI Not Met	3	10%

Table 18: EED - Summary of Results (1st Qtr 16_17)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Almost Met	1	3%
	KPI Met	12	39%
	KPI Well Met	0	0%
	KPI Extremely Well Met	8	26%
	Total KPIs	31	

Areas that require intervention in the Electrical Engineering Department:

1. Director Electrical engineering position to be filled.

3.6 Engineering Services Department

The performance of the Engineering Services Department during the 1st Quarter of 2016/17 is presented below (see **Table 19**).

Table 19: 1 st Quarter Performance on targets set for 2016/17 - Engineering Services Department													
Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D164	Effective and Efficient administration	Good Governance	Sound Governance	% of Departmental Internal Audit findings resolved (ESD)	Percentage	1	100%	100%	100%	G	all internal correspondences were attended to	not required	Internal Audit Follow-up Reports for Department
D165	Increase financial viability	Good Governance	Budget management	% MIG funding spent	Percentage	0.71	100%	15%	42%	B	Projects are progressing well.	Not required	Budget printout
D166	Increased investment in the GTM economy	Economic Growth	Expanded Public Works	# of jobs created through municipal EPWP initiatives (FTE)	Number	715	860	216	881	B	Excellent performance exceeded the target of 216 and the actual is 881 work opportunities	not required	Project reports, EPWP reports
D167	Enhance sustainable environmental management and social development	Service Delivery	Sport and Recreation	Burgersdorp Sports Facility	Q1: Designs completed (5%) Q2: Specifications completed (25%) Q3: Appointment of contractor finalised (50%) Q4: Physical Construction at 15% (100%)	New project	100%	5%	5%	G	Designs completed.	Not required	*Approval of preliminary & detailed designs *Minutes of Specifications Committee *Project Progress Reports

Table 19: 1st Quarter Performance on targets set for 2016/17 - Engineering Services Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D168	Enhance sustainable environmental management and social development	Service Delivery	Sport and Recreation	Relela Community Hall	Q1: Physical progress at 5% Q2: Construction, Physical Progress at 30% (50%) Q3: Construction, Physical Progress at 100% (100%) Q4: Not applicable this quarter	Physical progress at 5%	100%	50%	70%	G2	The project is progressing well.	Not required	Project Progress Reports Completion Certificate
D169	Enhance sustainable environmental management and social development	Service Delivery	Sport and Recreation	New Runnymede Sports facility	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%	57%	B	Project is progressing well.	Not required.	Project progress Report Completion Certificate
D170	Improve access to sustainable and affordable services	Service Delivery	Building Control	# of contravention notices issued to decrease non-compliance to building regulations	Number	20	50	12	1	R	The performance is excellent cause we have achieved way less than projected 1 instead of 4	no corrective measure	Register of contraventions
D171	Improve access to sustainable and affordable services	Service Delivery	Roads and Storm water Infrastructure Development	Km of roads tarred	Kilometres	11	12	0	0	N/A			Road Progress Reports

Table 19: 1st Quarter Performance on targets set for 2016/17 - Engineering Services Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D172	Improve access to sustainable and affordable services	Service Delivery	Roads and Storm water Infrastructure Development	Kwekhwe Low Level Bridge	Q1: Advertisement for the appointment of a contractor (15%) Q2: Appointment finalised, contractor on site. (25%) Q3: Physical construction at 50% (75%) Q4: Construction of Kwekhwe low level bridge completed (100%)	New project	100%	15%	5%	R	Designs completed. Advertisement for the appointment of contractor not yet done.	Appointment of the contractor to be done in February 2016 because the budget for this financial year is not enough to finish the project.	Appointment letter Site meeting minutes (Progress report) Completion certificate
D173	Improve access to sustainable and affordable services	Service Delivery	Roads and Storm water Infrastructure Development	Rikhotso low level bridge	Q1: Construction of low level bridge, physical progress at 50% (50%) Q2: Construction of low level bridge at Rikhotso completed (100%) Q3: Not applicable this quarter Q4: Not applicable this quarter	Contractor onsite	100%	50%	95%	B	Physical progress is 95%.	Not required	Appointment letter Site meeting minutes Completion certificate

Table 19: 1st Quarter Performance on targets set for 2016/17 - Engineering Services Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D174	Improve access to sustainable and affordable services	Service Delivery	Roads and Storm water Infrastructure Development	Mokonyane low level bridge	Q1: Construction of low level bridge, physical progress at 50% (50%) Q2: Construction of low level bridge at Mokonyane completed (100%) Q3: Not applicable this quarter Q4: Not applicable this quarter	Contractor onsite	100%	50%	20%	R	Physical progress is 20%	Contractor to fast track progress by increasing the working hours and personnel	Appointment letter Site meeting minutes Completion certificate
D175	Improve access to sustainable and affordable services	Service Delivery	Roads and Storm water Infrastructure Development	Khubu to Lwandlamuni low level bridge	Q1: Advertisement for the appointment of a contractor (15%) Q2: Appointment finalised, contractor on site. (25%) Q3: Physical construction at 50% (75%) Q4: Construction of Khubu to Lwandlamuni low level bridge completed (100%)	New project	100%	15%	5%	R	Tender advertised.	Fast tracking supply chain process	Appointment letter Site meeting minutes (Progress report) Completion certificate

Table 19: 1st Quarter Performance on targets set for 2016/17 - Engineering Services Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D176	Improve access to sustainable and affordable services	Service Delivery	Roads and Storm water Infrastructure Development	Moruji to Matswi, Kheshokolwe Tar Road	Q1: Physical construction at 9% (25%) Q2: Physical construction at 18% (50%) Q3: Physical construction at 27% (75%) Q4: Physical construction at 35% (100%)	Tender re-advertised	100%	25%	16%	R	Project not progressing well.	A non-commencement of works letter was written to the contractor in terms of the GCC.	Project Progress Reports
D177	Improve access to sustainable and affordable services	Service Delivery	Roads and Storm water Infrastructure Development	Rita, Khopo, Lefara, Zanghoma, Uhuru, Xipungu to Mariveni Tar Road (Phase 3 of 4)	Q1: Physical construction at 53% (25%) Q2: Physical construction at 71% (60%) Q3: Physical construction at 90% (80%) Q4: Physical construction at 100%, 12km completed (100%)	Contractor appointed, physical progress at 44% (25%)	100%	25%	60%	B	The project is progressing well	Not required	Project Progress Reports Completion Certificate
D178	Improve access to sustainable and affordable services	Service Delivery	Roads and Storm water Infrastructure Development	Tickyline, Myakayaka, Burgersdorp, Gavaza to Mafarana Tar Road	Q1: Physical construction at 30% (25%) Q2: Physical construction at 50% (50%) Q3: Physical construction at 75% (75%) Q4: Physical construction at 100% (100%)	Project re-advertised, physical progress at 21%	100%	25%	51%	B	Project is progressing well	Not required	Project Progress Reports Completion Certificate

Table 19: 1st Quarter Performance on targets set for 2016/17 - Engineering Services Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D179	Optimise and sustain infrastructure investment and services	Service Delivery	Maintenance and upgrading of municipal buildings	Construction of ablution facility for Parks Offices in Tzaneen	Q1: Appointment of consultant (10%) Q2: Specifications and procurement of service provider (20%) Q3: Construction, physical progress at 50% (70%) Q4: Construction of ablution facilities completed. (100%)	New project	100%	10%	0%	R	still waiting for appointment of pool of consultants by MM	Fast-tracking the bid for appointment of pool of consultant by BAC and MM	*Appointment letter *Specifications committee minutes *Appointment letter for service provider *Completion Certificate
D180	Optimise and sustain infrastructure investment and services	Service Delivery	Maintenance and upgrading of municipal road infrastructure	Tzaneen Airfield Refurbishment	Q1: Finalise specifications. (5%) Q2: Appointment of contractor finalised (10%) Q3: Physical construction underway at 50% (50%) Q4: Refurbishment of runway at airfield completed (100%)	New project	100%	5%	3%	R	Scoping report completed.	Fast tracking design processes.	Specifications Appointment Letter Completion Certificate Progress Payment Completion Certificate
D181	Effective and Efficient administration	Good Governance	Office Administration	Purchase of office furniture (ESD)	Q1: Not applicable this quarter (0%) Q2: Not applicable this quarter (0%) Q3: Sourcing of quotations and initiate procurement process (10%) Q4: Procurement of furniture for ESD completed (100%)	New project	100%	0%	0%	N/A			Quotations Proof of receipt of furniture

Table 19: 1st Quarter Performance on targets set for 2016/17 - Engineering Services Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D182	Optimise and sustain infrastructure investment and services	Service Delivery	Asset Management	R-value spent on maintenance of roads infrastructure as % of asset value	Percentage	0.0066	3.20%	0%	0%	N/A			Asset Register Expenditure Reports
D183	Optimise and sustain infrastructure investment and services	Service Delivery	Asset Management	R-value spent on maintenance of municipal buildings as % of asset value	Percentage	0.0066	5%	0%	0%	N/A			Asset Register Expenditure Reports
D184	Optimise and sustain infrastructure investment and services	Service Delivery	Asset Management	R-value spent on fleet maintenance as % of asset value	Percentage	0.0065	10%	0%	0%	N/A			Asset Register Expenditure Reports
D185	Attract and retain the best human capital to become employer of choice	Good Governance	Human Resource Management	# of employees with technical skills/capacity (engineers & technicians - ESD)	Number	5	8	8	8	G	The department has 8 personnel with technical skills	not required	ESD Monthly reports

Table 20 below presents a summary of the level of performance for the 1st Quarter of 16/17 for ESD indicating that **32%** of the targets set were not met by the end of the quarter.

Table 20: ESD - Summary of Results (1st Qtr 16_17)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	5	23%
	KPI Not Met	7	32%
	KPI Almost Met	0	0%
	KPI Met	3	14%
	KPI Well Met	1	5%
	KPI Extremely Well Met	6	27%
	Total KPIs	22	

Areas of concern in the Engineering Services Department:

1. The Director Engineering Services was suspended in December 2015. The case has not yet been finalised. The delay in finalising the case is affecting the performance of the department.
2. The SDBIP does not include any measure to monitor the efficiency of the mechanical workshop, this should be corrected during the adjustment process.
3. Projects for which contractors have not yet been appointed must be closely monitored to ensure that this is done in time to avoid repeated roll-overs to the next financial year.

3.7 Planning and Economic Development Department

The performance of the Planning Economic Development Department during the 1st Quarter of 2016/17 is presented below (see **Table 21**).

Table 21: 1 st Quarter Performance on targets set for 2016/17 - Planning and Economic Development Department													
Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016				Source of Evidence	
								Target	Actual	R	Performance Comment (Reason for deviation)		Corrective Measures
D186	Create a stable and an enabling environment by attracting suitable investors	Economic Growth	Marketing and Investor Targeting	Investment Incentive Policy.	Q 1: Finalise TOR with GTEDA. (25%) Q 2: Consultations with internal and external stakeholders (50%) Q3: Draft Investor Incentive Policy ready for Management consideration (75%) Q 4: Investor Incentive Policy submitted to Cluster and Council for approval (100%)	New initiative	100%	25%	25%	G	The TOR has been finalised	No corrective measures	*Minutes of GTM consultations *Incentive Policy Draft & Final Document *Attendance Registers of engagement sessions with stakeholders *Council Resolution
D187	Enhanced Integrated developmental planning	Economic Growth	Spatial Development	Integrated Sustainable Human Settlements Plan (ISHSP) reviewed by 30 May '17	Percentage	Not done	100%	25%	25%	G	The Municipal Housing Chapter (ISHSP) was reviewed and submitted to CoGSTA for comments	none	Council minutes Revised ISHSP
D188	Enhanced Integrated developmental planning	Economic Growth	Spatial Development	# of land parcels acquired for development	Number	1	1	0	0	N/A			Deed of sale

Table 21: 1st Quarter Performance on targets set for 2016/17 - Planning and Economic Development Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D189	Improve access to sustainable and affordable services	Service Delivery	Integrated Human Settlements	Land Acquisition at Letsitele	Q1: Negotiations with land owners for GTM to buy land (50%) Q2: Agreement on sale of land, contract finalised. (75%) Q3: Budgeted amount transferred. (85%) Q 4: Budget for the payment of the outstanding balance on land at Letsitele. (100%)	New project	100%	5%	50%	B	waiting for the final Deed of Sale to be submitted	none	Communiques with land owners Deed of Sale Signed Purchase contract/agreement Budget submission for 17/18
D190	Increased investment in the GTM economy	Economic Growth	Community Works Programme	Nr of cooperatives established and still functional in wards where the CWP is implemented	Number	4	2	2	2	G	not applicable	not applicable	CWP reports Minutes & Attendance register of CWP meetings
D191	Increased investment in the GTM economy	Economic Growth	Community Works Programme	Number of job opportunities created through the CWP	Number	2000	3,400	3,400	2,214.33	R	not applicable	to reach the target of 3400 by end of June 2017	CWP Employment register
D192	Increased investment in the GTM economy	Economic Growth	Marketing and Investor Targeting	# of Agricultural Expos held	Number	1	1	1	1	G	The EXPO was held from 22-24 September 2016	None	Agricultural EXPO Advert & Programme List of exhibitors'

Table 21: 1st Quarter Performance on targets set for 2016/17 - Planning and Economic Development Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D193	Increased investment in the GTM economy	Economic Growth	Marketing and Investor Targeting	# of jobs created through agricultural programmes	Number	150	200	50	194	B	Not Applicable	No Corrective Measures	Employment register Minutes and Attendance Registers of meetings with agricultural programmes
D194	Increased investment in the GTM economy	Economic Growth	Marketing and Investor Targeting	# of jobs created through municipal LED initiatives including Capital Projects	Number	500	400	55	2,134	B	MIG Infrastructure report and Environment, Culture(EPWP), Social Cluster Report	no corrective measures	*Consolidated LED monthly job creation report *MIG Monthly Reports *EPWP Monthly Reports
D195	Increased investment in the GTM economy	Economic Growth	Marketing and Investor Targeting	LED strategy revised by 30 June 2017	Q1: Develop terms of reference and submission to SCM for advertisement by July (10%) Q2: Evaluation and Adjudication of tenders. Appointment of Service provider. (20%) Q3: Review of the LED strategy in consultation with stakeholders. (75%) Q4: LED strategy submitted to Cluster and Council for approval by 30 June '17 (100%)	n/a	100%	10%	100%	B	The tender has been advertised	None	*TOR *Invitations Minutes & Attendance Register (stakeholder engagements) *Revised LED Strategy *Council minutes

Table 21: 1st Quarter Performance on targets set for 2016/17 - Planning and Economic Development Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D196	Increased investment in the GTM economy	Economic Growth	Marketing and Investor Targeting	# of GTM LED forum meetings arranged	Number	4	4	1	0	R	The meeting was postponed due to the non-availability of the mayor, municipal manager and the LED Cluster head	Schedule a new date for the forum	Invitations Minutes & Attendance Register
D197	Increased investment in the GTM economy	Economic Growth	SMME support	# of meetings held with informal traders	Number	4	4	1	1	G	Not Applicable	No Corrective Measures	Invitations Minutes & Attendance Register
D198	Increased investment in the GTM economy	Economic Growth	SMME support	# of Local Tourism Association Meetings	Number	4	4	1	1	G	Not Applicable	No Corrective Measures	Invitations Minutes & Attendance Register
D199	Increased investment in the GTM economy	Economic Growth	Tourism	# of Tourism SMMEs exposed to the market	Number	30	40	34	14	R	More target will be achieved in the next quarter	No corrective measures	Itinerary Events report

Table 21: 1st Quarter Performance on targets set for 2016/17 - Planning and Economic Development Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D200	Enhanced Integrated developmental planning	Economic Growth	Integrated Development Planning	Spatial Development Framework review	Q1: Status quo report available from Service Provider. Public Participation process concluded (40%) Q2: Analysis and proposals for draft SDF ready for consideration by Council. (60%) Q3: Public Participation on the draft SDF and adoption by Council (80%) Q4: Identification of programmes and projects for implementation by Council (100%)	Service Provider appointed	100%	40%	40%	G	Draft SDF, still to be finalised, Service provider consolidation input from all Municipal Council service Departments.	Meeting with Municipal Council Departments held on the 31 August 2016 to discuss the required input.	*Status Quo Report *Minutes of Steering Committee *Minutes of Public Participation *Draft and Final SDF *Council Minutes
D201	Enhanced Integrated developmental planning	Economic Growth	Spatial Development	SPLUMA implementation	Q1: Gazetting of By-laws into SPLUMA. (25%) Q2: Finalisation of specifications for appointment of service provider to formulate a Land Use Management Scheme (50%) Q3: Appointment of service provider (75%) Q4: Status quo report available for consultations (100%)	Awaited appointment of Tribunal by MDM	100%	25%	75%	B	1. The planning by-law was gazetted on the 29th July, 2016. 2. Planning Tribunal members appointed and gazetted on the 16th September 2016. 3. Notice to list District Tribunal gazetted on the 23rd September, 2016. 4 Draft report to Council to notify on the imminent commencement of the tribunal in	1. A total of 10 development application ready to be tabled for a decision by the tribunal have been transmitted to Mopani District office of the Register of the tribunal on the 4th September 2016. 2. Meeting of the Technical Task Team take place on the 14th	Govt Gazette *Specifications *Status Quo Report

Table 21: 1st Quarter Performance on targets set for 2016/17 - Planning and Economic Development Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D202	Effective and Efficient administration	Good Governance	Sound Governance	% of Departmental Internal Audit findings resolved (PED)	Percentage	1	100%	100%	100%	G	Findings were resolved	Not applicable	Internal Audit Follow-up Reports for Department
D203	Effective and Efficient administration	Good Governance	Office Administration	Purchase of office furniture (PED)	Q1: Not applicable this quarter (0%) Q2: Not applicable this quarter (0%) Q3: Procurement process for the acquisition of furniture (10%) Q4: Furniture procured for PED offices and delivered (100%)	New project	100%	0%	0%	N/A			Quotations Proof of receipt of furniture

Table 22 below presents a summary of the level of performance for the 1st Quarter of 2016/17 for PED, indicating that **72%** of the targets set were met by the end of the quarter.

Table 22: PED - Summary of Results (1st Qtr 16_17)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	2	11%
	KPI Not Met	3	17%

Table 22: PED - Summary of Results (1st Qtr 16_17)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Almost Met	0	0%
	KPI Met	8	44%
	KPI Well Met	0	0%
	KPI Extremely Well Met	5	28%
	Total KPIs	18	

Areas that require intervention in the Planning and Economic Development Department:

1. The planning of targets and reporting of performance in terms of job creation should be improved since the reporting is not in line with the targets set. Even though municipal job creation is a cross-cutting function PED should facilitate accurate planning and reporting in this respect.

3.8 Greater Tzaneen Economic Development Agency

The performance of the Greater Tzaneen Economic Development Agency (GTEDA) during the 1st Quarter of 2016/17 is presented below (see **Table 23**).

Table 23: 1st Quarter Performance on targets set for 2016/17 - Greater Tzaneen Economic Development Agency													
Ref	Strategic Objective	Municipal KPA	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D204	Effective and Efficient administration	Good Governance	Sound Governance	Unqualified Audit opinion for GTEDA	Audit opinion	Unqualified	1	0	0	N/A	Not applicable this quarter		Audit Report
D205	Effective and Efficient administration	Good Governance	Sound Governance	% of Departmental Internal Audit findings resolved (GTEDA)	Percentage	1	100%	100%	55.67%	R	Most internal audit findings were resolved	Requested GTM internal audit through a council resolution to assist GTEDA to ensure full compliance	Internal Audit Follow-up Reports for Department
D206	Increase financial viability	Good Governance	Budget management	% of GTEDA budget spent	Percentage	Actual Awaited	100%	25%	34%	G2	Overspending due do VAT output raised by SARS	All SARS Vat output on grant has been paid (R623 160.52)	Monthly financial reports
D207	Create a stable and an enabling environment by attracting suitable investors	Economic Growth	Economic Growth and Investment	# of committed investors attracted through GTEDA	Number	0	3	0	0	N/A	Facilitated R285 000 MDDA funding for GTFM		Investment reports (LADC, MDDA, Premiers Office & SEDA)

Table 23: 1st Quarter Performance on targets set for 2016/17 - Greater Tzaneen Economic Development Agency

Ref	Strategic Objective	Municipal KPA	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D208	Increased investment in the GTM economy	Economic Growth	Enterprise Development (SMME support)	# of SMMEs capacitated through GTEDA	Number	4	15	0	0	N/A	Training programme developed. SMME development policy developed.		*Training Programme *SMME training and development Policy *Assessment Report on the training provided to 15 SMME's *Service Provider Appointment letters
D209	Effective and Efficient administration	Good Governance	Information management	MSCOA equipment and programmes	Q1: Source quotations. (10%) Q2: Procurement of printer finalised (100%) Q3: Not applicable this quarter (100%) Q4: Not applicable this quarter (100%)	New project	100%	0%	0%	N/A	Quotations for MSCOA equipment will be sourced once training has been provided.		Quotations Invoice
D210	Create a stable and an enabling environment by attracting suitable investors	Economic Growth	Marketing and Investor Targeting	Resource mobilisation	Q1: Investors Data base developed & Signed SLAs with funders (25%) Q2: 5 Enterprises assisted (50%) Q3: 4 funding applications submitted (75%) Q4: 2 funding applications concluded successfully (100%)	New initiative	100%	25%	25%	G	Investor data base developed Draft SLAs with potential partners done, awaiting board approval		*Investor Database Printscreen *SLAs/MoUs concluded (x5) *Enterprise assistance programme & proof of assistance (x5) *4 Funding applications *Signed funding agreements (x2)

Table 23: 1st Quarter Performance on targets set for 2016/17 - Greater Tzaneen Economic Development Agency

Ref	Strategic Objective	Municipal KPA	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
D211	Create a stable and an enabling environment by attracting suitable investors	Economic Growth	Marketing and Investor Targeting	Greater Tzaneen Investment Promotion	Q1: Design Audio visual and print promotional material, Appoint service provider, Organise investor conference (30%) Q2: Audio visual and print promotional material developed. Investor Conference hosted (60%) Q3: Investor Conference Feedback, Exhibit at Tzaneen Agri Expo (80%) *Q4: Exhibit at 2 trade fares/ expo's (100%)	New initiative	100%	30%	30%	G	Service provider appointed Agri-Expo video done Print materials done Hosted breakfast at Hotel @Tzaneen to lobby investors Investor conference preparations on schedule	*Audio visual & print promo material *Appointment letter *Investor conf programme & attendance register *Investor conf report *Project prioritisation list *Exhibition report & pictures	
D212	Create a stable and an enabling environment by attracting suitable investors	Economic Growth	Marketing and Investor Targeting	Partnerships with economic development role-players (5)	Q1: Conduct research and compile database of potential economic development agencies in SA and abroad. (10%) Q2: Facilitate signing of partnership agreements with identified agencies. (25%) Q3: Facilitate signing of partnership agreements with identified agencies (50%) Q4: Facilitate the LED forum *5 Partnership agreements finalised (100%)	New initiative	100%	10%	10%	G	Data base of LEDs compiled	*Research report on investors *Database on development agencies *Partnership agreements (x5)	

Table 23: 1st Quarter Performance on targets set for 2016/17 - Greater Tzaneen Economic Development Agency

Ref	Strategic Objective	Municipal KPA	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016				Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	
D213	Create a stable and an enabling environment by attracting suitable investors	Economic Growth	Marketing and Investor Targeting	Office park development	Q1: Develop and submit a proposal to GTM to transfer/ allocate vacant municipal land/derelict properties to GTEDA to develop (20%) Q2: Obtain Council resolution for transfer/ allocation of land. (30%) Q3: Obtain tittle deeds and commence with land registration processes. Develop plans to utilise land for revenue generation. (50%) Q4: Develop plans to utilise land for revenue generation (100%)	New initiative	100%	20%	20%	G	Request for house behind GTM sent, this will be used for development of office park for GTEDA and for renting to generate income	*Disposal of land proposal& proof of submission to GTM *Council Resolution on GTEDA mandate to develop land *Title deeds *Vacant Land development plan
D214	Increased investment in the GTM economy	Economic Growth	Enterprise Development	Agro-processing businesses based on 3 commodities	Q1: Review/ conduct feasibility study on agro-processing. Engagement of stakeholders (25%) Q2: Conduct value propositions and business plans (Agro-processing of Tomato, Mango and Marula). (60%) Q3: Engage potential investors, Sign MOUs/SLA with identified co-ops/farms and investors (80%) Q4: Appoint transactional advisors to facilitate implementation of the proposed initiatives. (100%)	New initiative	100%	25%	25%	G	Signed SLA with CSIR to review and conduct agro-processing feasibility studies. Signed MOU with FABCO to implement agro-processing project. Engaged stakeholders during agric-expo.	* Feasibility study on agro-processing *Minutes of stakeholder engagements *Value propositions & Business Plans *Appointment letters for advisors
D215	Increased investment in	Economic Growth	Enterprise Development	Entrepreneurship career guidance and	Q1: Develop an Entrepreneurship career guidance & mentorship	New initiative	100%	25%	25%	G	Entrepreneurship guidance plan developed	*Entrepreneurship project plan *School

Table 23: 1st Quarter Performance on targets set for 2016/17 - Greater Tzaneen Economic Development Agency

Ref	Strategic Objective	Municipal KPA	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
	the GTM economy			mentorship programme	project plan in consultation with stakeholders. Develop material/content to be presented. Identify 5 successful entrepreneurs to motivate and mentor youth. (25%) Q2: Implement the Entrepreneurship career guidance and mentorship programme, Develop a concept document on a school entrepreneurship competition. (50%) Q3: Implement the Entrepreneurship the career guidance programme (60%) Q4: Implement the programme, Award ceremony conducted (100%)						Conducted career guidance at Mabushe high school. Report compiled.		Entrepreneurship competition concept document *School Entrepreneurship programme and awards results
D216	Increased investment in the GTM economy	Economic Growth	Enterprise Development	SMMEs Incubation	Q1: Develop an incubation model, Incubation of Greater Tzaneen Financial Services Cooperative (GTFSC) through a diagnostic assessment (25%) Q2: Incubation model finalised, Incubation of Greater Tzaneen Financial Services Cooperative (GTFSC) through board training. (50%) Q3: Incubation of Greater Tzaneen Financial Services Cooperative (GTFSC) through committees training (75%)	New initiative	100%	25%	25%	G	Incubation model developed in partnership with Cooperatives Bank Development Agency (CBDA)		*Incubation Model *Community Bank incubation M&E report *Incubation monthly activity report.

Table 23: 1st Quarter Performance on targets set for 2016/17 - Greater Tzaneen Economic Development Agency

Ref	Strategic Objective	Municipal KPA	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At September 2016					Source of Evidence
								Target	Actual	R	Performance Comment (Reason for deviation)	Corrective Measures	
					Q4: Incubation of Greater Tzaneen Financial Services Cooperative (GTFSC) through staff training. (100%)								
D217	Increased investment in the GTM economy	Economic Growth	Enterprise Development	Community dialogue / ideas hub	Q1: Consultative meeting with community to establish an Ideas Hub programme. Appoint service provider to resuscitate radio station. (25%) Q2: Develop criteria to ID projects from Ideas Hub & milestone checklist. Develop, business & implementation plan for GTFM. (50%) Q3: Identify potential partners/funders for Ideas Hub programme. Monitor & support radio station activities (75%) Q4: Sign MOUs/SLAs with potential partners/funders for Ideas Hub programme. Monitor & support radio station activities. (100%)	New initiative	100%	25%	25%	G	Radio station resuscitated and is back on air. Board appointed at AGM. Potential partner facilitated. (Sukuma group) Blog established. (visit www.gteda.co.za) Reports compiled		*Minutes & Attendance register of community consultation sessions *App letter for service provider *Ideas Hub project dev plan *List of investors in Ideas hub *Radio Station monthly reports on support

Table 24 below presents a summary of the level of performance for the 1st Quarter of 16/17 for GTEDA reflecting that **64%** of the targets set were met.

Table 24: GTEDA - Summary of Results (1st Qtr 16_17)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	4	29%
	KPI Not Met	1	7%
	KPI Almost Met	0	0%
	KPI Met	8	57%
	KPI Well Met	1	7%
	KPI Extremely Well Met	0	0%
	Total KPIs	14	

Areas of concern for the Greater Tzaneen Economic Development Agency:

1. The expenditure pattern at GTEDA should be closely monitored to avoid overspending by year-end. GTM is investing more funds in GTEDA than in the initial years and the return on this investment should be tangible by year-end.
2. Board expenses and employee costs should be contained to ensure that sufficient funds are channeled to projects aimed at stimulating job creation and investment attraction.

3. Assessment of the performance of Service providers (2016/17)

Table 25 contains an evaluation of the performance of service providers that were appointed through a competitive bid process, delivering services during the 2016/17 financial year.

Table 25: 1st QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2016/17												
Dept	Project name	Name of Service provider	Source of funding	Start date	Completion 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>)
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
MM	Electronic Performance Reporting System	ActionIT	Own	1/07/2015	1/07/2018	SDBIP & Individual PM modules being utilised	None	4	n/a	n/a	n/a	System supports Performance Reporting and auditing should be considered for future use
CFO	Credit control and debt collection	Physon Business solutions	Own funds	1/4/2015	3/2018	Continuous disconnection of services	Service provider Issuing incorrect information due to IT challenges. Poor communication. Letter of non-performance issued.	1	n/a	n/a	n/a	
CFO	Debt collection	Altimax Zandile Monene Business	Own funds	1/10/2015	9/2018	Continuous debt collection on accounts handed over	None	4	n/a	n/a	n/a	No challenges with service provider
CFO	Meterreading	Electrocuts	Own funds	1/7/2015	7/2018	Reading meters monthly	None	4	n/a	n/a	n/a	No challenges with service provider
CFO	Valuation roll	DDP Valuers	Own funds	1/7/2012	6/2017	Valuations on request	None	4	n/a	n/a	n/a	No challenges with service provider
CFO	Insurance	Lateral Unison (Insurance Brokers)	Own funds	1/7/2015	6/2018	Claims handled on request	None	4	n/a	n/a	n/a	No challenges with service provider

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								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
CFO	Assets Management Consultants	ARMS	Own funds	1/5/2013	11/2016	Asset register Up to date	None	4	n/a	n/a	n/a	No challenges with service provider
CORP	Telephone Exchange System	Gijima	GTM	1-Dec-00	30-Nov-05	The contract has since lapsed and we are currently using a service plus agreement for support which is billed quarterly.	Outages when there is rain, storm and other related weather patterns. We reported the challenges and outages to the service provider.	4	n/a	n/a	n/a	Services rendered by the service provider are good though the system obsolete.
CORP	Managed printing service	Nashua Limpopo	GTM	1-Jul-12	30-Jun-15	The contract has since been terminated. The Municipality made arrangement to have the Service provider on-site until another service provider commences work with effect from the 1st of November 2016.	Numerous challenges with the Multifunctional printers were reported to service provider.	3	n/a	n/a	n/a	Services offered by Limpopo Nashua were average as the supplied machines were sometimes not operating as expected.
CORP	Paperless Council Meetings	Telkom Mobile	GTM	1-Apr-15	31-Mar-17	The paperless Council project is still on going as per MSA.	There are no challenges	4	n/a	n/a	n/a	Telkom services were good and provided as per Master Service Agreement (MSA).
CORP	Mimecast : Unified Email Management System	EOH	GTM	1-Jun-15	30-Jun-17	Services are provided as per Service Agreement.	No challenges	4	n/a	n/a	n/a	The services offered by EOH were good as per Service Agreement.
CORP	Website Services	SITA	GTM	1-May-15	31-May-17	The Municipality sends publications or information for publication to SITA as per Service Level Agreement.	No challenges, SITA conforms to the turnaround time as per SLA.	4	n/a	n/a	n/a	The services offered by SITA are good as information for publication is effected as per SLA>

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								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
CORP	Provision of Legal Services	Mahowa Inc Attorney	GTM	1-Feb-13	28-Feb-17	Legal Services are carried out as per the Service Level Agreement (SLA)	No challenges	4	n/a	n/a	n/a	The services offered by our service provider were good
CORP	Provision of Legal Services	Magabe Inc Attorneys	GTM	1-Feb-13	28-Feb-17	Legal Services are carried out as per the Service Level Agreement (SLA)	No challenges	4	n/a	n/a	n/a	The services offered by our service provider were good
CORP	Provision of Legal Services	Mushwana Inc Attorneys	GTM	1-Feb-13	28-Feb-17	Legal Services are carried out as per the Service Level Agreement (SLA)	No challenges	4	n/a	n/a	n/a	The services offered by our service provider were good
CORP	Provision of Legal Services	Talane & Ass	GTM	01-Feb-13	28-Feb-17	Legal Services are carried out as per the Service Level Agreement (SLA)	No challenges	4	n/a	n/a	n/a	The services offered by our service provider were good
CORP	Provision of Legal Services	Baloyi Shirinda Inc	GTM	1-Feb-13	28-Feb-17	Legal Services are carried out as per the Service Level Agreement (SLA)	No challenges	4	n/a	n/a	n/a	The services offered by our service provider were good
CORP	Provision of Legal Services	Ramothwala M. attorneys	GTM	1-Feb-13	28-Feb-17	Legal Services are carried out as per the Service Level Agreement (SLA)	No challenges	4	n/a	n/a	n/a	The services offered by our service provider were good
CORP	Provision of Legal Services	Modjadji Raphesu Attorneys	GTM	1-Feb-13	28-Feb-17	Legal Services are carried out as per the Service Level Agreement (SLA)	No challenges	4	n/a	n/a	n/a	The services offered by our service provider were good
CORP	Electronic Records Management System (Collaborator)	Business Engineering	GTM	1-Aug-06	Automatic renewal after 3 years	Collaborator Support to users is done as an ongoing process.	No challenges	4	n/a	n/a	n/a	The services are provided as per the Service Level Agreement. The provision of equipment's and set up of structure were done as a once-off

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								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
													and the support service is a continuous process.
CSD	Treatment & Disposal Management	Mmatshpe 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.	3	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	Litterpicking Region-North	Molebogeng Trading Enterprise C.C.	GTM	1/08/2015	31/07/2018	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.	3	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	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 underperformance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	3	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)

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								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
CSD	Collection & Transportation Nkowanowa	Ingwe Waste Management	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.	3	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	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 underperformance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	3	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	Grass Cutting	Shidila Trading Enterprise	GTM	1/08/2015	31/07/2018	Daily work, is done on order basis, depending on condition of grass	The personnel who worked at Ritavi River Park during development, wanted to be employed by force to cut grass in the park. Ward Councillor was involved and the people were called and addressed, now challenge is solved.	4	n/a	n/a	n/a	The Service Providers priced too low while the contract price is fixed and they must adhere to EPWP standards.
CSD	Garden Maintenance	Tshandukos Consultation and Projects	GTM	1/08/2015	31/07/2018	Daily garden maintenance is conducted	Priced too low while the contract amount is fixed. They requested an Adjustment.	4	n/a	n/a	n/a	The service provider delivers well

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								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
EEM	Energy and Efficiency and Demand Side Management Phase3	MVM Africa Consulting Engineers	DOE	2016/08/01	2017/06/30	Business Plan and Designs completed	None	4	n/a	n/a	n/a	Performance above standard
EEM	Energy and Efficiency and Demand Side Management Phase3	Rivisi Electrical Contractors	DOE	2016/08/01	2017/06/30	Construction phase, material ordered.	None	4	n/a	n/a	n/a	Performance above standard
EEM	Electrical Master Plan Phase 2	Royal Haskoning Consulting Engineers	Own Funds	1-Jul-16	2017/06/30	Inception report completed for phase 1 and phase 2 report due end November 2016	None	4	n/a	n/a	n/a	Performance above standard
EEM	Electrification of Sunnyside/Myakayaka/Spacheng	Bawelile Consulting Engineers And MPTJ Construction	DOE	01-07-2016	30-06-2017	Project at construction phase (82%)	None	4	n/a	n/a	n/a	Performance above standard
EEM	Electrification of Khopo Civil	Mogalemole Consulting Engineers and Rivisi Electrical	DOE	01-07-2016	30-06-2017	Physical construction completed(95%) busy with updating of ENS and capturing of PCS file	None	4	n/a	n/a	n/a	Performance above standard
EEM	Electrification of Thabina Valley	Superior Quality Engineering & Technologies And Mdina Engineering	DOE	01-07-2016	30-06-2017	Physical construction completed (93%). Busy with updating of ENS and capturing of PCS file. Eskom final inspection to be done on 03 October 2016	None	4	n/a	n/a	n/a	Performance above standard

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								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
EEM	Electrification of Xihoko/Radoo/T hapane/Mavele Phase 1 & 2	Calibre Consulting Engineers And Tshabalala Multipurpose Workshop	DOE	01-07-2016	30-06-2017	Physical construction completed (95%). Busy with updating of ENS and capturing of PCS file.	None	4	n/a	n/a	n/a	Performance above standard
EEM	Electrification of Leolo/Serare	Izwe Engineering and Investments	DOE	01-07-2016	30-06-2017	Designs completed and supported by Eskom. Awaiting supply chain processes for appointment of Contractor	None	4	n/a	n/a	n/a	Performance above standard
EEM	Electrification of Dan/Lusaka	Izwe Engineering and Investments	DOE	01-07-2016	30-06-2017	Designs completed and supported by Eskom. Awaiting supply chain processes for appointment of Contractor	None	4	n/a	n/a	n/a	Performance above standard
EEM	Electrification of Khayalam/ Legobareng/ Shiluvane Ext	Izwe Engineering and Investments	DOE	01-07-2016	30-06-2017	Designs completed and supported by Eskom. Awaiting supply chain processes for appointment of Contractor	None	4	n/a	n/a	n/a	Performance above standard
EEM	Rebuilding of lines-Mashuti 11kv (4km)	Rivisi Electrical Contractors	Own Funds	01-07-2016	30-06-2017	Job number opened. Busy determining scope of work	None	n/a	n/a	n/a	n/a	Construction will commence in second quarter
EEM	Rebuilding of lines-Lalapanzi to Waterbok (2km)	Rivisi Electrical Contractors	Own Funds	01-07-2016	30-06-2017	Scope of work determined. Quotation received. Order to be issued to Service Provider.	None	n/a	n/a	n/a	n/a	construction will commence in second quarter

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								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
EEM	Rebuilding of Deeside 11kv line from Red ARC to Rooister and Woodside Farm (2.5km)	Rivisi Electrical Contractors	Own Funds	01-07-2016	30-06-2017	Scope of work determined. Quotation received. Order to be issued to Service Provider.	None	n/a	n/a	n/a	n/a	construction will commence in second quarter
EEM	Rebuilding of Yamoma/ Shivurali 11kv line (4km)	Rivisi Electrical Contractors	Own Funds	01-07-2016	30-06-2017	Scope of work determined. Quotation received. Order to be issued to Service Provider.	None	n/a	n/a	n/a	n/a	construction will commence in second quarter
EEM	Rebuilding of Ledzee 11kv line from LZ 44 to Van der Gryp Farm (3.5km)	Rivisi Electrical Contractors	Own Funds	01-07-2016	30-06-2017	Scope of work determined. Quotation received. Order to be issued to Service Provider.	None	n/a	n/a	n/a	n/a	construction will commence in second quarter
ESD	Supply and delivery of water treatment chemicals	Zamangwane	GTM	01/04/2016	30/04/2019	Supply and delivery of water treatment chemicals	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	Supply and delivery of water treatment chemicals	Zamandlabili Trading	GTM	01/04/2016	30/04/2019	Supply and delivery of water treatment chemicals	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	Supply and delivery of water treatment chemicals	Indlela Construction	GTM	01/04/2016	30/04/2019	Supply and delivery of water treatment chemicals	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	Supply and delivery of water treatment chemicals	Ifa Lethu	GTM	01/04/2016	30/04/2019	Supply and delivery of water treatment chemicals	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	Re Advert- Construction of Mokonyane low level bridge Option A and B	Muavuli Trading	GTM	20/06/2016	20/10/2016	Busy with slab	Contractor was initially slow and only improved in September and is behind the schedule	1	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future
ESD	Re Advert- Construction of Rikhotso low level bridge.	Zacks Business	GTM	24/05/2016	24/09/2016	Busy with stone pitching	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	Construction of Agatha Cemetery low-level bridge	Mosomo Consulting Engineers	GTM	28/07/2015	Depends on the contractor's appointment	Design complete and Project on tender stage	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	Construction of Khubu to Lwandlamuni low-level bridge	Sky High	GTM	30/03/2015	Depends on the contractor's appointment	Design complete and Project on tender stage	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	Refurbishment of Tzaneen Airfield runway	AES Consulting Engineers	GTM	01/08/2016	Depends on the contractor's appointment	Consultant has just been appointed and submitted scoping report	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	Rita to Mariveni: Upgrading of Road from Gravel to Tar: Phase 3 of 4	Tangos Engineering Consultant	MIG	22/09/2015	31/09/2018	The supervision team of the consultants is executing duties well as the contractor is well ahead of schedule at 63%.	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	Rita to Mariveni: Upgrading of Road from Gravel to Tar: Phase 3 of 4	Selby Construction	MIG	22/09/2015	31/09/2018	63%-The Contractor is busy with Asphalt surfacing for another 1.5km and the Contractor is ahead of schedule.	The community of Zangoma had interdicted the implementation of the 6.7km of the internal streets in Zangoma. The court ruled in favour of the Municipality. The Contractor has now resumed construction of the Internal streets	4	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	The Supervision team couldn't supervise the works as the SLA wasn't signed.	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	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	4%- The Contractor has done site establishment and busy with bypasses.	The project was awarded but there was disagreements with the contractor in signing the SLA . The meeting to resolve the disagreements with their Attorneys is scheduled for the 10/11/2016.	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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								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	The supervision team of the consultants is executing duties well as the contractor is well ahead of schedule at 22%.	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	Upgrading of Mafarana to Burgersdorp Road From Gravel to Tar	Selby Construction	MIG	28/02/2018	28/02/2018	22%-The Contractor is busy with construction of the subbase and other fill layers	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	Tickyline to Makhwibidung Tar Road	Southern Ambition Consulting Engineers	MIG	23/11/2015	03/06/2016	The supervision team of the consultants is executing duties.	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	Tickyline to Makhwibidung Tar Road	Makasana Construction	MIG	23/11/2015	03/06/2016	85%-The Contractor is waiting for delivery of 13mm aggregates for surfacing	The project should have been completed on the 16th of September 2016. Contractor has applied the MSP1 cut-back bitumen prime coat for the entire section of the road and awaits the Asphalt Surfacing	3	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	Uranus Consulting ENGINEERS CC	MIG	14/03/2016	12/03/2017	The supervision team of the consultants is executing duties well as the contractor is well ahead of schedule at 54%.	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	Upgrading of Runnymede Cluster Sports	Selby Construction	MIG	14/03/2016	12/03/2017	54% Progress- Contractor is busy with brickwork for hall and	None	4	n/a	n/a	n/a	We are happy with the performance of the

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								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	Facility: Phase 2 of 2					Blasting for the soccer pitch						service provider and can be utilised in future
ESD	Relela Community Hall: Phase 2 of 2	Melco Consulting and Projects	MIG	24/11/2016	24/11/2016	The supervision team of the consultants is executing duties well.	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	Relela Community Hall: Phase 2 of 2	Masrik Social Development Consultancy	MIG	24/11/2016	24/11/2016	85%-Contractor is busy with brickwork for hall, finishes for the office block and plastering on the main hall.	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	Upgrading of Nkowankowa Taxi Rank	Ryntex /G&C Consulting Engineers JV	NDPG	04/05/2016	06/12/2016	The supervision team of the consultants is executing duties well.	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	Upgrading of Nkowankowa Taxi Rank	Uyapo Engineering	NDPG	04/05/2016	06/12/2016	70% Progress. The Contractor is busy with electrical works for stalls.	The Nkowankowa Taxi Association has raised a concern on the number of vendors' shops being constructed and the availability of space for parking. Issue has been resolved and the Contractor has resumed with the activities.	3	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future
ESD	Marumofase Pedestrian Bridge	Sky High Consulting Engineers	Own Funds	29/07/2016	29/11/2016	The supervision team of the consultants is executing duties well.	None	4	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future

Table 25: 1st QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2016/17												
Dept	Project name	Name of Service provider	Source of funding	Start date	Completion 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>)
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
ESD	Marumofase Pedestrian Bridge	Versatex jv Ctj Properties	Own Funds	29/07/2016	29/11/2016	40%-The Contractor is waiting for the delivery of steel to complete the columns	Sub-surface water. The Engineer has since advised on the construction methodology and construction is on schedule.	3	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future
ESD	Refurbishment and Upgrading of Lenyenye Stadium	SSA Consultants	MIG	08/09/2014	30/11/2016	The supervision team of the consultants is executing duties well.	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	Refurbishment and Upgrading of Lenyenye Stadium	Makgetsi Construction	MIG	08/09/2014	30/11/2016	99.3-The Contractor is completing the outstanding works and delivery of electrical supplies.	The contractor had cashflow problems. The contractor has since been paid and has committed to complete the works by the 30th November 2016	3	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future
ESD	Burgersdorp Sports Ground, Juliesburg Sports Ground and Nkowankowa Stadium	Sky High Consulting Engineers	MIG	13/01/2014	Depends on the contractor's appointment	Design Stage	None	4	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future
P E D	Review of the SDF	Dludla Development Consultant	Own	01/04/2016	01/03/2017	Status Quo report of SDF in place as well as Nodal Development Plans	Slow information from Sector Departments and Internal Departments Workshops to encourage inputs from Stakeholders.	4	n/a	n/a	n/a	Can make use of him again

4. Overall Performance Evaluation.

This section contains an analysis of overall performance focusing on the key areas where performance has to be improved in order to ensure that targets are met by year-end.

4.1 Filling of critical vacancies & Organogram Review

The filling of critical vacancies continue to be a cause of concern since it affects the ability of Departments to deliver on the commitments made in terms of the IDP and Budget with the limited human resource.

The following critical positions have been vacant for an extended period of time:

- **Director: Corporate Services** (vacant since 1 June 2015)
- **Director: Electrical Engineering** (vacant since August 2016)
- **Director: Engineering Services** (incumbent on suspension since December 2015)
- Manager: Communications
- Manager: Internal Audit
- Manager: Office of the Mayor

4.2 Procurement of goods and services

Council approved a Demand Management Plan for the 2016/17 financial year which outlines the planned timeframes for the procurement of goods and services. During the past financial years various projects were rolled over to the next financial year due to the fact that the awarding of bids did not take place on time for the projects to be finalised. 28 Projects rolled-over from 2015/16 to 2016/17 (see Table 8). Council must monitor the implementation of the Demand Management Plan to ensure that the situation is not repeated at the end of 2016/17 as has the following implications:

- None-alignment between the IDP and current year budget
- Results in cashflow constraints if projects are not cash backed
- A loss in grant funding if funds are continually not spent (as was the case with the NDPG for the Nkowankowa Taxi Rank)
- Results in audit findings on performance information as the reported projects are not in line with what is being implemented. In an effort to address this, **Table 8** was included in this report.

4.3 Delays in Performance Reporting

Quarterly performance reports, which reflects the progress with the implementation of the budget and IDP, should be presented to Council within 30 days of the close of the quarter to enable Council to fulfill its oversight role. Currently performance reports are not reaching Council on time, with the 4th Quarter Report for 15/16 not yet considered by Council by end November 2016. This, in spite of the fact that the Council Item on the matter have been ready since October. The following issues must be addressed:

- a) None-compliance to reporting timeframes;
- b) None-compliance to reporting requirements by Directors, in that incomplete information is submitted and reasons for not achieving the set targets are not provided;
- c) Delays in the processing of Council Items from Management to Exco.

4.4 MSCOA Implementation

GTM has made little progress with the implementation of the MSCOA regulations. It is expected of municipalities to be MSCOA compliant by 1 July 2017 and to-date GTM has only managed to appoint the Project Steering Committee members. The committee is however not yet functional as no meetings has been convened. The following issues need to be attended to:

- a) Appointment of the MSCOA Project Champion,
- b) Appointment of a service provider to assist with the implementation of MSCOA,
- c) MSCOA training to be provided to all relevant officials on an ongoing basis to build internal capacity.

4.5 Employee Performance Management

The performance evaluations of Directors for the 2015/16 financial have not yet taken place. Initially the mid-year assessment process was stalled to allow training on the electronic reporting system. Thereafter the assessments was put on hold because the CFO requested that the reporting system be re-opened for prior-month reporting. However the re-opening of the system, for prior months reporting, resulted in audit reports on this information being null and void. Management therefore resolved that Internal Audit

should re-audit the Portfolio of Evidence for the Directors but due to human resource limitations, that has not been done. It should be noted that for the evaluation of an individual the Portfolio of Evidence plays a crucial role in verifying the claimed performance (especially since exceptional performance may result in a financial award being made). The following issues still needs to be resolved:

- a) Non-compliance to reporting timeframes by some Directors;
- b) Non-compliance to reporting requirements, in that the required Portfolio of Evidence is not uploaded and reasons for deviating from the set targets are not provided;
- c) Internal audit capacity to audit performance information must be increased.

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