

# Service Delivery and Budget Implementation Plan (SDBIP)

## 2<sup>nd</sup> Quarter Report for 15/16



**GREATER TZANEEN MUNICIPALITY**

Office of the Municipal Manager  
Performance Management Section  
Contact number: 015 - 307 8002

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## List of Acronyms

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

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







# 1. Introduction

The Service Delivery and Budget Implementation Plan (SDBIP) was approved by the Mayor on the 17<sup>th</sup> of June 2015 as prescribed by 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 2<sup>nd</sup> Qtr Performance Report must be submitted to Treasury, the Auditor General and the Department of Cooperative Governance by the 25<sup>th</sup> of January annually (as per Section 72 of the MFMA, Act 56 of 2003). The Auditing of performance information on a quarterly basis has proven to be a challenge since the Internal Audit Division is under-resourced, therefore this report is consolidated without a final audit report being available.

## 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.

An overview

### 2.1 Revenue Analysis

GTM collected 97% of the budgeted revenue during the 1<sup>st</sup> Quarter of 2015/16 the revenue collected per vote is presented in **Table 1** below.

| <b>Table 1: 1st Qtr Revenue Collection for 2015/16</b> |   |             |             |            |            |            |            |                      |             |
|--|---|-------------|-------------|------------|------------|------------|------------|----------------------|-------------|
| Ref  | Vote  | Jul-15      |             | Aug-15     |            | Sep-15     |            | Total for the Period |             |
|  |   | Budget      | Actual      | Budget     | Actual     | Budget     | Actual     | Budget               | Actual      |
| RS1  | Property rates                                    | 6 954 681   | 7 879 045   | 7 112 319  | 8 097 798  | 6 984 534  | 8 098 763  | 21 051 534           | 24 075 606  |
| RS2  | Penalties imposed and collection charges on rates | 410 659     | 360 639     | 298 343    | 381 647    | 309 732    | 315 809    | 1 018 735            | 1 058 095   |
| RS3  | Service charges                                   | 41 330 049  | 36 643 383  | 54 857 774 | 34 722 603 | 54 904 665 | 46 694 067 | 151 092 489          | 118 060 053 |
| RS4  | Rent of facilities and equipment                  | 77 281      | 83 685      | 75 669     | 111 014    | 71 865     | 110 110    | 224 817              | 304 809     |
| RS5  | Interest earned - external investments            | 26 623      | 83 879      | 96 465     | 413 420    | 191 525    | 87 415     | 314 613              | 584 714     |
| RS6  | Interest earned - outstanding debtors             | 894 427     | 1 229 614   | 930 010    | 1 356 502  | 891 734    | 745 503    | 2 716 172            | 3 331 619   |
| RS7  | Fines   | 230 678     | 56 241      | 353 074    | 445 872    | 363 632    | 287 259    | 947 386              | 789 372     |
| RS8  | Licenses and Permits                              | 46 154      | 82 975      | 0          | 65 147     | 82 141     | 58 488     | 128 295              | 206 610     |
| RS9  | Income from Agency services                       | 3 166 396   | 4 683 876   | 2 008 253  | 3 494 640  | 2 022 537  | 4 135 778  | 7 197 187            | 12 314 294  |
| RS10   | Operating grants and subsidies                    | 150 905 091 | 154 843 000 | 3 068 770  | 737 000    | 1 000 000  | 14 600 000 | 154 973 861          | 170 180 000 |
| RS11   | Other Revenue                                     | 7 684       | 48 650      | 1 150      | -33 541    | 188 355    | 66 722     | 197 191              | 81 831      |

**Table 1: 1st Qtr Revenue Collection for 2015/16**

| Ref           | Vote  | Jul-15             |                    | Aug-15            |                   | Sep-15            |                   | Total for the Period |                    |
|---------------|---|--------------------|--------------------|-------------------|-------------------|-------------------|-------------------|----------------------|--------------------|
|               |   | Budget             | Actual             | Budget            | Actual            | Budget            | Actual            | Budget               | Actual             |
| RS12          | Gain on disposal of property, plant and equipment | 0                  | 0                  | 0                 | 0                 | 0                 | 0                 | 0                    | 0                  |
| RS13          | Income foregone                                   | -1 875 868         | -1 933 862         | -1 909 715        | -1 756 456        | -1 939 654        | -1 761 625        | -5 725 238           | -5 451 943         |
| <b>Total:</b> |   | <b>202 173 860</b> | <b>204 061 125</b> | <b>66 892 116</b> | <b>48 035 646</b> | <b>65 071 069</b> | <b>73 438 289</b> | <b>334 137 046</b>   | <b>325 535 060</b> |

GTM collected 95% of the budgeted revenue during the 2<sup>nd</sup> Quarter of 2015/16 the revenue collected vote is presented in **Table 1** below.

**Table 2: 2nd Qtr Revenue Collection for 2015/16**

| Ref | Vote  | Oct-15     |            | Nov-15     |            | Dec-15     |            | Total for the Period |             |
|-----|---|------------|------------|------------|------------|------------|------------|----------------------|-------------|
|     |   | Budget     | Actual     | Budget     | Actual     | Budget     | Actual     | Budget               | Actual      |
| RS1 | Property rates                                    | 7 022 719  | 8 085 195  | 7 122 858  | 7 672 056  | 6 281 347  | 8 095 401  | 41 478 459           | 47 928 258  |
| RS2 | Penalties imposed and collection charges on rates | 444 817    | 398 832    | 465 862    | 431 241    | 307 862    | 357 466    | 2 237 278            | 2 245 634   |
| RS3 | Service charges                                   | 34 170 319 | 29 350 613 | 38 925 733 | 35 023 137 | 27 691 903 | 39 697 198 | 251 880 445          | 222 131 001 |
| RS4 | Rent of facilities and equipment                  | 61 638     | 101 018    | 88 392     | 96 065     | 86 832     | 107 221    | 461 679              | 609 113     |
| RS5 | Interest earned - external investments            | 112 398    | 299 725    | 368 854    | 331 885    | 36 000     | 116 127    | 831 867              | 1 332 451   |
| RS6 | Interest earned - outstanding debtors             | 999 087    | 1 130 458  | 978 005    | 1 227 854  | 977 078    | 1 224 279  | 5 670 344            | 6 914 210   |
| RS7 | Fines   | 399 734    | 558 567    | 241 096    | 408 351    | 576 712    | 75 056     | 2 164 928            | 1 831 346   |
| RS8 | Licenses and Permits                              | 165 346    | 44 266     | 58 350     | 38 072     | 46 644     | 23 543     | 398 637              | 312 491     |
| RS9 | Income from Agency services                       | 2 299 296  | 4 706 688  | 6 031 895  | 7 036 331  | 4 774 223  | 3 367 965  | 20 302 602           | 27 425 278  |

**Table 2: 2nd Qtr Revenue Collection for 2015/16**

| Ref           | Vote  | Oct-15            |                   | Nov-15             |                    | Dec-15            |                   | Total for the Period |                    |
|---------------|---|-------------------|-------------------|--------------------|--------------------|-------------------|-------------------|----------------------|--------------------|
|               |   | Budget            | Actual            | Budget             | Actual             | Budget            | Actual            | Budget               | Actual             |
| RS10          | Operating grants and subsidies                    | 11 800 883        | 0                 | 137 999 408        | 66 908 000         | 8 401 765         | 33 623 000        | 313 175 917          | 270 711 000        |
| RS11          | Other Revenue                                     | 246 113           | 15 476            | 479 271            | 52 768             | 5 782             | 595 315           | 928 357              | 745 390            |
| RS12          | Gain on disposal of property, plant and equipment | 0.00              | 180               | 0                  | 0                  | 0                 | 150               | 0                    | 330                |
| RS13          | Income foregone                                   | -1 904 123        | -3 267 397        | -2 055 268         | -1 834 988         | -1 944 150        | -1 836 555        | -11 628 781          | -12 390 883        |
| <b>Total:</b> |   | <b>55 818 232</b> | <b>41 423 621</b> | <b>190 704 458</b> | <b>117 390 772</b> | <b>47 241 998</b> | <b>85 446 166</b> | <b>627 901 735</b>   | <b>569 795 619</b> |

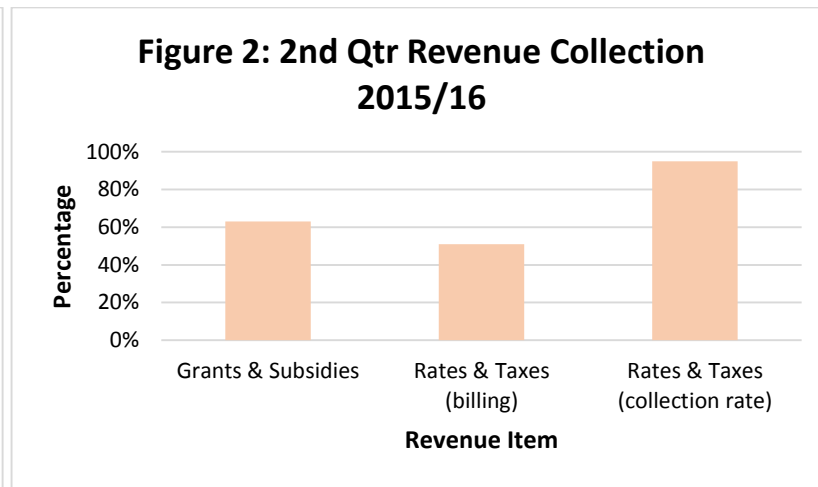
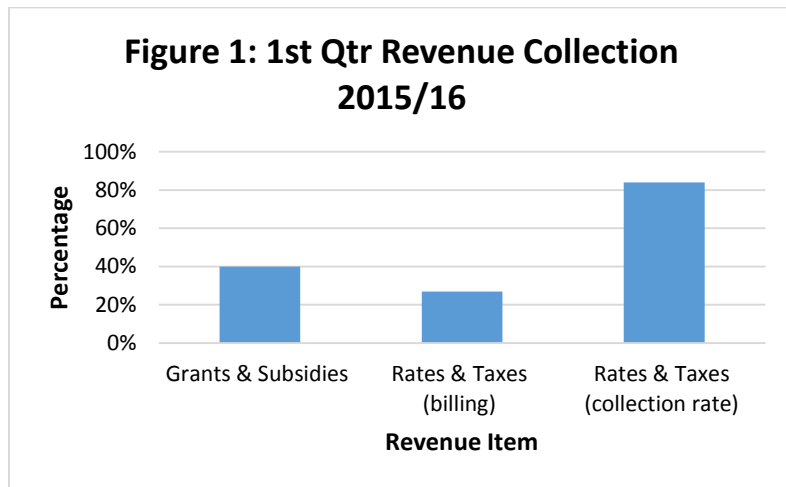
Deviations to take note of in **Table 2** is the increase in revenue collection on Rent of Facilities and Equipment (RS4) which was as a result of an increase in new applications for rental of facilities received from Politsi. The revenue on interest earned from external investments (RS5) was also more than budgeted for due to the fact that excess funds were invested with different financial institutions to ensure maximum benefit to Council. The increase income from Agency services (RS9) was also significantly higher due to people from neighbouring towns making use of the GTM vehicle and driver licensing services. Overall revenue collection was less than anticipated mainly due to the loss on service charges (RS3) and Operating grants and subsidies (RS 10).

**Table 3: 2nd Quarter Revenue Summary for 2015/16**

| 2015/16 FY                      |             | 30 Sept '15          |           | 30 Dec 2015          |           |
|---------------------------------|-------------|----------------------|-----------|----------------------|-----------|
| Revenue                         | Budget      | Year to date receipt | % Receipt | Year to date receipt | % Receipt |
| Grants & Subsidies              | 424,780,000 | 170,180,000          | 40%       | 267,971,000          | 63%       |
| Rates & Taxes (billing)         | 550,009,228 | 150,060,664          | 27%       | 283,132,933          | 51%       |
| Rates & Taxes (collection rate) | 93%         |                      | 84%       |                      | 95%       |
| Debtors age analysis            | 251,171,266 | 409,522,489          | 163%      | 397,377,515          | 158%      |



| Table 3: 2nd Quarter Revenue Summary for 2015/16 |            |                      |           |                      |           |
|--|------------|----------------------|-----------|----------------------|-----------|
| 2015/16 FY                                       |            | 30 Sept '15          |           | 30 Dec 2015          |           |
| Revenue  | Budget     | Year to date receipt | % Receipt | Year to date receipt | % Receipt |
| Bank Balance                                     | 12,343,058 | 22,797,009           |           | R96,614,308          |           |



The outstanding rates and service charges increased by 4.1% from R 381 724 005 in November 2015 to R 397 377 516 in December 2015 (See **Table 3**). These amounts include sundry debtors of R23 million. If the current billing represents R 45 million and the total rates and service charges outstanding represent R 397 million it means that the total outstanding debts on rates and service charges are equal to zero funds recovered for more than 8 months.

## 2.2 Expenditure Analysis

This section provides details regarding the expenditure in terms of the Operational Budget for the period 1 July to 30 December 2015. **Table 4** contains the expenditure for the 1<sup>st</sup> Quarter and **Table 5** for the 2<sup>nd</sup> Quarter of 2015/16.

| <b>Table 4: 1st Quarter Operational Expenditure 2015_16</b> |                                   |                         |                   |                         |                   |                         |                   |                    |                    |                          |
|---|-----------------------------------|-------------------------|-------------------|-------------------------|-------------------|-------------------------|-------------------|--------------------|--------------------|--------------------------|
| Ref   | Department                        | Jul-15                  |                   | Aug-15                  |                   | Sep-15                  |                   |                    |                    |                          |
|   |                                   | Operational Expenditure |                   | Operational Expenditure |                   | Operational Expenditure |                   |                    |                    |                          |
|   |                                   | Budget                  | Monthly Actual    | Budget                  | Monthly Actual    | Budget                  | Monthly Actual    | YTD Budget         | YTD Actual         | YTD % Spent <sup>1</sup> |
| CF3   | Office of the Municipal Manager   | 1 527 818.24            | 1 208 380         | 695 711                 | 612 803           | 815 465.06              | 836 839           | 3 038 994          | 2 658 022          | 87                       |
| CF4   | Financial Services                | 4 633 192               | 6 583 338         | 4 571 111               | 3 596 018         | 4 545 759               | 4 356 086         | 13 750 063         | 14 535 442         | 105                      |
| CF5   | Corporate Services                | 5 999 053               | 7 997 722         | 6 522 910               | 7 814 745         | 6 759 084               | 6 487 138         | 19 281 049         | 22 299 605         | 115                      |
| CF7   | Community Services                | 12 950 190              | 10 412 077        | 13 336 344              | 13 936 824        | 14 181 944              | 15 011 389        | 40 468 478         | 39 360 290         | 97                       |
| CF9   | Electrical Engineering            | 10 693 616              | 4 482 824         | 44 997 590              | 38 454 622        | 49 754 796              | 41 953 639        | 105 446 004        | 84 891 085         | 80                       |
| CF8   | Engineering Services              | 10 011 020              | 3 883 997         | 10 853 257              | 4 270 378         | 14 570 300              | 4 940 553         | 35 434 577         | 13 094 928         | 36                       |
| CF6   | Planning and Economic Development | 1 818 624               | 2 484 558         | 1 741 370               | 2 197 447         | 1 467 180               | 3 179 260         | 5 027 175          | 7 861 265          | 156                      |
| CF10  | GTEDA                             | 416 637                 | 521 434           | 846 643                 | 410 085           | 467 828                 | 801 481           | 1 731 109          | 1 733 000          | 100                      |
| <b>Total:</b>   |                                   | <b>48 050 153</b>       | <b>37 574 330</b> | <b>83 564 939</b>       | <b>71 292 922</b> | <b>92 562 359</b>       | <b>77 566 385</b> | <b>224 177 451</b> | <b>186 433 637</b> | <b>83%</b>               |

<sup>1</sup> Year to date spent reflects the total spent for the three months under review as a percentage of the budget for the three months

| <b>Table 5: 2<sup>nd</sup> Quarter Operational Expenditure 2015_16</b> |                                   |                         |                   |                         |                   |                         |                   |                    |                    |                          |
|--|-----------------------------------|-------------------------|-------------------|-------------------------|-------------------|-------------------------|-------------------|--------------------|--------------------|--------------------------|
| Ref  | Department                        | Oct-15                  |                   | Nov-15                  |                   | Dec-15                  |                   |                    |                    |                          |
|  |                                   | Operational Expenditure |                   | Operational Expenditure |                   | Operational Expenditure |                   |                    |                    |                          |
|  |                                   | Original Budget         | Monthly Actual    | Original Budget         | Monthly Actual    | Original Budget         | Monthly Actual    | YTD Actual         | YTD Variance       | YTD % Spent <sup>2</sup> |
| CF3  | Office of the Municipal Manager   | 845 636                 | 952 589           | 926 657                 | 3 727 935         | 979 814                 | 867 428           | 8 205 974          | -2 414 873         | 142%                     |
| CF4  | Financial Services                | 4 574 032               | 3 925 059         | 4 259 391               | 5 410 383         | 6 267 596               | 3 982 560         | 27 853 444         | 997 638            | 97%                      |
| CF5  | Corporate Services                | 6 983 071               | 12 038 186        | 6 418 640               | 7 674 497         | 6 689 880               | 8 301 356         | 50 313 644         | -10 941 004        | 128%                     |
| CF7  | Community Services                | 15 339 183              | 15 672 211        | 13 817 657              | 13 494 231        | 14 322 889              | 14 497 288        | 83 024 020         | 924 188            | 99%                      |
| CF9  | Electrical Engineering            | 32 728 352              | 29 123 763        | 35 353 138              | 4 850 935         | 31 692 818              | 6 309 744         | 125 175 527        | 80 044 785         | 61%                      |
| CF8  | Engineering Services              | 10 271 195              | 3 806 935         | 11 506 632              | 7 033 785         | 13 117 631              | 3 205 395         | 27 141 043         | 43 188 993         | 39%                      |
| CF6  | Planning and Economic Development | 1 499 330               | 2 485 649         | 1 380 127               | 1 499 702         | 3 356 616               | 1 304 627         | 13 151 243         | -1 887 995         | 117%                     |
| CF10   | GTEDA                             | 380 255                 | 0.00              | 254 261                 | 776 228           | 498 015                 | 436 482           | 2 945 710          | -82 069            | 103%                     |
| <b>Total:</b>  |                                   | <b>72 621 053</b>       | <b>68 004 392</b> | <b>73 916 503</b>       | <b>44 467 696</b> | <b>76 925 259</b>       | <b>38 904 880</b> | <b>337 810 605</b> | <b>109 829 662</b> | <b>75%</b>               |

**Table 4 & 5** presents the actual expenditure on the operational budget for the 1<sup>st</sup> & 2<sup>nd</sup> Quarter per Department and the reasons for the deviations are as follows:

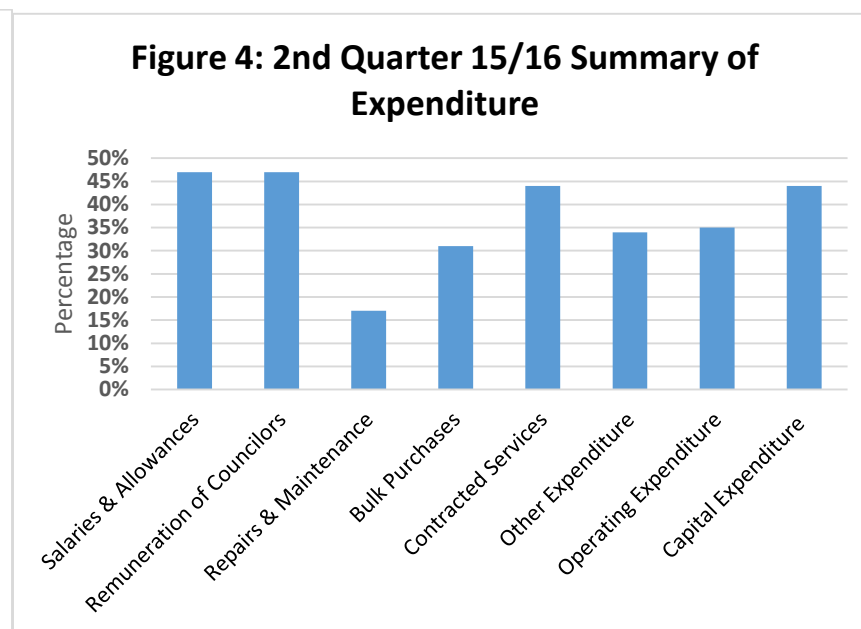
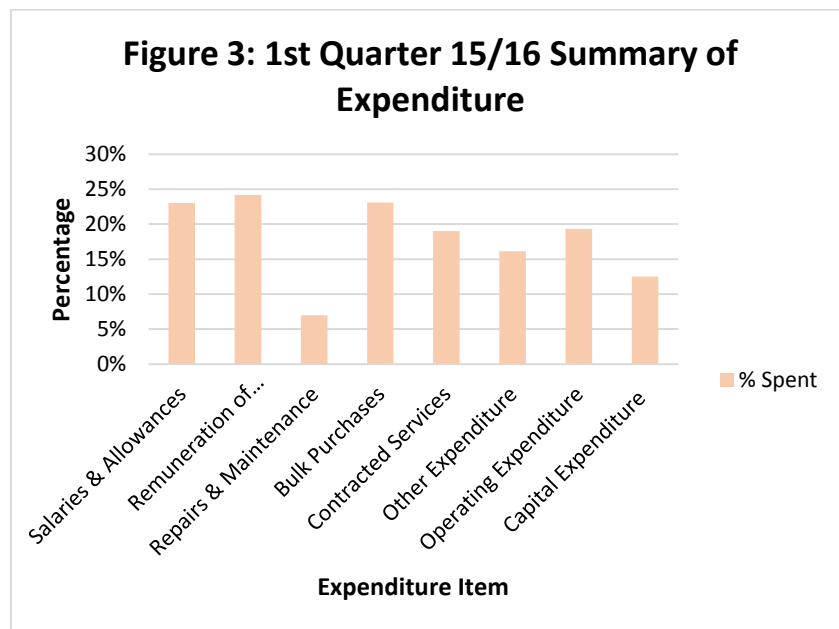
- The Office of the Municipal Manager: the over expenditure is due to the settlement agreement ending the employee contract of the previous MM.

<sup>2</sup> Year to date spent reflects the total spent for the six months under review as a percentage of the budget for the six months

- Corporate Services Department overspent on legal fees with payments of R15.7 million affected while the annual budget is only R15.7 million. Overspending was also incurred on the payments of IT service providers (Business Engineering, Telkom and Mweb) with R479 264 spent of the R485 000 budget.
- Community services overspent on the cultural day vote to accommodate sport participant to SAIMSA GAMES, which is a once a year event.
- Planning and Economic Development registers and over expenditure due to the expenditure incurred on NDPG. There was no NDPG allocation for 15/16 but National Treasury later approved a rollover, which will be included in the budget during the adjustment process.

| <b>Table 6 : 2<sup>nd</sup> Quarter Expenditure Summary for 2015/16</b> |               |                                   |                |                              |                |
|---|---------------|-----------------------------------|----------------|------------------------------|----------------|
| <b>2015/16 FY</b>   |               | <b>Quarter ending 30 Sept '15</b> |                | <b>Qtr ending 31 Dec '15</b> |                |
| <b>Expenditure</b>  | <b>Budget</b> | <b>Year to date exp</b>           | <b>% Spent</b> | <b>Year to date exp</b>      | <b>% Spent</b> |
| Salaries & Allowances   | 273 288 235   | 62 925 477                        | 23%            | 129 167 359                  | 47%            |
| Remuneration of Councilors  | 22 180 856    | 4 982 032                         | 22%            | 10 521 480                   | 47%            |
| Repairs & Maintenance   | 134 968 777   | 9 404 360                         | 7%             | 22 819 496                   | 17%            |
| Bulk Purchases  | 307 100 624   | 70 851 575                        | 23%            | 94 044 233                   | 31%            |
| Contracted Services   | 43 865 637    | 8 350 343                         | 19%            | 19 263 633                   | 44%            |
| Other Expenditure   | 183 828 461   | 29 919 850                        | 16%            | 61 996 579                   | 34%            |
| Operating Expenditure   | 965 232 590   | 186 433 637                       | 19%            | 337 812 780                  | 35%            |
| Capital Expenditure   | 144 684 479   | 18 081 276                        | 12%            | 64 249 358                   | 44%            |

The operating expenditure of 34.89% does not include provision for bad debt and depreciation which are non cash items. If Bad debts and Depreciation included will result in an increase of 42.3% spent, which is in line with 50.00% target budget (See **Table 6**).



Expenditure on Conditional grants is presented in **Table 7** below wherein it is indicated that expenditure on INEP and EEDG, and MSIG were not as expected. Expenditure on INEP and EEDG were impacted upon by the delays in the appointment of service providers most of which were appointed late in the quarter. The over-expenditure on the NDPG is due to the rollover, which was approved by National Treasury after budget approval. The allocation will be included in the adjustment budget for 2015/16.

| <b>Table 7: 2<sup>nd</sup> Quarter GRANT Expenditure Summary for 2015/16</b> |               |                                   |                |                                  |                |
|--|---------------|-----------------------------------|----------------|----------------------------------|----------------|
| <b>2015/16 FY</b>  |               | <b>Quarter ending 30 Sept '15</b> |                | <b>Quarter ending 31 Dec '15</b> |                |
| <b>Conditional Grant</b>   | <b>Budget</b> | <b>Year to date Exp</b>           | <b>% Spent</b> | <b>Year to date Exp</b>          | <b>% Spent</b> |
| FMG  | 1,675,000     | 302,101                           | 18%            | 746,856                          | 45%            |
| INEP   | 30,000,000    | 0                                 | 0%             | 598,792                          | 3%             |
| EEDG   | 5,000,000     | 164,862                           | 3%             | 192,943                          | 4%             |
| NDPG   | 0             | 2,061,054                         |                | 2,061,054                        |                |
| MSIG   | 930,000       | 333,380                           | 36%            | 333,380                          | 36%            |
| MIG  | 91,191,000    | 15,738,371                        | 17%            | 55,056,012                       | 60%            |
| EPWP   | 1,842,000     | 0                                 | 0%             | 1,569,587                        | 85%            |

### 2.3 Capital Expenditure Analysis

This section provides an overview of capital expenditure during the 1<sup>st</sup> Quarter of 2015/16. **Table 8** below presents the capital expenditure per department and vote for the 1<sup>st</sup> Quarter for 2015/16 while **Table 9** presents the capital expenditure for the 2<sup>nd</sup> Quarter, ending 31 December 2015.

| <b>Table 8: 1st Quarter Capital Expenditure per Department 2015_16</b> |                                 |               |                     |                |                     |                |                     |                |            |             |
|--|---------------------------------|---------------|---------------------|----------------|---------------------|----------------|---------------------|----------------|------------|-------------|
| Ref  | Department                      | Annual Budget | Jul-15              |                | Aug-15              |                | Sep-15              |                |            |             |
|  |                                 |               | Capital Expenditure |                | Capital Expenditure |                | Capital Expenditure |                |            |             |
|  |                                 |               | Budget              | Monthly Actual | Budget              | Monthly Actual | Budget              | Monthly Actual | YTD Actual | YTD % Spent |
| CF3  | Office of the Municipal Manager | 0             | 0                   | 0              | 0                   | 0              | 0                   | 0              | 0          | 0           |
| CF4  | Financial Services              | 0             | 0                   | 0              | 0                   | 0              | 0                   | 0              | 0          | 0           |
| CF5  | Corporate Services              | 0             | 0                   | 0              | 0                   | 0              | 0                   | 0              | 0          | 0           |
| CF7  | Community Services              | 0             | 0                   | 0              | 0                   | 0              | 0                   | 0              | 0          | 0           |

**Table 8: 1st Quarter Capital Expenditure per Department 2015\_16**

| Ref           | Department                        | Annual Budget      | Jul-15              |                     | Aug-15              |                     | Sep-15              |                  |                   |             |
|---------------|-----------------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|------------------|-------------------|-------------|
|               |                                   |                    | Capital Expenditure |                     | Capital Expenditure |                     | Capital Expenditure |                  |                   |             |
|               |                                   |                    | Budget              | Monthly Actual      | Budget              | Monthly Actual      | Budget              | Monthly Actual   | YTD Actual        | YTD % Spent |
| CF9           | Electrical Engineering            | 35 793 314         | 432 000             | 491 097             | 2 838 000           | 106 265             | 1 836 000           | 914 282          | 1 511 644         | 29          |
| CF8           | Engineering Services              | 107 738 765        | 6 326 261           | 3 552 176           | 6 126 251           | 5 058 817           | 6 326 251           | 7 958 639        | 16 569 632        | 88          |
| CF6           | Planning and Economic Development | 1 150 000          | 0                   | 0                   | 0                   | 0                   | 0                   | 0                | 0                 | 0           |
| CF10          | GTEDA                             |                    | 0                   | 0                   | 0                   | 0                   | 0                   | 0                | 0                 | 0           |
| <b>Total:</b> |                                   | <b>144 684 079</b> | <b>6 758 261</b>    | <b>4 043 273.00</b> | <b>8 964 251</b>    | <b>5 165 082.00</b> | <b>8 162 251</b>    | <b>8 872 921</b> | <b>18 081 276</b> | <b>12%</b>  |

The Expenditure on MIG improved during the 2<sup>nd</sup> Quarter, reflected in the expenditure incurred by the Engineering Services Department (see Table 9).

**Table 9: 2<sup>nd</sup> Quarter Capital Expenditure per Department 2015\_16**

| Ref  | Department                        | Annual Budget | Oct-15              |                | Nov-15              |                | Dec-15              |                |            |             |
|------|-----------------------------------|---------------|---------------------|----------------|---------------------|----------------|---------------------|----------------|------------|-------------|
|      |                                   |               | Capital Expenditure |                | Capital Expenditure |                | Capital Expenditure |                |            |             |
|      |                                   |               | Budget              | Monthly Actual | Budget              | Monthly Actual | Budget              | Monthly Actual | YTD Actual | YTD % Spent |
| CF3  | Office of the Municipal Manager   | 0             | 0                   | 0              | 0                   | 0              | 0                   | 0              | 0          | 0           |
| CF4  | Financial Services                | 0             | 0                   | 0              | 0                   | 0              | 0                   | 0              | 0          | 0           |
| CF5  | Corporate Services                | 0             | 0                   | 0              | 0                   | 0              | 0                   | 0              | 0          | 0           |
| CF7  | Community Services                | 0             | 0                   | 0              | 0                   | 0              | 0                   | 0              | 0          | 0           |
| CF9  | Electrical Engineering            | 35 793 314    | 1 957 000           | 1 544 706      | 5 837 000           | 4 127 849      | 25 000              | 360 521        | 7 544 721  | 58.37%      |
| CF8  | Engineering Services              | 107 738 765   | 8 526 251           | 9 006 478      | 8 226 251           | 15 049 201     | 7 236 251           | 16 079 325     | 56 704 636 | 132.59%     |
| CF6  | Planning and Economic Development | 1 150 000     | 0.00                | 0.00           | 0.00                | 0.00           | 50 000              | 0.00           | 0.00       | 0.00%       |
| CF10 | GTEDA                             |               | 2 000               | 0.00           | 0.00                | 0.00           | 0.00                | 0.00           | 0.00       | 0.00%       |

**Table 9: 2<sup>nd</sup> Quarter Capital Expenditure per Department 2015\_16**

| Ref           | Department | Annual Budget      | Oct-15              |                   | Nov-15              |                   | Dec-15              |                   |                   |                |
|---------------|------------|--------------------|---------------------|-------------------|---------------------|-------------------|---------------------|-------------------|-------------------|----------------|
|               |            |                    | Capital Expenditure |                   | Capital Expenditure |                   | Capital Expenditure |                   |                   |                |
|               |            |                    | Budget              | Monthly Actual    | Budget              | Monthly Actual    | Budget              | Monthly Actual    | YTD Actual        | YTD % Spent    |
| <b>Total:</b> |            | <b>144 684 079</b> | <b>10 485 251</b>   | <b>10 551 184</b> | <b>14 063 251</b>   | <b>19 177 050</b> | <b>7 311 251</b>    | <b>16 439 847</b> | <b>64 249 357</b> | <b>115.26%</b> |

It should be noted that the expenditure on roll-overs are included in **Table 9** but is exclude in **Table 10 & 11** (these projects have not yet been included in the budget and SDBIP as this will only be done with the Adjustment Budget process during Jan/Feb 2016).

The tables below (**Table 10**) presents the monthly capital expenditure per project (per ward) and on monthly basis for the 1<sup>st</sup> & 2<sup>nd</sup> Quarters of 2015/16, compared to the planned expenditure. From the **Table 10** it can be seen that the majority of the projects planned for 15/16 had not yet commenced by 30 September 2015.

**Table 10: SDBIP 2015/2016: Capital Projects Monthly Expenditure July to December 2015**

| Project Detail |  |       |              | Monthly Expenditure |         |          |         |           |         | 2nd Quarter YTD Financials |           |            |         |
|----------------|--|-------|--------------|---------------------|---------|----------|---------|-----------|---------|----------------------------|-----------|------------|---------|
| Ref            | Project name                                       | Wards | Total budget | July '15            | Aug '15 | Sept '15 | Oct '15 | Nov '15   | Dec '15 | Budget                     | Actual    | Variance   | % Spent |
| CP28           | Service Contribution for Tzaneen distribution area | 2     | 10 100 000   | 0.00                | 105 598 | 913 453  | 0.00    | 2 543 878 | 332 362 | 0.00                       | 3 895 291 | -3 895 291 | 100%    |
| CP15           | Substation tripping batteries                      | All   | 150 000      | 0.00                | 0.00    | 0.00     | 0.00    | 0.00      | 0.00    | 0.00                       | 0.00      | 0.00       | 0.00%   |



**Table 10: SDBIP 2015/2016: Capital Projects Monthly Expenditure July to December 2015**

| Project Detail |  |       | Monthly Expenditure |          |         |          |         |         |         | 2nd Quarter YTD Financials |         |           |         |
|----------------|--|-------|---------------------|----------|---------|----------|---------|---------|---------|----------------------------|---------|-----------|---------|
| Ref            | Project name   | Wards | Total budget        | July '15 | Aug '15 | Sept '15 | Oct '15 | Nov '15 | Dec '15 | Budget                     | Actual  | Variance  | % Spent |
| CP19           | Rebuilding of Lines- Greenfog - Heanerzburg (12km)                       | 16    | 1 400 000           | 0.00     | 0.00    | 0.00     | 0.00    | 0.00    | 0.00    | 140 000                    | 0.00    | 140 000   | 0.00%   |
| CP20           | Rebuilding of Lines- Lalapanzi - Waterbok (7km)                          | 23    | 1 000 000           | 0.00     | 0.00    | 0.00     | 0.00    | 800 000 | 0.00    | 100 000                    | 800 000 | -700 000  | 800%    |
| CP27           | Substation fencing   | 2     | 100 000             | 0.00     | 0.00    | 0.00     | 0.00    | 0.00    | 0.00    | 0.00                       | 0.00    | 0.00      | 0.00%   |
| CP18           | Provision of Capital Tools (outlying)                                    | All   | 100 000             | 0.00     | 0.00    | 0.00     | 0.00    | 0.00    | 0.00    | 37 500                     | 0.00    | 37 500    | 0.00%   |
| CP21           | Rebuilding of Lines- 11kv lines Grys Appel (Atherston to Redbank) (12km) | 16    | 2 160 000           | 0.00     | 0.00    | 0.00     | 0.00    | 721 713 | 0.00    | 2 160 000                  | 721 713 | 1 438 287 | 33.41%  |
| CP23           | Replace 10x11kv and 6x33 kv auto-reclosers per annum                     | All   | 1 000 000           | 0.00     | 0.00    | 0.00     | 0.00    | 0.00    | 0.00    | 0.00                       | 0.00    | 0.00      | 0.00%   |

**Table 10: SDBIP 2015/2016: Capital Projects Monthly Expenditure July to December 2015**

| Project Detail |   |       |              | Monthly Expenditure |         |          |         |           |          | 2nd Quarter YTD Financials |           |           |         |
|----------------|---|-------|--------------|---------------------|---------|----------|---------|-----------|----------|----------------------------|-----------|-----------|---------|
| Ref            | Project name  | Wards | Total budget | July '15            | Aug '15 | Sept '15 | Oct '15 | Nov '15   | Dec '15  | Budget                     | Actual    | Variance  | % Spent |
| CP25           | Telephone Network Management System (Control Room)      | All   | 300 000      | 0.00                | 0.00    | 0.00     | 0.00    | 0.00      | 0.00     | 300 000                    | 0.00      | 300 000   | 0.00%   |
| CP14           | Protection relays at Electrical Distribution substation | All   | 300 000      | 0.00                | 0.00    | 0.00     | 0.00    | 0.00      | 0.00     | 300 000                    | 0.00      | 300 000   | 0.00%   |
| CP17           | Provision of Capital Tools (Urban)                      | All   | 100 000      | 0.00                | 667.00  | 829.00   | 0.00    | 10 438.00 | 1 881.00 | 37 500.00                  | 13 815.00 | 23 685.00 | 36.84%  |
| CP16           | Replacement of airconditioners in Municipal Buildings   | 3     | 50 000       | 0.00                | 0.00    | 0.00     | 0.00    | 0.00      | 0.00     | 50 000                     | 0.00      | 50 000    | 0.00%   |
| CP26           | New Double garage to house protection equipment trailer | 14    | 150 000      | 0.00                | 0.00    | 0.00     | 0.00    | 0.00      | 0.00     | 0.00                       | 0.00      | 0.00      | 0.00%   |

**Table 10: SDBIP 2015/2016: Capital Projects Monthly Expenditure July to December 2015**

| Project Detail |  |            |              | Monthly Expenditure |         |          |         |         |         | 2nd Quarter YTD Financials |        |           |         |
|----------------|--|------------|--------------|---------------------|---------|----------|---------|---------|---------|----------------------------|--------|-----------|---------|
| Ref            | Project name                                 | Wards      | Total budget | July '15            | Aug '15 | Sept '15 | Oct '15 | Nov '15 | Dec '15 | Budget                     | Actual | Variance  | % Spent |
| CP22           | Old technology main circuit breakers in town | 15         | 1 000 000    | 0.00                | 0.00    | 0.00     | 0.00    | 0.00    | 0.00    | 1 000 000.00               | 0.00   | 1 000 000 | 0.00%   |
| CP5            | Apollo lights at Dan Village                 | 17; 20; 21 | 520 000      | 0.00                | 0.00    | 0.00     | 0.00    | 0.00    | 0.00    | 266 000                    | 0.00   | 266 000   | 0.00%   |
| CP6            | Apollo lights at Motupa Village              | 10         | 520 000      | 0.00                | 0.00    | 0.00     | 0.00    | 0.00    | 0.00    | 266 000                    | 0.00   | 266 000   | 0.00%   |
| CP7            | Apollo lights at Nyagelani Village           | 3          | 520 000      | 0.00                | 0.00    | 0.00     | 0.00    | 0.00    | 0.00    | 266 000                    | 0.00   | 266 000   | 0.00%   |
| CP8            | Apollo lights at Tickyline Village           | 29         | 520 000      | 0.00                | 0.00    | 0.00     | 0.00    | 0.00    | 0.00    | 266 000                    | 0.00   | 266 000   | 0.00%   |
| CP9            | Apollo lights at Moruji Village              | 7          | 520 000      | 0.00                | 0.00    | 0.00     | 0.00    | 0.00    | 0.00    | 266 000                    | 0.00   | 266 000   | 0.00%   |
| CP1            | Apollo light at Burgersdorp                  | 27; 28     | 520 000      | 0.00                | 0.00    | 0.00     | 0.00    | 0.00    | 0.00    | 266 000                    | 0.00   | 266 000   | 0.00%   |
| CP2            | Apollo lights at Khopo                       | 26         | 520 000      | 0.00                | 0.00    | 0.00     | 0.00    | 0.00    | 0.00    | 266 000                    | 0.00   | 266 000   | 0.00%   |
| CP4            | Apollo lights at Moloko and Pelana village   | All        | 540 000      | 0.00                | 0.00    | 0.00     | 0.00    | 0.00    | 0.00    | 266 000                    | 0.00   | 266 000   | 0.00%   |

**Table 10: SDBIP 2015/2016: Capital Projects Monthly Expenditure July to December 2015**

| Project Detail |   |            |              | Monthly Expenditure |         |          |         |         |         | 2nd Quarter YTD Financials |        |           |         |
|----------------|---|------------|--------------|---------------------|---------|----------|---------|---------|---------|----------------------------|--------|-----------|---------|
| Ref            | Project name  | Wards      | Total budget | July '15            | Aug '15 | Sept '15 | Oct '15 | Nov '15 | Dec '15 | Budget                     | Actual | Variance  | % Spent |
| CP3            | Apollo lights at Mawa Block 8 and 9   | 2          | 540 000      | 0.00                | 0.00    | 0.00     | 0.00    | 0.00    | 0.00    | 266 000                    | 0.00   | 266 000   | 0.00%   |
| CP11           | Traffic lights at R71 turn off Deerpark   | 13         | 300 000      | 0.00                | 0.00    | 0.00     | 0.00    | 0.00    | 0.00    | 0.00                       | 0.00   | 0.00      | 0.00%   |
| CP10           | Traffic lights at Letaba Cross  | 17         | 300 000      | 0.00                | 0.00    | 0.00     | 0.00    | 0.00    | 0.00    | 0.00                       | 0.00   | 0.00      | 0.00%   |
| CP13           | Energy efficiency and demandside management (Tzaneen, Nkowanowa & Lenyenye)       | All        | 5 000 000    | 0.00                | 0.00    | 0.00     | 0.00    | 27 632  | 0.00    | 2 000 000                  | 27 632 | 1 972 368 | 1.38%   |
| CP24           | Renewal, Repairs and Maintenance onpre-paid meters (Tzaneen, Letsitele & Politsi) | 13; 14; 15 | 150 000.00   | 0.00                | 0.00    | 0.00     | 0.00    | 24 188  | 26 279  | 0.00                       | 50 467 | -50 467   | 100%    |

**Table 10: SDBIP 2015/2016: Capital Projects Monthly Expenditure July to December 2015**

| Project Detail |   |        |              | Monthly Expenditure |         |          |         |         |         | 2nd Quarter YTD Financials |           |           |         |
|----------------|---|--------|--------------|---------------------|---------|----------|---------|---------|---------|----------------------------|-----------|-----------|---------|
| Ref            | Project name  | Wards  | Total budget | July '15            | Aug '15 | Sept '15 | Oct '15 | Nov '15 | Dec '15 | Budget                     | Actual    | Variance  | % Spent |
| CP12           | Capacity Building/ cable network renewal (11kv Cable from Church substation via old SAR to Power station) | 14; 15 | 7 000 000    | 0.00                | 0.00    | 0.00     | 0.00    | 0.00    | 0.00    | 6 000 000                  | 0.00      | 6 000 000 | 0.00%   |
| CP35           | Rikhotso low level bridge   | 4      | 400 000      | 0.00                | 0.00    | 0.00     | 0.00    | 0.00    | 0.00    | 0.00                       | 0.00      | 0.00      | 0.00%   |
| CP33           | Politisi road   | 16     | 2 600 000    | 0.00                | 238 321 | 573 875  | 0.00    | 439 610 | 0.00    | 2 200 000                  | 1 251 806 | 948 194   | 56.90%  |
| CP34           | Agatha Cemetery Low Level Bridge  | 16     | 400 000      | 0.00                | 0.00    | 0.00     | 0.00    | 0.00    | 0.00    | 0.00                       | 0.00      | 0.00      | 0.00%   |
| CP36           | Mokonyane low level bridge  | 32     | 1 700 000    | 0.00                | 0.00    | 0.00     | 0.00    | 0.00    | 0.00    | 0.00                       | 0.00      | 0.00      | 0.00%   |
| CP37           | Khubu to Lwandlamuni low level bridge   | 12     | 400 000      | 0.00                | 0.00    | 0.00     | 0.00    | 0.00    | 0.00    | 0.00                       | 0.00      | 0.00      | 0.00%   |
| CP38           | Speed humps   | All    | 2 000 000    | 0.00                | 0.00    | 0.00     | 0.00    | 0.00    | 0.00    | 1 500 000                  | 0.00      | 1 500 000 | 0.00%   |
| CP32           | Lenyenye DoC entrance road  | 31     | 600 000      | 0.00                | 0.00    | 0.00     | 0.00    | 0.00    | 0.00    | 300 000                    | 0.00      | 300 000   | 0.00%   |

**Table 10: SDBIP 2015/2016: Capital Projects Monthly Expenditure July to December 2015**

| Project Detail |  |            |              | Monthly Expenditure |         |          |         |           |           | 2nd Quarter YTD Financials |            |            |          |
|----------------|--|------------|--------------|---------------------|---------|----------|---------|-----------|-----------|----------------------------|------------|------------|----------|
| Ref            | Project name   | Wards      | Total budget | July '15            | Aug '15 | Sept '15 | Oct '15 | Nov '15   | Dec '15   | Budget                     | Actual     | Variance   | % Spent  |
| CP30           | New Runnymede Sports facility                                      | 6          | 7 550 925    | 0.00                | 0.00    | 0.00     | 0.00    | 0.00      | 625 000   | 0.00                       | 625 000    | -625 000   | 100.00 % |
| CP29           | Construction of a new community hall at Relela Cluster             | 8          | 9 165 496    | 0.00                | 0.00    | 0.00     | 0.00    | 0.00      | 0.00      | 3 200 000                  | 0.00       | 3 200 000  | 0.00%    |
| CP40           | Rita, Khopo, Lefara, Zanghoma, Uhuru, Xipungu to Mariveni Tar Road | 22; 23; 24 | 25 781 034   | 0.00                | 0.00    | 0.00     | 0.00    | 4 888 220 | 4 558 281 | 11 474 298                 | 9 446 501  | 2 027 797  | 82.33%   |
| CP41           | Tickyline, Myakayaka, Burgersdorp, Gavaza to Mafarana Tar Road     | 28; 29     | 22 876 026   | 0.00                | 0.00    | 0.00     | 0.00    | 4 250 099 | 9 474 796 | 10 015 962                 | 13 724 895 | -3 708 933 | 137.03 % |
| CP39           | Moruji to Matswi, Kheshokolwe Tar Road                             | 7          | 31 365 263   | 0.00                | 0.00    | 0.00     | 0.00    | 5 402 123 | 1 199 284 | 13 467 246                 | 6 601 407  | 6 865 839  | 49.02%   |

| <b>Table 10: SDBIP 2015/2016: Capital Projects Monthly Expenditure July to December 2015</b> |  |              |                     |                            |                |                  |                |                   |                   |                                   |                   |                   |                |
|--|--|--------------|---------------------|----------------------------|----------------|------------------|----------------|-------------------|-------------------|-----------------------------------|-------------------|-------------------|----------------|
| <b>Project Detail</b>  |  |              |                     | <b>Monthly Expenditure</b> |                |                  |                |                   |                   | <b>2nd Quarter YTD Financials</b> |                   |                   |                |
| <b>Ref</b>   | <b>Project name</b>  | <b>Wards</b> | <b>Total budget</b> | <b>July '15</b>            | <b>Aug '15</b> | <b>Sept '15</b>  | <b>Oct '15</b> | <b>Nov '15</b>    | <b>Dec '15</b>    | <b>Budget</b>                     | <b>Actual</b>     | <b>Variance</b>   | <b>% Spent</b> |
| CP31   | VIP Toilets at Mulati and Shiluvane Libraries                | 25; 27       | 120 000             | 0.00                       | 0.00           | 0.00             | 0.00           | 0.00              | 0.00              | 60 000                            | 0.00              | 60 000            | 0.00%          |
| CP44   | Tzaneen air field fencing (phase1)                           | 13           | 800 000             | 0.00                       | 0.00           | 0.00             | 0.00           | 0.00              | 0.00              | 400 000                           | 0.00              | 400 000           | 0.00%          |
| CP42   | Upgrading of municipal offices in Tzaneen                    | 15           | 80 000              | 0.00                       | 0.00           | 0.00             | 0.00           | 0.00              | 0.00              | 80 000                            | 0.00              | 80 000            | 0.00%          |
| CP43   | Disability Access Lift                                       | 15           | 300 000             | 0.00                       | 0.00           | 0.00             | 0.00           | 0.00              | 0.00              | 150 000                           | 0.00              | 150 000           | 0.00%          |
| CP45   | Acquisition of two farms in Tzaneen for residential purposes | 2            | 2 000 000           | 0.00                       | 0.00           | 0.00             | 0.00           | 0.00              | 0.00              | 0.00                              | 0.00              | 0.00              | 0.00%          |
| CP46   | Lenyenye Cemetery (land)                                     | 2            | 2 000 000           | 0.00                       | 0.00           | 0.00             | 0.00           | 0.00              | 0.00              | 0.00                              | 0.00              | 0.00              | 0.00%          |
| CP47   | Purchase of Printers   | All          | 2 000               | 0.00                       | 0.00           | 0.00             | 0.00           | 0.00              | 0.00              | 2 000                             | 0.00              | 2 000             | 0.00%          |
| <b>Total:</b>  |  |              | <b>145 520 744</b>  | <b>0.00</b>                | <b>344 586</b> | <b>1 488 157</b> | <b>0.00</b>    | <b>19 107 901</b> | <b>16 217 883</b> | <b>57 368 506</b>                 | <b>37 158 527</b> | <b>20 209 979</b> | <b>54%</b>     |

The overall Capital Expenditure for the 2<sup>nd</sup> Quarter of 2015/16 is at 44% however it should be noted that this actual expenditure includes expenditure on projects rolled-over from previous financial year (see **Table 11**), which has not yet been included in the budget (this will be done

with the adjustment budget. Therefore in terms of the actual expenditure on projects planned in the IDP for the 2015/16 financial year, only 13.8% has been spent.

Of the 47 planned projects only 7 reflected significant expenditure by 31 December '15 (see **Table 10**). This aspect should be taken into account with the budget and IDP process for 2016/17 since the cashflow situation will not allow for Council to implement all the planned projects for 15/16 together with the roll-over projects. Therefore, in order to alleviate the pressure on the cashflow, and in order to avoid roll-overs in the future, the IDP projects for 16/17 should be re-prioritised taking roll-overs into account.

| <b>Project Name</b>                   | <b>Expenditure by 31 Dec '15</b> |
|---------------------------------------|----------------------------------|
| Upgrading of Sasekani to Nkowankowa   | 14 648 351                       |
| Upgrading of Senakwe to Morapalala    | 1 233 917                        |
| Public Toilets- Tzaneen/JHB Taxi rank | 19 064                           |
| Lenyenye Stadium                      | 619 405                          |
| Thako to Sefolwe Low Level bridge     | 38 066                           |
| Tzaneen Swimming Pool                 | 94 891                           |
| Agatha Cemetery Low Level Bridge      | <b>69 149</b>                    |



## 2.4 Summary of financial performance for the 2<sup>nd</sup> Quarter

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

- Adequate revenue collection
- Capital expenditure limited to roll-over projects, which will have an impact on the cashflow situation at year-end and if not addressed during the IDP/Budget process will result in a continuation of roll-over projects.
- Low level of spending on Conditional Grants (EEDG & INEP) due to the late appointment of contractors.

### 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 2<sup>nd</sup> Quarter of 2015/16 is presented below.

| Table 12: Office of the Municipal Manager - Key Performance Indicator & Project Performance (2nd Quarter 15_16) |                        |   |                                  |                              |               |                                  |        |    |   |   |  |
|---|------------------------|---|----------------------------------|------------------------------|---------------|----------------------------------|--------|----|---|---|--|
| Ref   | Municipal KPA          | KPI   | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Year-To-Date As At December 2015 |        |    |   |   | Source of Evidence                                 |
|   |                        |   |                                  |                              |               | Target                           | Actual | R  | Reason for deviation  | Corrective Measures   |  |
| D1  | Basic Service Delivery | Disaster awareness campaigns conducted at schools                                   | 14                               |                              | 19            | 6                                | 8      | G2 | The previous quarter the number of awareness exceeded, the awareness was only done at Hoveni village  | the target was met on the last quarter                      | Programme & Awareness campaign Attendance register |
| D2  | Basic Service Delivery | Annual Disaster Management report submitted to MDM within legislated timeframes     | 3 September '15                  |                              | 1             | 1                                | 1      | G  | The report was submitted MDM on the 05 October 2015   | None required   | Annual Report Acknowledgement of receipt from MDM  |
| D3  | Basic Service Delivery | Annual Disaster Management report submitted to Council within legislated timeframes | 28-Aug                           |                              | 1             | 1                                | 1      | G  | The plan was submitted to Council on the 15 September 2015. It was supposed to be presented to Council before 31 July 2016, the delay was with the postponement committee (cluster) sitting | To request the committee chairperson to call urgent meeting | Disaster Management Report Council Resolution      |
| D4  | Basic Service Delivery | Disaster incidences responded to (relieved) within 72-hours                         | 100%                             |                              | 100%          | 100%                             | 100%   | G  | 617 incidences attendant to   | None required   | Relief reports                                     |

**Table 12: Office of the Municipal Manager - Key Performance Indicator & Project Performance (2nd Quarter 15\_16)**

| Ref | Municipal KPA                            | KPI  | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Year-To-Date As At December 2015 |        |     |  |                     | Source of Evidence                                     |
|-----|--|--|----------------------------------|------------------------------|---------------|----------------------------------|--------|-----|--|---------------------|--|
|     |  |  |                                  |                              |               | Target                           | Actual | R   | Reason for deviation   | Corrective Measures |  |
| D5  | Basic Service Delivery                   | Event Disaster Risk and Contingency Plans developed for stakeholders   | 3                                |                              | 12            | 6                                | 5      | O   | Only when there is an Event to be attended and they are not always organized by the Division | None required       | Event Disaster Risk and Contingency Plans              |
| D6  | Good Governance and Public Participation | % of GTM Council resolutions implemented vs number passed              | 100%                             |                              | 100%          | 100%                             | 39.40% | R   |  |                     | Council annual program Resolution register             |
| D7  | Good Governance and Public Participation | # Management meetings  | 21                               |                              | 52            | 26                               | 8      | R   |  |                     | Invitations Minutes & Attendance Registers             |
| D8  | Good Governance and Public Participation | Mid-year performance report submitted to PT, COGHSTA, and AG by 25 Jan | 24-Jan                           |                              | 1             | 0                                | 0      | N/A |  |                     | Mid-year Performance Report Acknowledgement of Receipt |
| D9  | Good Governance and Public Participation | Draft Annual Report considered by Council by 31 Jan                    | 31-Jan                           |                              | 1             | 0                                | 0      | N/A |  |                     | Draft Annual Report Council Minutes                    |
| D10 | Good Governance and Public Participation | Draft Annual Report advertised for public comments by 5 Feb            | 07-Feb                           |                              | 1             | 0                                | 0      | N/A |  |                     | Newspaper Adverts Website Printscreen                  |
| D11 | Good Governance and Public Participation | Final Annual Report approved by Council by 31 March                    | 31-Mar                           |                              | 1             | 0                                | 0      | N/A |  |                     | Final Annual Report Council Minutes                    |

**Table 12: Office of the Municipal Manager - Key Performance Indicator & Project Performance (2nd Quarter 15\_16)**

| Ref | Municipal KPA                            | KPI  | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Year-To-Date As At December 2015 |        |     |  |   | Source of Evidence                             |
|-----|--|--|----------------------------------|------------------------------|---------------|----------------------------------|--------|-----|--|---|--|
|     |  |  |                                  |                              |               | Target                           | Actual | R   | Reason for deviation   | Corrective Measures   |  |
| D12 | Good Governance and Public Participation | # of Quarterly SDBIP reports submitted to Council                                    | 3                                |                              | 4             | 2                                | 2      | G   | 1st Qtr SDBIP approved by Council on 8 December.   | None required   | Quarterly Performance Reports Council Minutes  |
| D13 | Good Governance and Public Participation | # of Back to Basics statistical reports submitted to CoGTA by the 10th of each month | 4                                |                              | 12            | 6                                | 6      | G   | B2B Report submitted to CoGTA on 9 December  | None required   | B2B Reports, Acknowledgement of receipt        |
| D14 | Good Governance and Public Participation | Draft Annual Performance Report submitted to the AG, AC and Mayor by 31 August       | 31-Aug                           |                              | 1             | 1                                | 1      | G   | Annual Performance Report submitted to AG and AC on 31 August  | Submission to Mayor was done through Council processes only | Acknowledgement of Receipt from AG, AC & Mayor |
| D15 | Good Governance and Public Participation | # of days taken to submit the SDBIP to the Mayor following budget approval           | 20                               |                              | 28            | 0                                | 0      | N/A |  |   | Acknowledgement of receipt - Mayor             |
| D16 | Good Governance and Public Participation | # of performance reports audited prior to submission to Council                      | 0                                |                              | 10            | 3                                | 0      | R   | Slow IT network delayed the audit of the 1st Qtr SDBIP on the electronic system. Report was submitted to Council on 8 Dec without audit being concluded. | Internal Audit to be provided with a Laptop and 3G          | Quarterly SDBIP Audit reports                  |

**Table 12: Office of the Municipal Manager - Key Performance Indicator & Project Performance (2nd Quarter 15\_16)**

| Ref | Municipal KPA                            | KPI  | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Year-To-Date As At December 2015 |        |     |  |                     | Source of Evidence  |
|-----|--|--|----------------------------------|------------------------------|---------------|----------------------------------|--------|-----|--|---------------------|---|
|     |  |  |                                  |                              |               | Target                           | Actual | R   | Reason for deviation   | Corrective Measures |   |
| D17 | Good Governance and Public Participation | # of Risk committee meetings   | 0                                |                              | 4             | 2                                | 2      | G   | 2 Risk Committee Meetings took place from July 2015, 1st July to 31st December 2015. | Not applicable      | Appointment letter for chairperson & members<br>Invitations<br>Minutes & attendance registers |
| D18 | Good Governance and Public Participation | Risk Assessment report submitted to Treasury & Internal Audit by 30 May        | 0                                |                              | 1             | 0                                | 0      | N/A | Not applicable this month of reporting   | Not applicable      | Risk Assessment Report<br>Acknowledgement of receipt (PT & IA)                                |
| D19 | Good Governance and Public Participation | # of Risk monitoring reports submitted to Council                              | 0                                |                              | 4             | 2                                | 2      | G   | Target has been met for this reporting period  | None                | Risk Monitoring Reports<br>Council Minutes  |
| D20 | Good Governance and Public Participation | # of strategic risks identified  | 10                               |                              | 10            | 0                                | 0      | N/A | Not applicable this month of reporting   | Not applicable      | Strategic Risk Assessment Report  |
| D21 | Good Governance and Public Participation | # of identified risks addressed by year-end                                    | 0                                |                              | 10            | 0                                | 0      | N/A | Not applicable this reporting period   | Not applicable      | Strategic Risk Assessment Report  |
| D22 | Good Governance and Public Participation | 3 year Strategic Risk Based Audit plan submitted to Audit Committee by 30 June | Not done                         |                              | 1             | 0                                | 0      | N/A |  |                     | 3 Year Strategic Risk Plan<br>AC minutes  |

**Table 12: Office of the Municipal Manager - Key Performance Indicator & Project Performance (2nd Quarter 15\_16)**

| Ref | Municipal KPA                            | KPI   | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Year-To-Date As At December 2015 |        |     |   |  | Source of Evidence  |
|-----|--|---|----------------------------------|------------------------------|---------------|----------------------------------|--------|-----|---|--|---|
|     |  |   |                                  |                              |               | Target                           | Actual | R   | Reason for deviation  | Corrective Measures                    |   |
| D23 | Good Governance and Public Participation | # of quarterly internal audit reports submitted to audit committee                | 4                                |                              | 4             | 2                                | 3      | O   | Third and fourth quarter 1415 AC reports and first quarter 1516 AC reports submitted to Audit Committee | Management of Council Items to improve | Quarterly Audit reports<br>AC minutes                           |
| D24 | Good Governance and Public Participation | # of Audit committee packs submitted 7 days before meeting                        | 0                                |                              | 4             | 2                                | 2      | G   | Two audit packs submitted within timeframe  |  | Invitation<br>Acknowledgement of receipt & schedule of meetings |
| D25 | Good Governance and Public Participation | Annual Audit Plan approved by Audit Committee by 30 June                          | Not done                         |                              | 1             | 0                                | 0      | N/A |   |  | Audit Plan<br>AC Minutes  |
| D26 | Good Governance and Public Participation | Revised Internal Audit Charter submitted & approved by Audit Committee by 30 June | Not done                         |                              | 1             | 0                                | 0      | N/A |   |  | Audit Charter<br>AC Minutes                                     |
| D27 | Good Governance and Public Participation | # of audit queries from AG  | 6                                |                              | 0             | 0                                | 1      | R   | Audit query on Traffic Fines  | Audit Action Plan developed            | Audit Report  |
| D28 | Good Governance and Public Participation | Audit opinion   | Qualified                        |                              | 100%          | 100%                             | 0%     | R   | Qualified Audit Opinion Received  | Audit Action Plan developed            | Audit Report  |

**Table 12: Office of the Municipal Manager - Key Performance Indicator & Project Performance (2nd Quarter 15\_16)**

| Ref | Municipal KPA                                | KPI  | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Year-To-Date As At December 2015 |        |   |   |  | Source of Evidence                  |
|-----|--|--|----------------------------------|------------------------------|---------------|----------------------------------|--------|---|---|--|-------------------------------------|
|     |  |  |                                  |                              |               | Target                           | Actual | R | Reason for deviation  | Corrective Measures  |                                     |
| D29 | Good Governance and Public Participation     | # audit committee meetings held  | 1                                |                              | 4             | 2                                | 3      | B | Audit committee meetings held for 1415 third and fourth quarter and 1516 first quarter  |  | Agendas, Attendance register        |
| D30 | Municipal Financial Viability and Management | % of capital spent on projects as prioritised in IDP for specific year             | 50%                              |                              | 100%          | 100%                             | 27.50% | R | Total capital expenditure from July to December amounted to R64'249'358. The amount of R16'653'874 was spent on rollover          | Implementation of the remaining capital projects to be speeded up in the third quarter | Expenditure report                  |
| D31 | Municipal Financial Viability and Management | % Capital expenditure  | 54%                              |                              | 100%          | 50%                              | 33%    | R | Total capital expenditure from July to December amounted to R64'249'358. The amount of R16'653'874 was spent on rollover projects | Implementation of the remaining capital projects to be speeded up in the third quarter | Budget Reports                      |
| D32 | Municipal Financial Viability and Management | % Operational expenditure  | 101%                             |                              | 100%          | 50%                              | 35%    | R | Depreciation for the months of July-December 2015 has not been allocated yet.   | Allocations for depreciation to be done during the month of January 2016               | Budget Reports                      |
| D33 | Municipal Financial Viability and Management | % of bids approved by MM within 60 days after close of tender                      | 60%                              |                              | 100%          | 100%                             | 0%     | R |   |  | Bids approval SCM process checklist |
| D34 | Municipal Financial Viability and Management | # of Tenders awarded that deviated from the adjudication committee recommendations | 1                                |                              | 0             | 0                                | 0      | G |   |  | Monthly SCM report                  |

**Table 12: Office of the Municipal Manager - Key Performance Indicator & Project Performance (2nd Quarter 15\_16)**

| Ref | Municipal KPA                                | KPI  | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Year-To-Date As At December 2015 |        |     |  |   | Source of Evidence  |
|-----|--|--|----------------------------------|------------------------------|---------------|----------------------------------|--------|-----|--|---|---|
|     |  |  |                                  |                              |               | Target                           | Actual | R   | Reason for deviation   | Corrective Measures   |   |
| D35 | Municipal Financial Viability and Management | % of Bids awarded within 2 weeks after adjudication committee resolution | 20%                              |                              | 100%          | 100%                             | 50%    | R   |  |   | SCM Submission register Bids approval by MM                     |
| D36 | Local Economic Development                   | IDP credibility rating   | 100% (High)                      |                              | 100%          | 100%                             | 0%     | R   | Report not yet available from CoGHSTA  | Follow-ups made with CoGHSTA                                | COGHSTA report  |
| D37 | Local Economic Development                   | IDP strategic session conducted by 30 Oct                                | 04-Dec                           |                              | 1             | 1                                | 1      | G   | Strategic Session held in November (23-25) since it was postponed due to other Council commitments | Adherence to the IDP process plan required                  | Invitations Agenda Attendance Register Strategic Session Report |
| D38 | Local Economic Development                   | # of IDP Steering Committee meetings                                     | 4                                |                              | 6             | 4                                | 2      | R   | No IDP steering Committee meetings in November and December  | Adherence to IDP process plan to be monitored by Management | Invitations Minutes & attendance registers                      |
| D39 | Local Economic Development                   | # of IDP Rep forum meetings  | 4                                |                              | 5             | 3                                | 1      | R   | IDP activities continuously postponed in favour of other Council activities                        | Management to prioritise IDP activities                     | Invitations Minutes & attendance registers                      |
| D40 | Local Economic Development                   | Draft IDP approved by Council by 31 March annually                       | 29-Mar                           |                              | 1             | 0                                | 0      | N/A |  |   | Draft IDP Council Minutes                                       |
| D41 | Local Economic Development                   | Final IDP approved by Council by 31 May annually                         | 31-May                           |                              | 1             | 0                                | 0      | N/A |  |   | Final IDP Council Minutes                                       |



**Table 12: Office of the Municipal Manager - Key Performance Indicator & Project Performance (2nd Quarter 15\_16)**

| Ref | Municipal KPA              | KPI   | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Year-To-Date As At December 2015 |        |     |  |  | Source of Evidence                         |
|-----|----------------------------|---|----------------------------------|------------------------------|---------------|----------------------------------|--------|-----|--|--|--|
|     |                            |   |                                  |                              |               | Target                           | Actual | R   | Reason for deviation   | Corrective Measures                                  |  |
| D42 | Local Economic Development | # of working days taken to submit draft IDP to COGHSTA & Treasury after approval by Council           | 6                                |                              | 10            | 0                                | 0      | N/A |  |  | Acknowledgement of Receipt by COGHSTA & PT |
| D43 | Local Economic Development | # of working days taken to submit Final IDP to COGHSTA & Treasury after approval by Council           | 8                                |                              | 10            | 0                                | 0      | N/A |  |  | Acknowledgement of Receipt by COGHSTA & PT |
| D44 | Local Economic Development | # of days taken to place the Final IDP on the website after approval                                  | Not done                         |                              | 14            | 0                                | 0      | N/A |  |  | IT website printout                        |
| D45 | Local Economic Development | # of days taken to advertise the draft IDP in the media for public comments after approval by Council | 13                               |                              | 14            | 0                                | 0      | N/A |  |  | IT website printout                        |
| D46 | Local Economic Development | # of formal employee performance reviews for Sect 57  | 0                                |                              | 1.50          | 1                                | 0      | R   |  |  | Mid-year and Annual Assessment reports     |
| D47 | Local Economic Development | # of critical posts with signed performance agreements (MM, CFO, Engineer, Town Planner,              | 4                                |                              | 6             | 6                                | 3      | R   | CORP position vacant<br>Communications position vacant<br>Town Planner: signing of performance plans by Managers cancelled until | CORP & Communications Manager positions to be filled | Signed Performance Agreements              |

**Table 12: Office of the Municipal Manager - Key Performance Indicator & Project Performance (2nd Quarter 15\_16)**

| Ref | Municipal KPA              | KPI   | Baseline / Past Year Performance | Quarterly Milestones end Dec  | Annual Target | Year-To-Date As At December 2015 |        |   |   |  | Source of Evidence   |
|-----|----------------------------|---|----------------------------------|---|---------------|----------------------------------|--------|---|---|--|--|
|     |                            |   |                                  |   |               | Target                           | Actual | R | Reason for deviation  | Corrective Measures  |  |
|     |                            | CORP, Communications)   |                                  |   |               |                                  |        |   | salary disparity matter has been resolved   |  |  |
| D48 | Local Economic Development | # Section 56/57 Managers with signed Performance Agreements/ within legislated timeframes | 6                                |   | 7             | 7                                | 6      | O | CORP Position remain vacant   | CORP position to be filled   | Performance Agreements for Sect 56/57 Managers   |
| D49 | Local Economic Development | IDP, Budget and PMS process plan approved by Council on 30 Aug                            | 02-Oct                           |   | 1             | 1                                | 1      | G | IDP, Budget and PMS process plan approved by Council on 27 August '15   | None required  | Process Plan Council Minutes   |
| D50 | Basic Service Delivery     | Integrated Corporate Disaster Management and Emergency Planning                           | New initiative                   | Drafting of the Integrated Corporate Disaster Management Plan                             | 100%          | 50%                              | 50%    | G | The plan is drafted but not approved by council   | Follow-up will be made according to the committees it goes through | Correspondence with MDM Corporate Disaster Management Plan Council Resolution                |
| D51 | Basic Service Delivery     | Disaster response and recovery  | New initiative                   | Submit GTM response and recovery plan to Council for approval. Develop training programme | 100%          | 75%                              | 75%    | G | The plan is drafted and it will be taken to council through different committees and training for the plan is only done externally and not internally | The plan to presented to management, cluster and to council        | GTM Response & Recovery plan Council minutes Training Programme Training attendance register |

**Table 12: Office of the Municipal Manager - Key Performance Indicator & Project Performance (2nd Quarter 15\_16)**

| Ref | Municipal KPA                            | KPI                                | Baseline / Past Year Performance  | Quarterly Milestones end Dec   | Annual Target | Year-To-Date As At December 2015 |        |   |  |  | Source of Evidence   |
|-----|--|------------------------------------|---|--|---------------|----------------------------------|--------|---|--|--|--|
|     |  |                                    |   |  |               | Target                           | Actual | R | Reason for deviation   | Corrective Measures  |  |
| D52 | Good Governance and Public Participation | Fraud & Anti-corruption monitoring | Revised Anti-Corruption Strategy not yet approved. Anti-Corruption committee established. | Monitor and report cases of fraud and corruption in line with the strategy   | 100%          | 65%                              | 50%    | ○ | Council approved anti-corruption strategy. Alignment with CoGHSTA cannot be finalised because provincial anti-corruption strategy is not yet approved for. | Communication with CoGHSTA to be done. Quarterly anti-corruption committee meetings to be held. There wasn't any meeting held because the chairperson was not available. | Anti-corruption strategy<br>Minutes of Anti-corruption committee meetings  |
| D53 | Good Governance and Public Participation | Performance Management System      | Not implemented due to budget constraints   | Monitor the roll-out of the electronic PMS ensure that all performance reports are submitted to council within the required timeframes | 100%          | 50%                              | 45%    | ○ | Audit on 1st Quarter SDBIP delayed the submission to Council. Report was eventually submitted in December without the Audit being concluded.               | Internal Audit to be provided with sufficient resources (Laptop & 3G) to allow the audit to be completed on time. Council network is too slow, it delays the process     | E-PMS training schedule<br>Training Attendance Registers<br>Service Provider progress reports<br>Council Resolutions |

**Table 12: Office of the Municipal Manager - Key Performance Indicator & Project Performance (2nd Quarter 15\_16)**

| Ref | Municipal KPA  | KPI                             | Baseline / Past Year Performance  | Quarterly Milestones end Dec   | Annual Target | Year-To-Date As At December 2015 |        |   |  |   | Source of Evidence   |
|-----|--|---------------------------------|---|--|---------------|----------------------------------|--------|---|--|---|--|
|     |  |                                 |   |  |               | Target                           | Actual | R | Reason for deviation   | Corrective Measures   |  |
| D54 | Municipal Transformation and Institutional Development | Employee Performance Evaluation | Performance Evaluations did not take place  | Not applicable this quarter  | 100%          | 50%                              | 0%     | R | performance assessments cancelled  | Individual performance assessments will be done for 1516 financial year                       | Audit report on Annual Individual Performance Report -Audit report on Mid-year individual performance report               |
| D55 | Local Economic Development                             | IDP review                      | Advertisement was placed within 13 days. Final IDP was submitted to CoGHSTA within 8 days (09/06)         | Conduct Strategic planning session and prioritise projects for next financial year by end November. Submit project requests to Sector Departments. | 100%          | 50%                              | 35%    | R | Strategic Phase not concluded since strategic planning session was postponed on several occasions to late November. Projects not yet identified or prioritised | IDP activities to be prioritised by Management  | Council Minutes on Process Plan Progress report per phase Correspondence with Departments Council Minutes for IDP adoption |
| D56 | Local Economic Development                             | IDP, Budget & PMS alignment     | IDP and Budget are aligned with regard to capital projects but not fully aligned for operational projects | Monitor compliance to the IDP, Budget and PMS process plan and report progress to Council  | 100%          | 50%                              | 40%    | O | IDP process behind schedule, strategic session report not yet finalised, strategies phase not yet concluded and projects not yet identified.                   | Intervention required by Management to ensure that IDP is not merely done for compliance only | Process Plan Correspondence IDP, budget and PMS progress reports   |

Table 13 below presents a summary of the level of performance for the 2nd Quarter of 15/16 for the Office of the Municipal Manager:

|  | Level of performance              | Number of KPIs | % performance at this level |
|--|-----------------------------------|----------------|-----------------------------|
|  | KPI Not Yet Measured <sup>3</sup> | 17             | 30%                         |
|  | KPI Not Met                       | 17             | 30%                         |
|  | KPI Almost Met                    | 6              | 11%                         |
|  | KPI Met                           | 14             | 25%                         |
|  | KPI Well Met                      | 1              | 2%                          |
|  | KPI Extremely Well Met            | 1              | 2%                          |
|  | <b>Total KPIs</b>                 | <b>56</b>      |                             |

### 3.2 Office of the Chief Financial Officer

The performance of the Office of the Chief Financial Officer (CFO) during the 2<sup>nd</sup> Quarter of 2015/16 is presented below.

| Ref | Municipal KPA          | KPI   | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Year-To-Date As At December 2015 |            |   |                      |   | Source of Evidence |
|-----|------------------------|---|----------------------------------|------------------------------|---------------|----------------------------------|------------|---|----------------------|---|--------------------|
|     |                        |   |                                  |                              |               | Target                           | Actual     | R | Reason for deviation | Corrective Measures                       |                    |
| D57 | Basic Service Delivery | R-value of Free Basic Electricity to Households | 3579960                          |                              | 4,000,000     | 2,000,000                        | 13,632,540 | B | On target            | Payments on receipt of invoice from Eskom | FBE Payments       |

<sup>3</sup> KPIs marked with a grey rating is not applicable for the period under review since the performance on some KPIs are only evaluated bi-annually or annually

**Table 14: Office of the CFO - Key Performance Indicator & Project Performance (2nd Quarter 15\_16)**

| Ref | Municipal KPA          | KPI  | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Year-To-Date As At December 2015 |        |    |   |                     | Source of Evidence                 |
|-----|------------------------|--|----------------------------------|------------------------------|---------------|----------------------------------|--------|----|---|---------------------|------------------------------------|
|     |                        |  |                                  |                              |               | Target                           | Actual | R  | Reason for deviation  | Corrective Measures |                                    |
| D58 | Basic Service Delivery | % of households earning less than R1100 (R2520) served with free basic electricity (total registered as indigents)   | 100% (31129)                     |                              | 100%          | 100%                             | 100%   | G  | Electricity supplied to 100% of indigents on our billing system |                     | Indigent register Billing Report   |
| D59 | Basic Service Delivery | % households earning less than R1100 (R2520) with access to free basic waste removal (total registered as indigents) | 3% (1000/31129)                  |                              | 5%            | 5%                               | 100%   | B  | All indigents on billing system receive free basic refuse       |                     | Indigent register Billing Report   |
| D60 | Basic Service Delivery | Total number of registered indigent households who received free basic water and sanitation (5 formal towns)         | 1146                             |                              | 1.26          | 1.26                             | 1.428  | G2 | All indigents on billing database receive free basic water      |                     | Indigent register Billing Report   |
| D61 | Basic Service Delivery | R-value spent on maintenance of electricity infrastructure as % of asset value                                       | 2.30%                            |                              | 2.60%         | 2.60%                            | 0%     | R  |   |                     | Asset Register Expenditure Reports |

**Table 14: Office of the CFO - Key Performance Indicator & Project Performance (2nd Quarter 15\_16)**

| Ref | Municipal KPA                                | KPI  | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Year-To-Date As At December 2015 |        |     |                      |                     | Source of Evidence  |
|-----|--|--|----------------------------------|------------------------------|---------------|----------------------------------|--------|-----|----------------------|---------------------|---|
|     |  |  |                                  |                              |               | Target                           | Actual | R   | Reason for deviation | Corrective Measures |   |
| D62 | Basic Service Delivery                       | R-value spent on fleet maintenance as % of asset value                   | 8%                               |                              | 8%            | 8%                               | 0%     | R   |                      |                     | Asset Register Expenditure Reports                              |
| D63 | Basic Service Delivery                       | R-value spent on maintenance of municipal buildings as % of asset value  | 3%                               |                              | 3%            | 3%                               | 0%     | R   |                      |                     | Asset Register Expenditure Reports                              |
| D64 | Basic Service Delivery                       | R-value spent on maintenance of roads infrastructure as % of asset value | 5%                               |                              | 5%            | 5%                               | 0%     | R   |                      |                     | Asset Register Expenditure Reports                              |
| D65 | Good Governance and Public Participation     | # of monthly contract management reports submitted to Council            | 12                               |                              | 12            | 1                                | 0      | R   |                      |                     | Contract Management Monthly reports                             |
| D66 | Good Governance and Public Participation     | # of budget related policies revised annually                            | 17                               |                              | 17            | 0                                | 0      | N/A |                      |                     | Budget Policies Council Resolution                              |
| D67 | Municipal Financial Viability and Management | Annual Asset verification report concluded by 30 June                    | 30-Jun                           |                              | 30            | 0                                | 0      | N/A |                      |                     | Sign Off report on Asset Verification report Council Resolution |

**Table 14: Office of the CFO - Key Performance Indicator & Project Performance (2nd Quarter 15\_16)**

| Ref | Municipal KPA                                | KPI  | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Year-To-Date As At December 2015 |        |     |  |  | Source of Evidence                   |
|-----|--|--|----------------------------------|------------------------------|---------------|----------------------------------|--------|-----|--|--|--------------------------------------|
|     |  |  |                                  |                              |               | Target                           | Actual | R   | Reason for deviation   | Corrective Measures  |                                      |
| D68 | Municipal Financial Viability and Management | % Operating budget spent on Personnel costs (excl Salaries of councillors) | 35%                              |                              | 35%           | 35%                              | 31.40% | O   | The actual personnel cost represents 31.4 % of the total actual expenditure which is less than the target of 35 % allowed. The personnel cost must not exceed 35 % of the total expenditure. | The actual achieved is within the maximum percentage spending allowed. | Budget Reports                       |
| D69 | Municipal Financial Viability and Management | Draft Budget submitted to Council by 31 March                              | 27-Mar                           |                              | 1             | 0                                | 0      | N/A |  |  | Draft Budget Council resolution      |
| D70 | Municipal Financial Viability and Management | Annual Budget tabled by 31 May annually                                    | 28 May '15                       |                              | 1             | 0                                | 0      | N/A |  |  | Budget Council resolution            |
| D71 | Municipal Financial Viability and Management | Annual Adjustment budget approved by Council by 28 Feb                     | 27-Feb                           |                              | 1             | 0                                | 0      | N/A |  |  | Adjustment Budget Council resolution |



**Table 14: Office of the CFO - Key Performance Indicator & Project Performance (2nd Quarter 15\_16)**

| Ref | Municipal KPA                                | KPI   | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Year-To-Date As At December 2015 |        |    |  |  | Source of Evidence                                    |
|-----|--|---|----------------------------------|------------------------------|---------------|----------------------------------|--------|----|--|--|---|
|     |  |   |                                  |                              |               | Target                           | Actual | R  | Reason for deviation   | Corrective Measures                                  |   |
| D72 | Municipal Financial Viability and Management | Cost coverage   | 1.20%                            |                              | 1.20%         | 1.20%                            | 3.37%  | B  | The higher than normal rate is as a result of a equitable share allocation of which a R15 Million investment is still in place | N/A  | Financial reports<br>Financial viability calculations |
| D73 | Municipal Financial Viability and Management | Debt coverage   | 18.30%                           |                              | 17.45%        | 17.50%                           | 19.26% | G2 | None required  | N/A  | Financial reports<br>Financial viability calculations |
| D74 | Municipal Financial Viability and Management | % creditors paid within 30 days   | 95%                              |                              | 100%          | 100%                             | 98%    | O  | Invoices received from suppliers (2) but not yet authorised for payment by the respective departments.                         | Follow up to be made with the respective departments | Monthly reports                                       |
| D75 | Municipal Financial Viability and Management | # of Section 71 (MFMA) reports submitted to NT & PT by no later than 10 working days after the end of the month | 12                               |                              | 12            | 1                                | 1      | G  | Section 71 reports were submitted on 14 December 2015 . The reports were submitted within 10 working days                      | N/A  | Acknowledgement of receipt by NT & PT                 |

**Table 14: Office of the CFO - Key Performance Indicator & Project Performance (2nd Quarter 15\_16)**

| Ref | Municipal KPA                                | KPI   | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Year-To-Date As At December 2015 |        |     |   |  | Source of Evidence                    |
|-----|--|---|----------------------------------|------------------------------|---------------|----------------------------------|--------|-----|---|--|---------------------------------------|
|     |  |   |                                  |                              |               | Target                           | Actual | R   | Reason for deviation  | Corrective Measures  |                                       |
| D76 | Municipal Financial Viability and Management | Timeous submission of annual financial statements to AG and PT & NT | 31-Aug-14                        |                              | 1             | 0                                | 0      | N/A |   |  | Acknowledgement of receipt by AG & PT |
| D77 | Municipal Financial Viability and Management | % of AG queries responded to within 3 working days                  | 91%                              |                              | 100%          | 100%                             | 82%    | O   | 15 of the 17 late responses were with regard to SCM Findings. The late responses are as a result of the Bid documents that were locked in the office used by the Auditor General the laptop of the CFO which crashed which resulted in the fact that the communication from National Treasury could not be retrieved. | Agreement with the AG on accessibility of documents in their possession and CFO will make regular back-ups of important documentation. | Records of Audit queries              |
| D78 | Municipal Financial Viability and Management | # of Households billed  | 24200                            |                              | 25            | 25                               | 0      | R   |   |  | Billing reports                       |

**Table 14: Office of the CFO - Key Performance Indicator & Project Performance (2nd Quarter 15\_16)**

| Ref | Municipal KPA                                | KPI  | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Year-To-Date As At December 2015 |        |     |   |  | Source of Evidence  |
|-----|--|--|----------------------------------|------------------------------|---------------|----------------------------------|--------|-----|---|--|---|
|     |  |  |                                  |                              |               | Target                           | Actual | R   | Reason for deviation  | Corrective Measures  |   |
| D79 | Municipal Financial Viability and Management | Average % Payment rate for municipal area                                | 95%                              |                              | 91%           | 91%                              | 95%    | G2  | Debt collection in process  |  | Budget report   |
| D80 | Municipal Financial Viability and Management | Outstanding service debtors to revenue                                   | 44%                              |                              | 41.80%        | 0%                               | 19%    | B   | Debt collection process started   |  | Financial reports<br>Financial viability calculations           |
| D81 | Municipal Financial Viability and Management | % increase in R-value revenue collection                                 | 5%                               |                              | 5%            | 0%                               | 0%     | N/A | Revenue collection not increasing due to billing challenges with meter readings | Meter readings now on track, billing to continue normally. | Report on revenue generated                                     |
| D82 | Municipal Financial Viability and Management | % equitable share received   | 93%                              |                              | 100%          | 60%                              | 66.20% | G2  | In line with Dora allocation  |  | Bank Statement<br>DORA  |
| D83 | Municipal Financial Viability and Management | # of SCM reports submitted to national treasury                          | 12                               |                              | 12            | 6                                | 0      | R   |   |  | Monthly SCM reports<br>Acknowledgement of receipt from Treasury |
| D84 | Municipal Financial Viability and Management | % of advertised Bids evaluated within 10 working days of close of tender | New KPI                          |                              | 100%          | 100%                             | 0%     | R   |   |  | Bids Register<br>BEC minutes                                    |
| D85 | Municipal Financial Viability and Management | # of indigents registered  | 31129                            |                              | 32            | 32                               | 36.252 | G2  | More than expected indigent registrations                                       |  | Indigent register   |

**Table 14: Office of the CFO - Key Performance Indicator & Project Performance (2nd Quarter 15\_16)**

| Ref | Municipal KPA                                | KPI                                 | Baseline / Past Year Performance  | Quarterly Milestones end Dec   | Annual Target | Year-To-Date As At December 2015 |        |   |   |   | Source of Evidence  |
|-----|--|-------------------------------------|---|--|---------------|----------------------------------|--------|---|---|---|---|
|     |  |                                     |   |  |               | Target                           | Actual | R | Reason for deviation  | Corrective Measures   |   |
| D86 | Basic Service Delivery                       | 5 Year Capital Investment framework | 5-Year Capital Investment framework was approved with the Final IDP   | Review the 5-Year Capital Invest framework   | 100%          | 20%                              | 20%    | G | The contents of the 5-year Capital Investment Framework has been reviewed but the figures cannot be captured before the draft IDP and draft Budget Projects have been determined      | N/A<br>The review will be finalized during the 3rd Quarter. | 5 Yr Capital Investment framework   |
| D87 | Municipal Financial Viability and Management | Assets Management Services          | Working with the service provider to resolve all queries. The opinion on assets moved from a disclaimer for 12/13 to unqualified in 13/14 | Monitor the reconciliation of the Asset Register and the General ledger (journals). Ensure that asset register is updated on a continuous bases. | 100%          | 80%                              | 80%    | G | The journals will be completed at year end as there will be changes to the assets value such as depreciation and impairment and additions. The target cannot be 80% at second quarter | The target should be readjusted                             | *Quarterly Reconciliations<br>*Updated Asset Register<br>* Asset register monthly reports |
| D88 | Municipal Financial Viability and Management | Operation Clean Audit               | Final Audit findings responded to. Audit Action Plan could not be drafted   | Support the finalisation of Annual Audit   | 100%          | 50%                              | 0%     | R |   |   | Council Minutes approving Audit Action Plan<br>Audit Report & Management report           |

| Table 14: Office of the CFO - Key Performance Indicator & Project Performance (2nd Quarter 15_16) |  |                              |   |  |               |                                  |        |   |                      |                     |   |
|---|--|------------------------------|---|--|---------------|----------------------------------|--------|---|----------------------|---------------------|---|
| Ref   | Municipal KPA                                | KPI                          | Baseline / Past Year Performance                  | Quarterly Milestones end Dec   | Annual Target | Year-To-Date As At December 2015 |        |   |                      |                     | Source of Evidence  |
|   |  |                              |   |  |               | Target                           | Actual | R | Reason for deviation | Corrective Measures |   |
| D89   | Municipal Financial Viability and Management | 5 Year Financial Plan        | 5 Year Financial Plan approved with the Final IDP | Assess financial performance during 2013/14 and review the 5-Year Financial Plan accordingly | 100%          | 10%                              | 0%     | R |                      |                     | 5 Year Financial Plan Correspondence  |
| D90   | Municipal Financial Viability and Management | Financial System improvement | GRAP training attended by five officials          | Assist the AG in the finalisation of audit and finalise the AFS                              | 100%          | 50%                              | 0%     | R |                      |                     | Acknowledgement of receipt by AG for AFS Council Resolution approving Revenue Enhancement Strategy Attendance registers of GRAP training sessions |
| D91   | Municipal Financial Viability and Management | Cash flow management         | Cash Flow Statement prepared on a monthly basis   | Monitor cashflow (liquidity) and Report monthly  | 100%          | 50%                              | 0%     | R |                      |                     | Monthly Reports Fin Cluster Minutes   |

Table 15 below presents a summary of the level of performance for the 2<sup>nd</sup> Quarter of 15/16 for CFO:

| Table 15: CFO - Summary of Results (1st Quarter 15_16) |                      |                |                             |
|--|----------------------|----------------|-----------------------------|
|  | Level of performance | Number of KPIs | % performance at this level |
|  | KPI Not Yet Measured | 5              | 14%                         |

| Table 15: CFO - Summary of Results (1st Quarter 15_16) |                        |                |                             |
|--|------------------------|----------------|-----------------------------|
|  | Level of performance   | Number of KPIs | % performance at this level |
|  | KPI Not Met            | 10             | 29%                         |
|  | KPI Almost Met         | 4              | 11%                         |
|  | KPI Met                | 4              | 11%                         |
|  | KPI Well Met           | 2              | 6%                          |
|  | KPI Extremely Well Met | 10             | 29%                         |
|  | <b>Total KPIs</b>      | <b>35</b>      |                             |

### 3.3 Corporate Services Department

The performance of the Corporate Services Department (CORP) during the 2nd quarter of 2015/16 is presented below.

| Table 16: Corporate Services - Key Performance Indicator & Project Performance (1st Quarter 15_16) |                        |                                     |                                  |                              |               |                                  |        |   |   |   |  |
|--|------------------------|-------------------------------------|----------------------------------|------------------------------|---------------|----------------------------------|--------|---|---|---|--|
| Ref  | Municipal KPA          | KPI                                 | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Year-To-Date As At December 2015 |        |   |   |   | Source of Evidence                     |
|  |                        |                                     |                                  |                              |               | Target                           | Actual | R | Reason for deviation  | Corrective Measures   |  |
| D92  | Basic Service Delivery | # of employees successfully trained | 87                               |                              | 90            | 40                               | 0      | R | Supply chain management process still not finalised from Budget and Treasury department | Budget and Treasury through Supply Chain Management must prioritise and fast track the request for training needs as submitted through demand plan and through deviation to assist the process. | WSP Approval by MM Attendance Register |

**Table 16: Corporate Services - Key Performance Indicator & Project Performance (1st Quarter 15\_16)**

| Ref | Municipal KPA          | KPI  | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Year-To-Date As At December 2015 |        |     |  |  | Source of Evidence                     |
|-----|------------------------|--|----------------------------------|------------------------------|---------------|----------------------------------|--------|-----|--|--|--|
|     |                        |  |                                  |                              |               | Target                           | Actual | R   | Reason for deviation   | Corrective Measures  |  |
| D93 | Basic Service Delivery | Work place skills plan submitted to LGSETA by 30 Apr                   | Actual awaited                   |                              | 1             | 0                                | 0      | N/A |  |  | WSP Acknowledgement of receipt         |
| D94 | Basic Service Delivery | % of municipal budget spent on implementing the Work Place Skills Plan | 1%                               |                              | 1%            | 0%                               | 0%     | N/A |  |  | Municipal Budget Training Budget Spent |
| D95 | Basic Service Delivery | Skills Audit finalised by 31 December                                  | Not done                         |                              | 1             | 1                                | 0      | R   | Skill Audit was not budgeted for these financial year              | Budget and Treasury department through Budget division must allocate budget as per Skill Development Act of 1% of total remuneration overall for training. | Skills Audit Report                    |
| D96 | Basic Service Delivery | # of senior managers successfully completed minimum competency levels  | 2                                |                              | 7             | 7                                | 2      | R   | 1 x vacant position. (Corp) CFO & ESD pending EED awaiting results | Filling of vacant position CFO & ESD to fast tract submission of POE. University to release results for EED Director.                                      | CPMD/ MFMP Training Results            |

**Table 16: Corporate Services - Key Performance Indicator & Project Performance (1st Quarter 15\_16)**

| Ref  | Municipal KPA          | KPI  | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Year-To-Date As At December 2015 |        |   |  |  | Source of Evidence                                |
|------|------------------------|--|----------------------------------|------------------------------|---------------|----------------------------------|--------|---|--|--|---|
|      |                        |  |                                  |                              |               | Target                           | Actual | R | Reason for deviation   | Corrective Measures  |   |
| D97  | Basic Service Delivery | # of Ward Committee members workshopped on municipal affairs         | 340                              |                              | 340           | 170                              | 150    | O | some of the ward committee could not attend due to other commitment              | the ward committee who did not attend will be invited within third quarter with Relela and Bulamahlo cluster         | Training programme & attendance register          |
| D98  | Basic Service Delivery | # of LLF meetings  | 9                                |                              | 12            | 6                                | 0      | R | MM postponed the meeting of the 15 December 2015 due to labour union commitments | Both management should adhere to the corporate calendar to comply and deal with issues which are of mutual interest. | LLF Invitations, Minutes and attendance registers |
| D99  | Basic Service Delivery | # of Jobs created by Municipal Capital projects for youth            | 304                              |                              | 393           | 197                              | 2,52   | B | none   | none   | Consolidated Job creation reports                 |
| D100 | Basic Service Delivery | # of Jobs created by Municipal Capital projects for women            | 304                              |                              | 393           | 197                              | 1,83   | B | none   | none   | Consolidated Job creation reports                 |
| D101 | Basic Service Delivery | # of Jobs created by Municipal Capital projects for disabled persons | 11                               |                              | 24            | 12                               | 11     | O | Application for disability were only 11 in number and all eleven were appointed. | Encourage the current 11 disability appointee to stand as ambassadors to encourage other disability to apply.        | Consolidated Job creation reports                 |



**Table 16: Corporate Services - Key Performance Indicator & Project Performance (1st Quarter 15\_16)**

| Ref  | Municipal KPA                            | KPI  | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Year-To-Date As At December 2015 |        |     |  |  | Source of Evidence                        |
|------|--|--|----------------------------------|------------------------------|---------------|----------------------------------|--------|-----|--|--|---|
|      |  |  |                                  |                              |               | Target                           | Actual | R   | Reason for deviation                                   | Corrective Measures  |   |
| D102 | Good Governance and Public Participation | # of budgeted level 0-6 positions filled   | 143                              |                              | 154           | 146                              | 138    | O   | There were no appointments during the 1 and 2 quarter. | Personnel provisioning must be prioritised.  | Staff establishment                       |
| D103 | Good Governance and Public Participation | # of people from employment equity target groups employed in the 3 highest levels of management in compliance with EE plan | Actual awaited                   |                              | 27            | 27                               | 22     | O   | No appointment was done due to moratorium on position. | Appointment of staff must be prioritise in order to cap the high expenditure of overtime in council. | EE report                                 |
| D104 | Good Governance and Public Participation | % of budgeted posts filled within three months of advertising during the financial year                                    | 100%                             |                              | 100%          | 100%                             | 0%     | R   | Moratorium on position affected recruitment.           | Moratorium was uploaded and positions were advertised to be proceed.                                 | Staff Establishment<br>HR Monthly reports |
| D105 | Good Governance and Public Participation | Number of Section 57 posts vacant for more than three months   | 2                                |                              | 0             | 0                                | 0      | N/A |  |  | Staff establishment                       |
| D106 | Good Governance and Public Participation | Revised communication strategy approved by Council by 31 May   | Actual awaited                   |                              | 1             | 0                                | 0      | N/A |  |  | Communication Strategy<br>Council Minutes |

**Table 16: Corporate Services - Key Performance Indicator & Project Performance (1st Quarter 15\_16)**

| Ref  | Municipal KPA                            | KPI  | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Year-To-Date As At December 2015 |        |     |  |   | Source of Evidence   |
|------|--|--|----------------------------------|------------------------------|---------------|----------------------------------|--------|-----|--|---|--|
|      |  |  |                                  |                              |               | Target                           | Actual | R   | Reason for deviation   | Corrective Measures   |  |
| D107 | Good Governance and Public Participation | Communication Policy approved by Council by 31 May                               | Actual awaited                   |                              | 1             | 0                                | 0      | N/A |  |   | Communication Policy Council Minutes                         |
| D108 | Good Governance and Public Participation | % of complaints received on the Presidential and Premier hotlines attended to    | Actual awaited                   |                              | 100%          | 100%                             | 0%     | R   | No complaints received from the Presidential and Premier hot line in December                | No complaints received from the Presidential and Premier hot line in December | Help desk register of resolutions                            |
| D109 | Good Governance and Public Participation | # of community protests  | Actual awaited                   |                              | 0             | 0                                | 0      | G   |  |   | Community Protest applications register                      |
| D110 | Good Governance and Public Participation | Integrated Public Participation Annual Programme submitted to Council by 30 July | Not done                         |                              | 1             | 0                                | 0      | N/A |  |   | Integrated Public Participation Programme Council Resolution |
| D111 | Good Governance and Public Participation | MPAC oversight report on Annual Report submitted to Council by 31 March          | 28-Mar                           |                              | 1             | 0                                | 0      | N/A | No oversight report on Annual Report was submitted to Council during the month of reporting. | None  | MPAC Report on AR Council Minutes                            |

**Table 16: Corporate Services - Key Performance Indicator & Project Performance (1st Quarter 15\_16)**

| Ref  | Municipal KPA                            | KPI   | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Year-To-Date As At December 2015 |        |   |   |   | Source of Evidence   |
|------|--|---|----------------------------------|------------------------------|---------------|----------------------------------|--------|---|---|---|--|
|      |  |   |                                  |                              |               | Target                           | Actual | R | Reason for deviation  | Corrective Measures   |  |
| D112 | Good Governance and Public Participation | # of days taken to make MPAC oversight reports available to the public following Council approval | 7                                |                              | 7             | 7                                | 47     | R | Website dysfunctional.  | Oversight are submitted to sector departments, libraries and Thusong centres within the time frame if website is dysfunctional. | Council Minutes<br>Copy of Adverts<br>Proof of Website placement |
| D113 | Good Governance and Public Participation | # of Council meetings held (formal)   | Actual awaited                   |                              | 4             | 2                                | 2      | G | Additional Special Council meetings were held to resolve on urgent matters. | Special council meetings will continuously be held as an when it is required.   | Minutes and attendance registers                                 |
| D114 | Good Governance and Public Participation | # of Exco meetings held   | Actual awaited                   |                              | 26            | 12                               | 2      | R | Special EXCO meetings were held to resolve on urgent issues.                | The schedule of meetings has been approved by Council but special meetings will be held from time to time if there is a need.   | Minutes and attendance registers                                 |

**Table 16: Corporate Services - Key Performance Indicator & Project Performance (1st Quarter 15\_16)**

| Ref  | Municipal KPA                            | KPI   | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Year-To-Date As At December 2015 |        |   |   |  | Source of Evidence           |
|------|--|---|----------------------------------|------------------------------|---------------|----------------------------------|--------|---|---|--|------------------------------|
|      |  |   |                                  |                              |               | Target                           | Actual | R | Reason for deviation  | Corrective Measures  |                              |
| D115 | Good Governance and Public Participation | # of Portfolio Committee meetings held        | 59                               |                              | 108           | 54                               | 6      | R | Other Portfolio Committee meetings not held according to the approved schedule of meetings due to non items presented by management for consideration by the committee. | Management to prepare items in time for consideration by portfolio committees.   | Committee meetings register  |
| D116 | Good Governance and Public Participation | % Broadband Availability in Satellite offices | 90%                              |                              | 100%          | 100%                             | 91.47% | O | In November & December 2015 there were numerous power outages disconnecting satellite offices.  | Letsite site will be addressed upon discoveries what cause the Management port to cause a loop during the High Level Audit of the GTM IT Infrastructure. | Broadband Statistical report |

**Table 16: Corporate Services - Key Performance Indicator & Project Performance (1st Quarter 15\_16)**

| Ref  | Municipal KPA                            | KPI  | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Year-To-Date As At December 2015 |        |   |   |  | Source of Evidence                                 |
|------|--|--|----------------------------------|------------------------------|---------------|----------------------------------|--------|---|---|--|--|
|      |  |  |                                  |                              |               | Target                           | Actual | R | Reason for deviation  | Corrective Measures  |  |
| D117 | Good Governance and Public Participation | % of workstations with access to IT network          | 95%                              |                              | 95%           | 95%                              | 95%    | G | November and December 2015, All workstation that are used in the Municipality have access to the network except for those who have been provided with 3G that cards working in offices were there no Network connectivity to the GTM IT infrastructure. | Network connectivity to be prioritised upon the completion of the High Level Audit of the IT Infrastructure. | Monthly reports                                    |
| D118 | Good Governance and Public Participation | # of Local Labour Forum (LLF) meetings               | 4                                |                              | 12            | 6                                | 4      | R | none  | none   | Notice of meeting Minutes and attendance registers |
| D119 | Good Governance and Public Participation | % SLAs signed within 10 days of receiving acceptance | Actual awaited                   |                              | 100%          | 100%                             | 100%   | G | three SLAs were signed for the month of December and they were within a period of 10 days   | Not Applicable   | SLA Register                                       |

**Table 16: Corporate Services - Key Performance Indicator & Project Performance (1st Quarter 15\_16)**

| Ref  | Municipal KPA                            | KPI  | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Year-To-Date As At December 2015 |        |    |  |  | Source of Evidence                                   |
|------|--|--|----------------------------------|------------------------------|---------------|----------------------------------|--------|----|--|--|--|
|      |  |  |                                  |                              |               | Target                           | Actual | R  | Reason for deviation                                       | Corrective Measures  |  |
| D120 | Good Governance and Public Participation | R-value spent on legal costs   | Actual awaited                   |                              | 9,000,000     | 4,500,000                        | 60     | R  | some of the cases were finalized whilst others are ongoing | Not Applicable   | Budget report  |
| D121 | Good Governance and Public Participation | # of OHS committee meetings  | 12                               |                              | 4             | 2                                | 1      | R  | Meeting held as per target                                 | None   | Notice of meeting<br>Attendance Register<br>Minutes  |
| D122 | Good Governance and Public Participation | # of media briefings arranged  | 2                                |                              | 4             | 2                                | 0      | R  | Unavailability of Political Principals and issues          | Drafting of a schedule to conduct media briefings every quarter                  | Notice of media briefing<br>Attendance Register      |
| D123 | Good Governance and Public Participation | # of newsletters produced  | 0                                |                              | 4             | 2                                | 2      | G  | 2 Newsletters published and distributed to the public      | To collect stories in time to ensure that a Newsletter is produced every quarter | Publications   |
| D124 | Good Governance and Public Participation | # of statutory provisions (website) complied with as contained in Section 75 (a-l) of MFMA within 5 days of approval | 12                               |                              | 12            | 12                               | 12     | G2 | Target reached   | Target reached   | Printscreen of placements<br>Website update register |

**Table 16: Corporate Services - Key Performance Indicator & Project Performance (1st Quarter 15\_16)**

| Ref  | Municipal KPA  | KPI                               | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Year-To-Date As At December 2015 |        |     |  |  | Source of Evidence   |
|------|--|-----------------------------------|----------------------------------|------------------------------|---------------|----------------------------------|--------|-----|--|--|--|
|      |  |                                   |                                  |                              |               | Target                           | Actual | R   | Reason for deviation   | Corrective Measures  |  |
| D125 | Good Governance and Public Participation               | # of Mayoral (local) imbizos held | 4                                |                              | 16            | 8                                | 3      | R   | due to tide schedule of political heads  | the planned programme will be addressed during the third quarter | Minutes and Attendance register (1 Imbizo per cluster per quarter) |
| D126 | Municipal Transformation and Institutional Development | % Staff turnover                  | 2.8%                             |                              | 2%            | 0%                               | 0%     | N/A |  |  | Staff establishment  |
| D127 | Municipal Transformation and Institutional Development | % Employees that are female       | 36.5%                            |                              | 40%           | 38%                              | 37.10% | O   | No appointment was done due to moratorium on all positions. Female fell of the age category due to growth. | Appointment of personnel must be prioritized.                    | Employment Equity report   |
| D128 | Municipal Transformation and Institutional Development | % Employees that are youth        | 24.8%                            |                              | 26%           | 25%                              | 23.30% | O   | No appointment on personnel and employees succeed to a new age being in the system                         | Appointment of personnel must be prioritised by management.      | Employment Equity report   |
| D129 | Municipal Transformation and Institutional Development | % Employees that are disabled     | 2.2%                             |                              | 2%            | 2%                               | 16%    | B   | none   | none   | Employment Equity report   |

**Table 16: Corporate Services - Key Performance Indicator & Project Performance (1st Quarter 15\_16)**

| Ref  | Municipal KPA                            | KPI                                  | Baseline / Past Year Performance   | Quarterly Milestones end Dec   | Annual Target | Year-To-Date As At December 2015 |        |   |                      |                     | Source of Evidence  |
|------|--|--------------------------------------|--|--|---------------|----------------------------------|--------|---|----------------------|---------------------|---|
|      |  |                                      |  |  |               | Target                           | Actual | R | Reason for deviation | Corrective Measures |   |
| D130 | Good Governance and Public Participation | # of monthly ward committee meetings | 408  |  | 408           | 204                              | 204    | G | none                 |                     | Register of Ward Committee Meetings & Minutes   |
| D131 | Good Governance and Public Participation | # Fully functional ward committees   | 34   |  | 34            | 34                               | 0      | R |                      |                     | Minutes of Ward committee meetings, Consolidated Monthly Ward reports                 |
| D132 | Basic Service Delivery                   | Special Programmes Management        | The Annual Youth Assembly was held on 09 April 2015<br>*The Youth Month was commemorated on 11 Provincial celebration was done on 16 June local youth month celebrations was held on the 19th of June *The Annual Disability Council was held on the 29th of June 2015 | International Day for Disabled persons is celebrated on the 3rd of Dec and that the Local Disability celebrations are held by 11 Dec '15. Monitor the quarterly youth plenaries (4 Dec). Gender Based Violence Capacity Building Workshop held by 15 Oct. SAWID by 10 Nov. | 100%          | 50%                              | 0%     | R |                      |                     | Special Programmes Activity Plan Invitations Minutes/Reports and Attendance Registers |



| Table 16: Corporate Services - Key Performance Indicator & Project Performance (1st Quarter 15_16) |  |                         |   |   |               |                                  |        |   |   |  |  |
|--|--|-------------------------|---|---|---------------|----------------------------------|--------|---|---|--|--|
| Ref  | Municipal KPA                            | KPI                     | Baseline / Past Year Performance                  | Quarterly Milestones end Dec  | Annual Target | Year-To-Date As At December 2015 |        |   |   |  | Source of Evidence   |
|  |  |                         |   |   |               | Target                           | Actual | R | Reason for deviation  | Corrective Measures  |  |
| D133   | Good Governance and Public Participation | Promulgation of By-laws | 8 By-Laws was presented to 20 Wards successfully. | Ensure that by-laws are promulgated. Monitor the public participation process and finalise by-laws for promulgation | 100%          | 50%                              | 50%    | G | all the by laws were drafted timeously and public participation was carried out                                       | Not Applicable   | Programme for By-law Public Participation Government Gazette Invitations to and Minutes of Public Participation sessions |
| D134   | Good Governance and Public Participation | Review of Organogram    | Organogram not reviewed                           | Consultation with Departments on the review of the organisational structure   | 100%          | 50%                              | 0%     | R | The organisational structure cannot be reviewed up until the salary disparities is resolved by the end of march 2016. | The project is in progress till march 2016 to resolve the disparities at a cost of R1.2 million. | 15/16 Revised Organisational Structure Council Resolutions 16/17 Organisational Structure                                |

**Table 17** below presents a summary of the level of performance for the 2<sup>nd</sup> Quarter of 15/16 for the Corporate Services Department. From the table it can be seen that 40% of the targets set for the Department were not met during this quarter.

| Table 17: CORP - Summary of Results (2 <sup>nd</sup> Qtr 15_16) |                      |                |                             |
|---|----------------------|----------------|-----------------------------|
|   | Level of performance | Number of KPIs | % performance at this level |
|   | KPI Not Yet Measured | 5              | 12%                         |
|   | KPI Not Met          | 17             | 40%                         |
|   | KPI Almost Met       | 6              | 14%                         |
|   | KPI Met              | 7              | 16%                         |

|  | <b>Level of performance</b> | <b>Number of KPIs</b> | <b>% performance at this level</b> |
|--|-----------------------------|-----------------------|------------------------------------|
|  | KPI Well Met                | 2                     | 5%                                 |
|  | KPI Extremely Well Met      | 6                     | 14%                                |
|  | <b>Total KPIs</b>           | <b>43</b>             |                                    |

### 3.4 Community Services Department

The performance of the Community Services Department (CSD) during the 2<sup>nd</sup> Quarter of 2015/16 is presented below.

| Ref  | Municipal KPA          | KPI  | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Quarter ending 31 December 2015 |        |   |  |   | Source of Evidence                             |
|------|------------------------|--|----------------------------------|------------------------------|---------------|---------------------------------|--------|---|--|---|--|
|      |                        |  |                                  |                              |               | Target                          | Actual | R | Reason for deviation   | Corrective Measures   |  |
| D135 | Basic Service Delivery | # of theft cases from council buildings  | 4                                |                              | 0             | 0                               | 0      | G | No deviation   | None required   | Theft & damages register<br>Police Case number |
| D136 | Basic Service Delivery | # of contravention notices issued to improve level compliance to Environmental Management legislation (5 formal towns) | 139                              |                              | 125           | 65                              | 35     | R | Only 35 notices were issued for December due to reduction in man-hours officers were on leave. | Corrective action cannot be recommended since annual leave had to be taken before the start of a new leave cycle. | Contravention Notices                          |

**Table 18: CSD - Key Performance Indicator and Project Performance (2nd Quarter 15\_16)**

| Ref  | Municipal KPA          | KPI   | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Quarter ending 31 December 2015 |               |     |   |   | Source of Evidence  |
|------|------------------------|---|----------------------------------|------------------------------|---------------|---------------------------------|---------------|-----|---|---|---|
|      |                        |   |                                  |                              |               | Target                          | Actual        | R   | Reason for deviation  | Corrective Measures   |   |
| D137 | Basic Service Delivery | % compliance to the environmental legislation checklist   | 80%                              |                              | 85%           | 0%                              | 0%            | N/A | Not applicable this quarter   | None  | Environmental Checklist                                     |
| D138 | Basic Service Delivery | # of formal food handling premises evaluated quarterly  | 74                               |                              | 82            | 82                              | 32            | R   | More premises were inspected during October and November to cover for the reduced man hours during this period. | No corrective measures. Reduced man hours are due to leave and holidays during the period under review. | Monthly reports on hygiene at formal food handling premises |
| D139 | Basic Service Delivery | % of water samples that comply with SANS 0241   | 79%                              |                              | 80%           | 80%                             | 83%           | G2  | Improved feedback system on water sample results to water works operators.                                      | None  | Water quality lab reports                                   |
| D140 | Basic Service Delivery | R-value spent on waste management (collection & transportation, street cleansing, public toilets) | 53000000                         |                              | 71,017,213    | 35,508,607                      | 27,702,869.63 | O   | Budget office confirm uploading by CFO was not completed yet  | Expenditure uploading   | Budget reports  |
| D141 | Basic Service Delivery | # of service areas (rural waste) serviced (EPWP)  | 7                                |                              | 13            | 13                              | 13            | G   | No deviations   | N/A   | Sect 25 Registrations (Waste Act) Waste KPI                 |

**Table 18: CSD - Key Performance Indicator and Project Performance (2nd Quarter 15\_16)**

| Ref  | Municipal KPA          | KPI   | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Quarter ending 31 December 2015 |        |   |                               |  | Source of Evidence                      |
|------|------------------------|---|----------------------------------|------------------------------|---------------|---------------------------------|--------|---|-------------------------------|--|---|
|      |                        |   |                                  |                              |               | Target                          | Actual | R | Reason for deviation          | Corrective Measures  |   |
|      |                        |   |                                  |                              |               |                                 |        |   |                               |  | scorecard for area                      |
| D142 | Basic Service Delivery | % Households with access to basic level of solid waste management services                    | 8% (8515/108717)                 |                              | 8%            | 8%                              | 8%     | G | 8.00% was achieved as planned | Category Tariff Summary available at CFO Revenue Division        | Category Tariff summary Billing reports |
| D143 | Basic Service Delivery | Traffic fine collection rate [(Rand value received for fines/ R value of fines issued as (%)] | 40%                              |                              | 70%           | 70%                             | 25%    | R | poor payment rate             | staging of roadblocks to encourage payments and sms as reminders | Revenue reports                         |

**Table 18: CSD - Key Performance Indicator and Project Performance (2nd Quarter 15\_16)**

| Ref  | Municipal KPA          | KPI                           | Baseline / Past Year Performance  | Quarterly Milestones end Dec   | Annual Target | Quarter ending 31 December 2015 |        |    |   |                     | Source of Evidence  |
|------|------------------------|-------------------------------|---|--|---------------|---------------------------------|--------|----|---|---------------------|---|
|      |                        |                               |   |  |               | Target                          | Actual | R  | Reason for deviation  | Corrective Measures |   |
| D144 | Basic Service Delivery | Environmental Health Services | 268 Informal food handling premises were inspected, processed 55 permit renewals. 134 formal food handling premises inspected, 43 notices issued with follow up inspections; 34 33 Industrial premises , inspected, 10 contravention notices issued. 2 Certificates of Competence were issued to funeral undertakers. | Ensure that Environmental Health law enforcement is implemented in urban areas. Report to Council on:<br>* 82 formal food handling premises inspected<br>*60 informal food handling premises inspected<br>*32 Industrial premises inspected<br>*13 areas sprayed for malaria | 100%          | 50%                             | 59%    | G2 | More food handling premises done. Fine imposed on one food handling premises for R3000. | None                | Environmental Health Management Plan<br>Food Hygiene inspection forms (2 per formal site per annum)&<br>Report<br>Monthly Reports |
| D145 | Basic Service Delivery | Library management            | 108284 users (Target 94,500)<br>64631 Books circulated (Target 80,000)  | Ensure that Libraries are well managed. Report on the number of books circulating (24000) and number of users (47000)  | 100%          | 40%                             | 55%    | G2 | 58614 Users made use of the GTM libraries to date; 29098 Library items were circulated. | None required       | Tattletape statistics<br>Book circulation register<br>Monthly Reports   |

**Table 18: CSD - Key Performance Indicator and Project Performance (2nd Quarter 15\_16)**

| Ref  | Municipal KPA                            | KPI                           | Baseline / Past Year Performance   | Quarterly Milestones end Dec   | Annual Target | Quarter ending 31 December 2015 |        |   |   |   | Source of Evidence   |
|------|--|-------------------------------|--|--|---------------|---------------------------------|--------|---|---|---|--|
|      |  |                               |  |  |               | Target                          | Actual | R | Reason for deviation  | Corrective Measures   |  |
| D146 | Basic Service Delivery                   | Parks & open space management | Parks Management Policy not yet approved by Council<br>5,713,166m <sup>2</sup> square meters of parks and open spaces maintained | Ensure that Parks, Cemeteries and Open spaces are maintained in accordance to the approved Policy and maintenance plan. Report on progress with implementation | 100%          | 80%                             | 70%    | O | Garden maintenance contractor is new. Grass cutting was done for 308225 m <sup>2</sup> in December 2015. Grass cutting target dependant on weather conditions | Inspection checklist will be done from the 1st week of January 2016     | Council Resolution<br>Parks Development Policy<br>Maintenance Plan<br>Inspection checklists<br>Monthly Reports |
| D147 | Good Governance and Public Participation | Hawkers Policy & By-law       | Gazetted By-law  | Submit Hawkerc Policy to Council for adoption and the By-law for public participation  | 100%          | 80%                             | 0%     | R | Waiting for corporate services to arrange policy and By-Laws meeting and public participation.  | Request corporate services to arrange for public participation meeting. | Council Resolution on Hawkerc Policy<br>Hawkerc By-law<br>Public Participation Minutes                         |

Table 19 below presents a summary of the level of performance for the 2<sup>nd</sup> Quarter of 15/16 for CSD:

| Table 19: CSD - Summary of Results (2 <sup>nd</sup> Qtr 15_16) |                      |                |                             |
|--|----------------------|----------------|-----------------------------|
|  | Level of performance | Number of KPIs | % performance at this level |
|  | KPI Not Yet Measured | 1              | 8%                          |
|  | KPI Not Met          | 2              | 15%                         |
|  | KPI Almost Met       | 3              | 23%                         |

| Table 19: CSD - Summary of Results (2 <sup>nd</sup> Qtr 15_16) |                        |                |                             |
|--|------------------------|----------------|-----------------------------|
|  | Level of performance   | Number of KPIs | % performance at this level |
|  | KPI Met                | 3              | 23%                         |
|  | KPI Well Met           | 4              | 31%                         |
|  | KPI Extremely Well Met | 0              | 0%                          |
|  | <b>Total KPIs</b>      | <b>13</b>      |                             |

### 3.5 Electrical Engineering Services Department

The performance of the Electrical Engineering Services Department (EED) during the 2<sup>nd</sup> Quarter of 2015/16 is presented below.

| Table 20: EED - Key Performance Indicator and Project Performance (2nd Quarter 15_16) |                        |  |                                  |                              |               |                                 |           |     |   |                               |   |
|---|------------------------|--|----------------------------------|------------------------------|---------------|---------------------------------|-----------|-----|---|-------------------------------|---|
| Ref   | Municipal KPA          | KPI  | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Quarter ending 31 December 2015 |           |     |   |                               | Source of Evidence  |
|   |                        |  |                                  |                              |               | Target                          | Actual    | R   | Reason for deviation  | Corrective Measures           |   |
| D148  | Basic Service Delivery | % of households with access to electricity | 96%                              |                              | 96%           | 0%                              | 0%        | N/A |   |                               | Electrification reports                                   |
| D149  | Basic Service Delivery | % Electricity loss (Kwh)                   | 18                               |                              | 14%           | 0%                              | 0%        | N/A |   |                               | Eskom account Revenue reports                             |
| D150  | Basic Service Delivery | Kilow Watt Hour Electricity loss (Kwh)     | New KPI                          |                              | 42,540,860    | 0                               | 0         | N/A |   |                               | Eskom account Revenue reports                             |
| D151  | Basic Service Delivery | R-value electricity maintenance            | R 43,227,293                     |                              | 48,420,444    | 24,710,222                      | 7,455,104 | R   | Labour allocations were not done, figures therefore incorrect | Finance informed, was ignored | Budget expenditure, (Vote 162/066, 173/066 & 608 183/066) |

**Table 20: EED - Key Performance Indicator and Project Performance (2nd Quarter 15\_16)**

| Ref  | Municipal KPA                                | KPI                                       | Baseline / Past Year Performance | Quarterly Milestones end Dec                           | Annual Target | Quarter ending 31 December 2015 |        |     |   |  | Source of Evidence                                  |
|------|--|---|----------------------------------|--|---------------|---------------------------------|--------|-----|---|--|---|
|      |  |   |                                  |  |               | Target                          | Actual | R   | Reason for deviation  | Corrective Measures  |   |
| D152 | Basic Service Delivery                       | Km of overhead lines rebuilt              | 18                               |  | 31            | 0                               | 0      | N/A |   |  | Project Progress reports<br>Completion certificates |
| D153 | Municipal Financial Viability and Management | % of EED departmental budget spent        | 100%                             |  | 100%          | 50%                             | 28.24% | R   | Labour allocations were not done, figures therefore incorrect                               | Finance informed - ignored   | Monthly financial budget reports                    |
| D154 | Municipal Financial Viability and Management | % of capital budget for electricity spent | 103%                             |  | 100%          | 20%                             | 21.08% | G2  | N0 deviation  | N/A  | Expenditure report                                  |
| D155 | Basic Service Delivery                       | Apollo light at Burgersdorp               | Not implemented                  | Construction of Apollo light, physical progress at 10% | 100%          | 20%                             | 10%    | R   | Tender process closed, evaluation done, none of the tenders qualified as per functionality  | SCMU are looking at appointing a contractor by means of a section 32 from another municipality | Progress reports<br>Hand over certificate           |
| D156 | Basic Service Delivery                       | Apollo lights at Khopo                    | Not implemented                  | Construction of Apollo light, physical progress at 10% | 100%          | 20%                             | 10%    | R   | Tender process closed , evaluation done, none of the tenders qualified as per functionality | SCMU are looking at appointing a contractor by means of a section 32 from another municipality | Progress reports<br>Hand over certificate           |



**Table 20: EED - Key Performance Indicator and Project Performance (2nd Quarter 15\_16)**

| Ref  | Municipal KPA          | KPI  | Baseline / Past Year Performance | Quarterly Milestones end Dec                           | Annual Target | Quarter ending 31 December 2015 |        |   |   |  | Source of Evidence                        |
|------|------------------------|--|----------------------------------|--|---------------|---------------------------------|--------|---|---|--|---|
|      |                        |  |                                  |  |               | Target                          | Actual | R | Reason for deviation  | Corrective Measures  |   |
| D157 | Basic Service Delivery | Apollo lights at Mawa Block 8 and 9        | Not implemented                  | Construction of Apollo light, physical progress at 10% | 100%          | 20%                             | 10%    | R | Tender process closed , evaluation done, none of the tenders qualified as per functionality | SCMU are looking at appointing a contractor by means of a section 32 from another municipality | Progress reports<br>Hand over certificate |
| D158 | Basic Service Delivery | Apollo lights at Moloko and Pelana village | Not implemented                  | Construction of Apollo light, physical progress at 10% | 100%          | 20%                             | 10%    | R | Tender process closed , evaluation done, none of the tenders qualified as per functionality | SCMU are looking at appointing a contractor by means of a section 32 from another municipality | Progress reports<br>Hand over certificate |
| D159 | Basic Service Delivery | Apollo lights at Dan Village               | Not implemented                  | Construction of Apollo light, physical progress at 10% | 100%          | 20%                             | 10%    | R | Tender process closed , evaluation done, none of the tenders qualified as per functionality | SCMU are looking at appointing a contractor by means of a section 32 from another municipality | Progress reports<br>Hand over certificate |
| D160 | Basic Service Delivery | Apollo lights at Motupa Village            | Not implemented                  | Construction of Apollo light, physical progress at 10% | 100%          | 20%                             | 10%    | R | Tender process closed , evaluation done, none of the tenders qualified as per functionality | SCMU are looking at appointing a contractor by means of a section 32 from another municipality | Progress reports<br>Hand over certificate |

**Table 20: EED - Key Performance Indicator and Project Performance (2nd Quarter 15\_16)**

| Ref  | Municipal KPA          | KPI                                | Baseline / Past Year Performance | Quarterly Milestones end Dec                           | Annual Target | Quarter ending 31 December 2015 |        |   |   |  | Source of Evidence                        |
|------|------------------------|------------------------------------|----------------------------------|--|---------------|---------------------------------|--------|---|---|--|---|
|      |                        |                                    |                                  |  |               | Target                          | Actual | R | Reason for deviation  | Corrective Measures  |   |
| D161 | Basic Service Delivery | Apollo lights at Nyagelani Village | Not implemented                  | Construction of Apollo light, physical progress at 10% | 100%          | 20%                             | 10%    | R | Tender process closed , evaluation done, none of the tenders qualified as per functionality | SCMU are looking at appointing a contractor by means of a section 32 from another municipality | Progress reports<br>Hand over certificate |
| D162 | Basic Service Delivery | Apollo lights at Tickylane Village | Not implemented                  | Construction of Apollo light, physical progress at 10% | 100%          | 20%                             | 10%    | R | Tender process closed , evaluation done, none of the tenders qualified as per functionality | SCMU are looking at appointing a contractor by means of a section 32 from another municipality | Progress reports<br>Hand over certificate |
| D163 | Basic Service Delivery | Apollo lights at Moruji Village    | Not implemented                  | Construction of Apollo light, physical progress at 10% | 100%          | 20%                             | 10%    | R | Tender process closed , evaluation done, none of the tenders qualified as per functionality | SCMU are looking at appointing a contractor by means of a section 32 from another municipality | Progress reports<br>Hand over certificate |

**Table 20: EED - Key Performance Indicator and Project Performance (2nd Quarter 15\_16)**

| Ref  | Municipal KPA          | KPI  | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Quarter ending 31 December 2015 |        |   |  |                     | Source of Evidence  |
|------|------------------------|--|----------------------------------|------------------------------|---------------|---------------------------------|--------|---|--|---------------------|---|
|      |                        |  |                                  |                              |               | Target                          | Actual | R | Reason for deviation   | Corrective Measures |   |
| D164 | Basic Service Delivery | Electrification of households at Khujwana      | New project                      | Designs approved by ESKOM    | 100%          | 20%                             | 20%    | G | Designs approved and materials procured  | None                | Appointment Letter<br>Approval letter on Designs from ESKOM<br>Project progress reports<br>Handover certificate<br>PCS File (ESKOM) |
| D165 | Basic Service Delivery | Electrification of households at Wally village | New project                      | Designs approved by ESKOM    | 100%          | 20%                             | 20%    | G | Designs completed and supported by Eskom TEF Level 4 on December 2015. Project site handover scheduled for 19 January 2016 | None                | Appointment Letter<br>Approval letter on Designs from ESKOM<br>Project progress reports<br>Handover certificate<br>PCS File (ESKOM) |

**Table 20: EED - Key Performance Indicator and Project Performance (2nd Quarter 15\_16)**

| Ref  | Municipal KPA          | KPI  | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Quarter ending 31 December 2015 |        |   |   |  | Source of Evidence  |
|------|------------------------|--|----------------------------------|------------------------------|---------------|---------------------------------|--------|---|---|--|---|
|      |                        |  |                                  |                              |               | Target                          | Actual | R | Reason for deviation  | Corrective Measures  |   |
| D166 | Basic Service Delivery | Electrification of households at Mohlakong/ Moruji village | New project                      | Designs approved by ESKOM    | 100%          | 20%                             | 10%    | R | Designs not yet presented to Eskom TEF Level 4. Presentation planned for 29 January 2016                                  | Monitor and assist Consultant to secure a presentation slot by 22 January 2016 | Appointment Letter<br>Approval letter on Designs from ESKOM<br>Project progress reports<br>Handover certificate<br>PCS File (ESKOM) |
| D167 | Basic Service Delivery | Electrification of households at Bonn/ Lekutswi            | New project                      | Designs approved by ESKOM    | 100%          | 20%                             | 20%    | G | Designs completed and supported by Eskom TEF Level 4 during December 2015. Project site hand over done on 15 January 2016 | None   | Appointment Letter<br>Approval letter on Designs from ESKOM<br>Project progress reports<br>Handover certificate<br>PCS File (ESKOM) |

**Table 20: EED - Key Performance Indicator and Project Performance (2nd Quarter 15\_16)**

| Ref  | Municipal KPA          | KPI   | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Quarter ending 31 December 2015 |        |   |   |  | Source of Evidence  |
|------|------------------------|---|----------------------------------|------------------------------|---------------|---------------------------------|--------|---|---|--|---|
|      |                        |   |                                  |                              |               | Target                          | Actual | R | Reason for deviation  | Corrective Measures  |   |
| D168 | Basic Service Delivery | Electrification of households at Mopye/Sebabane Village     | New project                      | Designs approved by ESKOM    | 100%          | 20%                             | 10%    | R | Designs not yet presented to Eskom. TEF agenda full. Planned to be presented on 29 January 2016 | Monitor consultant and assist to secure a presentation slot by 22 January 2016 | Appointment Letter<br>Approval letter on Designs from ESKOM<br>Project progress reports<br>Handover certificate<br>PCS File (ESKOM) |
| D169 | Basic Service Delivery | Electrification of households at Botludi/Mothomeng Villages | New project                      | Designs approved by ESKOM    | 100%          | 20%                             | 10%    | R | Designs not yet presented to Eskom TEF level 4. Planned for presentation on 29 January 2016     | Monitor Consultant and assist to secure a presentation slot by 22 January 2016 | Appointment Letter<br>Approval letter on Designs from ESKOM<br>Project progress reports<br>Handover certificate<br>PCS File (ESKOM) |

**Table 20: EED - Key Performance Indicator and Project Performance (2nd Quarter 15\_16)**

| Ref  | Municipal KPA          | KPI  | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Quarter ending 31 December 2015 |        |   |   |   | Source of Evidence  |
|------|------------------------|--|----------------------------------|------------------------------|---------------|---------------------------------|--------|---|---|---|---|
|      |                        |  |                                  |                              |               | Target                          | Actual | R | Reason for deviation  | Corrective Measures   |   |
| D170 | Basic Service Delivery | Electrification of households at at Motupa/ Marirone/ Kubjana Villages         | New project                      | Designs approved by ESKOM    | 100%          | 20%                             | 20%    | G | Designs completed and supported by Eskom TEF Level 4. Project site hand over done on 14 January 2016  | None  | Appointment Letter<br>Approval letter on Designs from ESKOM<br>Project progress reports<br>Handover certificate<br>PCS File (ESKOM) |
| D171 | Basic Service Delivery | Electrification of households at at Khopo (Civic) (Rita) and Segabedi villages | New project                      | Designs approved by ESKOM    | 100%          | 20%                             | 15%    | O | Designs completed and presented to Eskom TEF Level 4. Presentation supported with conditions and the support document to be issued on 15 January 2016 | Monitor Consultant and request TEF support by the 22 January 2016 | Appointment Letter<br>Approval letter on Designs from ESKOM<br>Project progress reports<br>Handover certificate<br>PCS File (ESKOM) |

**Table 20: EED - Key Performance Indicator and Project Performance (2nd Quarter 15\_16)**

| Ref  | Municipal KPA          | KPI   | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Quarter ending 31 December 2015 |        |   |  |                     | Source of Evidence  |
|------|------------------------|---|----------------------------------|------------------------------|---------------|---------------------------------|--------|---|--|---------------------|---|
|      |                        |   |                                  |                              |               | Target                          | Actual | R | Reason for deviation   | Corrective Measures |   |
| D172 | Basic Service Delivery | Electrification of households at Hospital view/ Mineview villages | New project                      | Designs approved by ESKOM    | 100%          | 20%                             | 20%    | G | Designs completed and supported by Eskom TEF Level 4. Project site hand over scheduled for 20 January 2016   | None                | Appointment Letter<br>Approval letter on Designs from ESKOM<br>Project progress reports<br>Handover certificate<br>PCS File (ESKOM) |
| D173 | Basic Service Delivery | Electrification of households at Sunnyside/ Myakayaka villages    | New project                      | Designs approved by ESKOM    | 100%          | 20%                             | 20%    | G | Designs completed and supported by Eskom TEF Level 4. Project scheduled for site handover on 21 January 2016 | None                | Appointment Letter<br>Approval letter on Designs from ESKOM<br>Project progress reports<br>Handover certificate<br>PCS File (ESKOM) |
| D174 | Basic Service Delivery | Electrification of households at Morapalala villages              | New project                      | Designs approved by ESKOM    | 100%          | 20%                             | 20%    | G | Designs completed and supported by Eskom TEF Level 4. Project site handover scheduled for 17 January 2016    | None                | Appointment Letter<br>Approval letter on Designs from ESKOM<br>Project progress reports<br>Handover certificate<br>PCS File (ESKOM) |

**Table 20: EED - Key Performance Indicator and Project Performance (2nd Quarter 15\_16)**

| Ref  | Municipal KPA          | KPI                            | Baseline / Past Year Performance | Quarterly Milestones end Dec              | Annual Target | Quarter ending 31 December 2015 |        |   |  |   | Source of Evidence   |
|------|------------------------|--------------------------------|----------------------------------|---|---------------|---------------------------------|--------|---|--|---|--|
|      |                        |                                |                                  |   |               | Target                          | Actual | R | Reason for deviation   | Corrective Measures   |  |
| D175 | Basic Service Delivery | Split meters                   | New project                      | Not applicable this quarter               | 100%          | 100%                            | 0%     | R | No expenditure as yet. Awaiting final payment certificates from service providers  | Project completed and awaiting service providers to submit final claims | Final Payment Certificate                                      |
| D176 | Basic Service Delivery | Traffic lights at Letaba Cross | Not implemented                  | Designs finalised and submitted to SANRAL | 100%          | 60%                             | 20%    | R | Application forwarded to SANRAL for the construction of Traffic Lights at Letaba Cross was forwarded to Mr K Schmid and Mr. O Stevens the 25 March 2015, it eminent that SANRAL will not approve the Traffic lights as they prefer Traffic Circles | Follow up e-mail was forwarded by Mosomo Consulting Civil Engineers     | SANRAL Approval letter Approved Designs Completion certificate |



**Table 20: EED - Key Performance Indicator and Project Performance (2nd Quarter 15\_16)**

| Ref  | Municipal KPA          | KPI   | Baseline / Past Year Performance | Quarterly Milestones end Dec              | Annual Target | Quarter ending 31 December 2015 |        |   |  |  | Source of Evidence   |
|------|------------------------|---|----------------------------------|---|---------------|---------------------------------|--------|---|--|--|--|
|      |                        |   |                                  |   |               | Target                          | Actual | R | Reason for deviation   | Corrective Measures  |  |
| D177 | Basic Service Delivery | Traffic lights at R71 turn off Deerpark   | Not implemented                  | Designs finalised and submitted to SANRAL | 100%          | 60%                             | 20%    | R | Application forwarded to SANRAL for the construction of Traffic Lights at Deerpark turn off. It was e-mailed to Mr. KSchmid and O Stevens on the 25 March 2015 Follow-up e-mail was forwarded by Mosomo Consulting Engineers as they have a interest in the traffic control because of development there | Follow-up e-mail was forwarded by Mosomo Consulting Engineers as they have a interest in the traffic control because of development there, It is eminent that traffic lights will not be installed as SANRAL prefers Traffic Circles | SANRAL Approval letter Approved Designs Completion certificate |
| D178 | Basic Service Delivery | Capacity Building/ cable network renewal (11kv Cable from Church substation via old SAR to Power station) | All materials procured           | Physical construction at 30%              | 100%          | 30%                             | 80%    | B | No Deviation   | N/A  | Project Progress Reports Completion certificate                |

**Table 20: EED - Key Performance Indicator and Project Performance (2nd Quarter 15\_16)**

| Ref  | Municipal KPA          | KPI  | Baseline / Past Year Performance      | Quarterly Milestones end Dec   | Annual Target | Quarter ending 31 December 2015 |        |   |   |  | Source of Evidence                                    |
|------|------------------------|--|---------------------------------------|--|---------------|---------------------------------|--------|---|---|--|---|
|      |                        |  |                                       |  |               | Target                          | Actual | R | Reason for deviation  | Corrective Measures  |   |
| D179 | Basic Service Delivery | Energy efficiency and demandside management (Tzaneen, Nkowankowa & Lenyenye) | Funding withheld due to slow spending | Retrofitting of energy efficiency equipment in streetlights completed. Progress reports submitted to DOE | 100%          | 40%                             | 12%    | O |   |  | DOE Reports<br>Close-up report<br>Verification Report |
| D180 | Basic Service Delivery | Protection relays at Electrical Distribution substation                      | Not implemented                       | Procure relays from supplier   | 100%          | 20%                             | 10%    | R | Protection Relays will be changed at the following switching stations, SS2 Claudwheatly sub, SS1 Skirving Loop sub. All incomers relays are SEL relays and other relays are just protection relays, CT and Battery bank must be changed for protection purposes at SS1. | Capacity project will be complete end of February or March 2016 where the specialist consultant will proceed on the replacement of the protection relays | Proof of purchase<br>Asset register update            |

**Table 20: EED - Key Performance Indicator and Project Performance (2nd Quarter 15\_16)**

| Ref  | Municipal KPA          | KPI   | Baseline / Past Year Performance   | Quarterly Milestones end Dec  | Annual Target | Quarter ending 31 December 2015 |        |   |  |  | Source of Evidence                               |
|------|------------------------|---|--|---|---------------|---------------------------------|--------|---|--|--|--|
|      |                        |   |  |   |               | Target                          | Actual | R | Reason for deviation   | Corrective Measures  |  |
| D181 | Basic Service Delivery | Substation tripping batteries                         | Not implemented  | Procurement of battery banks from service provider                                | 100%          | 10%                             | 0%     | R | Quotations not received from suppliers. Specialized services and specifications are still being drawn by resident consultant | Speed up process of drafting specifications  | Proof of purchase<br>Asset register update       |
| D182 | Basic Service Delivery | Replacement of airconditioners in Municipal Buildings | New project  | Procurement of service provider   | 100%          | 50%                             | 20%    | R | List of Air conditioners was forward to SCMU to assist in getting a service provider. As this is a strip and quotation       | Memo of deviation was given to SCMU still waiting for outcome, Still waiting for MM to approve | Proof of purchase<br>Asset register update       |
| D183 | Basic Service Delivery | Master Plan Review (Electricity)                      | New project  | Investigation process   | 100%          | 50%                             | 0%     | R |  |  | Revised Electricity Master Plan Progress Reports |
| D184 | Basic Service Delivery | Provision of Capital Tools (Urban)                    | Procurement of Rural, 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 | Procurement of capital tools as and when required, report acquisitions to Council | 100%          | 50%                             | 8%     | R | No Deviation capital tools are procured as and when required, 800 W inverter was procured total expenditure is R1117.44      | No corrective measures tools are procured as and when required                                 | Proof of purchase<br>Asset register update       |

**Table 20: EED - Key Performance Indicator and Project Performance (2nd Quarter 15\_16)**

| Ref  | Municipal KPA          | KPI  | Baseline / Past Year Performance | Quarterly Milestones end Dec  | Annual Target | Quarter ending 31 December 2015 |        |   |   |   | Source of Evidence   |
|------|------------------------|--|----------------------------------|---|---------------|---------------------------------|--------|---|---|---|--|
|      |                        |  |                                  |   |               | Target                          | Actual | R | Reason for deviation  | Corrective Measures   |  |
| D185 | Basic Service Delivery | Provision of Capital Tools (outlying)                                    | No funding                       | Procurement of capital tools as and when required, report acquisitions to Council | 100%          | 50%                             | 20%    | R | Tools and equipment bought as and when the need arises  | None. Purchase of equipment dependant on the need               | Proof of purchase<br>Asset register update   |
| D186 | Basic Service Delivery | Rebuilding of Lines- Greenfog - Heanerstburg (12km)                      | New project                      | Issue orders to service providers, physical construction at 10%                   | 100%          | 20%                             | 48%    | B | Project under execution. Vegetation cleared and busy with digging of holes. Project ahead of schedule | None  | Scope of Work<br>Quotations<br>Project Progress Reports<br>Final payment certificate |
| D187 | Basic Service Delivery | Rebuilding of Lines- Lalapanzi - Waterbok (7km)                          | New project                      | Issue orders to service providers, physical construction at 10%                   | 100%          | 20%                             | 100%   | B | Project completed ahead of schedule   | None  | Scope of Work<br>Quotations<br>Project Progress Reports<br>Final payment certificate |
| D188 | Basic Service Delivery | Rebuilding of Lines- 11kv lines Grys Appel (Atherston to Redbank) (12km) | New project                      | Rebuilding of Lines- 11kv lines Grys Appel completed                              | 100%          | 100%                            | 79%    | O | Project construction at 79%. Project delayed due to supply chain processes                            | Project being fastracked to be completed during the 3rd quarter | Scope of Work<br>Quotations<br>Project Progress Reports<br>Final payment certificate |

**Table 20: EED - Key Performance Indicator and Project Performance (2nd Quarter 15\_16)**

| Ref  | Municipal KPA          | KPI  | Baseline / Past Year Performance  | Quarterly Milestones end Dec           | Annual Target | Quarter ending 31 December 2015 |        |   |   |  | Source of Evidence  |
|------|------------------------|--|---|--|---------------|---------------------------------|--------|---|---|--|---|
|      |                        |  |   |  |               | Target                          | Actual | R | Reason for deviation  | Corrective Measures                            |   |
| D189 | Basic Service Delivery | Old technology main circuit breakers in town                                       | New project   | Delivery of circuit breakers completed | 100%          | 20%                             | 0%     | R | This project is delayed because of the capacity project that is still busy with the reason for the delay is to see what CB we are using in the OLD SAR substation | Capacity project will be completed in Feb 2016 | Payment Certificate<br>Delivery Certificate<br>Asset Register             |
| D190 | Basic Service Delivery | Replace 10x11kv and 6x33 kv auto-reclosers per annum                               | New project   | Order for Delivery of auto-reclosers   | 100%          | 20%                             | 20%    | G | Autoreclosers to be drawn from stores. Required autoreclosers available at stores   | None   | Sketches<br>Payment certificate<br>Delivery Certificate<br>Asset Register |
| D191 | Basic Service Delivery | Renewal, Repairs and Maintenance on pre-paid meters (Tzaneen, Letsitele & Politsi) | 20 Data Concentrators & 100 Din rail meters delivered. Vending unit replace at finance. Upgrading of infrastructure at Tarrentaalrand. Replacing of old tech meters on hold | Procurement of meters completed        | 100%          | 20%                             | 0%     | R |   |  | Quotation<br>Proof purchase<br>Asset register<br>Promise system report    |

**Table 20: EED - Key Performance Indicator and Project Performance (2nd Quarter 15\_16)**

| Ref  | Municipal KPA          | KPI   | Baseline / Past Year Performance | Quarterly Milestones end Dec                         | Annual Target | Quarter ending 31 December 2015 |        |     |   |   | Source of Evidence                           |
|------|------------------------|---|----------------------------------|--|---------------|---------------------------------|--------|-----|---|---|--|
|      |                        |   |                                  |  |               | Target                          | Actual | R   | Reason for deviation  | Corrective Measures   |  |
| D192 | Basic Service Delivery | Telephone Network Management System (Control Room)      | Not implemented                  | Procurement and installation of the telephone system | 100%          | 100%                            | 0%     | R   | Telephone management system to be installed by service provider appointed by IT Division. Budget surrendered to IT Division | Telephone management system to be acquired with the whole municipality's system                         | Proof of purchase<br>Asset register update   |
| D193 | Basic Service Delivery | New Double garage to house protection equipment trailer | Not implemented                  | Procurement of service provider completed            | 100%          | 20%                             | 10%    | R   | Building plan received from Building section  | Contractor will be appointed in March 2016  | Approved Building Plan<br>Appointment letter |
| D194 | Basic Service Delivery | Substation fencing                                      | New project                      | Appointment of contractor finalised                  | 100%          | 20%                             | 10%    | R   | Bid advertised for appointment of service providers   | Speedy appointment of service providers. Awaiting supply chain processes of advertising and appointment | Appointment Letter<br>Final Invoice          |
| D195 | Basic Service Delivery | Service Contribution for Tzaneen distribution area      | Only new connections funded      | Not applicable this quarter                          | 100%          | 0%                              | 0%     | N/A |   |   | Store Requisitions<br>Picture                |

**Table 21** below presents a summary of the level of performance for the 1<sup>st</sup> Quarter of 15/16 for EED indicating that 56% of the targets set were not met.

| <b>Table 21: EED - Summary of Results (2<sup>nd</sup> Qtr 15_16)</b> |                             |                       |                                    |
|--|-----------------------------|-----------------------|------------------------------------|
|  | <b>Level of performance</b> | <b>Number of KPIs</b> | <b>% performance at this level</b> |
|  | KPI Not Yet Measured        | 4                     | 8%                                 |
|  | KPI Not Met                 | 27                    | 56%                                |
|  | KPI Almost Met              | 4                     | 8%                                 |
|  | KPI Met                     | 9                     | 19%                                |
|  | KPI Well Met                | 1                     | 2%                                 |
|  | KPI Extremely Well Met      | 3                     | 6%                                 |
|  | <b>Total KPIs</b>           | <b>48</b>             |                                    |

### 3.6 Engineering Services Department

The performance of the Engineering Services Department during the 2<sup>nd</sup> Quarter of 2015/16 is presented below.

| <b>Table 22: ESD - Key Performance Indicator and Project Performance (2nd Quarter 15_16)</b> |                        |  |                                  |                              |               |                                 |        |   |                      |                     |                                |
|--|------------------------|--|----------------------------------|------------------------------|---------------|---------------------------------|--------|---|----------------------|---------------------|--------------------------------|
| Ref  | Municipal KPA          | KPI  | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Quarter ending 31 December 2015 |        |   |                      |                     | Source of Evidence             |
|  |                        |  |                                  |                              |               | Target                          | Actual | R | Reason for deviation | Corrective Measures |                                |
| D196   | Basic Service Delivery | % of daily water samples taken complying to SANS 241                         | 100%                             |                              | 85%           | 85%                             | 0%     | R |                      |                     | Records of samples and reports |
| D197   | Basic Service Delivery | % building plans responded to within 30 working days from receipt of payment | 100%                             |                              | 100%          | 100%                            | 0%     | R |                      |                     | Building Plan register         |

**Table 22: ESD - Key Performance Indicator and Project Performance (2nd Quarter 15\_16)**

| Ref  | Municipal KPA          | KPI  | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Quarter ending 31 December 2015 |           |     |   |                                 | Source of Evidence                            |
|------|------------------------|--|----------------------------------|------------------------------|---------------|---------------------------------|-----------|-----|---|---------------------------------|---|
|      |                        |  |                                  |                              |               | Target                          | Actual    | R   | Reason for deviation  | Corrective Measures             |   |
| D198 | Basic Service Delivery | # of contravention notices issued to decrease non-compliance to building regulations | 54                               |                              | 70            | 35                              | 7         | R   | We have decreased non compliance and that is why only 7 notices were issued   | not required                    | Register of contraventions                    |
| D199 | Basic Service Delivery | Km of roads tarred   | 15                               |                              | 11            | 0                               | 0         | N/A |   |                                 | Road Progress Reports                         |
| D200 | Basic Service Delivery | % of MIG roads projects on schedule  | 0%                               |                              | 100%          | 100%                            | 100%      | G   | No deviation  | Not required                    | Project progress reports                      |
| D201 | Basic Service Delivery | R-value spent on road and storm water maintenance                                    | R 20,381,042                     |                              | 15,792,074    | 7,896,037                       | 7,730,048 | O   | This expenditure was used for roads and storm water maintenance. Delay in the approval of orders delays the spending of the budget. | Fas tracking issuing of orders. | ESD Expenditure reports                       |
| D202 | Basic Service Delivery | Km of municipal gravel roads maintained  | 27km                             |                              | 1,5           | 500                             | 810       | B   | Maintenance of gravel roads   | Not required                    | Re-graveling programme<br>Regraveling reports |
| D203 | Basic Service Delivery | % water losses in distribution area (Tzaneen, Haenersburg & Letsitele)               | 10%                              |                              | 6%            | 0%                              | 0%        | N/A |   |                                 | Water distribution reports                    |



**Table 22: ESD - Key Performance Indicator and Project Performance (2nd Quarter 15\_16)**

| Ref  | Municipal KPA                                | KPI  | Baseline / Past Year Performance   | Quarterly Milestones end Dec | Annual Target | Quarter ending 31 December 2015 |        |     |  |                                     | Source of Evidence                               |
|------|--|--|--|------------------------------|---------------|---------------------------------|--------|-----|--|-------------------------------------|--|
|      |  |  |  |                              |               | Target                          | Actual | R   | Reason for deviation   | Corrective Measures                 |  |
| D204 | Basic Service Delivery                       | # of Sewer purification plants with Green Drop Status  | 1 (Tzaneen)  |                              | 1             | 0                               | 0      | N/A |  |                                     | BDC certificates<br>BDC Lab results              |
| D205 | Basic Service Delivery                       | # of Water purification plants with Blue Drop Status   | 2 (Tzaneen & Letsitele)  |                              | 2             | 0                               | 0      | N/A |  |                                     | BDC certificates<br>BDC Lab results              |
| D206 | Municipal Financial Viability and Management | % of ESD departmental budget spent                     | 92%  |                              | 100%          | 50%                             | 25%    | R   | Delay in appointment of service providers and issuing of orders. | Fas tracking supply chain processes | Monthly financial budget reports                 |
| D207 | Municipal Financial Viability and Management | % of ESD capital budget spent                          | 100%   |                              | 100%          | 20%                             | 52.30% | B   | Implementation of infrastructure projects.                       | Not required                        | Monthly financial budget reports                 |
| D208 | Good Governance and Public Participation     | % MIG funding spent                                    | 71%  |                              | 100%          | 50%                             | 53%    | G2  | No deviation   | Not required                        | Budget printout                                  |
| D209 | Local Economic Development                   | # of jobs created through municipal EPWP initiatives   | 367  |                              | 715           | 358                             | 588    | B   | 588 Jobs created through EPWP                                    | Not required                        | Project reports, EPWP reports                    |
| D210 | Basic Service Delivery                       | Construction of a new community hall at Relela Cluster | Design complete and draft tender document awaiting Bid Specification Committee approval. | Physical Construction at 33% | 100%          | 43%                             | 0%     | R   | Contractor not appointed   | Project to be re advertised         | Project Progress Reports<br>Site Handover report |

**Table 22: ESD - Key Performance Indicator and Project Performance (2nd Quarter 15\_16)**

| Ref  | Municipal KPA          | KPI   | Baseline / Past Year Performance                               | Quarterly Milestones end Dec  | Annual Target | Quarter ending 31 December 2015 |        |     |   |                                     | Source of Evidence  |
|------|------------------------|---|--|---|---------------|---------------------------------|--------|-----|---|-------------------------------------|---|
|      |                        |   |  |   |               | Target                          | Actual | R   | Reason for deviation  | Corrective Measures                 |   |
|      |                        |   | Contractor not yet appointed                                   |   |               |                                 |        |     |   |                                     |   |
| D211 | Basic Service Delivery | New Runnymede Sports facility                 | Designs completed. Draft Tender document to be approved by BSC | Not applicable this quarter   | 100%          | 0%                              | 0%     | N/A |   |                                     | Appointment letter<br>Project progress Report                         |
| D212 | Basic Service Delivery | VIP Toilets at Mulati and Shiluvane Libraries | New project  | Construction of VIP toilets at Mulati & Shiluvani psychical progress at 50% | 100%          | 60%                             | 30%    | R   | slow scum process and issuing of appointment letter is dated 03/12/2015 but only issued on the 13/01/2016 | speed-up scum process               | Appointment letter<br>Completion certificate                          |
| D213 | Basic Service Delivery | Lenyenye DoC entrance road                    | Not implemented  | Appointment of contractor finalised   | 100%          | 15%                             | 5%     | R   | On specification stage. Delay in supply chain processes.  | Fas tracking supply chain processes | Specifications<br>Appointment of contractor<br>Completion certificate |
| D214 | Basic Service Delivery | Politsi road                                  | Completed  | Politsi roads completed   | 100%          | 100%                            | 100%   | G   | Project completed   | Not required                        | Project progress reports<br>Completion certificate                    |
| D215 | Basic Service Delivery | Agatha Cemetery Low Level Bridge              | Awaiting EIA results   | Not applicable this quarter   | 100%          | 0%                              | 0%     | N/A |   |                                     | Appointment letter<br>Site meeting minutes<br>Completion certificate  |

**Table 22: ESD - Key Performance Indicator and Project Performance (2nd Quarter 15\_16)**

| Ref  | Municipal KPA          | KPI                                     | Baseline / Past Year Performance                                    | Quarterly Milestones end Dec                               | Annual Target | Quarter ending 31 December 2015 |        |     |  |   | Source of Evidence   |
|------|------------------------|---|---|--|---------------|---------------------------------|--------|-----|--|---|--|
|      |                        |   |   |  |               | Target                          | Actual | R   | Reason for deviation                                     | Corrective Measures   |  |
| D216 | Basic Service Delivery | Rikhotso low level bridge               | Tender advertised   | Construction of low level bridge, physical progress at 10% | 100%          | 20%                             | 5%     | R   | On evaluation stage. Delay in supply chain processes.    | Fas tracking supply chain processes   | Appointment letter<br>Site meeting minutes<br>Completion certificate |
| D217 | Basic Service Delivery | Mokonyane low level bridge              | Tender advertised   | Construction of low level bridge, physical progress at 10% | 100%          | 20%                             | 5%     | R   | On evaluation stage. Delay in supply chain processes.    | Fas tracking supply chain processes   | Appointment letter<br>Site meeting minutes<br>Completion certificate |
| D218 | Basic Service Delivery | Khubu to Lwandlamuni low level bridge   | Not implemented   | Not applicable this quarter                                | 100%          | 0%                              | 0%     | N/A |  |   | Appointment Letter<br>Minutes of site meetings                       |
| D219 | Basic Service Delivery | Speed humps                             | New project   | Construction of speedhumps physical progress at 50%        | 100%          | 60%                             | 5%     | R   | On specification stage. Delay in supply chain processes. | Fas tracking supply chain processes   | Appointment letter<br>Completion certificates                        |
| D220 | Basic Service Delivery | Moruji to Matswi, Ksheshokolwe Tar Road | Design and tender documents completed. Contractor not yet appointed | Physical construction at 18%                               | 100%          | 50%                             | 33%    | R   | The contractor's progress was very slow.                 | The contractor has since engaged an experienced Site Agent who will help in fast tracking activities. | Project Progress Reports   |

**Table 22: ESD - Key Performance Indicator and Project Performance (2nd Quarter 15\_16)**

| Ref  | Municipal KPA          | KPI  | Baseline / Past Year Performance                                    | Quarterly Milestones end Dec                             | Annual Target | Quarter ending 31 December 2015 |        |   |  |  | Source of Evidence   |
|------|------------------------|--|---|--|---------------|---------------------------------|--------|---|--|--|--|
|      |                        |  |   |  |               | Target                          | Actual | R | Reason for deviation   | Corrective Measures                                      |  |
| D221 | Basic Service Delivery | Rita, Khopo, Lefara, Zanghoma, Uhuru, Xipungu to Mariveni Tar Road | Design and tender documents completed. Contractor not yet appointed | Physical construction at 18%                             | 100%          | 50%                             | 15%    | R | The contract commenced later than expected.                          | The contractor has put two teams to fast track progress. | Project Progress Reports   |
| D222 | Basic Service Delivery | Tickyline, Myakayaka, Burgersdorp, Gavaza to Mafarana Tar Road     | Design and tender documents completed. Contractor not yet appointed | Physical construction at 18%                             | 100%          | 50%                             | 16%    | R | The contract commenced later than expected.                          | The contractor has put two teams to fast track progress  | Project Progress Reports   |
| D223 | Basic Service Delivery | Upgrading of municipal offices in Tzaneen                          | New project   | Site ready for installation of lift                      | 100%          | 100%                            | 50%    | R | Delays in scum process to appoint a structural engineer              | speed-up scum process                                    | Progress payment Photos  |
| D224 | Basic Service Delivery | Disability Access Lift   | New project   | Construction of disability lift physical progress at 50% | 100%          | 60%                             | 30%    | R | Waiting for SCMU to finalise appointment of Structural Engineer      | speed -up turnaround time on scum processes              | Appointment letter<br>Progress Payment<br>Completion certificate                   |
| D225 | Basic Service Delivery | Tzaneen air field fencing (phase1)                                 | New project   | Appointment of contractor finalised                      | 100%          | 20%                             | 10%    | R | The bid closed and only waiting for SCMU to finalise the appointment | Speed-up SCMU processes                                  | Specifications<br>Appointment Letter<br>Progress Payment<br>Completion Certificate |

**Table 23** below presents a summary of the level of performance for the 1<sup>st</sup> Quarter of 15/16 for ESD indicating that 53% of the targets set were not met.

| <b>Table 23: ESD - Summary of Results (1st Qtr 15_16)</b> |                             |                       |                                    |
|---|-----------------------------|-----------------------|------------------------------------|
|   | <b>Level of performance</b> | <b>Number of KPIs</b> | <b>% performance at this level</b> |
|   | KPI Not Yet Measured        | 5                     | 17%                                |
|   | KPI Not Met                 | 16                    | 53%                                |
|   | KPI Almost Met              | 1                     | 3%                                 |
|   | KPI Met                     | 2                     | 7%                                 |
|   | KPI Well Met                | 1                     | 3%                                 |
|   | KPI Extremely Well Met      | 5                     | 17%                                |
|   | <b>Total KPIs</b>           | <b>30</b>             |                                    |

### 3.7 Planning and Economic Development Department

The performance of the Planning Economic Development Department during the 2<sup>nd</sup> Quarter of 2015/16 is presented below.

| <b>Table 24: PED - Key Performance Indicator and Project Performance (1st Quarter 15_16)</b> |                        |  |                                  |                              |               |                                 |        |     |                      |                     |   |
|--|------------------------|--|----------------------------------|------------------------------|---------------|---------------------------------|--------|-----|----------------------|---------------------|---|
| Ref  | Municipal KPA          | KPI  | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Quarter ending 31 December 2015 |        |     |                      |                     | Source of Evidence                              |
|  |                        |  |                                  |                              |               | Target                          | Actual | R   | Reason for deviation | Corrective Measures |   |
| D226   | Basic Service Delivery | Integrated Sustainable Human Settlement Plan reviewed by 30 June | Not done                         |                              | 1             | 0                               | 0      | N/A |                      |                     | Council minutes                                 |
| D227   | Basic Service Delivery | # of land parcels acquired for development                       | New KPI                          |                              | 1             | 0                               | 0      | N/A |                      |                     | Deed of Sale (Tzaneen Portion 9 & 38 Hamawasha) |

**Table 24: PED - Key Performance Indicator and Project Performance (1st Quarter 15\_16)**

| Ref  | Municipal KPA              | KPI   | Baseline / Past Year Performance | Quarterly Milestones end Dec | Annual Target | Quarter ending 31 December 2015 |        |     |                                     |  | Source of Evidence                                      |
|------|----------------------------|---|----------------------------------|------------------------------|---------------|---------------------------------|--------|-----|-------------------------------------|--|---|
|      |                            |   |                                  |                              |               | Target                          | Actual | R   | Reason for deviation                | Corrective Measures                      |   |
| D228 | Local Economic Development | Nr of cooperatives established and still functional in wards where the CWP is implemented | 4                                |                              | 4             | 4                               | 4      | G   | Not applicable                      | Not applicable                           | CWP reports<br>Minutes & Attendance register            |
| D229 | Local Economic Development | Number of job opportunities created through the CWP                                       | 1646                             |                              | 2,045         | 2                               | 2,003  | G2  | Not applicable                      | Not applicable                           | CWP Employment register                                 |
| D230 | Local Economic Development | # of jobs created through municipal LED initiatives including Capital Projects            | 500                              |                              | 650           | 200                             | 818    | B   | Not applicable                      | Not Applicable                           | LED monthly job creation report                         |
| D231 | Local Economic Development | # of GTM LED forum meetings arranged  | 0                                |                              | 4             | 2                               | 1      | R   | To have another meeting in February | Develop a process plan for the Led Forum | Invitations<br>Minutes & Attendance Register            |
| D232 | Local Economic Development | # of Tourism SMMEs exposed to the market  | 15                               |                              | 35            | 10                              | 5      | R   | To be exposed June 2016             | To be exposed by June 2016               | Itinerary<br>Events report                              |
| D233 | Local Economic Development | Integrated Rural Nodal Development Plan for Runnymede approved completed by 30 June '16   | New indicator                    |                              | 1             | 0                               | 0      | N/A |                                     |  | Nodal development plan for Runnymede<br>Council Minutes |

**Table 24: PED - Key Performance Indicator and Project Performance (1st Quarter 15\_16)**

| Ref  | Municipal KPA          | KPI  | Baseline / Past Year Performance | Quarterly Milestones end Dec   | Annual Target | Quarter ending 31 December 2015 |        |   |  |                                     | Source of Evidence  |
|------|------------------------|--|----------------------------------|--|---------------|---------------------------------|--------|---|--|-------------------------------------|---|
|      |                        |  |                                  |  |               | Target                          | Actual | R | Reason for deviation                           | Corrective Measures                 |   |
| D234 | Basic Service Delivery | Housing coordination (700 RDP units)                         | New project                      | Monitor Project implementation and report progress on the building of houses at the allocated villages. Attend monthly project steering committee meetings | 100%          | 60%                             | 60%    | G | no deviation                                   | None required                       | Housing coordination (700 RDP units)  |
| D235 | Basic Service Delivery | Acquisition of two farms in Tzaneen for residential purposes |                                  | Negotiations for the procurement of land   | 100%          | 30%                             | 100%   | B | No deviation                                   | none                                | Deed of sale  |
| D236 | Basic Service Delivery | Lenyenye Cemetery (land)                                     |                                  | Negotiations for the purchase of land to extend the Lenyenye cemetery  | 100%          | 40%                             | 40%    | G | Council Resolution A86, referred back the Item | Council must first approve the Item | Deed of sale  |
| D237 | Basic Service Delivery | Formalisation of Nkambako Informal Settlements               |                                  | Arrange monthly steering committee meetings and report progress with implementation to Council   | 100%          | 80%                             | 80%    | G | no deviation                                   | none                                | Minutes & attendance register of Public Participation Steering Committee Establishment notice Minutes & Attendance Register of monthly meetings |
| D238 | Basic Service Delivery | Selling of sites at Dan ext 2                                |                                  | Advertise for the selling of sites at Dan Ext2   | 100%          | 10%                             | 10%    | G | no deviation                                   | none                                | Deed of sale  |

**Table 24: PED - Key Performance Indicator and Project Performance (1st Quarter 15\_16)**

| Ref  | Municipal KPA                                | KPI  | Baseline / Past Year Performance | Quarterly Milestones end Dec  | Annual Target | Quarter ending 31 December 2015 |        |   |   |  | Source of Evidence  |
|------|--|--|----------------------------------|---|---------------|---------------------------------|--------|---|---|--|---|
|      |  |  |                                  |   |               | Target                          | Actual | R | Reason for deviation  | Corrective Measures                              |   |
| D239 | Municipal Financial Viability and Management | Strategy for expanding Revenue base          |                                  | Draft Strategy on expanding the revenue ready for stakeholder engagements                                     | 100%          | 33%                             | 0%     | R | During the strategic planning session in Makgoebaskloof the CFO reported that her office is busy sourcing a service provider to comply the strategy | The KPI should be moved to the office of the CFO | Strategy Expanding GTM Revenue Base Council Minutes   |
| D240 | Local Economic Development                   | Spatial Development Framework review         |                                  | Status quo report available from Service Provider. Public Participation process concluded                     | 100%          | 40%                             | 0%     | R | Service provider not yet appointed  | Procurement process to be streamlined            | Appointment letter<br>12 X Minutes of Steering Committee<br>Minutes of Public Participation<br>Draft SDF<br>Council Minutes   |
| D241 | Local Economic Development                   | Socio - Economic survey (Poverty Allevation) |                                  | Data processing and draft report developed by UNIVEN<br>Arrange a field validation workshop on study findings | 100%          | 70%                             | 50%    | R | Not Applicable  | Not Applicable                                   | *Programme of Community Facilitation in Ward 2 &5<br>*List of participants in reference group<br>Validation Workshop<br>Attendance Register<br>Survey Report<br>*Council Item on roll-out programme |



**Table 24: PED - Key Performance Indicator and Project Performance (1st Quarter 15\_16)**

| Ref  | Municipal KPA              | KPI                                    | Baseline / Past Year Performance | Quarterly Milestones end Dec  | Annual Target | Quarter ending 31 December 2015 |        |   |  |  | Source of Evidence  |
|------|----------------------------|--|----------------------------------|---|---------------|---------------------------------|--------|---|--|--|---|
|      |                            |  |                                  |   |               | Target                          | Actual | R | Reason for deviation   | Corrective Measures  |   |
| D242 | Local Economic Development | SPLUMA implementation                  |                                  | Participate in the Joint Municipal Planning Tribunal upon establishment. Develop Spatial Planning and Land use Management By-laws in line with SPLUMA | 100%          | 50%                             | 0%     | R | Tribunal has not yet been appointed by MDM and the by-laws have not yet been finalised. Budget adjustment required | Follow-up made with MDM & adjustment budget will be finalised by end February  | Council Resolution on Tribunal Submission to HR on Organogram Correspondence Promulgation Notices Minutes of Tribunal Meetings and Task teams |
| D243 | Local Economic Development | Land identification for social housing |                                  | Township establishment and EIA started. Costing of construction completed   | 100%          | 80%                             | 80%    | G | Delay on advertisement and appointment of service Provider by HDA  | Advert is out, briefing session will be held on Monday the 18th of January 2016  | Correspondence with HAD Appointment letter for service providers (township establishment) Housing designs Construction Costing                |
| D244 | Local Economic Development | Rural Broadband (NDPG)                 |                                  | Monitor the Construction of a new reception tower. To be completed by December. Report progress to Council  | 100%          | 100%                            | 0%     | R | See the attached email from the Manager.IT   | The project cannot proceed because of lack of information(see attached email) and that there is no money gazetted for NDPG | NDPG Progress Reports Minutes of NDPG meetings Completion certificate   |

**Table 24: PED - Key Performance Indicator and Project Performance (1st Quarter 15\_16)**

| Ref  | Municipal KPA              | KPI   | Baseline / Past Year Performance | Quarterly Milestones end Dec  | Annual Target | Quarter ending 31 December 2015 |        |   |  |  | Source of Evidence  |
|------|----------------------------|---|----------------------------------|---|---------------|---------------------------------|--------|---|--|--|---|
|      |                            |   |                                  |   |               | Target                          | Actual | R | Reason for deviation   | Corrective Measures                              |   |
| D245 | Local Economic Development | Indoor sports Centre & outdoor sports facilities(NDPG)          |                                  | Indoor Sports Centre completed in August'16                                       | 100%          | 100%                            | 100%   | G | The project was completed and handed over 28 August 2015                     | none   | NDPG Progress Reports<br>Minutes of NDPG meetings<br>Completion certificate |
| D246 | Local Economic Development | Nkowankowa Taxi Rank (High point Development Initiative) (NDPG) |                                  | Monitor the Construction of the taxi rank and report physical progress to Council | 100%          | 60%                             | 0%     | R | The documents were only approved by the Engineering Services in January 2016 | Tender to be advertised before end February 2016 | NDPG Progress Reports<br>Minutes of NDPG meetings<br>Completion certificate |

**Table 25** below presents a summary of the level of performance for the 1<sup>st</sup> Quarter of 15/16 for PED, indicating that 33% of the targets set were not met.

| <b>Table 25: PED - Summary of Results (2<sup>nd</sup> Qtr 15_16)</b> |                             |                       |                                    |
|--|-----------------------------|-----------------------|------------------------------------|
|  | <b>Level of performance</b> | <b>Number of KPIs</b> | <b>% performance at this level</b> |
|  | KPI Not Yet Measured        | 3                     | 14%                                |
|  | KPI Not Met                 | 7                     | 33%                                |
|  | KPI Almost Met              | 0                     | 0%                                 |
|  | KPI Met                     | 6                     | 29%                                |
|  | KPI Well Met                | 2                     | 10%                                |
|  | KPI Extremely Well Met      | 3                     | 14%                                |
|  | <b>Total KPIs</b>           | <b>21</b>             |                                    |

### 3.8 Greater Tzaneen Economic Development Agency

The performance of the Greater Tzaneen Economic Development Agency (GTEDA) during the 2<sup>nd</sup> Quarter of 2015/16 is presented below.

| Table 26: GTEDA - Key Performance Indicator and Project Performance (2nd Quarter 15_16) |  |  |                                  |                                  |               |                                 |        |     |  |                     |   |
|---|--|--|----------------------------------|----------------------------------|---------------|---------------------------------|--------|-----|--|---------------------|---|
| Ref   | Municipal KPA                                | KPI  | Baseline / Past Year Performance | Quarterly Milestones end Dec     | Annual Target | Quarter ending 31 December 2015 |        |     |  |                     | Source of Evidence  |
|   |  |  |                                  |                                  |               | Target                          | Actual | R   | Reason for deviation)                                      | Corrective Measures |   |
| D247  | Good Governance and Public Participation     | Audit opinion for GTEDA                              | Unqualified                      |                                  | 0             | 1                               | 1      | G   | Unqualified opinion  |                     | Audit Report  |
| D248  | Municipal Financial Viability and Management | % of GTEDA budget spent                              | Actual Awaited                   |                                  | 100%          | 50%                             | 54%    | G   | None, board induction expenses incurred                    | None required       | Monthly financial reports                                   |
| D249  | Local Economic Development                   | # of committed investors attracted through GTEDA     | 5                                |                                  | 5             | 0                               | 0      | N/A |  |                     | Investment reports (LADC, MDDA, Premiers Office & SEDA)     |
| D250  | Local Economic Development                   | # of SMMEs capacitated through GTEDA (1 Per cluster) | 12                               |                                  | 4             | 2                               | 2      | G   | Rams Furniture Business Industry & Phutaditsha Cooperative | None required       | GTEDA SMME support report                                   |
| D251  | Local Economic Development                   | # of jobs created by GTEDA                           | 160                              |                                  | 200           | 100                             | 0      | R   | Disputes on projects delays job creation                   |                     | GTEDA monthly project progress reports, Minutes of meetings |
| D252  | Good Governance and Public Participation     | Purchase of Printers                                 | New project                      | Procurement of printer finalised | 100%          | 100%                            | 0%     | R   | Expenditure deferred to 3 <sup>rd</sup> Qtr                |                     | Quotation Invoice   |

**Table 26: GTEDA - Key Performance Indicator and Project Performance (2nd Quarter 15\_16)**

| Ref  | Municipal KPA              | KPI                                   | Baseline / Past Year Performance   | Quarterly Milestones end Dec   | Annual Target | Quarter ending 31 December 2015 |        |   |                         |  | Source of Evidence  |
|------|----------------------------|---------------------------------------|--|--|---------------|---------------------------------|--------|---|-------------------------|--|---|
|      |                            |                                       |  |  |               | Target                          | Actual | R | Reason for deviation)   | Corrective Measures  |   |
| D253 | Local Economic Development | Livestock improvement - Leathermaking | Facilitated application of non-financial support (capacity building, branding and marketing) from Department of Trade and Industry's co-operative incentive scheme (awaiting response).<br>Facilitated request of procurement of additional machines by Department of Rural Development in order to set up a production line to enable optimal production (awaiting response). | Submission of business plan to Dpt Rural Development.  | 100%          | 50%                             | 50%    | G | None                    | None required  | Operational Plan<br>Business plan & acknowledgement of receipt<br>Funding Agreement<br>Monitoring Reports<br>Progress Report<br>Minutes of Meetings<br>Draft Exit Plan      |
| D254 | Local Economic Development | Livestock improvement - Tannery       |  | Monitor implementation of Operational Plan.<br>Procurement of a service provider for development of a business plan (development of TOR, advert and appointment)<br>Compile monthly and quarterly reports. | 100%          | 50%                             | 25%    | O | Funding not yet secured | Meetings to be held with Project members to encourage other activities | Registration Certificate.<br>Revised Concept Document.<br>Business Operational Plan.<br>Business Plan.<br>Signed funding Agreement.<br>Monthly and quarterly Board Reports. |

**Table 26: GTEDA - Key Performance Indicator and Project Performance (2nd Quarter 15\_16)**

| Ref  | Municipal KPA              | KPI                                   | Baseline / Past Year Performance   | Quarterly Milestones end Dec   | Annual Target | Quarter ending 31 December 2015 |        |   |   |   | Source of Evidence  |
|------|----------------------------|---------------------------------------|--|--|---------------|---------------------------------|--------|---|---|---|---|
|      |                            |                                       |  |  |               | Target                          | Actual | R | Reason for deviation)                     | Corrective Measures                     |   |
| D255 | Local Economic Development | Support to farms: Makgoba Tea Estates | Heads of Agreement signed between Makgoba Community and ZZ2. Operating company registered with directors from Makgoba community and ZZ2 who will play an oversight role. | Support initiatives identified by the agreement between GTEDA & MAMCO. Compile monthly and quarterly reports.  | 100%          | 60%                             | 0%     | R | Disputes between community groups         | Awaiting dispute to be resolved         | Minutes and Attendance registers. Signed Agreement. Monthly and quarterly Board Reports.  |
| D256 | Local Economic Development | Support to farms: Batlhabine Farms    | Facilitated signing of an investment agreement between owners of the farm and Maresteth trading enterprises to operate Leeways farm                                      | Monitor implementation of Operational Plan and adherence to Investment agreement. Monthly steering committee conducted. Compile monthly and quarterly reports. | 100%          | 80%                             | 50%    | O | Delay in signing the investment agreement | Negotiations on lease agreement ongoing | Signed Investment Agreement. List of potential investors. Minutes and Attendance registers of Steering committee meetings. Monthly and Quarterly Board Reports. |
| D257 | Local Economic Development | Support to farms: Tours Farm          | GTEDA's involvement on these farms were put on hold due to ongoing disputes. Monthly and quarterly reports compiled.   | Facilitate stakeholder engagements. Compile monthly and quarterly reports.   | 100%          | 50%                             | 0%     | R | Disputes between community groups         | Awaiting dispute to be resolved         | TOR. Established Procurement Committees. Minutes and Attendance registers. Monthly and Quarterly Board Reports.   |

**Table 26: GTEDA - Key Performance Indicator and Project Performance (2nd Quarter 15\_16)**

| Ref  | Municipal KPA              | KPI                            | Baseline / Past Year Performance  | Quarterly Milestones end Dec  | Annual Target | Quarter ending 31 December 2015 |        |   |  |                                 | Source of Evidence   |
|------|----------------------------|--------------------------------|---|---|---------------|---------------------------------|--------|---|--|---------------------------------|--|
|      |                            |                                |   |   |               | Target                          | Actual | R | Reason for deviation)                                      | Corrective Measures             |  |
| D258 | Local Economic Development | Nwamitwa Shopping Centre       | the project was put on hold by the Valoyi Tribal Authority and no progress has been registered.   | Disputes resolved. Compile monthly and quarterly reports.   | 100%          | 50%                             | 0%     | R | Chief issued a letter to request GTEDA to stop the project | Council to intervene            | TOR<br>Advert<br>Appointment letter<br>Minutes and Attendance Registers  |
| D259 | Local Economic Development | Morutji Shopping Centre        | Facilitated a meeting between GTM Mayor and Morutji development committee to discuss a way forward regarding this project, a delegation will be sent to Modjadji Royal Authority to negotiate final approval. | Facilitate establishment of a Task team. Facilitate stakeholder agreements. Procurement of Developers. Compile monthly and quarterly reports. | 100%          | 50%                             | 25%    | O | Awaiting a resolution from the Tribal Authority            | Council to assist               | Established Task Team.<br>Appointment letter for developer<br>Proposed Agreement.<br>Facilitation Report<br>Minutes and Attendance Registers |
| D260 | Local Economic Development | Dan/Bindzulani Shopping Centre | No progress registered this quarter due to stakeholders' failure to meet.   | Facilitate an agreement between LEDA, Mhlava Tribal Authority and GTM. Compile monthly and quarterly reports.                                 | 100%          | 50%                             | 0%     | R | Disputes between community groups                          | Awaiting dispute to be resolved | Signed Agreement.<br>Implementation Plan.<br>Facilitation Report<br>Minutes and Attendance Registers   |

**Table 26: GTEDA - Key Performance Indicator and Project Performance (2nd Quarter 15\_16)**

| Ref  | Municipal KPA              | KPI                       | Baseline / Past Year Performance   | Quarterly Milestones end Dec  | Annual Target | Quarter ending 31 December 2015 |        |   |   |                       | Source of Evidence  |
|------|----------------------------|---------------------------|--|---|---------------|---------------------------------|--------|---|---|-----------------------|---|
|      |                            |                           |  |   |               | Target                          | Actual | R | Reason for deviation)                           | Corrective Measures   |   |
| D261 | Local Economic Development | Mokgwathi Shopping Centre | Facilitated a meeting between GTM Mayor and Mokgwathi development committee to discuss a way forward regarding this project, a delegation will be sent to Modjadji Royal Authority to negotiate final approval.  | Facilitate establishment of a Task team. Facilitate stakeholder agreements. Procurement of Developers. Compile monthly and quarterly reports.       | 100%          | 50%                             | 25%    | ○ | Awaiting a resolution from the Tribal Authority | Council to assist     | Modjadji TA letter of concert Established Task Team. Signed MOU. Facilitation Report Minutes and Attendance Registers |
| D262 | Local Economic Development | Village Bank              | Facilitated applications for an office and non financial support from Department of Public works and Limpopo Economic Development Agency(awaiting response). Facilitated acquiring of interns from BankSETA who will provide HR, Admin and Finance services to ensure smooth operations. Facilitated a site visit to Kuvhanganyani in Venda to learn best practices. | Monitor implementation of Operational Plan. Attend Executive Committee (monthly) & mass (quarterly) meetings Compile monthly and quarterly reports. | 100%          | 80%                             | 60%    | ○ | Office space still to be acquired               | Discussions with LEDA | Operational Plan. Board Induction Report. Exco & Mass meeting minutes Monthly and Quarterly Board Reports.            |

**Table 26: GTEDA - Key Performance Indicator and Project Performance (2nd Quarter 15\_16)**

| Ref  | Municipal KPA              | KPI   | Baseline / Past Year Performance   | Quarterly Milestones end Dec   | Annual Target | Quarter ending 31 December 2015 |        |   |  |   | Source of Evidence  |
|------|----------------------------|---|--|--|---------------|---------------------------------|--------|---|--|---|---|
|      |                            |   |  |  |               | Target                          | Actual | R | Reason for deviation)                    | Corrective Measures   |   |
| D263 | Local Economic Development | Community Radio Station (current affairs & entertainment) | Facilitated payment of rent and salaries with funding from GTM. Provided administrative support. Monthly and quarterly reports compiled. | Facilitate a strategic planning session. Operational Plan developed. Compile monthly and quarterly reports.  | 100%          | 80%                             | 80%    | G | None                                     | None required   | AGM Report. Newly Appointed Board members. Monitoring Reports. Strategic Planning Report. Operational Plan. Monthly and quarterly Board Reports.              |
| D264 | Local Economic Development | Ideas Hub (Research & Innovation centre)                  | Stage one of the upgrading of the blog process has been concluded/completed. Monthly and quarterly reports compiled.                     | Procure a partner for the Sustainable energy (Biomass) pilot project. Compile monthly and quarterly reports. | 100%          | 60%                             | 0%     | R | Project on hold due to a lack of funding | Projects & investment committee considering it for adjustment | Attendance register & minutes of stakeholder meetings<br>Advert<br>Appointment letter (partner).<br>Operational Plan.<br>Monthly and Quarterly Board Reports. |
| D265 | Local Economic Development | Tzaneen Dam   | Facilitated a progress update meeting with Department of Water and Sanitation. Planned site visit to Tlokwe Municipality in July 2014)   | Facilitate agreement between GTM and Water Affairs. Compile monthly and quarterly reports.                   | 100%          | 60%                             | 60%    | G | None                                     | None required   | Resource Management Plan. Minutes and Attendance Registers. Signed agreement (GTM and Water Affairs). Monthly and quarterly Board Reports.                    |



**Table 27** below presents a summary of the level of performance for the 2<sup>nd</sup> Quarter of 15/16 for GTEDA reflecting that only 32% of the target set were met. The performance of GTEDA on the implementation of projects are severely affected by community disputes on land ownership.

| <b>Table 27: GTEDA - Summary of Results (2<sup>nd</sup> Qtr 15_16)</b> |                             |                       |                                    |
|--|-----------------------------|-----------------------|------------------------------------|
|  | <b>Level of performance</b> | <b>Number of KPIs</b> | <b>% performance at this level</b> |
|  | KPI Not Yet Measured        | 1                     | 5%                                 |
|  | KPI Not Met                 | 7                     | 37%                                |
|  | KPI Almost Met              | 5                     | 26%                                |
|  | KPI Met                     | 6                     | 32%                                |
|  | KPI Well Met                | 0                     | 0%                                 |
|  | KPI Extremely Well Met      | 0                     | 0%                                 |
|  | <b>Total KPIs</b>           | <b>19</b>             |                                    |

## 4. Overall Performance Evaluation for the 2<sup>nd</sup> Quarter

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

### 4.1 Areas of under performance

#### 4.1.1 Filling of critical vacancies & Organogram Review

During the 14/15 financial year Human Resource Management was severely affected by labour disputes regarding salary disparities. These disputes resulted in the review of the organogram being stalled and filling of vacancies being placed on hold. During the 2<sup>nd</sup> Quarter of 15/16 Council approved the filling of critical vacancies and some positions were advertised during November. No further progress have however been registered. Of these positions the following managerial positions remain vacant:

- Director: Corporate Services
- Manager: Communications
- Manager: Internal Audit
- Manager: Public Participation
- Manager: Project Management Unit
- Manager: Water and Sewer
- IDP Officer

In addition to the above positions various other critical positions have become vacant and the delays in the filling of these positions results in the loss of institutional memory, inability of departments to delivery services efficiently and an increase in the overtime worked. Furthermore, the continuous re-advertisement of positions results in fruitless expenditure.

#### 4.1.2 Land Management issues

Various programmes are being affected by the ability of Council to plan for and access land for development. The following factors needs to be attended to if service delivery programmes are not to be affected:

- A. The appointment of a service provider to review the SDF has been delayed for the second financial year, this impacts on the ability of Council to draft an informed IDP, develop service master plans and plan for the formalization of townships and thereby expanding the GTM revenue base.
- B. The implementation of SPLUMA is dependent on the Mopani District Municipality establishing a tribunal, this has still not happened.
- C. Land ownership disputes in Tribal Authority areas affects most of the GTEDA Projects

#### 4.1.3 IDP and budget alignment

The non-alignment between the Strategy & Project Phases of the IDP has been identified by CoGHSTA as a problem in the GTM planning process. During the 2<sup>nd</sup> Quarter the IDP process plan was not followed in that the Strategic Planning Session was postponed on several occasions, delaying the finalisation of the Strategies Phase. The Projects Phase of the IDP should have started in November, to ensure that project planning is done appropriately.

The due date for finalising the IDP for the 16/17 financial year has been brought forward to accommodate the Local Government Elections. The delays in the IDP process has therefore resulted in a situation wherein discussion on the IDP projects has started without the strategies phase being consolidated and presented to the IDP Representative Forum. The IDP is therefore once again being drafted as a matter of compliance, rather than facilitating the process in a manner that ensures the involvement of communities and community organisations in the matters of local government (as stipulated Chapter 7 of the Constitution).

## 4.2 Areas of improved Performance

### 4.2.1 Spending on capital

The delays in the appointment of service providers delayed project implementation however, it should be noted that service providers have been appointed for various projects during the 2<sup>nd</sup> Quarter. The expenditure on the capital budget has also increased to an acceptable level, yet taking into account that the bulk of the funds are being spent on roll-over projects the implementation of projects planned for 2015/16 needs to be closely monitored in order to determine the effect on the 16/17 budget.

## 5. Assessment of the performance of Service providers (2015/16)

| Table 28: MID-YEAR ASSESMENT OF SERVICE PROVIDERS FOR 2015/16 |                               |                                |                   |              |                 |   |  |   |           |           |           |                     |
|---|-------------------------------|--------------------------------|-------------------|--------------|-----------------|---|--|---|-----------|-----------|-----------|---------------------|
| Dept  | Project name                  | Name of Service provider       | Source of funding | Start date   | Completion date | Progress to date (physical)             | Challenges and interventions   | Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent |           |           |           | Assessment comments |
|   |                               |                                |                   |              |                 |   |  | Quarter 1   | Quarter 2 | Quarter 3 | Quarter 4 |                     |
| CFO   | GTM INSURANCE                 | Lateral Unison                 | Own funds         | 01/07/2015   | 30/06/2018      | Up to date                              | Submission of information in time  | 4   | 4         | n/a       | n/a       | None                |
| CFO   | Meter reading                 | Electro cutts                  | Own funds         | 23/07/2015   | 22/07/2018      | Monthly reading of meters               | Initial challenges of routes and location of meters  | 2   | 3         | n/a       | n/a       | None                |
| CFO   | Credit control                | Physon business solution (PBS) | Own funds         | 1/04/2015    | 30/04/2018      | Disconnection and reconnection services | GTM resources for credit control insufficient  | 3   | 4         | n/a       | n/a       | None                |
| CFO   | Valuation roll                | DDP Valuers                    | Own funds         | 1/07/2013    | 01/07/2017      | 100% compiled and updated register      | None   | 5   | 5         | n/a       | n/a       | None                |
| CFO   | Sms/mms communication         | Ntsumi telecommunications      | Own funds         | 1/04/2015    | 31/03/2018      | 10%                                     | Initial awareness campaign not received well by debtors, cell phones not able to receive mms's and no actual sending of accounts | 1   | 1         | n/a       | n/a       | None                |
| CFO   | Assets Management Consultants | ARMS                           | Own funds         | 01/05/2013   | 30/11/2016      | Up to date                              | None   | 4   | 4         | n/a       | n/a       | None                |
| Corp Legal  | Legal Service                 | Mahowa Incorporated            | Own               | 01/12 / 2015 | 01/12/2015      | Legal services provided                 | None   | 3   | 4         | n/a       | n/a       | Average Performance |

| Table 28: MID-YEAR ASSESSMENT OF SERVICE PROVIDERS FOR 2015/16 |                           |                                |                   |            |                 |  |  |   |           |           |           |   |
|--|---------------------------|--------------------------------|-------------------|------------|-----------------|--|--|---|-----------|-----------|-----------|---|
| Dept   | Project name              | Name of Service provider       | Source of funding | Start date | Completion date | Progress to date (physical)  | Challenges and interventions   | Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent |           |           |           | Assessment comments                             |
|  |                           |                                |                   |            |                 |  |  | Quarter 1   | Quarter 2 | Quarter 3 | Quarter 4 |   |
| Corp Legal   | Legal Service             | Magabe Incorporated            | Own               | 01 / 2016  | In Progress     | Legal services provided  | None   | 5   | 5         | n/a       | n/a       | Excellent Work                                  |
| Corp Legal   | Legal Service             | Modjadji Raphesu               | Own               | 11 / 2015  | In Progress     | Legal services provided  | None   | 4   | 4         | n/a       | n/a       | Good & Satisfactory                             |
| Corp Legal   | Legal Service             | Baloyi & Shirinda Incorporated | Own               | 07 / 2015  | 09/2015         | Legal services provided  | None   | 4   | 5         | n/a       | n/a       | Excellent Work                                  |
| Corp Legal   | Legal Service             | Talane & Associates            | Own               | 06 / 2015  | In Progress     | Legal services provided  | None   | 5   | 5         | n/a       | n/a       | Excellent Work                                  |
| Corp Legal   | Legal Service             | Mushwana Incorporated          | Own               | 12 / 2015  | In Progress     | Legal services provided  | None   | 3   | 3         | n/a       | n/a       | Average Performance                             |
| Corp Legal   | Legal Service             | Ramothwala M Attorneys         | Own               | 09 / 2015  | 12/2015         | Legal services provided  | None   | 4   | 4         | n/a       | n/a       | Good & Satisfactory                             |
| Corp   | Telephone Exchange System | Gijima                         | Own               | 1/12/2000  | 30/11/2005      | The Municipality receive support from Gijima as and when calls are logged. The services are good. The Service Support Plus agreement applies on quarterly basis since the Master Service Agreement lapsed. | The telephone infrastructure has aged and constantly needs to be maintained. The municipality is in the process of changing the Telephone system in order to replace the current system. | 4   | 4         | n/a       | n/a       | The overall service provided by Gijima is good. |

| Table 28: MID-YEAR ASSESMENT OF SERVICE PROVIDERS FOR 2015/16 |                                 |                                |                   |            |                       |   |   |   |           |           |           |   |
|---|---------------------------------|--------------------------------|-------------------|------------|-----------------------|---|---|---|-----------|-----------|-----------|---|
| Dept  | Project name                    | Name of Service provider       | Source of funding | Start date | Completion date       | Progress to date (physical)   | Challenges and interventions  | Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent |           |           |           | Assessment comments   |
|   |                                 |                                |                   |            |                       |   |   | Quarter 1   | Quarter 2 | Quarter 3 | Quarter 4 |   |
| Corp IT   | Managed printing service        | Nashua Limpopo                 | Own               | 1/07/2012  | 30/06/2015            | The Service agreement or contract lapsed or expired in 30 June 2015 and the service are extended from time to time until a new service provider is appointed. | None  | 4   | 4         | n/a       | n/a       | The overall services are good and are calls are attended timely since there is in an onsite service technician. |
| Corp IT   | Paperless Council Meetings      | Telkom Mobile                  | Own               | 1/04/2015  | 31/03/2017            | The paperless gadgets and 3g data cards were delivered and being used by the Municipality.  | None  | 4   | 4         | n/a       | n/a       | The overall service by Telkom Mobile is good.   |
| Corp IT   | Unified Email Management System | EOH                            | Own               | 1/06/2015  | 30/06/2017            | The project commenced in June 2015 and was completed by July.   | None  | 4   | 4         | n/a       | n/a       | The overall services provided by the EOH is good.   |
| CSD   | Traffic Fine Services           | Mavambo                        | GTM               | 04/07/2014 | 36 months conditional | Good  | None  | 5   | 5         | n/a       | n/a       | Contractor is performing well, only challenge is with fewer payments of traffic fines, which we cannot control  |
| CSD   | Physical Security               | Kgosi Monene Security Services | GTM               | 01/10/2010 | 31/12/2015            | Satisfactory  | Many cases of theft at Council properties reported and very uncooperative to address the matter despite GTM writing | 5   | 4         | n/a       | n/a       | Services terminated due to new tender   |

| Table 28: MID-YEAR ASSESSMENT OF SERVICE PROVIDERS FOR 2015/16 |                                  |                                    |                   |            |                 |                             |  |   |           |           |           |   |
|--|----------------------------------|------------------------------------|-------------------|------------|-----------------|-----------------------------|--|---|-----------|-----------|-----------|---|
| Dept   | Project name                     | Name of Service provider           | Source of funding | Start date | Completion date | Progress to date (physical) | Challenges and interventions                                   | Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent |           |           |           | Assessment comments   |
|  |                                  |                                    |                   |            |                 |                             |  | Quarter 1   | Quarter 2 | Quarter 3 | Quarter 4 |   |
|  |                                  |                                    |                   |            |                 |                             | letters  |   |           |           |           |   |
| CSD  | Surveillance Cameras             | Bravospan                          | GTM               | 01/10/2014 | 31/10/2016      | Satisfactory                | None   | 5   | 5         | n/a       | n/a       | Dispute on contract affecting performance as staff morale is very low |
| CSD  | Electronic Morpho Access Control | Prosatelite                        | GTM               | 01/07/2013 | to date         | Satisfactory                | None   | 5   | 5         | n/a       | n/a       | Maintenance contract is needed  |
| CSD  | Treatment & Disposal Management  | Mmatshope J.V. Theuwedi C.C.       | G.T.M.            | 1/08/2014  | 31/07/2017      | Fair                        | M.S.P. must be subjected to a "Waste Management Skills-rating" | 4   | 4         | n/a       | n/a       | The M.S.P. perform well under sustainable Supervision                 |
| CSD  | Litterpicking Region-North       | Molebogeng Trading Enterprise C.C. | G.T.M.            | 1/08/2015  | 31/07/2018      | Fair                        | M.S.P. Must be subjected to a "Waste Management Skills-rating" | 4   | 4         | n/a       | n/a       | The M.S.P. perform well under sustainable Supervision                 |
| CSD  | Litterpicking Region-South       | Selema Planthire Construction C.C. | G.T.M.            | 1/08/2015  | 31/07/2018      | Fair                        | M.S.P. Must be subjected to a "Waste Management Skills-rating" | 4   | 4         | n/a       | n/a       | The M.S.P. perform well under sustainable Supervision                 |

| Table 28: MID-YEAR ASSESSMENT OF SERVICE PROVIDERS FOR 2015/16 |   |                                      |                   |            |                 |  |  |   |           |           |           |   |
|--|---|--------------------------------------|-------------------|------------|-----------------|--|--|---|-----------|-----------|-----------|---|
| Dept   | Project name  | Name of Service provider             | Source of funding | Start date | Completion date | Progress to date (physical)  | Challenges and interventions   | Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent |           |           |           | Assessment comments                                   |
|  |   |                                      |                   |            |                 |  |  | Quarter 1   | Quarter 2 | Quarter 3 | Quarter 4 |   |
| CSD  | Collection & Transportation Nkowankowa                                  | Ingwe Waste Management               | G.T.M.            | 1/08/2014  | 31/07/2017      | Fair   | Must be subjected to a "Waste Management Skills-rating"  | 4   | 4         | n/a       | n/a       | The M.S.P. perform well under sustainable Supervision |
| CSD  | Collection & Transportation Lenyenye                                    | Selema Planthire Construction C.C.   | G.T.M.            | 1/08/2015  | 31/07/2018      | Fair   | Must be subjected to a "Waste Management Skills-rating"  | 4   | 4         | n/a       | n/a       | The M.S.P. perform well under sustainable Supervision |
| CSD  | Grass cutting   | Shidila Trading Enterprise           | GTM               | 23/04/2015 | 23/04/2018      | Grass cutting on an Ad-hoc basis at parks, sidewalks, road reserves, cemeteries and sport fields | Tractor with slashers was not cutting at the correct height, contractor adjusted to correct cutting height                                 | 5   | 5         | n/a       | n/a       | Very efficient  |
| CSD  | Garden maintenance  | Tshandukos Consultation and projects | GTM               | 4/03/2015  | 4/03/2018       | Garden Maintenance of several developed parks in Tzaneen on a daily basis                        | Insufficient personnel, not in line with tender specifications. Strict evaluation and penalties will be implemented as per tender document | 3   | 3         | n/a       | n/a       |   |
| EED  | Energy Efficiency and demand (Tzaneen, Nkowankowa and Lenyenye) Phase 2 | Rivisi Electrical Contractors        | DOE               | 01/06/15   | 30/05/2016      | Contractor appointed and project started   | Project on track   | N/A   | 4         | n/a       | n/a       | Contractor appointed in November 2015 (Quarter 2)     |



| Table 28: MID-YEAR ASSESSMENT OF SERVICE PROVIDERS FOR 2015/16 |  |                               |                   |            |                 |  |   |   |           |           |           |  |
|--|--|-------------------------------|-------------------|------------|-----------------|--|---|---|-----------|-----------|-----------|--|
| Dept   | Project name   | Name of Service provider      | Source of funding | Start date | Completion date | Progress to date (physical)            | Challenges and interventions  | Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent |           |           |           | Assessment comments                              |
|  |  |                               |                   |            |                 |  |   | Quarter 1   | Quarter 2 | Quarter 3 | Quarter 4 |  |
| EED  | Energy Efficiency and demand (Tzaneen, Nkowankowa and Lenyenye) Phase 2      | MVM Africa Consultant         | DOE               | 01/06/15   | 30/05/2016      | Designs completed (Construction phase) | Project on track  | 4   | 4         | n/a       | n/a       | Project designs on standard                      |
| EED  | Masterplan Study   | Royal Haskoning GDHV LTD      | Own Funds         | 1/01/2016  | 30/12/2016      | Service Provider Appointed             | Late appointment of Service Provider. Funds to be rolled over to next financial year. | N/A   | N/A       | n/a       | n/a       | N/A  |
| EED  | Electricity Capacity Building - From Church sub via Old SAR to Power station | OSCON Electrical Contractors  | Own Funds         | 01/06/2015 | 30/03/2016      | Construction 80% completed             | Project on track  | 5   | 5         | n/a       | n/a       | Project progress and construction above standard |
| EED  | Electricity Capacity Building - From Church sub via Old SAR to Power station | MOTLA Consulting Engineers    | Own Funds         | 01/06/2015 | 30/03/2016      | Designs completed (Construction phase) | Project on track  | 5   | 5         | n/a       | n/a       | Project designs above standard                   |
| EED  | Rebuilding of Haenertsburg 33-kV Line  | Rivisi Electrical Contractors | Own Funds         | 26/10/2015 | 31/03/2015      | 48%                                    | None  | N/A   | 4         | n/a       | n/a       | Contractor's performance good                    |
| EED  | Rebuilding of Lalapanzi 33-kV line   | Rivisi Electrical Contractors | Own Funds         | 01/10/2015 | 30/11/2015      | 100%                                   | None  | N/A   | 4         | n/a       | n/a       | Contractor's performance good                    |

| Table 28: MID-YEAR ASSESMENT OF SERVICE PROVIDERS FOR 2015/16 |  |                                    |                      |            |                 |                             |   |   |           |           |           |  |
|---|--|------------------------------------|----------------------|------------|-----------------|-----------------------------|---|---|-----------|-----------|-----------|--|
| Dept  | Project name                                     | Name of Service provider           | Source of funding    | Start date | Completion date | Progress to date (physical) | Challenges and interventions  | Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent |           |           |           | Assessment comments                        |
|   |  |                                    |                      |            |                 |                             |   | Quarter 1   | Quarter 2 | Quarter 3 | Quarter 4 |  |
| EED   | Rebuilding of 11-kV Lines at Grysappel / Redbank | Van Wyk & Prinsloo                 | Own Funds            | 01/10/2015 | 31/03/2016      | 79%                         | None  | N/A   | 4         | n/a       | n/a       | Contractor's performance good              |
| EED   | Rebuilding & Refurbishment of lines              | Rivisi Electrical Contractors      | Own Funds            | 29/10/2014 | 29/10/2017      | Ongoing                     | None  | 4   | 4         | n/a       | n/a       | Contractor's performance good              |
| EED   | Sampling and Purification of Transformer Oil     | Mandlakazi Electrical Technologies | Own Funds            | 01/12/2014 | 31/12/2015      | Ongoing                     | None  | N/A   | N/A       | n/a       | n/a       | No tasks performed during the period       |
| EED   | Electrification of Mohlaba Cross Phase 2         | S&D Consulting J/V Rolinda         | Department of Energy | 01/10/2014 | 30/11/2015      | 100%                        | Contractor's tardiness to complete project. Letter written by GTM to both service providers | 1   | 1         | n/a       | n/a       | Completion and close up of project delayed |
| EED   | Electrification of Runnymede                     | AES Consulting J/V Xiverengi       | Department of Energy | 01/10/2014 | 30/11/2015      | 100%                        | Contractor's tardiness to complete project. Letter written by GTM to both service providers | 1   | 1         | n/a       | n/a       | Completion and close up of project delayed |
| EED   | Electrification of Khujwana Phase 1              | Bawelile Consulting J/V Humphry's  | Department of Energy | 01/10/2013 | 31/01/2016      | 98%                         | Contractor's tardiness to complete project. Letter written by consultant to contractor      | 1   | 1         | n/a       | n/a       | Completion and close up of project delayed |

| Table 28: MID-YEAR ASSESSMENT OF SERVICE PROVIDERS FOR 2015/16 |  |                                 |                      |            |                 |                             |   |   |           |           |           |  |
|--|--|---------------------------------|----------------------|------------|-----------------|-----------------------------|---|---|-----------|-----------|-----------|--|
| Dept   | Project name   | Name of Service provider        | Source of funding    | Start date | Completion date | Progress to date (physical) | Challenges and interventions  | Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent |           |           |           | Assessment comments  |
|  |  |                                 |                      |            |                 |                             |   | Quarter 1   | Quarter 2 | Quarter 3 | Quarter 4 |  |
| EED  | Electrification of Khujwana Phase 2                  | Mogalemole Consulting JV Rivisi | Department of Energy | 01/11/2015 | 30/06/2016      | 15%                         | Delays in starting with construction. Informal discussions with consultant. | N/A   | 3         | n/a       | n/a       | Service provider tardiness in starting with construction due to lack of bill of quantities for materials |
| EED  | Electrification of Khopo / Civic                     | Mogalemole Consulting JV Rivisi | DBSA                 | 01/12/2015 | 30/06/2016      | 10%                         | None  | N/A   | 4         | n/a       | n/a       | Consultant's performance good. Designs presented to ESKOM's Technical Evaluation Forum (TEF)             |
| EED  | Electrification of Sunnyside / Myakayaka / Sepacheng | Bawelile Consulting JV MPTJ     | DBSA                 | 01/11/2015 | 30/06/2016      | 15%                         | None  | N/A   | 5         | n/a       | n/a       | Consultant's performance excellent. Designs presented to ESKOM and supported by TEF                      |
| EED  | Electrification of Mine View / Hospital View         | Bawelile Consulting JV AVN      | Department of Energy | 01/11/2015 | 30/06/2016      | 15%                         | None  | N/A   | 5         | n/a       | n/a       | Consultant's performance excellent. Designs presented to ESKOM and supported by TEF                      |

| Table 28: MID-YEAR ASSESMENT OF SERVICE PROVIDERS FOR 2015/16 |  |  |                      |            |                 |                             |                              |   |           |           |           |   |
|---|--|--|----------------------|------------|-----------------|-----------------------------|------------------------------|---|-----------|-----------|-----------|---|
| Dept  | Project name                                   | Name of Service provider               | Source of funding    | Start date | Completion date | Progress to date (physical) | Challenges and interventions | Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent |           |           |           | Assessment comments   |
|   |  |  |                      |            |                 |                             |                              | Quarter 1   | Quarter 2 | Quarter 3 | Quarter 4 |   |
| EED   | Electrification of Bonn / Lekutswi             | Bawelile Consulting JV AVN             | Department of Energy | 01/11/2015 | 30/06/2016      | 15%                         | None                         | N/A   | 5         | n/a       | n/a       | Consultant's performance excellent. Designs presented to ESKOM and supported by TEF |
| EED   | Electrification of Kubjana / Marirone / Motupa | Bawelile Consulting JV REMS Electrical | Department of Energy | 01/11/2015 | 30/06/2016      | 15%                         | None                         | N/A   | 5         | n/a       | n/a       | Consultant's performance excellent. Designs presented to ESKOM and supported by TEF |
| EED   | Electrification of Morapalala                  | Bawelile Consulting JV REMS Electrical | Department of Energy | 01/11/2015 | 30/06/2016      | 15%                         | None                         | N/A   | 5         | n/a       | n/a       | Consultant's performance excellent. Designs presented to ESKOM and supported by TEF |
| EED   | Electrification of Wally                       | Bawelile Consulting JV REMS Electrical | Department of Energy | 01/11/2015 | 30/06/2016      | 15%                         | None                         | N/A   | 5         | n/a       | n/a       | Consultant's performance excellent. Designs presented to ESKOM and supported by TEF |

| Table 28: MID-YEAR ASSESSMENT OF SERVICE PROVIDERS FOR 2015/16 |   |                               |                      |            |                 |   |   |   |           |           |           |   |
|--|---|-------------------------------|----------------------|------------|-----------------|---|---|---|-----------|-----------|-----------|---|
| Dept   | Project name                                    | Name of Service provider      | Source of funding    | Start date | Completion date | Progress to date (physical)   | Challenges and interventions                          | Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent |           |           |           | Assessment comments   |
|  |   |                               |                      |            |                 |   |   | Quarter 1   | Quarter 2 | Quarter 3 | Quarter 4 |   |
| EED  | Electrification of Mopje / Sebabane             | IZEW Engineering JV           | Department of Energy | 01/11/2015 | 30/06/2016      | 5%  | None  | N/A   | 3         | n/a       | n/a       | Consultant's performance acceptable. Mapping completed                              |
| EED  | Electrification of Madumane / Morutji / Botludi | IZEW Engineering JV           | Department of Energy | 01/11/2015 | 30/06/2016      | 5%  | None  | N/A   | 3         | n/a       | n/a       | Consultant's performance acceptable. Mapping completed                              |
| EED  | Electrification of Xihoko / Radoo               | Calibre Consulting            | DBSA                 | 01/12/2015 | 30/06/2016      | 5%  | None  | N/A   | 3         | n/a       | n/a       | Consultant's performance acceptable. Mapping completed                              |
| EED  | Electrification of Thabina Valley               | Superior Quality Engineers    | DBSA                 | 01/12/2015 | 30/06/2016      | 10%   | None  | N/A   | 4         | n/a       | n/a       | Consultant's performance good. Mapping and designs completed                        |
| EED  | Electrification of Julesburg Area               | Simolola Engineering Services | DBSA                 | 01/12/2015 | 30/06/2016      | 15%   | None  | N/A   | 5         | n/a       | n/a       | Consultant's performance excellent. Designs presented to ESKOM and supported by TEF |
| EED  | Apollo Lights                                   | AES Consulting Engineers      | Own Funds            | 1/07/2015  | 30/06/2016      | Contractor appointed, Negotiating price because of Sec 32 appointment for SLA | Section 32 have been applied because of inexperienced | 3   | 3         | n/a       | n/a       | No SLA have been set up still with Legal Division                                   |

| Table 28: MID-YEAR ASSESMENT OF SERVICE PROVIDERS FOR 2015/16 |   |   |                   |            |                 |   |  |   |           |           |           |  |
|---|---|---|-------------------|------------|-----------------|---|--|---|-----------|-----------|-----------|--|
| Dept  | Project name  | Name of Service provider                      | Source of funding | Start date | Completion date | Progress to date (physical)   | Challenges and interventions   | Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent |           |           |           | Assessment comments                                  |
|   |   |   |                   |            |                 |   |  | Quarter 1   | Quarter 2 | Quarter 3 | Quarter 4 |  |
|   |   |   |                   |            |                 |   | contractors for tenders, consultant lacking experience on the project.   |   |           |           |           |  |
| EED   | Apollo Lights   | Simolola Consulting Engineers                 | Own Funds         | 1/07/2015  | 30/06/2016      | Contractor appointed, Negotiating price because of Sec 32 appointment for SLA | Section 32 have been applied because of inexperienced contractors for tenders, consultant lacking experience on the project. | 3   | 3         | n/a       | n/a       | No SLA have been set up still with Legal Division    |
| ESD   | Tickyline, Glasswork, Myakayaka, Mineview, Burgersdorp, Gavaza to Mafarana Tar Road | Southern Ambition Consulting Engineers (SACE) | MIG               | 23/09/2015 | 01/03/2017      | 0,16  | None   | 4   | 4         | n/a       | n/a       | Performance of the service provider is satisfactory. |
| ESD   | Rita to Mariveni Tar Road   | Tango's Consultants                           | MIG               | 22/09/2015 | 22/08/2018      | 15%   | None   | 4   | 4         | n/a       | n/a       | Performance of the service provider is satisfactory. |
| ESD   | Moruji to Maswi/ Kweshokolwe  | Mtema Mashao Consulting Engineers             | MIG               | 23/09/2015 | 23/09/2015      | 12%   | None   | 4   | 4         | n/a       | n/a       | Performance of the service provider is satisfactory. |

| Table 28: MID-YEAR ASSESSMENT OF SERVICE PROVIDERS FOR 2015/16 |   |  |                   |                    |                                 |                             |  |   |           |           |           |  |
|--|---|--|-------------------|--------------------|---------------------------------|-----------------------------|--|---|-----------|-----------|-----------|--|
| Dept   | Project name  | Name of Service provider               | Source of funding | Start date         | Completion date                 | Progress to date (physical) | Challenges and interventions   | Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent |           |           |           | Assessment comments                                  |
|  |   |  |                   |                    |                                 |                             |  | Quarter 1   | Quarter 2 | Quarter 3 | Quarter 4 |  |
| ESD  | Sasekani to Nkowankowa D Tar Road   | SML Projects                           | MIG               | 05/03/2015         | 04/12/2015                      | 100%                        | The second contractor terminated the contract and had to appoint the new contractor to complete the works. | 2   | 3         | n/a       | n/a       | Performance of the service provider was average.     |
| ESD  | Upgrading of Lenyenye Stadium   | Shikwambana Sithole & Associates (SSA) | MIG               | 08/09/2015         | 30/11/2015<br>(Works suspended) | 65%                         | Work suspended and the matter has been escalated to the Director   | 1   | 1         | n/a       | n/a       | Performance of the service provider was poor.        |
| ESD  | Relela Community Hall   | Melco Consulting & Projects            | MIG               | Adjudication Stage |                                 | 0%                          | None   | n/a   | 3         | n/a       | n/a       | Performance of the service provider was average.     |
| ESD  | Runnymede Sports Facility   | Uranus Consulting Engineers            | MIG               | Tender Stage       |                                 | 0%                          | None   | n/a   | 4         | n/a       | n/a       | Performance of the service provider is satisfactory. |
| ESD  | Tickyline, Glasswork, Myakayaka, Mineview, Burgersdorp, Gavaza to Mafarana Tar Road | Selby Construction                     | MIG               | 23/09/2015         | 01/03/2017                      | 16%                         | None   | 4   | 4         | n/a       | n/a       | Performance of the service provider is satisfactory. |
| ESD  | Rita to Mariveni Tar Road   | Selby Construction                     | MIG               | 22/09/2015         | 22/08/2018                      | 15%                         | None   | 4   | 4         | n/a       | n/a       | Performance of the service provider is satisfactory. |

| Table 28: MID-YEAR ASSESSMENT OF SERVICE PROVIDERS FOR 2015/16 |   |                                     |                   |            |                                 |                             |  |   |           |           |           |   |
|--|---|-------------------------------------|-------------------|------------|---------------------------------|-----------------------------|--|---|-----------|-----------|-----------|---|
| Dept   | Project name                                  | Name of Service provider            | Source of funding | Start date | Completion date                 | Progress to date (physical) | Challenges and interventions   | Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent |           |           |           | Assessment comments   |
|  |   |                                     |                   |            |                                 |                             |  | Quarter 1   | Quarter 2 | Quarter 3 | Quarter 4 |   |
| ESD  | Moruji to Maswi/ Kweshokolwe                  | Readira/Nyap ele Matlala JV         | MIG               | 23/09/2015 | 23/09/2015                      | 12%                         | Slow progress on site. Consulting Engineer is ensuring that the progress is improving. | 3   | 3         | n/a       | n/a       | Performance of the service provider was average.  |
| ESD  | Sasekani to Nkowankowa D Tar Road             | Koena Mokone Trading                | MIG               | 05/03/2015 | 04/12/2015                      | 100%                        | None   | 3   | 3         | n/a       | n/a       | Performance of the service provider was average.  |
| ESD  | Upgrading of Lenyeny Stadium                  | Makgetsi Construction               | MIG               | 08/09/2015 | 30/11/2015<br>(Works suspended) | 65%                         | Work suspended and the matter has been escalated to the Director                       | 1   | 1         | n/a       | n/a       | Performance of the service provider was poor.   |
| ESD  | Politsi road                                  | Mashrik Social Development          | Own Funds         | 01/06/2015 | 01/11/2015                      | 100%                        | None   | 3   | 4         | n/a       | n/a       | Performance of the service provider is good   |
| ESD  | Refurbishment of Haenertsburg drop off centre | Moribo wa Africa Trading Enterprise | Own Funds         | 11/01/2016 | 11/02/2016                      | 2%                          | None   | n/a   | n/a       | n/a       | n/a       | Service provider was appointed towards construction holidays and could not commence with the works in December 2015 |



| Table 28: MID-YEAR ASSESSMENT OF SERVICE PROVIDERS FOR 2015/16 |   |                                    |                   |            |                 |  |                              |   |           |           |           |   |
|--|---|------------------------------------|-------------------|------------|-----------------|--|------------------------------|---|-----------|-----------|-----------|---|
| Dept   | Project name                                | Name of Service provider           | Source of funding | Start date | Completion date | Progress to date (physical)                  | Challenges and interventions | Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent |           |           |           | Assessment comments   |
|  |   |                                    |                   |            |                 |  |                              | Quarter 1   | Quarter 2 | Quarter 3 | Quarter 4 |   |
| ESD  | Refurbishment of Nkowankowa drop off centre | Moribowa Africa Trading Enterprise | Own Funds         | 11/02/2016 | 11/02/2016      | 2%   | None                         | n/a   | n/a       | n/a       | n/a       | Service provider was appointed towards construction holidays and could not commence with the works in December 2016 |
| ESD  | Roofing of Council Chamber                  | Moepeng Trading 40                 | Own Funds         | 16/08/2015 | 30/11/2015      | 100%   | None                         | n/a   | 3         | n/a       | n/a       | Performance of the service provider was good  |
| MM   | Electronic Performance management system    | Action IT                          | Own Funds         | 1/07/2015  | 1/07/2018       | SDBIP reporting is being done on the system. | None                         | 5   | 5         | n/a       | n/a       | Excellent Support received from service provider  |

## 6. Progress with implementing the recommendations of the 14/15 Annual Performance Report (APR)

The recommendations contained in the Annual Performance Report is aimed at improving organisational performance. This section (see **Table 29**) will provide information regarding the progress made with the implementation of these recommendations.

| Table 29: Annual Performance Report (14/15): Resolution Monitoring Tool (2nd Quarter progress - 31 Dec 2015) |   |                    |  |   |  |  |
|--|---|--------------------|--|---|--|--|
| Item no  | Resolution  | Implementing Agent | Timeframe                                  | Progress to date (31 Dec)   | Challenges   | Intervention required  |
| 1  | That a Risk Assessment on the procurement process be conducted and recommendations be made as to how improve the turn-around time.                        | MM                 | 30/12/2015                                 | SCM Risk assessment not yet concluded.  | Limpopo Treasury visited GTM to do risk assessment on mSCOA and SCM. Priority was given to mSCOA due to time constraints for SCM. The facilitators indicated that they will come back at a later date to do risk assessment only on SCM processes. | Management to follow SCM policy as it outlines all procurement processes. Further engagements to be done with Limpopo Treasury on prioritising SCM Risk Assessment. Follow up will be done before the end of January 2015. |
| 2  | That a Demand Management Plan (DMP) must be approved by Council by 30 June, annually  | CFO                | 30/10/2015                                 | Demand management plan approved by Council.   | All projects not yet implemented.  | All pending projects to be advertised.   |
| 3  | Monthly DMP progress reports must be submitted to Management and quarterly to the Audit Committee and Council   | CFO                | Monthly                                    | Demand management plan implemented but some projects are not yet advertised             | DMP approved by Council and in place   | DMP to be made standing item in the management meetings.   |
| 4  | That the efficiency of the bid committees in finalising bids must be evaluated in the monthly reports of the Finance Department to Management and Council | CFO                | Monthly (Management) & Quarterly (Council) | Monthly reports and Quarterly reports are submitted to Management and Council meetings. | Timeous sitting of the bid committees  | Time table in place for the sitting of bid committees and monitored by the Municipal Manager.  |

**Table 29: Annual Performance Report (14/15): Resolution Monitoring Tool (2nd Quarter progress - 31 Dec 2015)**

| Item no | Resolution   | Implementing Agent | Timeframe  | Progress to date (31 Dec)   | Challenges  | Intervention required  |
|---------|--|--------------------|------------|---|---|--|
| 5       | That the Audit Committee meetings must take place at least once per quarter  | MM                 | Quarterly  | Audit Committee meeting took place on 23 September to consider reports for the 4 <sup>th</sup> Quarter of 14/15. A schedule of audit committee will be submitted to Council on 28 January '15 | None  | None   |
| 6       | That a schedule of Audit Committee meetings be developed and submitted to Council  | MM                 | 30/10/2015 | Schedule has been developed, will be considered by Council in the meeting of 28 January 2016.   | None  | None   |
| 7       | That the strategic planning capacity of the IDP office be improved by filling the IDP officer position.  | MM                 | 30/12/2015 | The post was advertised on the 27 <sup>th</sup> of November '15   | None  | None   |
| 8       | That CoGHSTA be requested to provide IDP training for all Directors and Managers   | MM                 | 30/10/2015 | Request to COGHSTA was sent on the 26 <sup>th</sup> of October.   | Date for training not yet communicated with CoGHSTA   | None   |
| 9       | The IDP process plan must be adhered to, to ensure that sufficient time is spent on planning and integrating all initiatives   | MM                 | Ongoing    | IDP process plan not adhered to e.g Strategic Session Postponed   | Non-availability of key stakeholders  | IDP activities to be prioritised by Management and Council                 |
| 10      | Project teams be established during the Projects phase of the IDP to ensure that all projects are well planned and all stakeholders are consulted prior to implementation (as recommended for 13/14) | MM                 | 30/12/2015 | Project teams to be established during the IDP Projects Phase   | Postponement of the IDP strategic session will reduce the time available to do project planning | Adherence to the IDP Process plan by Council & Administration is essential |

**Table 29: Annual Performance Report (14/15): Resolution Monitoring Tool (2nd Quarter progress - 31 Dec 2015)**

| Item no | Resolution  | Implementing Agent | Timeframe  | Progress to date (31 Dec)  | Challenges   | Intervention required   |
|---------|---|--------------------|------------|--|--|---|
| 11      | The reasons behind the delays in the awarding of bids (especially major service delivery projects) must be investigated and addressed   | MM                 | 30/10/2015 | Time table in place for the sitting of bid committees and monitored by the Municipal Manager.  | None, situation is being monitored   | None  |
| 12      | That the roll-over of capital projects not be approved if they are not cash backed.   | MM                 | 30/08/2015 | Not all roll-over projects approved by National Treasury due to a shortage of cash   | 14/15 Roll over projects approved by Council without being cash backed   | Capital budget for 16/17 should be planned - taking roll-overs of projects, funded from own funds, into account   |
| 13      | That a Financial Recovery plan to Council for approval by 30 Sept '15 (as recommended for 13/14)  | MM                 | 30/09/2015 | Financial Recovery Plan is being drafted by MM, circulated for Management comments in November '15.  | None   | None  |
| 14      | That HR, in consultation with the service Departments, identify employees that deliver an essential service and that overtime payment be limited to these employees, within the legislated parameters | CORP               | 30/12/2015 | Labour Relation Officer is busy drafting the Essential Service Agreement which will assist and identify critical position regarding essential services.  | Lapsed Essential Service Agreement on February 2010. Critical post not filled due to MoU. Lack of monitoring by Management and no pre-approval overtime submitted. | Council to sign the Essential Service Agreement with Unions. All critical post need to be filled. Better monitoring by Management and pre-approval for all overtime work. |
| 15      | That all overtime for none-essential service employees be taken as time off   | All Directors      | Immediate  | <b>MM:</b> Implemented   | <b>MM:</b> None  | <b>MM:</b> None   |
|         |   |                    |            | <b>CFO:</b> The resolution will be adhered to.   | <b>CFO:</b> Personnel shortage   | <b>CFO:</b> Filling vacant positions budgeted for.  |
|         |   |                    |            | <b>CORP:</b> HR requested to compile the list of all employees offering essential services and shall regularly check before payment, if the employee fell within the category of essential Services. | <b>CORP:</b> Non adherence of Managers to the Overtime Policy  | <b>CORP:</b> Stricter monitoring measures by Management   |
|         |   |                    |            | <b>CSD:</b> The resolution will be taken into consideration  | <b>CSD:</b> Personnel Shortage   | <b>CSD:</b> Filing vacant positions budgeted for  |

**Table 29: Annual Performance Report (14/15): Resolution Monitoring Tool (2nd Quarter progress - 31 Dec 2015)**

| Item no | Resolution  | Implementing Agent | Timeframe | Progress to date (31 Dec)  | Challenges  | Intervention required  |
|---------|---|--------------------|-----------|--|---|--|
|         |   |                    |           | <b>EED:</b> Overtime of non-essential service employees are minimal                      | <b>EED:</b> Personnel shortage and dilapidated network                | <b>EED:</b> Appointment of critical personnel and increased funding            |
|         |   |                    |           | <b>ESD:</b> Overtime for non-essential service employees is minimal                      | <b>ESD:</b> Personnel shortage and emergency breakdowns               | <b>ESD:</b> Filling of vacant positions and budget for more appointments       |
|         |   |                    |           | <b>PED:</b> All overtime taken as time off   | <b>PED:</b> None  | <b>PED:</b> None   |
| 16      | That Regulation 531 of the Labour Relations Act (Act 75 of 1997) be implemented, wherein employees exceeding a regulated wage level are not allowed to claim payment for overtime | All Directors      | Immediate | <b>MM:</b> Only essential service employee allowed to be paid overtime                   | <b>MM:</b> Staff shortage   | <b>MM:</b> Appointment of support staff in Disaster Management office          |
|         |   |                    |           | <b>CFO:</b> Managers have been informed of the resolution                                | <b>CFO:</b> Overtime approved without pre-approval.                   | <b>CFO:</b> Implementation of regulation 531 of labour relations Act.          |
|         |   |                    |           | <b>CORP:</b> Managers have been informed of the resolution                               | <b>CORP:</b> Managers sign off the overtime without pre-approval form | <b>CORP:</b> Essential Service Agreement need to be finalised                  |
|         |   |                    |           | <b>CSD:</b> The resolution will be taken into consideration                              | <b>CSD:</b> Personnel Shortage  | <b>CSD:</b> GTM to request exceptions for essential services e.g Traffic       |
|         |   |                    |           | <b>EED:</b> Only essential service employees, exceeding the wage level are paid overtime | <b>EED:</b> Personnel shortage and dilapidated network                | <b>EED:</b> Appointment of critical personnel and increased funding            |
|         |   |                    |           | <b>ESD:</b> Only essential services are allowed to exceed limit when unavoidable         | <b>ESD:</b> Personnel shortage and huge backlogs                      | <b>ESD:</b> Filling of vacant budgeted positions and budget for more vacancies |
|         |   |                    |           | <b>PED:</b> No cases   | <b>PED:</b> n/a   | <b>PED:</b> n/a  |
| 17      | That the Overtime Policy of Council be adhered to wherein overtime may not exceed 3 hours per day, 10 hours per week or 40 hours per month  | All Directors      | Immediate | <b>MM:</b> Only one employee paid overtime (essential service)                           | <b>MM:</b> None   | <b>MM:</b> None  |
|         |   |                    |           | <b>CFO:</b> Managers have been informed of the resolution                                | <b>CFO:</b> None  | <b>CFO:</b> None   |

**Table 29: Annual Performance Report (14/15): Resolution Monitoring Tool (2nd Quarter progress - 31 Dec 2015)**

| Item no | Resolution   | Implementing Agent | Timeframe  | Progress to date (31 Dec)   | Challenges  | Intervention required  |
|---------|--|--------------------|------------|---|---|--|
|         |  |                    |            | <b>CORP:</b> Managers have been informed of the resolution  | <b>CORP:</b> Managers sign off the overtime without pre-approval form   | <b>CORP:</b> Essential Service Agreement need ot be finalised.   |
|         |  |                    |            | <b>CSD:</b> Only essential services allowed to exceed 40 hours  | <b>CSD:</b> Personnel shortage due to not filing positions budgeted for   | <b>CSD:</b> Filing vacant positions budgeted for   |
|         |  |                    |            | <b>EED:</b> Only essential service employees allowed to exceed limit when unavoidable                   | <b>EED:</b> Personnel shortage and dilapidated network  | <b>EED:</b> Appointment of critical personnel and increased funding  |
|         |  |                    |            | <b>ESD:</b> Only essential services are allowed to exceed limit when unavoidable                        | <b>ESD:</b> Personnel shortage and huge backlogs  | <b>ESD:</b> Filling of vacant budgeted positions and budget for more vacancies   |
|         |  |                    |            | <b>PED:</b> None  | <b>PED:</b> n/a   | <b>PED:</b> n/a  |
| 18      | That IT evaluate the problems relating to the IT & telephone network at stores and that Management be presented with a report on what needs to be done to resolve the matter | CORP               | 30/10/2015 | Evaluations were conducted and a report was were provided to Management in August '15.                  | Challenges with the network infrastructure High costs for both on Telephone service and no connectivity on to other office. | A high level Audit has been approved to further investigate the problems with all the IT systems. A section 32 procurement process has been approved for the Telephone Services. |
| 19      | IT Hardware be prioritised during the 16/17 IDP/Budget process to facilitate the implementation of the Disaster Recovery Plan  | MM                 | 30/02/2016 | IT hardware projects to be submitted to the IDP for prioritisation                                      | None  | None   |
| 20      | IT technicians to be sent on training on an annual basis to allow them to keep up with the available technology  | CORP               | Ongoing    | Training for IT Technicians will provided for Mircosoft Products, Mimecast, and UNIX server in October. | Access and management of ProMIS and Payday  | The Service provider has been contacted to assist with skills transfer to IT Technicians.  |

**Table 29: Annual Performance Report (14/15): Resolution Monitoring Tool (2nd Quarter progress - 31 Dec 2015)**

| Item no | Resolution  | Implementing Agent | Timeframe  | Progress to date (31 Dec)  | Challenges  | Intervention required   |
|---------|---|--------------------|------------|--|---|---|
| 21      | That all the vacancies at Managerial level be advertised and filled by 30 December 2015, these include the Manager: Internal Audit, Water & Sewer, PMU, Communications as well as the IDP Officer | CORP               | 30/12/2015 | Requisition for advertisement was submitted for approval.                                      | Waiting for approval from MM                                      | Accounting Officer still to approve.  |
| 22      | That all training requests (including MFMP) be subjected to a prioritization process prior to drafting the WSP  | CORP               | 30/04/2016 | Training committee will prioritise training requests prior to finalising the WSP in April 2016 | None  | SCM process is ongoing. All training included on the demand plan.                               |
| 23      | That provision be made on the HR organogram for the appointment of an Employee Performance Management Officer.  | CORP               | 30/04/2016 | No progress  | Budget limitations and non-adoption of the renewed structure      | To review structure in 2016/17 financial year.  |
| 24      | The Performance Management Policy framework be revisited to amend the incentive scheme and include penalties for non-compliance to reporting timeframes   | MM                 | 30/11/2015 | PMS Policy Framework as well as the Individual PMS Policy in the process of being revised      | Time constraints, PM Office limited to one individual             | None  |
| 25      | Adherence to the Performance Management Process Plan be monitored by the Municipal Manager  | MM                 | Ongoing    | PMS process plan is currently being adhered to. Monthly reports submitted to the MM            | Finalisation of Performance Reports delayed by the audit process. | Internal audit to be sufficiently resourced to be able to conduct the quarterly audits in time. |

**Table 29: Annual Performance Report (14/15): Resolution Monitoring Tool (2nd Quarter progress - 31 Dec 2015)**

| <b>Item no</b> | <b>Resolution</b>  | <b>Implementing Agent</b> | <b>Timeframe</b> | <b>Progress to date (31 Dec)</b>  | <b>Challenges</b>                                       | <b>Intervention required</b>                    |
|----------------|--|---------------------------|------------------|---|---|---|
| 26             | That Council consider scheduling monthly Council Sitings to be able to monitor performance through the monthly reports | MM                        | 30/10/2015       | The schedule of Council meetings have already been approved by Council for the 2015/16 financial year. A monthly schedule of Council meetings will be considered in the next financial year to avoid disruption of the approved Corporate Calendar for this financial year. | Corporate Calendar has already been approved for 15/16. | Proposal will be considered by the next Council |



