

2019/20

1st Quarter Progress Report

Service Delivery and Budget Implementation Plan
(SDBIP)



GREATER TZANEEN MUNICIPALITY

October 2019

Office of the Municipal Manager

Performance Management Section

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List of Acronyms

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

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

1. Introduction

The Service Delivery and Budget Implementation Plan (SDBIP) for 2019/20 was approved by the Mayor on the 24th of June 2019 in line with the prescriptions of Section 53 (2) (ii) of the Municipal Finance Management Act (MFMA) (Act 56 of 2003) and subsequently approved by Council. The SDBIP serves as a tool which assists Council and the Municipal Manager to monitor the implementation of the budget and delivering on the Key Performance Indicators and projects as approved in the Integrated Development Plan (IDP).

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

GTM utilizes an electronic system to manage performance information. The performance reported by Departments are rated in terms of the level on which the targets set have been achieved. The actual performance for the quarter is therefore colour coded as presented below. **Note that grey items were not measured during the 1st Quarter, since these are planned for other quarters.**

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

2. 1st Quarter Financial Performance

This section provides an overview of the performance in terms of quarterly revenue collection and expenditure in line with the approved budget for 2019/20.

2.1 Revenue Analysis

GTM revenue collection, per source of revenue, for the 1st Quarter for 2019/20, is presented in **Table 1**.

Ref	Line Item	July '19		Aug '19		Sept '19		Total for the Period		
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	% collected
RS1	Property rates	11 934 497	12 504 507	12 205 010	12 609 560	11 985 726	12 564 913	36 125 234	37 678 979	<u>104%</u>
RS2	Penalties imposed and collection charges on rates	689 908	970 711	501 218	987 723	520 350	1 008 757	1 711 475	2 967 192	<u>173%</u>
RS3	Service charges	52 225 368	49 714 129	69 597 981	56 661 302	69 326 694	61 286 737	191 150 044	167 662 168	<u>88%</u>
RS4	Rent of facilities and equipment	158 677	118 607	153 799	133 774	146 479	49 406	458 955	301 787	<u>66%</u>
RS5	Interest earned - external investments	63 600	248 036	230 445	650 522	457 532	158 822	751 577	1 057 380	<u>141%</u>
RS6	Interest earned - outstanding debtors	1 333 796	1 813 519	1 386 858	2 145 046	1 329 779	2 258 015	4 050 433	6 216 581	<u>153%</u>
RS7	Fines	316 249	24 506	486 390	25 930	499 587	489 313	1 302 226	539 749	<u>41%</u>
RS8	Licenses and Permits	54 010	100 345	56 421	203 967	57 460	58 532	167 890	362 844	<u>216%</u>

Table 1: 1 st Quarter Revenue Collection by Source for 2019/20										
Ref	Line Item	July '19		Aug '19		Sept '19		Total for the Period		
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	% collected
RS9	Income from Agency services	5 448 020	5 882 270	3 455 593	5 251 369	3 576 342	5 911 572	12 479 956	17 045 211	<u>137%</u>
RS10	Operating grants and subsidies	198 099 551	195 108 000	1 436 513	3 583 000	0	0	199 536 064	198 691 000	<u>100%</u>
RS11	Other Revenue	6 510	80 339	1 143	103 847	355 858	10 918	363 511	195 103	<u>54%</u>
RS12	Gain on disposal of property, plant and equipment	0	0	0	0	0	0	0	0	-
RS13	Income foregone	-3 275 853	-3 245 243	-3 338 177	-3 279 298	-3 389 608	-3 048 158	-10 003 638	-9 572 698	<u>96%</u>
Total:		267 054 332	263 319 725	86 173 194	79 076 744	84 866 200	80 748 827	438 093 726	423 145 296	<u>97%</u>

The reasons for deviation from the planned revenue collection for the 1st Quarter (as presented in **Table 1**) are:

- Penalties imposed and collection charges on rates (**173%**): Increase in debt of property rates resulted in increase in interest charges.
- Service charges received only **88%** of budgeted amount: Under billing due to meter reading challenges.
- Rent of facilities and equipment (**66%**): Annual rent increases will generate more revenue
- Interest earned - external investments (**141%**): Higher interest on investment than anticipated.
- Interest earned - outstanding debtors (**153%**): Increase in debtors book resulted in increase in interest charges
- Fines (**41%**): Low collection on traffic fines
- Licenses and Permits (**216%**). Agency services provided on behalf of Dpt of Transport.

- Other Revenue (54%): Fewer than expected applications for connections

Considering the month to month revenue billed from (presented in **Figure 1**) it is evident that although the revenue from property rates remained stable the revenue generated from service charges are far below the budgeted amount. The instability in revenue received from service charges relate to:

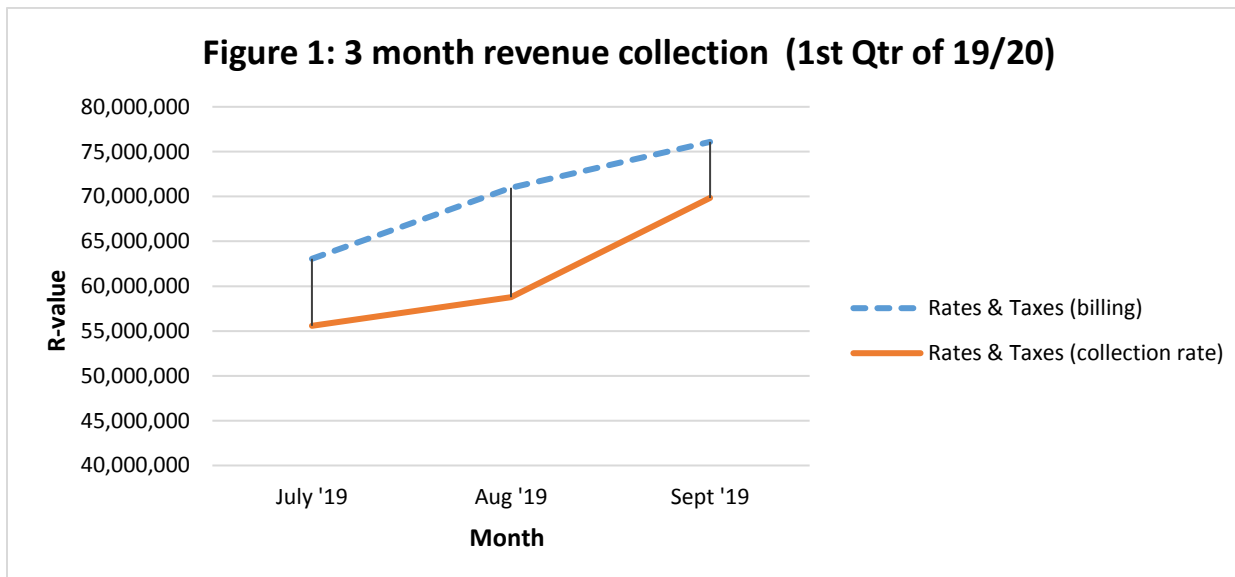
- The service provider appointed to read service meters are not doing well with inaccurate readings received and many meters not being read at all. Although there is some improvement since the previous financial year, the timely and accurate reading of meters and cutting of services for accounts in arear are critical to sustain cashflow.

Table 2 gives an overview of the overall status of revenue collection vs debtors for the 1st Quarter of 2019/20. The first tranche of equitable share was received from Treasury during July, the next allocation is due in December.

Table 2: 1st Quarter Revenue Summary for 2019/20							
2019/20 FY		Jul '19		Aug '19		Sept '19	
Revenue	Budget	Monthly receipt	% Receipt (YTD)	Monthly receipt	% Receipt (YTD)	Monthly receipt	% Receipt (YTD)
Grants & Subsidies	505 850 000	195 108 000	38.57%	3 583 000	39.28%	0	39.28%
Rates & Taxes (billing)	764 221 657	63 050 575	8.25%	70 988 961	17.54%	76 092 090	27.50%
Rates & Taxes (collection rate)	687 800 000	55 577 549	8.08%	58 782 897	16.63%	69 843 763	26.79%
Debtors age analysis		638 561 022		655 214 365		670 828 710	

Bank Balance		87 800 530		66 154 844		41 031 032	
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The performance of the service provider, appointed to read meters are of concern, however as can be seen from **Figure 1** below, the R-value collected increased gradually throughout the quarter. It should however be noted that there remains a huge gap between what is billed vs the collection rate resulting in an increase in the outstanding debtors.



2.2 1st Quarter Operational Expenditure Analysis

This section provides details regarding the expenditure in terms of the Operational Budget. **Table 3** contains the expenditure for the 1st quarter of 2019/20.

Ref	Directorate	Budget (19/20)	July		Aug		Sept		1st Quarter		Total Year
			Budget	Monthly Actual	Budget	Monthly Actual	Budget	Monthly Actual	R-value spent	% Spent	YTD % Spent
CF3	Office of the Municipal Manager	R 75 195 251	7 361 886	7 744 292	5 820 624	5 963 211	6 614 953	7 276 368	20 983 871	106%	28%
CF4	Financial Services	R 111 690 531	5 500 907	4 272 402	7 771 694	5 601 148	6 060 921	7 182 049	17 055 598	88%	15%
CF5	Corporate Services	R 63 300 012	3 917 678	4 111 500	4 619 928	5 233 228	3 804 786	4 610 071	13 954 799	113%	22%
CF7	Community Services	R 259 801 370	13 734 032	15 790 580	18 357 500	19 748 075	18 222 212	20 197 738	55 736 393	111%	21%
CF9	Electrical Engineering	R 591 014 579	5 884 881	8 122 607	45 557 178	14 036 359	6 696 583	62 045 163	84 204 130	145%	14%
CF8	Engineering Services	R 181 486 373	3 551 432	5 043 396	4 915 935	6 243 836	4 518 886	5 328 185	16 615 416	128%	9%
CF6	Planning and Economic Development	R 31 408 863	1 755 395	2 387 483	3 371 205	3 225 593	1 898 465	1 472 891	7 085 967	101%	23%
Total:		R 1 313 896 979	41 706 211	47 472 259	90 414 063	60 051 450	47 816 806	108 112 464	215 636 174	120%	16%

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

- *Chief Financial Officer:* Only 88% of the amount budgeted for the quarter was spent. This is due to Lower spending due to un-allocation of bad debts and depreciation on a monthly basic

- *Electrical Engineering* Department spent 145% of the budget allocated for the first quarter. This was due to payment of an overdue Eskom invoice on Bulk purchases in September to the amount of R55 232 634
- Engineering Services spent **128%** of the budget allocated for the first quarter due to the

Table 4: 1st Quarter Expenditure Summary for 2019/19							
2019/20		Jul '19		Aug '19		Sept '19	
Expenditure	Budget	Monthly Exp (R-value)	% Exp (YTD)	Monthly Exp (R-value)	% Exp (YTD)	Monthly Exp (R-value)	% Exp (YTD)
Salaries & Allowances	357 557 391	27 910 604	7.81%	25 878 343	15.04%	25 726 522	22.24%
Remuneration of Councillors	28 967 131	2 197 017	7.58%	2 196 104	15.17%	2 195 108	22.74%
Repairs & Maintenance	71 608 249	4 045 378	5.65%	3 286 072	10.24%	2 037 176	13.08%
Bulk Purchases	403 000 000	0	0.00%	8 725 127	2.17%	55 232 634	15.87%
Contracted Services	74 244 882	3 551 516	4.78%	4 317 281	10.60%	5 912 457	18.56%
Other Expenditure	378 519 326	9 767 745	2.58%	15 648 523	6.71%	17 008 566	11.21%
Operating Expenditure	1 313 896 979	47 472 259	3.61%	60 051 450	8.18%	108 112 464	16.41%
Capital Expenditure	142 719 850	5 554 740	3.89%	24 246 351	20.88%	4 790 239	24.24%

Table 4 presents a summary of performance in terms of the planned expenditure for the 1st quarter of 2019/20. It will be noted that most of the expenditure items spent less than budgeted. Cashflow constraints required all Departments to reconsider the planned expenditure. Expenditure on Conditional Grants such as MIG and INEP however continue as planned.

The expenditure on Conditional Grants are presented below in **Table 5**.

Table 5: 1st Quarter Grant Expenditure Summary for 2019/20							
2019/20 FY		Jul '19		Aug '19		Sept '19	
Conditional Grant	Budget	Monthly Exp	% Exp (YTD)	Monthly Exp	% Exp (YTD)	Monthly Exp	% Exp (YTD)
FMG	2 145 000	107 137	5%	100 590	10%	95 357	14%
INEP	20 000 000	0	0.00%	0	0.00%	0	0.00%
MIG	89 549 850	3 447 602	0.00%	22 129 486	28.56%	1 833 237	30.61%
EPWP	5 749 000	689 061	0.00%	694 967	24.07%	696 915	36.20%

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

- **INEP:** Electrification projects are in the design stage.

2.3 Capital Expenditure Analysis – 1st Quarter of 2019/20

This section provides an overview of capital expenditure during the 1st Quarter of 2018/19. **Table 6** below presents the capital expenditure per department.

Table 6: Quarter Capital Expenditure per Vote									
Ref	Directorate	2019/20 FY	Jul-19	Aug-19	Sep-19	1st Qtr progress			% of annual budget spent
		Budget	R-value spent	R-value spent	R-value spent	Budget	Total Spent	% Spent	
CF3	Office of the Municipal Manager	1 900 000	-	-	-	475 000	-	-	0%
CF4	Financial Services	-	-	-	-	-	-	-	n/a
CF5	Corporate Services	-	-	-	-	-	-	-	n/a
CF7	Community Services	1 885 000	-	-	-	471 250	-	-	0%
CF9	Electrical Engineering	35 000 000	2 107 138	2 116 865	2 957 002	8 750 000	7 181 005	82%	21%
CF8	Engineering Services	102 699 850	3 427 602	22 149 486	1 833 237	25 674 963	27 410 325	107%	27%
CF6	Planning and Economic Development	1 235 000	-	-	-	308 750	-	-	0%
Total:		142 719 850	5 534 740	24 266 351	4 790 239	35 679 963	34 591 330	97%	24%

The Capital Expenditure reflected in **Table 6** presents the expenditure as incurred on the 2019/20 budget: Capital expenditure is in line with the planned expenditure for the quarter with 97% spent. The detailed expenditure per project is presented below in **Table 7**:

Table 7: Capital Expenditure Per project for the first quarter of 2019/20

Ward	IDP Ref No	Project Name	Estimated end date	Budget	Monthly Expenditure			1st Qtr			Source of funding	Reason for deviation?
				2019/20	July '19	Aug '19	Sept '19	Total Spent	% of quarterly budget spent	% of total budget spent		
ALL	ESD 297	Purchase Mayoral Car	30/06/2020	1 200 000	-	-	-	R -	0%	0%	Own	Specification stage
ALL	ESD 298	Purchase Speakers car	30/06/2020	700 000	R -	R -	R -	R -	0%	0%	Own	Specification stage
15	EED 46	Installation of new Entrance streetlights R71 (Adshade bridge to the Voortrekker str robot)	30/06/2020	500 000	R -	R -	R -	R -	0%	0%	Loan	Project still at design stage for first Q1. Only consultant appointed
14	EED 47	R71 Deerpark Traffic circle lights (From Voortrekker str traffic lights up to SANRAL Traffic Circle)	30/06/2020	1 600 000	R -	R -	R -	R -	0%	0%	Loan	Project still at design stage for first Q1. Only consultant appointed
16 & 18	EED 59	Area Lighting at R36 Khujwana turn-off	30/06/2020	300 000	R -	R -	R -	R -	0%	0%	Loan	Project still at design stage for first Q1. Only consultant appointed
ALL	EED 115	New Electricity Connections (Consumer contribution)	30/06/2020	15 000 000	R 809 514	R 1 004 422	R 499 105	R 2 313 041	62%	15%	Own	None
13	EED 116	Renewal Repairs and maintenance on prepaid meters and infrastructure in phases (Mieliekloof & Tarentaalrand)	30/06/2020	300 000	R 332 888	R 332 907	R -	R 665 795	888%	222%	Loan	Explain over expenditure
14	EED 117	Miniature substation Urban distribution networks in phases at 8 Christian Miller	30/06/2020	800 000	R -	R -	R -	R -	0%	0%	Loan	Waiting for delivery of minisubs at stores
16	EED 119	Substation Tripping Batteries in phases (Letsitele Valley)	30/06/2020	100 000	R -	R -	R -	R -	0%	0%	Loan	Project still at design stage for first Q1. Only consultant appointed
ALL	EED 120	Provision of Electrical Capital Tools (Customer retail)	30/06/2020	50 000	R -	R -	R 6 934	R 6 934	55%	14%	Loan	As and when required

Table 7: Capital Expenditure Per project for the first quarter of 2019/20

Ward	IDP Ref No	Project Name	Estimated end date	Budget	Monthly Expenditure			1st Qtr			Source of funding	Reason for deviation?
				2019/20	July '19	Aug '19	Sept '19	Total Spent	% of quarterly budget spent	% of total budget spent		
ALL	EED 121	Provision of Electrical Capital Tools (Operations and Maintenance)	30/06/2020	50 000	R -	R -	R -	R -	0%	0%	Loan	As and when required
ALL	EED 122	Replacement of Existing Air Conditioners in Municipal Buildings in phases	30/06/2020	150 000	R -	R -	R 15 426	R 15 426	41%	10%	Loan	Waiting for delivery of Airconditioners
16	EED 123	Rebuilding of Lines Greenfrog to Haenertsburg in phases (3.3km)	30/06/2020	1 050 000	R -	R -	R -	R -	0%	0%	Loan	Project still at design stage for first Q1. Only consultant appointed
Ba-Phalaborwa Municipality	EED 124	Rebuilding of lines Gravelotte to De Neck in phases(3.3km)	30/06/2020	1 000 000	R -	R -	R -	R -	0%	0%	Loan	Project still at design stage for first Q1. Only consultant appointed
Ba-Phalaborwa Municipality	EED 125	Rebuilding of 33kv lines Lalapanzi to Waterbok in phases (1.5km)	30/06/2020	600 000	R 69 722	R -	R -	R 69 722	46%	12%	Loan	Project still at design stage for first Q1. Only consultant appointed
16	EED 126	Rebuilding of Mashutti 11kv lines in phases (1.3km)	30/06/2020	400 000	R -	R -	R -	R -		0%	Loan	Project still at design stage for first Q1. Only consultant appointed
13	EED 127	Rebuilding of Deeside 11kv lines in phases (2km)	30/06/2020	600 000	R 183 551	R -	R -	R 183 551	122%	31%	Loan	Project still at design stage for first Q1. Only consultant appointed
15	EED 128	Rebuilding of Yamorna and Shivurali 11kv line in phases (1.6km)	30/06/2020	600 000	R -	R -	R -	R -	0%	0%	Loan	Project still at design stage for first Q1. Only consultant appointed

Table 7: Capital Expenditure Per project for the first quarter of 2019/20

Ward	IDP Ref No	Project Name	Estimated end date	Budget	Monthly Expenditure			1st Qtr			Source of funding	Reason for deviation?
				2019/20	July '19	Aug '19	Sept '19	Total Spent	% of quarterly budget spent	% of total budget spent		
15	EED 129	Rebuilding of Ledzee 11kv line from LZ44 to Vandergryp farm in phases (2km)	30/06/2020	1 400 000	R -	R -	R -	R -	0%	0%	Loan	Project still at design stage for first Q1. Only consultant appointed
16	EED 130	Rebuilding of Lines Letsitele Valley substation to Bosbou and al T-offs in phases (1.6km)	30/06/2020	500 000	R -	R -	R -	R -	0%	0%	Loan	Project still at design stage for first Q1. Only consultant appointed
14	EED 132	Rebuilding of Rooikoppies 11kv lines in phases (1.6km)	30/06/2020	500 000	R 711 462	R -	R -	R 711 462	569%	142%	Loan	The expenditure incur is from 18/19 projects. This is a roll over project
13	EED 139	Rebuilding of Mieliekloof and Deepark 11kV lines in phases (1.6km)	30/06/2020	500 000	R -	R -	R -	R -	0%		Loan	
23	EED 140	Rebuilding of Letaba Feeder 33 kv line in phases (2.5km)	30/06/2020	1 000 000	R -	R -	R -	R -	0%		Loan	Project still at design stage for first Q1. Only consultant appointed
23	EED 143	Substation Fencing at major substations in phases (Letsitele Main Substation)	30/06/2020	500 000	R -	R -	R -	R -	0%		Loan	Project still at design stage for first Q1. Only consultant appointed
15	EED 144	Replace 2x15 MVA 66/11 kv Transformers with 2x20 MVA at Tzaneen mainsub in Phases 1 of 2	30/06/2020	5 000 000	R -	R 162 427	R -	R 162 427	13%	3%	Loan	Waiting for delivery of Transformers
ALL	EED 146	Replace 11kv and 33kv Auto reclosers per annum (x4)	30/06/2020	1 000 000	R -	R -	R -	R -	0%	0%	Loan	Waiting for delivery of Minisubs at stores

Table 7: Capital Expenditure Per project for the first quarter of 2019/20

Ward	IDP Ref No	Project Name	Estimated end date	Budget	Monthly Expenditure			1st Qtr			Source of funding	Reason for deviation?
				2019/20	July '19	Aug '19	Sept '19	Total Spent	% of quarterly budget spent	% of total budget spent		
16	EED 148	Refurbishment of the Ebenezer 33kv Feeder (2.5km)	30/06/2020	1 000 000	R -	R -	R -	R -	0%	0%	Loan	Project still at design stage for first Q1. Only consultant appointed
17	EED 153	Rebuilding Valencia 11kv Lines in phases (1.6km)	30/06/2020	500 000	R -	R -	R -	R -	0%	0%	Loan	Project still at design stage for first Q1. Only consultant appointed
9	ESD 11	Mopye High School Access Road: Phase 1 of one and 2 of 2	30/06/2020	14 365 700	R 912 527	R 485 266	R -	R 1 397 793	39%	10%	MIG	None
31	ESD 12	Paving of Nelson Ramodike High School Access road to school: Phase 1 of 2 and phase 2 of 3 and 3 of 3	30/06/2020	4 402 376	R -	R -	R -	R -	0%	0%	MIG	None
19	ESD 15	Tarring Nkowankowa A Codesa and Hani Street	30/06/2020	3 000 000	R -	R -	R -	R -	0%	0%	MIG	None
25	ESD 19	Mulati Access road Paving: Phase 1 of 3, 2 of 3 and 3 of 3	30/06/2020	19 134 345	R -	R12 880 458	R -	R 12 880 458	269%	67%	MIG	None
18	ESD 25	Upgrading of Access Road to Mbambamencisi	30/06/2020	2 968 065	R 1 218 118	R -	R 120 345	R 1 338 463	180%	45%	MIG	None
16,31,32,33	ESD 26	Upgrading of Khujwana to Lenyenye Access Road: Phase 1 of 3, 2 of 3 and 3 of 3	30/06/2020	19 554 712	R 1 316 958	R 7 055 718	R -	R 8 372 676	171%	43%	MIG	None
8	ESD 31	Relela Access Road upgrading from gravel to tar: Phase 1 of 4	30/06/2020	4 402 376	R -	R 1 160 228	R -	R 1 160 228	105%	26%	MIG	None
34	ESD 32	Matapa to Leseka Access road to school: Phase 1 of 2 and 2 of 2	30/06/2020	4 402 376	R -	R -	R 1 712 892	R 1 712 892	156%	39%	MIG	None
28	ESD 28	Paving of Moseanoka to Cell C Pharare Internal streets (Ward 28)	30/06/2020	2 000 000	R -	R -	R -	R -	0%	0%	MIG	None
5	ESD 110	Paving of Risaba, Mnisi, Shando to Driving School Internal Street in Ward 5	30/06/2020	2 000 000	R -	R -	R -	R -	0%	0%	MIG	None

Table 7: Capital Expenditure Per project for the first quarter of 2019/20

Ward	IDP Ref No	Project Name	Estimated end date	Budget	Monthly Expenditure			1st Qtr			Source of funding	Reason for deviation?
				2019/20	July '19	Aug '19	Sept '19	Total Spent	% of quarterly budget spent	% of total budget spent		
12, 13	ESD 297	Paving of Main road from Ndhuna Mandlakazi, Efrika, Zangoma, Mpenyisi to Jamba Cross Internal Street (in Ward 13, Mandlakazi) and Nwamitwa Bridge via Nhlengeleti School to Taxi Rank, Clinic via Lwandlamoni School to Nwamitwa/Mandlakazi Road (in Ward 12)	30/06/2020	2 000 000	R -	R -	R -	R -	0%	0%	MIG	None
4	ESD 34	Mawa B12 low level bridge	30/06/2020	2 000 000	R -	R -	R -	R -	0%	0%	MIG	None
ALL	ESD 40	Purchasing of tar cutting machines and small compactors	30/06/2020	200 000				R -	0%	0%	Own	None
15	ESD 44	New generator for George's Valley	30/06/2020	300 000				R -	0%	0%	Own	None
ALL	ESD 20	New generator for Head Office	30/06/2020	400 000	R -	R -	R -	R -	0%	0%	Own	None
ALL	ESD 22	Purchase of Fleet: 1 x TLB, 1 x Excavator, 2 x Waste trucks, 1 x Low Bed truck	30/06/2020	7 500 000	R -	R -	R -	R -	0%	0%	Own	None
18	EED 48	High Mast Lights at Dan Village	30/06/2020	1 200 000	R -	R -	R -	R -	0%	0%	MIG	MIG budget not approved
15	ESD 60	Upgrading of old fire station building and Civic Centre	30/06/2020	2 500 000	R -	R -	R -	R -	0%	0%	Own	None
15	ESD 100	Additions to existing Tzaneen Stores, including fencing	30/06/2020	750 000	R -	R -	R -	R -	0%	0%	Own	None
31	ESD 101	New Lenyenye Taxi Rank Phase 1 of 2 and 2 of 2	30/06/2020	8 119 900	R -	R 547 816	R -	R 547 816	27%	7%	MIG	None
16	ESD 114	Rehabilitation of Haenertsburg Cemetery Road	30/06/2020	1 500 000	R -	R -	R -	R -	0%	0%	Own	None
ALL	CSD 23	Purchase Grass cutting machines	30/06/2020	800 000	R -	R -		R -	0%	0%	Own	None

Table 7: Capital Expenditure Per project for the first quarter of 2019/20

Ward	IDP Ref No	Project Name	Estimated end date	Budget	Monthly Expenditure			1st Qtr			Source of funding	Reason for deviation?
				2019/20	July '19	Aug '19	Sept '19	Total Spent	% of quarterly budget spent	% of total budget spent		
13	ESD 81	Fencing of cemetery Lesedi Regional Cemetery (Lenyenye)	30/06/2020	350 000	R -	R -	R -	R -	0%	0%	Own	None
32	ESD 82	Ablution block with change room at Lesedi Regional Cemetery (Lenyenye)	30/06/2020	150 000	R -	R -	R -	R -	0%	0%	Own	None
19	ESD 86	Fence Nkowankowa cemetery extension	30/06/2020	350 000	R -	R -	R -	R -	0%	0%	Own	None
19	ESD 87	Construct ablution with change room at Nkowankowa cemetery	30/06/2020	150 000	R -	R -	R -	R -	0%	0%	Own	None
ALL	CSD 37	Purchase Mobile Air Quality monitoring station and calibrate annually	30/06/2020	85 000	R -	R -	R -	R -	0%	0%	Own	None
ALL	PED 30	Purchase Geographical Information Systems Equipment	30/06/2020	1 000 000	R -	R -	R -	R -	0%	0%	Own	None
ALL	GTEDA 298	Purchase of MSCOA printers Equipment's	30/06/2020	235 000					0%	0%	Own	None
		Sub total		140 819 850	5 554 740	23 629 242	2 354 702	31 538 684	27	7		
Projects rolled over from 2019/19												
	Roll Over	Rebuilding Of Lines Blacknoll		R -	-	38 320	665 615	R 703 935		469%	DBSA loan	Funds receive late
	Roll Over	Electrification of Mabiet 11KV		R -	-	-	779 852	R 779 852		520%	DBSA loan	Funds receive late
	Roll Over	Rebuilding of Lines Waterbok		R -	-	-	670 466	R 670 466		447%	DBSA loan	Funds receive late
	Roll Over	Rebuilding of Lines Mieliekloof		R -	-	-	395 257	R 395 257		264%	DBSA loan	Funds receive late
		Sub total		0	-	38 320	2 511 190	2 549 510				
		Total Capital Exp		140 819 850	5 554 740	23 667 562	4 865 892	34 088 194	97%	24%		

The main issues to take note of in the capital expenditure reflected above are:

- i. The late approval of the DBSA loan during the previous financial year resulted in various Electricity projects being rolled over to the 19/20 financial year.
- ii. No expenditure was incurred on one of the Capital Projects funded through own revenue.
- iii. The largest part of the MIG funds spent was on upgrading of roads with little expenditure on the majority of projects as only designs will be done during the 19/20 financial year.

2.4 Summary of financial performance for the period 1 July to 30 September of 2019/20

Considering the financials for the first quarter of the financial year the following matters should also be taken note of:

- a) Revenue collection: Receivables from service charges improved during the 1st quarter due to some improvement by the meter reading service provider. However Council is still losing a lot of revenue with the inconsistent reading of meters.
- b) Operational Expenditure: The expenditure on the operating budget reflects an over expenditure when compared to the amount budgeted for the quarter (**120% spent**). It is especially the payment of interest on the outstanding Eskom accounts that is cause for concern. The poor revenue collection coupled with the over expenditure during quarter is putting cashflow under severe pressure.
- c) Expenditure on conditional grants: Expenditure on conditional grants are on track. INEP reflects a 0% expenditure for the quarter only because projects are still in the design phase.
- d) Capital Expenditure: The bulk of capital expenditure was on multi-year MIG projects as well as roll-over projects funded through the DBSA loan. No expenditure was incurred on projects funded through own revenue.

3. Delivery on Key Performance Indicators & Projects

This section provides an overview of the progress made in reaching the targets set on Key Performance Indicators for each Department. The physical progress with the implementation of projects is also reported.

3.1 Office of the Municipal Manager

The performance of the Office of the Municipal Manager (MM) by the end of the 1st Quarter of 2019/20 is presented below.

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D1	Economic Growth	Develop a high performance culture for a changed, diverse, efficient and effective local government	Individual Performance Management	# of performance assessments for Sect 56/57 Managers	Number	0	2	1	0	R	Assessments moved to November to accommodate Budget adjustment processes as per Treasury request.	Annual Assessments will take place in November	Mid-year and Annual Assessment reports Invitations
D2	Economic Growth	Develop a high performance culture for a changed, diverse, efficient and effective local government	Individual Performance Management	# of Senior Managers (MM & Directors) with signed performance agreements by 30 June	Number	3	7	0	0	N/A			Performance Agreements
D4	Economic Growth	Enhanced Integrated developmental planning	Integrated Development Planning	# of IDP Rep forum meetings	Number	5	5	2	2	G	Rep Forum held on 13 Sept to discuss Analysis Phase	None Required	Invitations Attendance Register Minutes
D6	Economic Growth	Enhanced Integrated developmental planning	Integrated Development Planning	Final IDP approved by Council by 31 May annually	Number	1	1	0	0	N/A			Final IDP Council Minutes Acknowledgement of receipt by CoGHSTA & Treasury

Table 9: Performance on targets set for the 1st Quarter of 2019/20 – Office of the Municipal Manager

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D7	Good Governance	Effective and Efficient administration	Management and Administration	% of GTM Council resolutions implemented	Percentage	100.00%	100.00%	100.00%	84.00%	O	Implementation of resolutions is a continuous process.	The register is updated quarterly by Management.	Council Resolution register
D8	Good Governance	Effective and Efficient administration	Legal support	% SLAs signed within 15 days after acceptance of the appointment	Percentage	79.17%	100.00%	100.00%	0.00%	R	There are no reasons for deviation.	No corrective measures are applicable.	Acceptance Letter Signed SLA's SLA Register
D9	Good Governance	Effective and Efficient administration	Management and Administration	# Management meetings	Number	30	44	11	14	G2	None.	None.	Agenda Minutes Attendance Registers
D12	Good Governance	Effective and Efficient administration	Performance monitoring and reporting	Final Annual Report approved by Council by 31 March annually	Number	1	1	0	0	N/A			Final Annual Report Council Minutes
D15	Good Governance	Effective and Efficient administration	Performance monitoring and reporting	Draft Annual Performance Report submitted to the AG, Audit Committee and the Mayor by 31 August annually	Number	1	1	1	1	G			Draft Annual Performance Report Acknowledgement of Receipt from AG, AC & Mayor
D20	Good Governance	Effective and Efficient administration	Risk Management	# of Risk management progress reports submitted to Council	Number	4	4	1	0	R	4th quarter risk monitoring report served in EXCO and will serve in the next Council on the 24th October 2019. The reports first serve in the Audit Committee seating prior to Council.	To adhere to the Corporate calendar as planned in order to avoid delays of the committee meetings.	Risk Management progress Reports Council Resolutions

Table 9: Performance on targets set for the 1st Quarter of 2019/20 – Office of the Municipal Manager

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D24	Good Governance	Effective and Efficient administration	Sound Governance	Contracted Services For Internal Audit	Q1: Draft Specifications (5%) Advertisement for the appointment of a service provider 5%) Q2: Appointment finalised (10%) Q3: IT Audit in progress at 50% (40%) Q4: Outsourced audits completed (40%)	0.00%	100.00%	10.00%	10.00%	G	None	NONE	Appointment letters Quotations Audit Progress Reports Audit Reports
D25	Good Governance	Effective and Efficient administration	Sound Governance	Acquire Electronic Audit System	Q1: Draft Specifications (5%) Advertisement for the appointment of a service provider 5%) (10%) Q2: Appointment finalised (20%) Q3: System configuration and training (45%) Q4: System fully functional and utilised by Division (25%)	0.00%	100.00%	10.00%	5.00%	R	Consultations in drafting spec	Specification will be submitted to SCM for advert	Advertisement Appointment letter System reports
D26	Good Governance	Effective and Efficient administration	Management and Administration	Unqualified Audit opinion obtained from AG	Number	0	1	0	0	N/A			Auditor General Report

Table 9: Performance on targets set for the 1st Quarter of 2019/20 – Office of the Municipal Manager

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D27	Good Governance	Effective and Efficient administration	Internal Audit	# audit committee meetings held	Number	0	4	1	2	B	4th Quarter AC meeting and Special AC meeting held to review AFS and APR	None required. Special AC meeting held	Agendas, Minutes Attendance register
D28	Good Governance	Effective and Efficient administration	Internal Audit	# of days taken to distribute Audit Committee packs before the meetings	Number	0	7	7	7	G	None	None required	Acknowledgement of receipt from AC Chair AC Attendance Register
D31	Good Governance	Improved stakeholder satisfaction	Public Participation	# of Mayoral Imbizos organised	Number	4	4	1	2	B	Target met	NONE	Imbizo Programme Invitations Attendance Register Imbizo reports
D32	Good Governance	Increase financial viability	Budget management	% of Operational budget spent	Percentage	0.00%	100.00%	25.00%	17.00%	B	Deprecation allocation not done monthly	Deprecation Journal to processed monthly	Operational Expenditure Reports
D33	Good Governance	Increase financial viability	Budget management	% of Capital Budget spent	Percentage	128.00%	100.00%	15.00%	24.00%	R	Slow Implementation of Capital Projects	Capital projects to be implemented timeously	Capital Expenditure Reports.
D36	Good Governance	Increase financial viability	Supply Chain Management	% of Bids awarded within 2 weeks after adjudication committee resolution	Percentage	0.00%	100.00%	100.00%	100.00%	G	Target Met	Not applicable	Adjudication Committee Minutes Bids register
D38	Economic Growth	Enhanced Integrated developmental planning	Budget management	% of capital spent on projects as prioritised in IDP for specific year	Percentage	90.30%	100.00%	100.00%	75.33%	O	During Sept R2.4 million was spent on prior year projects	DBSA funded projects are being fast tracked	Capital Project Expenditure report Annual IDP Capital programme

Table 9: Performance on targets set for the 1st Quarter of 2019/20 – Office of the Municipal Manager

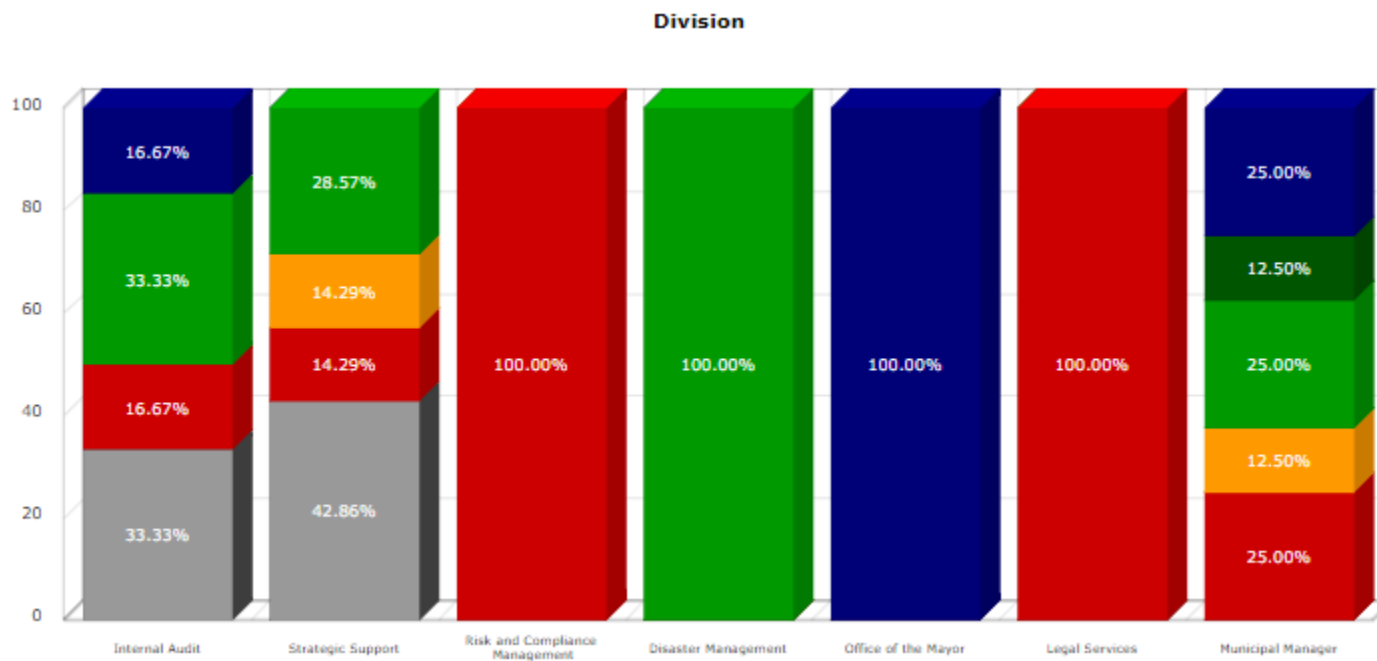
Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D39	Good Governance	Effective and Efficient administration	Internal Audit	Purchase Mayoral Car	Q1: Develop (2.5%) and submit (2.5%) specifications to SCM (5%) Q2: Advertise for procurement of fleet (20%) Q3: Appointment of service provider for fleet (20%) Q4: Delivery of Mayoral Car completed (50%)	0.00%	100.00%	5.00%	2.50%	R	the specifications is delayed due to budget limits by treasury that the vehicles should not exceed R 700 000	no corrective measures is required nd management must advice	Specifications Advertisement Appointment letter Delivery note
D40	Service Delivery	Enhance sustainable environmental management and social development	Disaster Management	# of disaster awareness campaigns conducted	Number	12	15	4	7	B	All the two awareness campaigns were attended to i.e Tinghisi Primary School snd Politsi Citrus	Non required	Annual Programme for Awareness Campaigns Attendance Registers Invitations
D43	Service Delivery	Enhance sustainable environmental management and social development	Disaster Management	% Disaster incidences responded to within 72-hours	Percentage	100.00%	100.00%	100.00%	100.00%	G	All the incidences of disasters were atteded to	Non required	Disaster Relief forms
D44	Service Delivery	Enhance sustainable environmental management and social development	Youth, Gender and Disability support	# of new Jobs created by Municipal projects for youth	Number	2 663	267	63	154	B	No job opportunities were created in the month of September.	More job opportunities will be given to young people when opportunities open.	Municipal Projects Beneficiary Lists

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D45	Service Delivery	Enhance sustainable environmental management and social development	Youth, Gender and Disability support	# of new Jobs created by Municipal projects for women	Number	4 661	333	83	449	B	No job opportunities were created in the month of September.	More opportunities will be given to women in the future job opportunities.	Consolidated Job creation reports Beneficiary List
D46	Service Delivery	Enhance sustainable environmental management and social development	Youth, Gender and Disability support	# of new Jobs created by Municipal projects for disabled persons	Number	0	13	3	6	B	No job opportunities were created in the month of September.	More opportunities will be given to people with disability in the future.	Municipal Project Beneficiary List
D75	Good Governance	Effective and Efficient administration	Management and Administration	Number of audit findings from the Auditor General	Number	0	40	0	0	N/A			AG Management Letter
D228	Good Governance	Effective and Efficient administration	Management and Administration	Purchase Speakers car	Q1: Develop (2.5%) and submit (2.5%) specifications to SCM (5%) Q2: Advertise for procurement of fleet (20%) Q3: Appointment of service provider for fleet (20%) Q4: Delivery of Speakers Car completed (50%)	0.00%	100.00%	5.00%	5.00%	G	no deviation	no corrective measure	Specifications Appointment letter Advertisement Delivery note

Table 10 presents a summary of the level of performance for the 1st Quarter of 2019/20 only, for the Office of the Municipal Manager, indicating that 65% of the targets set for the quarter were met.

Table 10: Office of the Municipal Manager- Summary of Results (1st Quarter of 2019/20)			
	Level of performance	Number of KPIs	% Performance at this level
	KPI Not Yet Measured	5	
	KPI Not Met	6	26%
	KPI Almost Met	2	9%
	KPI Met	7	30.4%
	KPI Well Met	1	4.3%
	KPI Extremely Well Met	7	30.4%
	Total KPIs measured this period	23	

Figure 1: Performance per Division (Office of the MM)



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

- The annual performance assessments for Directors has to be postponed to accommodate the request by Treasury to adjust the budget.
- Delays in the finalization of quarterly performance and risk management reports and processing them to Council. 4th Quarter reports did not serve in Council during this quarter as planned.
- Capital expenditure on projects as prioritized in the current year IDP is reflecting negatively since R2.4 million was spent on prior year projects in addition to this capital expenditure is reflecting an over expenditure if compared to planned expenditure for the quarter.
- Procurement of vehicles for the Mayor and Speaker is behind schedule as specifications had to be adjusted to be in line with Treasury cost containment measures that limits the expenditure on such items.

3.2 Office of the Chief Financial Officer

The performance of the Office of the Chief Financial Officer (CFO) during the first quarter of 2019/20 is presented below.

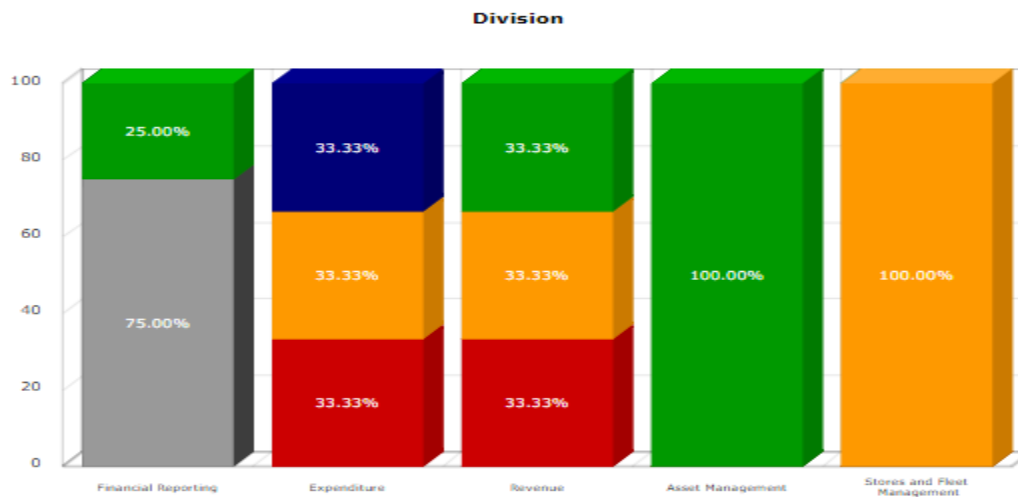
Table 11: Performance on targets set for the 1 st Quarter of 2019/20 - Office of the Chief Financial Officer													
Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	Rating	Reason for Deviation	Corrective Measures Taken	
D50	Good Governance	Increase financial viability	Management and Administration	% compliance with MSCOA project plan targets	Percentage	0.00%	100.00%	100.00%	73.81%	O	5/7 modules working - revenue and scm not yet operational as at sept 30th	SEBATA to develop and test data accuracy of billing and data integrity	Annual MSCOA Project Plan Monthly Progress Reports
D52	Good Governance	Increase financial viability	Asset Management	Annual Asset verification report concluded by 30 August	Number	1	1	1	1	G	None Required.		Annual Asset Verification report Acknowledgement of receipt from AG
D54	Good Governance	Increase financial viability	Budget management	Annual Budget tabled by 31 May annually	Number	1	1	0	0	N/A			Annual Budget Council Minutes
D56	Good Governance	Increase financial viability	Expenditure Management	Cost coverage	Ratio	0.17	0.15	0	0	N/A			Monthly budget - income and expenditure reports Ratio calculation
D57	Good Governance	Increase financial viability	Debt Management	Debt coverage	Ratio	19.9	18.8	0	0	N/A			Monthly budget - income and expenditure reports Ratio calculation
D58	Good Governance	Increase financial viability	Expenditure Management	% creditors paid within 30 days	Percentage	95.94%	100.00%	100.00%	90.13%	O	Payment rate low due to Cash flow constraints	Departments encouraged to reduce spending and arrangements have been made to pay Eskom on specified dates	Creditors Age Analysis Report

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	Rating	Reason for Deviation	Corrective Measures Taken	
D59	Good Governance	Increase financial viability	Grant Management	% of Finance Management Grant Spent	Percentage	100.00%	99.80%	24.95%	14.00%	R	Expenditure for other activities scheduled for the following months	None required	Monthly Expenditure Report
D60	Good Governance	Increase financial viability	Revenue Management	# of properties on the valuation roll billed for assessment rates	Number	0	18 770	18 770	15 682	O	Subdivisions and data cleansing effect number of properties	Update of any property changes when notification/registration is received	Monthly billing report (reflecting no bills for assessment rates only) Valuation Roll Summary
D61	Good Governance	Increase financial viability	Financial Reporting	Annual Financial statements submitted to AG, PT and NT by 31 August annually	Number	1	1	1	1	G			AFS Acknowledgement of receipt by NT, AG & PT
D63	Good Governance	Increase financial viability	Debt Management	% Outstanding service debtors to revenue	Percentage	13.09%	70.00%	0.00%	66.37%	R			Debtors Aging and monthly budget income and expenditure report Ratio calculation
D64	Good Governance	Increase financial viability	Revenue Management	# of indigent households registered on indigent register	Number	25 963	25 963	25 963	25 963	G	New applications for 17/18 has been verified, report to Council for approval end of Oct 2019	New applications 18/19 in process of vetting	Indigent register Council Resolution
D66	Good Governance	Increase financial viability	Expenditure Management	% of operational budget spent on personnel (exl Councillors)	Percentage	0.00%	35.00%	35.00%	22.00%	B	Depreciation not allocated monthly	Depreciation Journals to be processed on a monthly basis	Operational Expenditure Reports

Table 12 below presents a summary of the level of performance for the 1st quarter of 19/20, during which the Office of the CFO met only **44%** of the targets set for the quarter.

Table 12: CFO - Summary of Results (1st Qtr. of 2019/20)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	3	
	KPI Not Met	2	22%
	KPI Almost Met	3	33%
	KPI Met	3	33%
	KPI Well Met	0	0%
	KPI Extremely Well Met	1	11%
	Total KPIs measured this quarter	9	

Figure 2: Performance per Division (Office of the CFO)



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

- MSCOA implementation is behind schedule with only five of the seven modules working, GTM not yet transacting live on the new financial system
- Creditors are not paid within 30 days due to cashflow constraints
- Expenditure on the Finance Management Grant is below target.
- Not all properties on the valuation roll is being billed for assessment rates

3.3 Corporate Services Department

The performance of the Corporate Services Department (CORP) during the 1st quarter of 2019/20 is presented below.

Table 13: Performance on targets set for the 1st Quarter of 2019/20 - Corporate Services Department													
Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D76	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	% Staff turnover	Percentage	3.50%	1.50%	0.00%	0.00%	N/A			Staff establishment
D77	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	# of people from employment equity target groups employed in the 3 highest levels of management in compliance with the municipality's approved EE plan	Number	27	32	32	38	G2	none as target is met	none	Employment Equity report Employment equity plan
D82	Good Governance	Effective and Efficient administration	Management and Administration	# of Council meetings held	Number	13	6	1	3	B	1 special Council meeting was held on 12 September 2019 to resolve on urgent matters.	Special meetings are held from time to time when there is a need.	Agenda Minutes and attendance registers
D83	Good Governance	Effective and Efficient administration	Management and Administration	# file verification conducted	Number	12	12	3	3	G	None. Out of 90 files booked out, 87 files were received back and only 3 outstanding during	None. Verification is done continuously to check outstanding files.	Monthly File verification tick list

Table 13: Performance on targets set for the 1st Quarter of 2019/20 - Corporate Services Department

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D86	Good Governance	Effective and Efficient administration	Information Technology	# of incidences of IT downtime at GTM Civic Centre for 4 hours or longer	Number	0	0	0	0	G	the period of reporting.	None	IT network downtime incident register
D89	Good Governance	Effective and Efficient administration	Human Resource Management	Organogram review	Q1: Appointment of service provider completed (5%) Departmental consultations by the service provider commenced (10%) Q2: Departmental consultations concluded (30%) Q3: Draft report on revised Organogram submitted to Management by end March (25%) Q4: Organogram review completed and approved with the IDP by end May (30%)	0.00%	100.00%	15.00%	10.00%	R	disruptions coupled with security threats in the municipality affected the achievement of the set target	the service provider would be requested to Fast-Track the consultation process	*Appointment letter *Reports and Attendance Register of Departmental Consultations *Draft Organogram report *Management Minutes *Final Organogram *Council Minutes
D91	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	# of workstations inspected for OHS contraventions	Number	0	26	6	12	B	none as target is met	none	OHS annual Plan OHS inspection forms OHS non-compliance

Table 13: Performance on targets set for the 1st Quarter of 2019/20 - Corporate Services Department

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
													notices to Directors
D92	Good Governance	Improved stakeholder satisfaction	Communication	% of statutory provisions for website contents ((MFMA Sect 75(1)) publicized within 5 working days of tabling in Council	Percentage	4.00%	100.00%	100.00%	66.67%	R	None	None	Council Minutes Print screen of placements Website update register
D94	Good Governance	Improved stakeholder satisfaction	Communication	# of statutory provisions for website content complied with ((MFMA Sec 75 (1))	Number	12	12	12	8	R	None	None	Printscreen of placements Website update register
D97	Good Governance	Improved stakeholder satisfaction	Public Participation	# of summarised quarterly ward reports submitted to Council	Number	2	4	1	2	B	None	None	Summarised Ward Reports (4th Qtr 18/19 & 1-3rd Qtr of 19/20) Council Minutes
D100	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	# of senior managers complying with the minimum competency levels (MFMP)	Number	5	7	7	7	G	none as they all comply	none	Section 56/57 Competency certificates

Table 13: Performance on targets set for the 1st Quarter of 2019/20 - Corporate Services Department

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D101	Service Delivery	Develop and build skilled and knowledgeable workforce	Capacity building	% of employees included in Annual Workplace Skills Plan trained as planned	Percentage	0.00%	100.00%	25.00%	22.10%	O	other trainings have been scheduled for October 2019 due to unavailability of training venue	external venue will be sought in future	WSP training plan Training plan progress report (monthly) Training attendance registers Training Approval Memo
D102	Service Delivery	Develop and build skilled and knowledgeable workforce	Human Resource Management	% of municipal budget spent on implementing the Work Place Skills Plan	Percentage	0.20%	1.00%	0.00%	0.00%	N/A			Municipal Operational Budget Training Budget Spent
D103	Good Governance	Effective and Efficient administration	Labour Relations	# of Local Labour Forum (LLF) meetings	Number	6	10	3	1	R	None as target is met	none	LLF Invitations, Minutes and attendance registers
D128	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	# of employees with technical skills/capacity (engineers & technicians - EED & ESD)	Number	17	26	26	61	B	None as the target is met	none	Employment equity reports Register of qualified engineers & technicians (monthly ticklist)
D200	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	# of municipal personnel with spatial planning capacity	Number	5	5	5	5	G	none as target is achieved	none	Employment Equity reports Register of

Table 13: Performance on targets set for the 1st Quarter of 2019/20 - Corporate Services Department

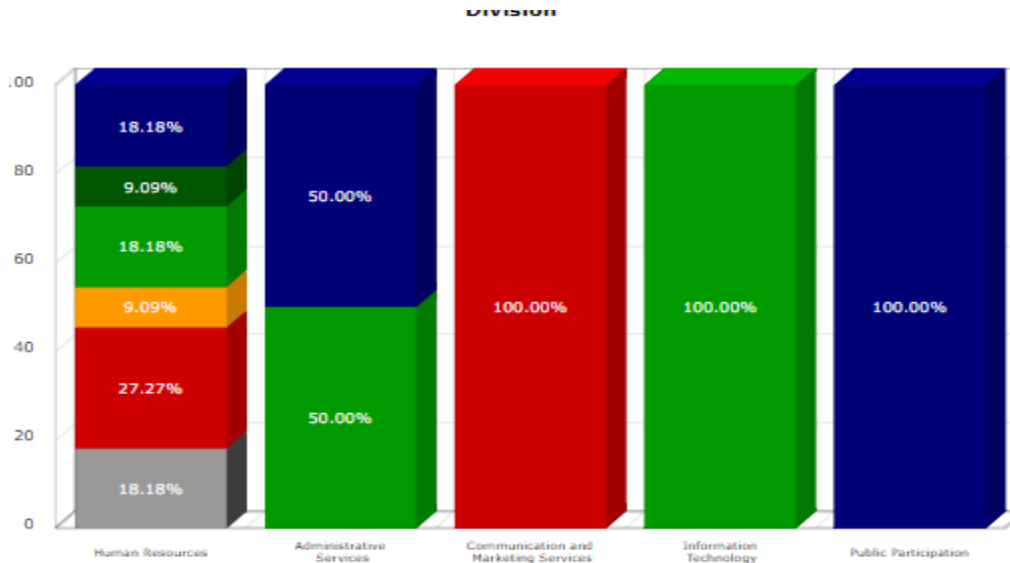
Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
													qualified town planners
D223	Economic Growth	Develop a high performance culture for a changed, diverse, efficient and effective local government	Individual Performance Management	% of Level 3 employees with signed Performance Plans	Percentage	0.00%	100.00%	100.00%	0.00%	R	there was a delay in finalisation of the PMS Policy and the recruitment process of PMS officer	The PMS Policy was presented in the Policy Session held on the 4/10/2019. It will then be taken to LLF for noting and to be approved by council which will be held by the 25/10/2019.	Staff Establishment Signed Performance Plans

Table 14 below presents a summary of the level of performance for the first quarter of 2019/20 wherein only 60% of the targets, set for the quarter, was met.

Table 14: CORP - Summary of Results (1st Qtr. of 2019/20)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	2	
	KPI Not Met	5	33%
	KPI Almost Met	1	7%
	KPI Met	4	27%
	KPI Well Met	1	7%
	KPI Extremely Well Met	4	27%

Table 14: CORP - Summary of Results (1 st Qtr. of 2019/20)			
	Level of performance	Number of KPIs	% performance at this level
	Total KPIs measured this quarter	15	

Figure 3: Performance per Division (Office of the CORP)



Areas affecting the performance of the Corporate Services Department:

- A service provider was appointed to review the organogram but progress is behind schedule.
- Website content management is not in line with legislated requirements
- The postponement of LLF meetings
- No progress with the signing of work plans by Level 3 employees.

3.4 Community Services Department

The performance of the Community Services Department (CSD) during the 1st quarter of 2019/20 is presented below.

Table 15: Performance on targets set for 1 st Quarter of 2019/20 - Community Services Department													
Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D104	Service Delivery	Enhance sustainable environmental management and social development	Environmental Management	Purchase Mobile Air Quality monitoring station and calibrate annually	Q1: Draft Specifications and submit to SCM (5%) Q2: Procurement of a service provider completed (5%) Q3: Delivery of Air Quality monitoring equipment (100%) Q4: Not applicable this quarter	0.00%	100.00%	5.00%	5.00%	G	Specifications for a mobile Air Quality Monitoring station were developed and submitted Supply Chain management Unit in August. Subsequent to that BID specification meeting was held.	None	Specifications Service Provider Appointment letter Delivery note
D105	Good Governance	Effective and Efficient administration	Safety and Security	# of theft cases theft of Council assets	Number	3	0	0	5	R	Two (2) Truck batteries stolen at Nkowankowa Municipal Stores on 19/09/2019. Case opened at Ritavi SAPS under CAS: 11/09/2019 and is under investigation. Mapheto Security is aware of the incident.	Implementation of SLA for deterrent action end of October 2019.	Theft Case register reflecting Police Case numbers
D106	Good Governance	Effective and Efficient administration	Safety and Security	# of Street Committees established (one per cluster)	Number	0	4	1	4	B	Established Street Committees at Moleketla on 01/09/2019 and at Muhlava Head kraal on 15/09/2019.	None.	Establishment notice Minutes TOR
D107	Service Delivery	Optimise and sustain infrastructure investment and services	Cemetery Management	# of cemeteries maintained	Number	0	8	8	8.67	G2	8 cemeteries maintained At 1X Nkowankowa, 2X Lenyenye, 5X Tzaneen and 1X Haenertsburg	Non	Monthly Reports Supervisor Checklists

Table 15: Performance on targets set for 1st Quarter of 2019/20 - Community Services Department

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D108	Service Delivery	Enhance sustainable environmental management and social development	Environmental Management	# of environmental contravention and compliance notices issued	Number	60	60	15	38	B	Three notices issued as a result of joint LEDET and GTM Environmental Management Inspections. The other three were issued internally.	None.	Compliance Notices Contravention Notices
D109	Service Delivery	Enhance sustainable environmental management and social development	Environmental Management	Climate change and Adaptation Strategy submitted to Council by 30 April '20	Number	0	1	0	0	N/A			Climate change and Adaptation strategy Council Minutes
D110	Service Delivery	Enhance sustainable environmental management and social development	Environmental Management	Green Economy strategy and action plan submitted to Council by 31 March '20	Number	0	1	0	0	N/A			Green Economy Strategy Action Plan Council Minutes
D111	Service Delivery	Enhance sustainable environmental management and social development	Environmental Management	% of water samples that comply with SANS 0241	Percentage	86.66%	85.00%	85.00%	57.62%	O	Improved water supply, and sustained implementation of WQ monitoring.	None	Annual Sampling points Map Annual Sampling programme Register of sampling results
D112	Service Delivery	Enhance sustainable environmental management	Environmental Management	Environmental Awareness Strategy approved by Council	Number	0	1	0	0	N/A			Environmental Awareness Strategy Action Plan

Table 15: Performance on targets set for 1st Quarter of 2019/20 - Community Services Department

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
		and social development											Council Minutes
D113	Service Delivery	Enhance sustainable environmental management and social development	Library Services	# of library users	Number	0	96 400	24 099	30 642	G2	No deviation 8490 Library users 3477 Library items circulated 1466 Free Internet/Wi-Fi vouchers issued	n/a	Tattletape statistics (5 libraries) Monthly Reports (5 libraries)
D114	Service Delivery	Enhance sustainable environmental management and social development	Maintenance of parks and open spaces	Purchase grass cutting machines	Q1: Not applicable Q2: Draft Specifications and submit to SCM (5%) Q3: Procurement of a service provider completed (5%) Q4: Delivery of Grass cutting machines completed (90%)	0.00%	100.00%	0.00%	2.50%	G2			Specifications Service Provider Appointment letter Delivery note
D115	Service Delivery	Improve access to sustainable and affordable services	Sport, Arts and Culture	Fencing of cemetery Lesedi Regional Cemetery (Lenyenyne)	Q1: Draft Specifications 2.5%) and submit (2.5%) to SCM (5%) Q2: Procurement of a service provider completed (5%) Q3: Physical construction at 50% (50%) Q4: Fencing of cemetery Lesedi Regional Cemetery completed (40%)	0.00%	100.00%	5.00%	5.00%	G	None. Specs were submitted. Advert is out	Non	Specifications Service Provider Appointment letter Completion Certificate

Table 15: Performance on targets set for 1st Quarter of 2019/20 - Community Services Department

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D116	Service Delivery	Improve access to sustainable and affordable services	Sport, Arts and Culture	Ablution block with change room at Lesedi Regional Cemetery (Lenyenye)	Q1: Draft Specifications 2.5%) and submit (2.5%) to SCM (5%) Q2: Procurement of a service provider completed (5%) Q3: Physical construction at 50% (50%) Q4: Ablution block with change room at Lesedi Regional Cemetery completed (40%)	0.00%	100.00%	5.00%	5.00%	G	Non	Non	Specifications Service Provider Appointment Letter Completion Certificate
D117	Service Delivery	Enhance sustainable environmental management and social development	Waste Management Services	R-value spent on waste management	R-value	R0.00	R87 341 960	R21 835 491	R18 302 242	O	Reason for Deviation : 1) Low Spending a) Vacancies exist due to SLOW procurement of staff which are budgeted-for b) Overtime control and vehicle use is strictly adhered to c) Budget-reconciliations are not effected within the expenditure-month	Corrective Measures Taken: 1) Budget control a) Control-accountability should be centralised b) Turn-around time i.t.o. budget reconciliations should reflect in specific in the expenditure-month	Monthly Expenditure-reports

Table 15: Performance on targets set for 1st Quarter of 2019/20 - Community Services Department

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D118	Service Delivery	Enhance sustainable environmental management and social development	Waste Management Services	# of Rural Waste Service Areas serviced (Level 2 service)	Number	40	40	40	40	G	No deviations	1) Budget:- a) Project-prioritization to operationalize all 66 x W.S.A.'s 2) URGENT Workstudy:- a) a Proper organogram to operationalize the Rural Waste Management project b) Formalization of Rural stands for identification c) Electronic data capturing // tracking system to be installed in each vehicle with a sustainable monitoring as per a "unique-route" for each area 3) Renewal of the fleet to be prioritized during IDP // Process during the	EPWP Transporter of Waste (ToW) Payment-advice's 1 x approved ToW-Timesheet signed off by Ward Committee and Traditional Authority
D119	Service Delivery	Enhance sustainable environmental management and social development	Waste Management Services	Number of Households with access to weekly kerbside solid waste collection (5 formal towns)	Number	5	8 695	8 695	9 537.33	G2	Reason for Deviation : No deviations	Corrective Measures Taken: No corrective measures EXCEPT renewal of fleet	Monthly Billing system extract

Table 15: Performance on targets set for 1st Quarter of 2019/20 - Community Services Department

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D120	Service Delivery	Enhance sustainable environmental management and social development	Cemetery Management	Fence Nkowankowa cemetery extension	Percentage	0.00%	100.00%	5.00%	5.00%	G	Non, specifications done and advertised	Non	Specifications Service Provider Appointment letter Completion Certificate
D121	Service Delivery	Enhance sustainable environmental management and social development	Waste Management Services	Construct ablution with change room at Nkowankowa cemetery	Q1: Draft Specifications 2.5%) and submit (2.5%) to SCM (5%) Q2: Procurement of a service provider completed (5%) Q3: Physical construction at 50% (50%) Q4: Construct ablution with change room at Nkowankowa cemetery (40%)	0.00%	40.00%	5.00%	5.00%	G	Non, specs done and submitted	Non	Specifications Service Provider Appointment letter Completion Certificate
D122	Service Delivery	Enhance sustainable environmental management and social development	Waste Management Services	Litterpicking at Tzaneen, Nkowankowa, Lenyenye, Letsitele, Haenertsburg and Main Roads	Q1: Monthly monitoring of 140 litterpicking routes (100%) Q2: Monthly monitoring of 140 litterpicking routes (100%) Q3: Monthly monitoring of 140 litterpicking routes (100%) Q4: Monthly monitoring of 140 litterpicking routes (100%)	100.00%	100.00%	100.00%	102.67%	G2	1) Route adjustments a) 151 x Routes is being now being attended to	1) Route Analyses a) Annual analyses to be conducted to include new routes	Litter-picking Routes 1 example of a Litterpicking Teamleader's Timesheet/ Scorecard per month

Table 15: Performance on targets set for 1st Quarter of 2019/20 - Community Services Department

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019				Source of Evidence	
								Target	Actual	R	Reason for Deviation		Corrective Measures Taken
D123	Service Delivery	Enhance sustainable environmental management and social development	Waste Management Services	Public Toilet sanitation and cleansing (Tzaneen, Nkowankowa, Lenyenye, Letsitele and Haenertsburg)	Q1: Monthly monitoring of 10 public toilets blocks (100%) Q2: Monthly monitoring of 10 public toilets blocks (100%) Q3: Monthly monitoring of 10 public toilets blocks (100%) Q4: Monthly monitoring of 10 public toilets blocks (100%)	100.00%	100.00%	100.00%	100.00%	G	1) Vacancies a) Are not filled in a short-space-of-time which force HIGH overtime to be paid to stand-in Staff 2) Formal Training a) Is needed to "skill" the Labourers on quality cleansing activities 3) Facilities Management a) Lack of a designated Division to attend to structural "Repairs & Maintenance" create "sanitary" problems egg. proper cleansing of buildings and utensils	1) Facilities Management a) Public toilets are actually part of the Building & Maintenance programmes and must be transferred to the relevant Department and/or Division 2) Risk Audit a) Risk Audit to be conducted to determine the transfer the function to a designated Division	Public Toilet's Cleansing-schedule 1 example of a Public Toilet Teamleader's Timesheet or Visitation-checklist per month
D124	Service Delivery	Improve access to sustainable and affordable services	Licensing and registration services	# of monthly compliance assessments conducted on Licensing services (as set out in the SLA with Dpt of Transport)	Number	0	12	3	5	B	Still waiting for SID to paint route for testing	Had discussions with Manager roads waiting for contractor to start	SLA Monthly Licensing Compliance Checklists
D125	Service Delivery	Improve access to sustainable and affordable services	Traffic Law Enforcement	# of Direct traffic summonses issued (Sect 56 Criminal procedure act)	Number	0	12 000	3 000	819	R	Holiday, focus on summons, and the week we use on roadblock, shortage of personnel e.g one of us is assisting the Mayor not doing what he is supposed to do.	Will do all possible to write more tickets but the week road block is the must do thing. There is no holiday in October	Register of Direct Traffic Summonses
D126	Service Delivery	Improve access to sustainable	Traffic Law Enforcement	Traffic fine collection rate	Percentage	9.68%	10.00%	10.00%	3.95%	R	There is a problem with the Processing of fines	We need to have our own court whereby	Monthly revenue statement

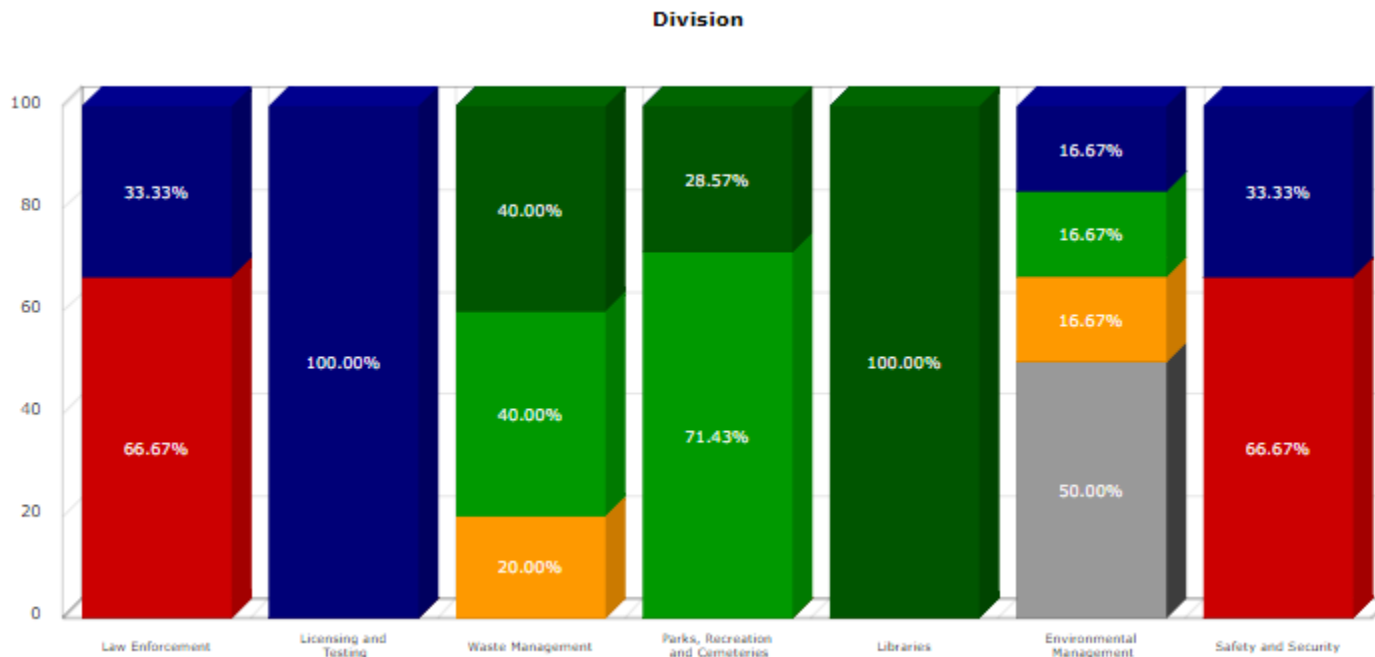
Table 15: Performance on targets set for 1 st Quarter of 2019/20 - Community Services Department														
Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence	
								Target	Actual	R	Reason for Deviation	Corrective Measures Taken		
		and affordable services										at Tzaneen Magistrate Court	we can quickly process fines	Traffic Fine system report
D127	Service Delivery	Improve access to sustainable and affordable services	Traffic Law Enforcement	# of roadblocks	Number	0	12	3	14	B	No deviation	Achieved more by doing it for 5 days	Annual Roadblock Plan Roadblock incidences reports	
D224	Good Governance	Effective and Efficient administration	Safety and Security	# of monthly compliance assessments conducted on Security Management (ito Service Level Agreement)	Number	0	12	3	2	R	None	Meeting with Mapheto Security held on 03 September 2019.	SLA Monthly Compliance Ticklist	
D225	Service Delivery	Optimise and sustain infrastructure investment and services	Maintenance of parks and open spaces	# of parks maintained	Number	0	9	9	9	G	Cleaned all 9 areas, 3 days a week	All work done	Monthly Reports Supervisor Checklists	

Table 16 below presents a summary of the level of performance for the first quarter of 2019/20 reflects that CSD achieved **74%** of the targets set.

Table 16: CSD - Summary of Results (1 st Qtr. of 2019/20)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	3	
	KPI Not Met	4	17%
	KPI Almost Met	2	9%

Table 16: CSD - Summary of Results (1 st Qtr. of 2019/20)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Met	8	35%
	KPI Well Met	5	22%
	KPI Extremely Well Met	4	17%
	Total KPIs measured this quarter	23	

Figure 4: Performance per Division (Community Services Department)



Areas affecting the performance of the Community Services Department:

- The high incidences of theft of municipal infrastructure
- Under spending on solid waste management compared to budgeted amount

- Traffic law enforcement not yet issuing the targeted number of direct summonses and fines issued are not paid by offenders.
- Security service provider performance not up to standard

3.5 Electrical Engineering Services Department

The performance of the Electrical Engineering Services Department (EED) during the first quarter of 2019/20 is presented below.

Table 17: Performance on targets set for the 1 st Quarter of 2018/19 - Electrical Engineering Department													
Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Original Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D131	Service Delivery	Improve access to sustainable and affordable services	New Electricity Connections	# of households electrified in current financial year	Number	0	1 163	0	0	N/A			Completion certificates Village electrification projects
D133	Service Delivery	Improve access to sustainable and affordable services	New Electricity Connections	Electrification of Motseteng (93 units)	Q1: Appointment of service provider consultant (5%) Q2: Approval of Designs by Eskom (2.5%) & Appointment of contractor completed (2.5%) (5%) Q3: Physical Construction at 50% (45%) Q4: Electrification at Motseteng (93 units) completed (45%)	0.00%	100.00%	5.00%	10.00%	B	None		Appointment letter(Consultant) Eskom sign off sheet for Approval Appointment letter (Contractor) Progress Reports/ Handover certificates/ PCS file(Eskom)

Table 17: Performance on targets set for the 1st Quarter of 2018/19 - Electrical Engineering Department

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Original Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D134	Service Delivery	Improve access to sustainable and affordable services	New Electricity Connections	Electrification of Ntsako area (300 units)	Q1: Appointment of service provider finalised (5%) Q2: Approval of Designs by Eskom (2.5%) & Appointment of contractor completed (2.5%) (5%) Q3: Physical Construction 50% (45%) Q4: Electrification at Ntsako (300 units) completed (45%)	0.00%	100.00%	5.00%	7.50%	B	No deviation		Appointment letter (Consultant)/ Eskom sign off sheet for Approval /Appointment letter (Contractor) /Progress Reports/ Handover certificates/ PCS file(Eskom)
D135	Service Delivery	Improve access to sustainable and affordable services	New Electricity Connections	Electrification of Mulati (114 units)	Q1: Appointment of service provider finalised (5%) Q2: Approval of Designs by Eskom (2.5%) & Appointment of contractor completed (2.5%) (5%) Q3: Physical Construction at 50% (45%) Q4: Electrification at Mulati (114 units) completed (45%)	0.00%	100.00%	5.00%	7.50%	B	No deviation		Appointment letter (Consultant) Eskom sign off sheet for Approval Appointment letter (Contractor) Progress Reports Handover certificates PCS file(Eskom)

Table 17: Performance on targets set for the 1st Quarter of 2018/19 - Electrical Engineering Department

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Original Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D136	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Maintenance	Electrification of Lenyenye (160 units)	Q1: Appointment of service provider finalised (5%) Q2: Approval of Designs by Eskom (2.5%) Appointment of contractor completed (2.5%) (5%) Q3: Physical Construction at 50% (45%) Q4: Electrification at Lenyenye (160 units) completed (45%)	0.00%	100.00%	5.00%	10.00%	B	None		Appointment letter (Consultant) Eskom sign off sheet for Approval Appointment letter (Contractor) Progress Reports Handover certificates PCS file(Eskom)
D137	Service Delivery	Improve access to sustainable and affordable services	New Electricity Connections	Electrification of Mohlaba Cross (Shukwambana) (80 units)	Q1: Appointment of service provider finalised (5%) Q2: Approval of Designs by Eskom (2.5%) & Appointment of contractor completed (2.5%) (5%) Q3: Physical Construction at 50% (45%) Q4: Electrification at Mohlaba Cross /Shukwambana (80 units) completed (45%)	0.00%	100.00%	5.00%	7.50%	B	No deviation		Appointment letter (Consultant) Eskom sign off sheet for Approval Appointment letter (Contractor) Progress Reports Handover certificates PCS file(Eskom)

Table 17: Performance on targets set for the 1st Quarter of 2018/19 - Electrical Engineering Department

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Original Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D138	Service Delivery	Improve access to sustainable and affordable services	New Electricity Connections	Electrification of Ntwanano (307 units)	Q1: Appointment of service provider finalised (5%) Q2: Approval of Designs by Eskom (2.5%) & Appointment of contractor completed (2.5%) (5%) Q3: Physical Construction at 50% (45%) Q4: Electrification at Ntwanano (307 units) completed (45%)	0.00%	100.00%	5.00%	5.00%	G	No deviation		Appointment letter (Consultant) Eskom sign off sheet for Approval Appointment letter (Contractor) Progress Reports Handover certificates PCS file(Eskom)
D139	Service Delivery	Improve access to sustainable and affordable services	New Electricity Connections	Electrification of Dan (80 units)	Q1: Appointment of service provider finalised (5%) Q2: Approval of Designs by Eskom (2.5%) & Appointment of contractor completed (2.5%) (5%) Q3: Physical Construction at 50% (45%) Q4: Electrification at Dan (80 units) completed (45%)	0.00%	100.00%	5.00%	7.50%	B	No deviation		Appointment letter (Consultant) Eskom sign off sheet for Approval Appointment letter (Contractor) Progress Reports Handover certificates PCS file(Eskom)

Table 17: Performance on targets set for the 1st Quarter of 2018/19 - Electrical Engineering Department

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Original Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D140	Service Delivery	Improve access to sustainable and affordable services	New Electricity Connections	Electrification of Phepene (29 units)	Q1: Appointment of service provider finalised (5%) Q2: Approval of Designs by Eskom (2.5%) & Appointment of contractor completed (2.5%) (5%) Q3: Physical Construction at 50% (45%) Q4: Electrification at Phepene (29 units) completed (45%)	0.00%	100.00%	5.00%	5.00%	G	None		Appointment letter (Consultant) Eskom sign off sheet for Approval Appointment letter (Contractor) Progress Reports Handover certificates PCS file(Eskom)
D143	Service Delivery	Optimise and sustain infrastructure investment and services	Facility Management	Replacement of Existing Air conditioners in Municipal Buildings (in phases)	Q1: Develop airconditioner priority list (5%) Q2: Determine specifications for airconditioners (5%) Q3: Procurement of a contractor completed (15%) Q4: Installation of airconditioners completed (75%)	0.00%	100.00%	5.00%	5.00%	G	Priority list in place for the replacement of faulty aircons	priority list in place	Priority List Specifications Appointment Letter Project completion certificate
D144	Good Governance	Increase financial viability	Cost Recovery	% Electricity loss (Kwh)	Percentage	22.00%	20.00%	0.00%	0.00%	N/A			Eskom account Revenue system reports
D146	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity Infrastructure Maintenance	Km of overhead electricity lines rebuilt	Kilometres	0	23.2	0	0	N/A			Project Completion certificates

Table 17: Performance on targets set for the 1st Quarter of 2018/19 - Electrical Engineering Department

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Original Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D148	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity Infrastructure Maintenance	R-value electricity maintenance	R-value	R0.00	R 19 661 733	R4 915 431	R3 152 328	R	This I till winter season breakdown are at the minimal although fires caused a lot of damages this will be affected in October	None	Expenditure Reports
D149	Service Delivery	Improve access to sustainable and affordable services	Electricity network upgrade and refurbishment	Provision of Electrical Capital Tools (Customer Retail)	Q1: Determine capital tool requirements for new appointees and status of current equipment (5%) Q2: Determine specifications for capital tools (5%) Q3: Procurement of capital tools in progress (75%) Q4: Procurement of equipment in line with needs analysis completed (15%)	100.00%	100.00%	5.00%	0.00%	R			Capital Tool requirements (Customer & Retail Division) Requisitions
D150	Service Delivery	Improve access to sustainable and affordable services	Electricity network upgrade and refurbishment	Provision of Electrical Tools (Operations and Maintenance)	Q 1: Determine capital tool requirements for new appointees and status of current equipment (5%) Q2: Determine specifications for capital tools (5%) Q3: Procurement of capital tools in progress (75%) Q4: Procurement of equipment in line with needs analysis completed (15%)	0.00%	100.00%	5.00%	5.00%	G	None	None	Capital Tool requirements (O&M division) Requisitions

Table 17: Performance on targets set for the 1st Quarter of 2018/19 - Electrical Engineering Department

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Original Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D151	Service Delivery	Improve access to sustainable and affordable services	Electricity network upgrade and refurbishment	Rebuilding of Lines Letsitele Valley substation to Bosbou and al T-offs in phases (1.6km)	Q1: Appointment of service provider consultant (5%) Q2: Approval of Designs & Specifications (2.5%)/Appointment of contractor 2.5% (5%) Q3: Physical Construction at 50% (45%) Q4: Finalization of Rebuilding of Letsitele Valley substation to Bosbou and all T-offs 11kV line for 1.6km (45%)	0.00%	100.00%	5.00%	5.00%	G	None		Appointment letter(Consultant) Design document& Specification Appoint letter (Contractor) Progress Reports Completion Certificate
D152	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and refurbishment	Rebuilding Valencia 11kv Lines in phases (1.6km)	Q1: Appointment of service provider consultant (5%) Q2: Approval of Designs & Specifications (2.5%)/ Appointment of contractor (2.5%) (5%) Q3: Physical Construction at 50% (45%) Q4: Rebuilding of Valencia 11kV lines (1.6km) completed (45%)	0.00%	100.00%	5.00%	5.00%	G	No deviation		Appointment letter (Consultant) Design document& Specification Appoint letter (Contractor) Progress Reports Completion Certificate
D153	Service Delivery	Improve access to sustainable and affordable services	Electricity network upgrade and refurbishment	Rebuilding of lines Gravelotte to De Neck in phases(3.3km)	Q1: Appointment of service provider consultant (5%) Q2: Approval of Designs & Specifications (2.5%)/Appointment of contractor 2.5% (5%) Q3: Physical Construction at 50% (45%) Q4: Finalization of Rebuilding of Gravelotte to De Neck 11kV line (3.3km) 45%	0.00%	100.00%	5.00%	5.00%	G	No deviation		Appointment letter(Consultant) Design document& Specification Appoint letter (Contractor) Progress Reports Completion Certificate

Table 17: Performance on targets set for the 1st Quarter of 2018/19 - Electrical Engineering Department

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Original Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D154	Service Delivery	Improve access to sustainable and affordable services	Electricity network upgrade and refurbishment	Rebuilding of Rooikoppies 11kv lines in phases (1.6km)	Q1: Appointment of service provider consultant (5%) Q2: Approval of Designs & Specifications (2.5%)/Appointment of contractor 2.5% (5%) Q3: Physical Construction at 50% (45%) Q4: Finalization of Rebuilding of Rooikoppies 11kV line for 1.6km (45%)	0.00%	100.00%	5.00%	5.00%	G	No deviation		Appointment letter(Consultant) Design document& Specification Appoint letter (Contractor) Progress Reports Completion Certificate
D155	Service Delivery	Improve access to sustainable and affordable services	Electricity network upgrade and refurbishment	Rebuilding of 33kv lines Lalapanzi to Waterbok in phases (1.5km)	Q1: Appointment of service provider consultant (5%) Q2: Approval of Designs & Specifications (2.5%)/Appointment of contractor 2.5% (5%) Q3: Physical Construction at 50% (45%) Q4: Finalization of Rebuilding of Lalapanzi 33kV line (1.5km) (45%)	0.00%	100.00%	5.00%	5.00%	G	No deviation		Appointment letter(Consultant) Design document& Specification Appoint letter (Contractor) Progress Reports Completion Certificate
D156	Service Delivery	Improve access to sustainable and affordable services	Electricity network upgrade and refurbishment	Rebuilding of Lines Greenfrog to Haenertsburg in phases (3.3km)	Q1: Appointment of service provider consultant (5%) Q2: Approval of Designs & Specifications (2.5%)/Appointment of contractor 2.5% (5%) Q3: Physical Construction at 50% (45%) Q4: Finalization of Rebuilding of Greenfrog to Haenertsburg 11kV line (3.3km) (45%)	0.00%	100.00%	5.00%	5.00%	G	No deviation		Appointment letter for Consultant Design document & Specification/Appoint letter (Contractor)/Progress Reports Completion certificate

Table 17: Performance on targets set for the 1st Quarter of 2018/19 - Electrical Engineering Department

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Original Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D157	Service Delivery	Improve access to sustainable and affordable services	Electricity network upgrade and refurbishment	Rebuilding of Mashutti 11kv lines in phases (1.3km)	Q1: Appointment of service provider consultant (5%) Q2: Approval of Designs & Specifications (2.5%)/Appointment of contractor 2.5% (5%) Q3: Physical Construction at 50% (45%) Q4: Finalization of Rebuilding of Mashutti 11kV line (45%)	0.00%	100.00%	5.00%	5.00%	G	No deviation		Appointment letter(Consultant) Design document& Specification Appoint letter (Contractor) Progress Reports Completion Certificate
D158	Service Delivery	Improve access to sustainable and affordable services	Electricity network upgrade and refurbishment	Rebuilding of Deeside 11kv lines in phases (2km)	Q1: Appointment of service provider consultant (5%) Q2: Approval of Designs & Specifications (2.5%)/Appointment of contractor 2.5% (5%) Q3: Physical Construction at 50% (45%) Q4: Finalization of Rebuilding of Deeside 11kV line (2km) (45%)	0.00%	100.00%	5.00%	5.00%	G	No deviation		Appointment letter(Consultant) Design document& Specification Appoint letter (Contractor) Progress Reports Completion Certificate
D159	Service Delivery	Improve access to sustainable and affordable services	Electricity network upgrade and refurbishment	Rebuilding of Mieliekloof and Deerpark 11kV lines in phases (1.6km)	Q1: Appointment of service provider consultant (5%) Q2: Approval of Designs & Specifications (2.5%)/Appointment of contractor 2.5% (5%) Q3: Physical Construction at 50% (45%) Q4: Finalization of Rebuilding of Mieliekloof and Deerpark 11kV lines for 1.6km (45%)	0.00%	100.00%	5.00%	5.00%	G	No deviation		Appointment letter(Consultant) Design document& Specification Appoint letter (Contractor) Progress Reports Completion Certificate

Table 17: Performance on targets set for the 1st Quarter of 2018/19 - Electrical Engineering Department

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Original Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D160	Service Delivery	Improve access to sustainable and affordable services	Electricity network upgrade and refurbishment	Rebuilding of Yamorna and Shivurali 11kv line in phases (1.6km)	Q1: Appointment of service provider consultant (5%) Q2: Approval of Designs & Specifications (2.5%)/Appointment of contractor 2.5% (5%) Q3: Physical Construction at 50% (45%) Q4: Finalization of Rebuilding of Yamorna and Shivurali 11kV line for 1.6km (45%)	0.00%	100.00%	5.00%	5.00%	G	No deviation		Appointment letter(Consultant) Design document& Specification Appoint letter (Contractor) Progress Reports Completion Certificate
D161	Service Delivery	Improve access to sustainable and affordable services	Electricity network upgrade and refurbishment	Rebuilding of Ledzee 11kv line from LZ44 to Vandergryp farm in phases (2km)	Q1: Appointment of service provider consultant (5%) Q2: Approval of Designs & Specifications (2.5%)/Appointment of contractor 2.5% (5%) Q3: Physical Construction at 50% (45%) Q4: Finalization of Rebuilding of Ledzee LZ 44 11kV line for 2 km (45%)	0.00%	100.00%	5.00%	5.00%	G	No deviation		Appointment letter(Consultant) Design document& Specification Appoint letter (Contractor) Progress Reports Completion Certificate
D162	Service Delivery	Improve access to sustainable and affordable services	Electricity network upgrade and refurbishment	Replace 2 x 15 MVA 66/11 kv Transformers with 2 x 20 MVA at Tzaneen mainsub in Phases 1 of 2	Q1: Review and Approve Transformer drawings from supplier (5%) Q2: Transformer Factory Acceptance tests received (5%) Q3: Delivering of Transformers completed (5%) Q4: Installation of Transformer 1 and 2 physical progress at 60% (85%)	0.00%	100.00%	5.00%	5.00%	G	No deviation		Approval of Transformer design drawings/ Delivering of Transformer/ Progress Reports

Table 17: Performance on targets set for the 1st Quarter of 2018/19 - Electrical Engineering Department

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Original Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D163	Service Delivery	Improve access to sustainable and affordable services	Electricity network upgrade and refurbishment	Substation Fencing at major substations in phases (Letsitele Main Substation)	Q1: Specifications completed (5%) Q2: Appointment of contractor completed (10%) Q3: Physical Construction at 50% (45%) Q4: Installation of Letsitele Main fence completed (45%)	0.00%	100.00%	5.00%	5.00%	G	No deviation		Specifications Appointment letter (contractor) Progress Report Completion Certificate
D164	Service Delivery	Improve access to sustainable and affordable services	Electricity network upgrade and refurbishment	Refurbishment of the Ebenezer 33kv Feeder (2.5km)	Q1: Appointment of service provider consultant (5%) Q2: Approval of Designs & Specifications (2.5%)/ Appointment of contractor (2.5%) (5%) Q3: Physical Construction at 50% (45%) Q4: Finalization of Rebuilding of Ebenezer 33kV lines (2.5km) completed (45%)	0.00%	100.00%	5.00%	5.00%	G	No deviation		Appointment letter (Consultant) Design document & Specification Appoint letter (Contractor) Progress Reports Completion Certificate
D165	Service Delivery	Improve access to sustainable and affordable services	Electricity network upgrade and refurbishment	Rebuilding of Letaba Feeder 33 kv line in phases (2.5km)	Q1: Appointment of service provider consultant (5%) Q2: Approval of Designs & Specifications (2.5%)/Appointment of contractor 2.5% (5%) Q3: Physical Construction at 50% (45%) Q4: Finalization of Letaba Feeder 33 kv line in phases (2.5km) (45%)	0.00%	100.00%	5.00%	5.00%	G	No deviation		Appointment letter (Consultant) Design document & Specification Appoint letter (Contractor) Progress Reports Completion Certificate

Table 17: Performance on targets set for the 1st Quarter of 2018/19 - Electrical Engineering Department

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Original Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D166	Service Delivery	Improve access to sustainable and affordable services	Electricity network upgrade and refurbishment	Substation Tripping Batteries in phases (Letsitele Valley)	Q1: Appointment of service provider consultant (5%) Q2: Approval of Designs (2.5%) & Specifications/Appointment of contractor concluded (2.5%) (5%) Q3: Physical Construction at 50% (45%) Q4: Completing installation of batteries at Letsitele Valley (45%)	0.00%	100.00%	5.00%	5.00%	G	No deviation		Appointment letter (Consultant) Design document & Specification Appoint letter (Contractor) Progress Reports/ Project completion certificate
D167	Service Delivery	Improve access to sustainable and affordable services	Electricity network upgrade and refurbishment	Replace 11kv and 33kv Auto reclosers per annum (x4)	Q1: Identifying of strategic location to auto reclosers (10%) Q2: Procurement of Auto reclosers completed (10%) Q3: Installation of auto reclosers (50%) Q4: Commissioning & Energization of 4 x 11kv auto reclosers completed (30%)	0.00%	100.00%	10.00%	10.00%	G	No deviation		List of identified positions & Coordinates, Requisition Orders Progress Report Tests Reports Completion certificate
D168	Service Delivery	Improve access to sustainable and affordable services	Electricity network upgrade and refurbishment	Installation of new Entrance streetlights R71 (Adshade bridge to the Voortrekker str robot)	Q1: Appointment of consultant concluded (5%) Q2: Approval of Designs & Specifications (2.5%). Appointment of contractor (2.5%) (5%) Q3: Physical Construction at 50% (45%) Q4: Finalization of streetlight installation at Adshade bridge to the Voortrekker street robot (45%)	0.00%	100.00%	5.00%	5.00%	G	No deviation		Appointment letter for Consultant and Contractor Design document & Specification Progress Reports Completion Certificate

Table 17: Performance on targets set for the 1st Quarter of 2018/19 - Electrical Engineering Department

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Original Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D169	Service Delivery	Improve access to sustainable and affordable services	Electricity network upgrade and refurbishment	Miniature substation Urban distribution networks in phases at 8 Christian Miller	Q1: Identifying of strategic location to install Miniature Substation (5%) Q2: Procurement of Miniature substation completed (15%) Q3: Installation of Miniature substation in progress at 50% (30%) Q4: Commissioning and Energization of Miniature substation at Christian Miller x1 completed (30%)	0.00%	100.00%	5.00%	5.00%	G			List of identified position and Coordinates Requisition Orders Progress Report Tests Reports Completion certificate
D170	Service Delivery	Improve access to sustainable and affordable services	Electricity network upgrade and refurbishment	Renewal Repairs and maintenance on prepaid meters and infrastructure in phases (Mieliekloof & Tarentaalrand)	Q1: Draft Specifications (2.5%) and appointment of contractor concluded (2.5% (5%) Q2: Procurement of meters and supply to GTM stores (10%) Q3: Retrofitting of pre-paid meters physical progress at 50% (45%) Q4: Renewal Repairs and maintenance on prepaid meters and infrastructure at Mieliekloof and Tarentaalrand completed (40%)	0.00%	100.00%	5.00%	3.00%	R	Appointmen t letter in place bot yet signed	Facilitation of signing of appointment letter	Specifications Appointment letter Progress Report Completion Certificate

Table 17: Performance on targets set for the 1st Quarter of 2018/19 - Electrical Engineering Department

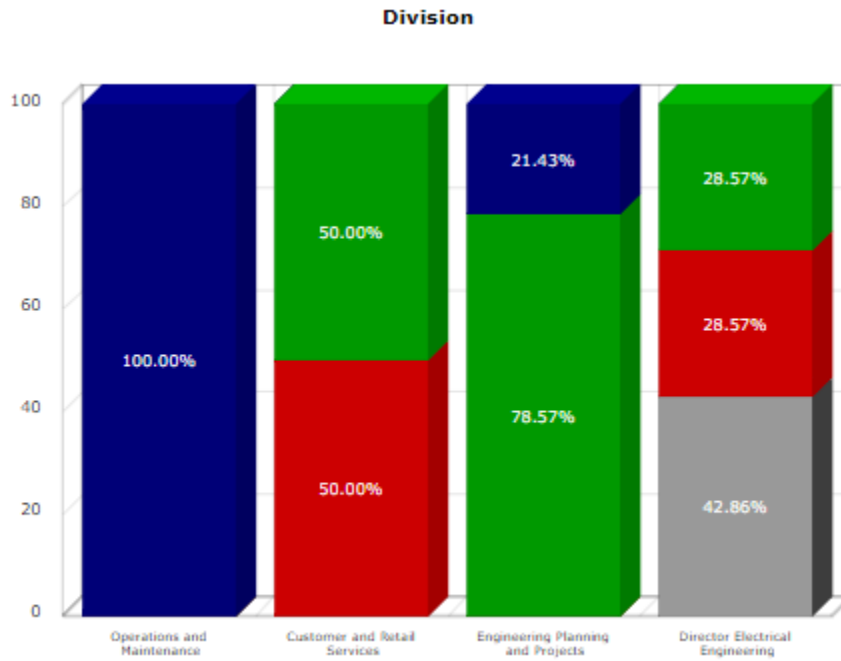
Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Original Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D171	Service Delivery	Improve access to sustainable and affordable services	Electricity network upgrade and refurbishment	New Electricity Connections (Consumer contribution)	Q1: Funds received as services contributions spent on new connections and procurement of transformers (25%) Q2: Funds received as services contributions spent on new connections and procurement of transformers (25%) Q3: Funds received as services contributions spent on new connections and procurement of transformers (25%) Q4: Funds received as services contributions spent on new connections and procurement of transformers (25%)	100.00%	100.00%	25.00%	59.00%	B	none	The September Income amount is subject to expenditure as the jobs are not yet completed	New connections register Job card sign off Requisition orders (Transformers)
D226	Service Delivery	Improve access to sustainable and affordable services	Electricity network upgrade and refurbishment	R71 Deerpark Traffic circle lights (From Voortrekker str traffic lights up to SANRAL Traffic Circle)	Q1: Appointment of consultant concluded (5%) Q2: Approval of Designs and Specifications (2.5%). Appointment of contractor (2.5%) (10%) Q3: Physical Construction at 50% (45%) Q4: Finalization streetlight installation at R71 Deerpark Traffic circle (45%)	0.00%	100.00%	5.00%	5.00%	G	No deviation		Appointment letter for Consultant and Contractor Design document and Specification Progress Reports Completion certificate

Table 17: Performance on targets set for the 1 st Quarter of 2018/19 - Electrical Engineering Department													
Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Original Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D227	Service Delivery	Improve access to sustainable and affordable services	Electricity network upgrade and refurbishment	Area Lighting at R36 Kujwana turn-off	Q1: Appointment of consultant concluded (5%) Q2: Approval of Designs & Specifications (2.5%). Appointment of contractor (2.5%) (10%) Q3: Physical Construction at 50% (45%) Q4: Area Lighting at R36 Kujwana turn-off completed (45%)	0.00%	100.00%	5.00%	5.00%	G	No deviation		Appointment letter for Consultant Design document & Specification/Appoint letter (Contractor)/Progress Reports Completion certificate

Table 18 below presents a summary of the level of performance for the first quarter of 2019/20 for EED indicating that **91%** of the targets set for the quarter were met.

Table 18: EED - Summary of Results (1 st Qtr. of 2018/19)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	3	
	KPI Not Met	3	9%
	KPI Almost Met	0	0%
	KPI Met	25	71%
	KPI Well Met	0	0%
	KPI Extremely Well Met	7	20%
	Total KPIs measured this quarter	35	

Figure 5: Performance per Division (Electrical Engineering Dpt)



Areas that affect the performance of the Electrical Engineering Department:

1. Most projects are on track as planning was in advanced stage when DBSA funds was received.
2. Electricity losses are still a concern a situation which is worsened by the challenges with meter reading.

3.6 Engineering Services Department

The performance of the Engineering Services Department by the end of the first quarter of 2019/20 is presented below (see **Table 19**).

Table 19: Performance on targets set for the 1 st Quarter of 2018/19 - Engineering Services Department													
Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D172	Economic Growth	Increased investment in the GTM economy	Job Creation	# of active jobs through the municipal EPWP projects (Full time equivalent)	Number	0	502	215	489	B	None	None	EPWP Beneficiary list Capital project jobs register
D174	Good Governance	Increase financial viability	Grant Management	% MIG funding spent	Percentage	100.00%	100.00%	15.00%	33.00%	B	Ahead of target	None	Grant Expenditure Reports
D175	Service Delivery	Improve access to sustainable and affordable services	Building Control	# of contravention notices issued to decrease non-compliance to building regulations	Number	34	50	12	4	B	No contravention notice was issued for the months of September 2019	No corrective measure is required	Copies of notices issued
D176	Service Delivery	Optimise and sustain infrastructure investment and services	Fleet Management	% of availability of Fleet.	Percentage	0.00%	60.00%	60.00%	54.51%	O	no deviation	no corrective measure required	Fleet Register Ticklist (list of all vehicles, monthly verification of functionality) Workflow Register

Table 19: Performance on targets set for the 1st Quarter of 2018/19 - Engineering Services Department

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D177	Service Delivery	Improve access to sustainable and affordable services	Facility Management	Upgrading of old fire station building and Civic Centre	Q1: Installation of passenger Lift physical progress at 80%. (20%). Designs for roof completed. (5%) (25%) Q2: Installation of lift completed. (20%). Advertisement for replacement of Civic Centre Roof (5%) (25%) Q3: Appoint service provider for replacement of roof completed (5%) Q4: Replacement of roof completed (45%)	0.00%	100.00%	25.00%	25.00%	G	None. Construction has started	No corrective measure required	Roof Design report Lift & Roof Completion certificate Appointment letter for Roof
D178	Service Delivery	Improve access to sustainable and affordable services	Upgrading of Road Network	Kilometers of tar and or paved roads completed	Kilometers	15	15.7	0	0	N/A	Not due	None	Project Progress Reports for Multi-year projects Practical Completion and or Completion certificates of completed Projects
D179	Service Delivery	Improve access to sustainable and affordable services	Upgrading of Road Network	Mopye High School Access Road Phase 1 of 1 and 2 of 2	Q1: Physical Progress at 35% (35%) Q2: Physical Progress at 50% (15%) Q3: Physical Progress at 70% (20%) Q4: 100% Road Completed (2km) (30%)	0.00%	100.00%	35.00%	35.00%	G	None. On target	None	Monthly Project Progress Reports Project Completion Certificate

Table 19: Performance on targets set for the 1st Quarter of 2018/19 - Engineering Services Department

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D180	Service Delivery	Improve access to sustainable and affordable services	Upgrading of Road Network	Paving of Nelson Ramodike High School Access road to school: Phase 1 of 2 and phase 2 of 3 and 3 of 3	Q1: Appointment of a Contractor completed (5%) Q2: Physical Progress at 10% (25%) Q3: Physical Progress at 20% (25%) Q4: Physical Progress at 35% (45%)	0.00%	100.00%	5.00%	7.00%	B	Not required	None	Monthly Project Progress Reports Project Completion Certificate
D181	Service Delivery	Improve access to sustainable and affordable services	Upgrading of Road Network	Upgrading of Access Road to Mbambamencisi	Q1: Physical Progress 65% (40%) Q2: Project Complete (1.2km) (60%) Q3: n/a Q4: n/a	0.00%	100.00%	40.00%	60.00%	B	Contractor is ahead of schedule	None	Monthly Project Progress Reports Project Completion Certificate
D182	Service Delivery	Improve access to sustainable and affordable services	Upgrading of Road Network	Paving of Moseanoka to Cell C Pharare Internal streets (Ward 28)	Q1: Appointment of an Engineer (25%) Q2: Approval of Scoping Report (25%) Q3: Approval of Design Report (25%) Q4: Advertisement of a Contractor (25%)	0.00%	100.00%	25.00%	50.00%	B	Scoping report approved	None	Appointment Letter Scoping Report Design Report Advertisement
D183	Service Delivery	Improve access to sustainable and affordable services	Upgrading of Road Network	Relela Access Road upgrading from gravel to tar: Phase 1 of 4	Q1: Appointment of a Contractor completed (10%) Q2: Physical Progress at 10% (30%) Q3: Physical Progress at 20% (30%) Q4: Physical Progress at 30% (30%)	0.00%	100.00%	10.00%	45.00%	B	Contractor progressing ahead of schedule	None	Monthly Project Progress Reports

Table 19: Performance on targets set for the 1st Quarter of 2018/19 - Engineering Services Department

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D184	Service Delivery	Improve access to sustainable and affordable services	Upgrading of Road Network	Matapa to Leseka Access road to school: Phase 1 of 2 and 2 of 2	Q1: Appointment of a Contractor completed (10%) Q2: Physical Progress at 10% (30%) Q3: Physical Progress at 20% (30%) Q4: Physical Progress at 30% (30%)	0.00%	100.00%	10.00%	45.00%	B	Progress ahead of schedule	None	Monthly Project Progress Reports
D185	Service Delivery	Improve access to sustainable and affordable services	Upgrading of Road Network	Tarring Nkowankowa A Codesa and Hani Street	Q1: Physical Progress at 90% (50%) Q2: Project Completed 1.7km (50%) Q3: n/a Q4: n/a	0.00%	100.00%	50.00%	75.00%	B	Progress ahead of schedule	None	Progress Reports Completion Certificate
D186	Service Delivery	Improve access to sustainable and affordable services	Upgrading of Road Network	Mulati Access road Paving: Phase 1 of 3, 2 of 3 and 3 of 3	Q1: Physical Progress at 55% (20%) Q2: Physical Progress at 60% (30%) Q3: Physical Progress at 70% (30%) Q4: Physical Progress at 80% (30%)	0.00%	100.00%	20.00%	85.00%	B	Progress ahead of schedule	None	Monthly Project Progress Reports
D187	Service Delivery	Improve access to sustainable and affordable services	Upgrading of Road Network	Upgrading of Khujwana to Lenyenye Access Road: Phase 1 of 3, 2 of 3 and 3 of 3	Q1: Physical Progress at 50% (20%) Q2: Physical Progress at 60% (30%) Q3: 100% Completed (5.6km) (50%) Q4: n/a	0.00%	100.00%	20.00%	60.00%	B	Progress ahead of scheduled	None	Monthly Project Progress Reports Project Completion Certificate
D188	Service Delivery	Improve access to sustainable and affordable services	Upgrading of Road Network	Mawa B12 low level bridge	Q1: Appointment of a Contractor completed (10%) Q2: Physical Progress at 10% (30%) Q3: Physical Progress at 20% (30%) Q4: Physical Progress at 30% (30%)	0.00%	100.00%	10.00%	40.00%	B	None	None	Monthly Project Progress Reports

Table 19: Performance on targets set for the 1st Quarter of 2018/19 - Engineering Services Department

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D189	Service Delivery	Improve access to sustainable and affordable services	Upgrading of Road Network	Paving of Risaba, Mnisi, Shando to Driving School Internal Street in Ward 5	Q1: Appointment of an Engineer (25%) Q2: Approval of Scoping Report (25%) Q3: Approval of Design Report (25%) Q4: Advertisement of a Contractor (25%)	0.00%	100.00%	25.00%	50.00%	B	None	None	Appointment Letter Scoping Report Design Report Advertisement
D190	Service Delivery	Improve access to sustainable and affordable services	Public Transport	New Lenyenye Taxi Rank Phase 1 of 2 and 2 of 2	Q1: Appointment of a Contractor completed (10%) Q2: Physical Progress at 10% (30%) Q3: Physical Progress at 20% (30%) Q4: Physical Progress at 30% (30%)	0.00%	100.00%	10.00%	10.00%	G	None	None	Project progress reports
D191	Service Delivery	Improve access to sustainable and affordable services	Unspecified	Paving of road from Ndhuna Mandlakazi, Efrika, Zangoma, Mpenyisi to Jamba Cross and Nwamitwa Bridge via Nhlengeleti School to Taxi Rank, Clinic via Lwandlamoni School to Nwamitwa Mandlakazi Road	Q1: Appointment of an Engineer (25%) Q2: Approval of Scoping Report (25%) Q3: Approval of Design Report (25%) Q4: Advertisement of a Contractor (25%)	0.00%	100.00%	25.00%	50.00%	B	None	None	Appointment Letter Scoping Report Design Report Advertisement

Table 19: Performance on targets set for the 1st Quarter of 2018/19 - Engineering Services Department

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D209	Service Delivery	Optimise and sustain infrastructure investment and services	Facility Management	New generator for Head Office	Q1: Develop (2.5%) and submit (2.5%) specifications to SCM (5%) Q2: Advertise for procurement of a generator (25%) Q3: Appointment of service provider for a generator (20%) Q4: Delivery of generator for head office completed (50%)	0.00%	100.00%	5.00%	5.00%	G	No deviation. The specification is completed	No corrective measures required	Specifications Appointment letter Advertisement Delivery note
D210	Service Delivery	Optimise and sustain infrastructure investment and services	Road Maintenance	Purchase of Fleet: 1 x TLB, 1 x Excavator, 2 x Waste trucks, 1 x Low Bed truck	Q1: Develop (2.5%) and submit (2.5%) specifications to SCM (5%) Q2: Advertise for procurement of fleet (20%) Q3: Appointment of service provider for fleet (20%) Q4: Delivery of 1 x TLB, 1 x Excavator, 2 x Waste trucks, 1 x Low Bed truck completed (50%)	0.00%	100.00%	5.00%	5.00%	G	None. Specification is completed	No corrective measure	Specifications Appointment letter Advertisement Delivery note
D211	Service Delivery	Optimise and sustain infrastructure investment and services	Road Maintenance	Purchasing of tar cutting machines and small compactor	Q1: Develop (2.5%) and submit (2.5%) specifications to SCM (5%) Q2: Advertise for procurement of tar cutting machine (20%) Q3: Delivery of tar cutting machine and small compactor (70%) Q4: n/a	0.00%	100.00%	5.00%	25.00%	B	None. Procurement of tar cutter and roller advertised.	Not required	Specifications and delivery note Advertisement
D216	Service Delivery	Optimise and sustain infrastructure investment and services	Water infrastructure upgrade and maintenance	New generator for George's Valley	Q1: N/A Q2: Develop (2.5%) and submit (2.5%) specifications to SCM (5%) Q3: Advertise for procurement of a generator (20%) Q4: Delivery of generator (70%)	0.00%	100.00%	0.00%	0.00%	N/A	Not due	None	Specifications and delivery note Advertisement

Table 19: Performance on targets set for the 1st Quarter of 2018/19 - Engineering Services Department

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D217	Service Delivery	Improve access to sustainable and affordable services	Electricity network upgrade and refurbishment	High Mast Lights at Dan Village	Q1: Identification of two strategic location to install high mast (2.5%) Secure permission from relevant authorities e.g. Eskom, SANRAL, Traditional Authority (2.5%) (5%) Q2 : Completion of Technical specification (2.5%) SCM process for appointment of contractor (2.5%) (5%), Q3: Physical Construction at 50% (45%) Q4: Finalization two new highmast lights installed at Dan Village (45%)	0.00%	100.00%	5.00%	5.00%	G	None. Areas identified and Eskom provided feedback	None	Co-ordinates for identified locations Capacity confirmation letter from Eskom and SANRAL Appointment letter to contractor Progress Report Completion Certificate
D218	Service Delivery	Improve access to sustainable and affordable services	Road Maintenance	Rehabilitation of Haenertsburg Cemetery Road	Q1: Approval of Scoping Report (25%) Q2: Approval of Design Report (25%) Q3: Preparation of tender documentation (25%) Q4: Advertisement of a Contractor (25%)	0.00%	100.00%	25.00%	40.00%	B	None. Preliminary designs concluded	Not required	Appointment Letter Scoping Report Design Report Advertisement
D221	Service Delivery	Improve access to sustainable and affordable services	Facility Management	Additions to existing Tzaneen Stores, including fencing	Q1: Develop specifications (2.5%) and submit to SCM (2.5%) (5%) Q2: Advertise for appointment of contractor (5%) Q3: Appoint service provider and physical progress at 20% (40%) Q4: Project completed (50%)	0.00%	100.00%	5.00%	2.50%	R	Delays were cause by reducing the scope of work to fit the available budget	To finalise the specification by before end of October 2019	Specifications and completion certificate Appointment letter

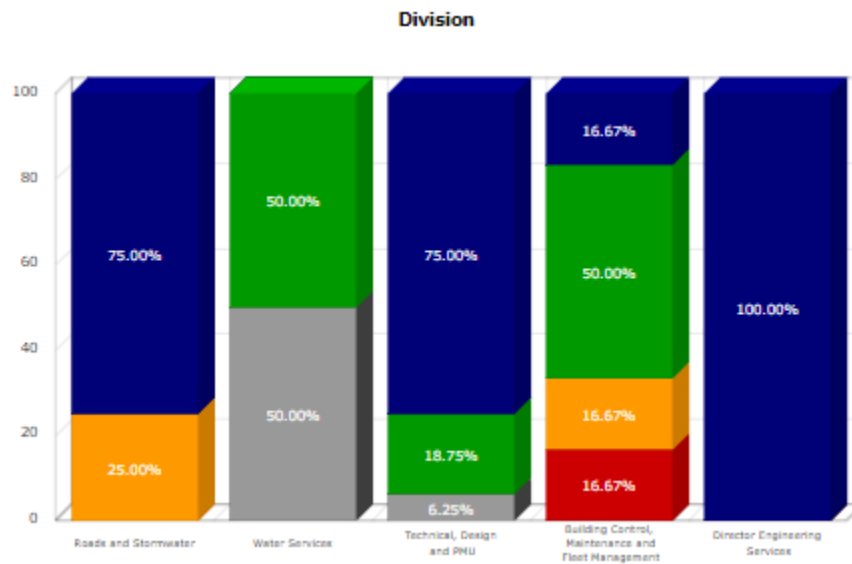
Table 19: Performance on targets set for the 1 st Quarter of 2018/19 - Engineering Services Department													
Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D229	Service Delivery	Improve access to sustainable and affordable services	Water quality management	% of water samples (at GTM water purification plants) complying with SANS 241	Percentage	0.00%	100.00%	100.00%	100.00%	G	None	Not required	Monthly Water Sample Results register
D230	Service Delivery	Optimise and sustain infrastructure investment and services	Road Maintenance	m ² of tarred roads patched	Square meters	0	10 500	2 625	2 178.06	O	121m ² patched. The maintenance teams worked a lot on opening and cleaning of stormwater drains.	Fast tracking tar patching progress.	Quarterly Road Maintenance Programme Job cards for internal work done Orders issued to service providers
D231	Service Delivery	Optimise and sustain infrastructure investment and services	Road Maintenance	Kilometers of roads graded	Number	0	6 996	1 749	2 366.50	B	None. 751 km graded.	Not required	Quarterly Road Maintenance Programme Register of Job cards for grading of roads

Table 20 and the graph below presents a summary of the level of performance for the first quarter of 2019/20 for ESD indicating 89% of the targets set were met.

Table 20: ESD - Summary of Results (1 st Qtr. of 2019/20)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	2	
	KPI Not Met	1	4%
	KPI Almost Met	2	7%

Table 20: ESD - Summary of Results (1 st Qtr. of 2019/20)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Met	7	26%
	KPI Well Met	0	0%
	KPI Extremely Well Met	17	63%
	Total KPIs	27	

Figure 6: Performance Per Division (Engineering Services Dpt)



Issues that affected the performance of the Engineering Services Department:

- Implementation of multi-year MIG projects are progressing well.
- Targets set for the patching of tar roads not.

3.7 Planning and Economic Development Department

The performance of the Planning Economic Development Department during the first quarter of 2019/20 is presented below.

Table 21: Performance on targets set for the 1 st Quarter of 2018/19 - Planning and Economic Development Department													
Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D192	Economic Growth	Enhanced Integrated developmental planning	Town Planning	# of SPLUMA tribunal sittings	Number	0	4	1	1	G	no deviation	na	Invitations Minutes & Attendance Register
D193	Economic Growth	Enhanced Integrated developmental planning	Town Planning	Formulation of land use scheme for GTM area as per SPLUMA	Q1: Land Use Scheme completed by 30 Sept '19 (80%) Q2: Land Use Scheme adopted by Council by 30 Nov '19 (10%) Q3: Promulgation of Land Use Scheme by 30 March '20 (10%) Q4: n/a	0.00%	100.00%	80.00%	60.00%	O	Service provider unable to meet his contractual agreement.	Corrective meetings held on the 19th 20th July 2019 with the service provider.	LUMS Council Resolution Promulgation notices
D194	Economic Growth	Enhanced Integrated developmental planning	Sustainable Human Settlements	Formulation of a Land Audit report for entire GTM area	Q1: Draft Land Audit Report submitted by 30 Sept '19 Q2: Final Land Audit Report submitted to Council by 30 Dec '19 Q3: n/a Q4: n/a	0.00%	100.00%	80.00%	90.00%	G2	Final report submitted	Submit report to council for adoption	Draft Land Audit Report Council Resolution
D195	Economic Growth	Create a stable and an enabling environment by attracting suitable investors	Enterprise Development	# of Agricultural Expos	Number	1	1	1	0	R			EXPO Programme EXPO Report

Table 21: Performance on targets set for the 1st Quarter of 2018/19 - Planning and Economic Development Department

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D196	Economic Growth	Increased investment in the GTM economy	Job Creation	# of jobs created through municipal LED initiatives and Capital Projects	Number	2 663	2 400	600	1 060	B	Lack of initiatives for the new jobs	Implement the LED Strategy and register all capital projects as EPWP	Monthly Job creation register
D197	Economic Growth	Enhance sustainable environmental management and social development	Sustainable Human Settlements	# of Housing Consumer Education initiatives	Number	4	4	1	0	R			Advertisement/ Invitations Information Brochures Attendance Register
D198	Economic Growth	Create a stable and an enabling environment by attracting suitable investors	Informal Sector Support	Regulate informal Sector Economy	Q1: Formalise a task team to regulate the Informal Sector economy, develop Terms of Reference for the committee (25%) Q2: TOR and Task Team and By-law ITEM approved by Council by 30 Dec '19 (25%) Q3: Arrange and conduct a workshop for informal traders on the implementation of the Informal Sector Strategy and By-law (25%) Q4: By-law on Street Trading promulgation concluded. (25%)	4.00%	100.00%	25.00%	25.00%	G	No Reason for Deviation	No Corrective Measures	TOR Council Resolution By-Law Promulgation Workshop invitation and attendance register
D199	Economic Growth	Increased investment in the GTM economy	SMME Development	# of SMME's supported	Number	34	50	42	38	O	No Reason for Deviation	No Corrective Measures	Invitations to SMMEs Attendance Register of events

Table 21: Performance on targets set for the 1st Quarter of 2018/19 - Planning and Economic Development Department

Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D201	Economic Growth	Create a stable and an enabling environment by attracting suitable investors	Investment Attraction	Incentive Policy	Q1: Draft Incentive Policy (50%) Q2: Incentive policy adopted by Council by 30 Dec '19 (50%) Q3: n/a Q4: n/a	0.00%	100.00%	50.00%	50.00%	G	The draft completed and circulated for comments by all directors	Adoption by council	Draft & Final Incentive Policy Council Resolution
D203	Economic Growth	Create a stable and an enabling environment by attracting suitable investors	Investment Attraction	Tourism Strategy Development	Q1: Develop Specifications and submit to SCM (10%) Q2: Advertisement and closure of bid (5%) Q3: Evaluation and Adjudication and appointment of Service provider (5%) Q4: Draft Tourism Strategy Available by 30 June '20 (80%)	0.00%	100.00%	10.00%	10.00%	G	No Reason for Deviation	No Corrective Measures	Specifications Draft Tourism Strategy
D204	Economic Growth	Increased investment in the GTM economy	Investment Attraction	GTEDA Support	Q1: Review (20%) and conclude a Service Level Agreement with GTEDA by end of August '19 (20%) Q2: Consultations with GTEDA on LED strategy and budget requirements (30%) Q3: Review the GTEDA Annual Business Plan for 20/21 Financial year for inclusion in IDP (20%) Q4: GTEDA Business plan projects included in the GTM IDP for 20/21 (10%)	0.00%	100.00%	40.00%	30.00%	O	SLA Reviewed, awaiting council adoption	Submit the SLA for adoption by council	GTEDA SLA Annual Business Plan GTM approved IDP

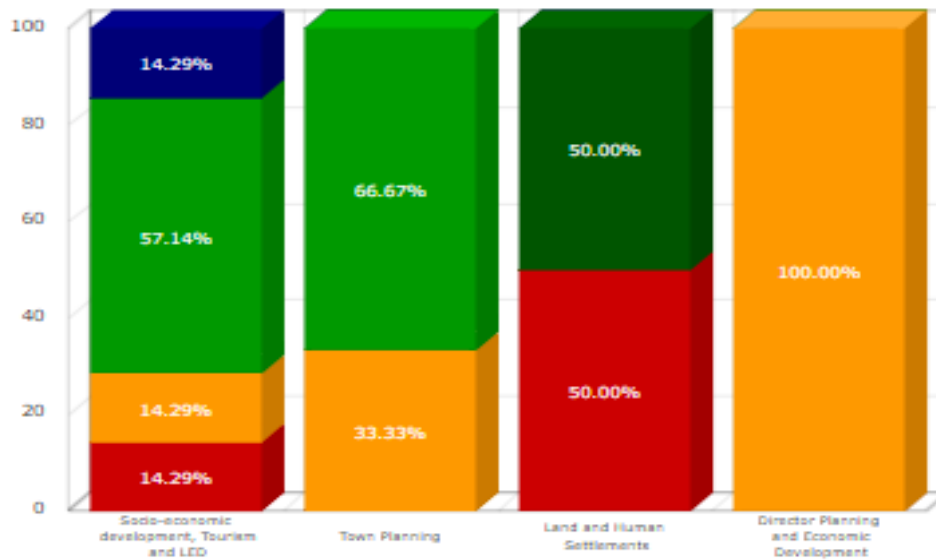
Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	R	Reason for Deviation	Corrective Measures Taken	
D206	Economic Growth	Enhanced Integrated developmental planning	Sustainable Human Settlements	Purchase Geographical Information Systems Equipment	Q1: Draft Specifications and finalise Request for Proposal Documentation to SCM by end Aug (10%) Q2: Procurement process and closure of bid. (5%) Q3: Appointment of service provider and SLA concluded (5%) Q4: Delivery of GIS equipment in line with SLA. (80%)	0.00%	100.00%	10.00%	10.00%	G	Specifications finalised	Not applicable	Specifications Request for Proposal SLA Delivery note
D222	Economic Growth	Increased investment in the GTM economy	Investment Attraction	SMME Development Strategy	Q1: Develop Specifications and submit to SCM (10%) Q2: Advertisement and closure of bid (5%) Q3: Evaluation and Adjudication and appointment of Service provider (5%) Q4: Draft Informal Sector Strategy Available by 30 June '20 (80%)	0.00%	100.00%	10.00%	10.00%	G	No Reason for Deviation	No Corrective Measures	Specifications Draft Informal Sector Economy Strategy

Table 22 below presents a summary of the level of performance for the first quarter of 2019/20 for PED, indicating that only **62%** of the targets set for the quarter were met

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

Table 22: PED - Summary of Results (1 st Qtr. of 2019/20)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Met	2	15%
	KPI Almost Met	3	23%
	KPI Met	6	46%
	KPI Well Met	1	8%
	KPI Extremely Well Met	1	8%
	Total KPIs measured this period	13	

Figure 7: Performance per Division (PED Dpt)



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

1. Poor performance of the service provider appointed to develop the Land Use Scheme
2. Agricultural expo was not reported
3. Housing Consumer Initiatives were not conducted as planned
4. New SLA with GTEDA still awaiting Council approval.

3.8 Greater Tzaneen Economic Development Agency

The performance of the Greater Tzaneen Economic Development Agency (GTEDA) by the end of the 1st quarter of 2019/20 is presented below (see **Table 23**).

Table 23 Performance on targets set for the 1 st Quarter of 2018/19 - Greater Tzaneen Economic Development Agency													
Ref	Municipal KPA	Strategic Objective	Programme	KPI Name	Description of Unit of Measurement	Baseline	Annual Target	Year to Date Values ending September 2019					Source of Evidence
								Target	Actual	Rating	Reason for Deviation	Corrective Measures Taken	
D213	Economic Growth	Create a stable and an enabling environment by attracting suitable investors	Investment Attraction	# of committed investors attracted through GTEDA	Number	4	2	0	0	N/A			Service Level Agreement/ MOU (Makgoba Dieplaagte, Manufacturing and Agro processing)
D214	Good Governance	Increase financial viability	Management and Administration	Purchase of MSCOA printers Equipment's	Q1: Specifications completed (5%) Q2: Procurement of service provider completed (5%) Q3: Printers and Equipment delivered (90%) Q4: Not applicable this quarter	0.00%	100.00%	5.00%	0.00%	R			Specifications Appointment letter Receipt

Table 24 below presents a summary of the level of performance for the 1st quarter of 2019/20 for GTEDA reflecting that **0%** of the targets set for the period were met.

Table 24: GTEDA - Summary of Results (1st Qtr. of 2019/20)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	1	
	KPI Not Met	1	100%
	KPI Almost Met	0	0%
	KPI Met	0	0%
	KPI Well Met	0	0%
	KPI Extremely Well Met	0	0%
	Total KPIs measured this quarter	1	

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

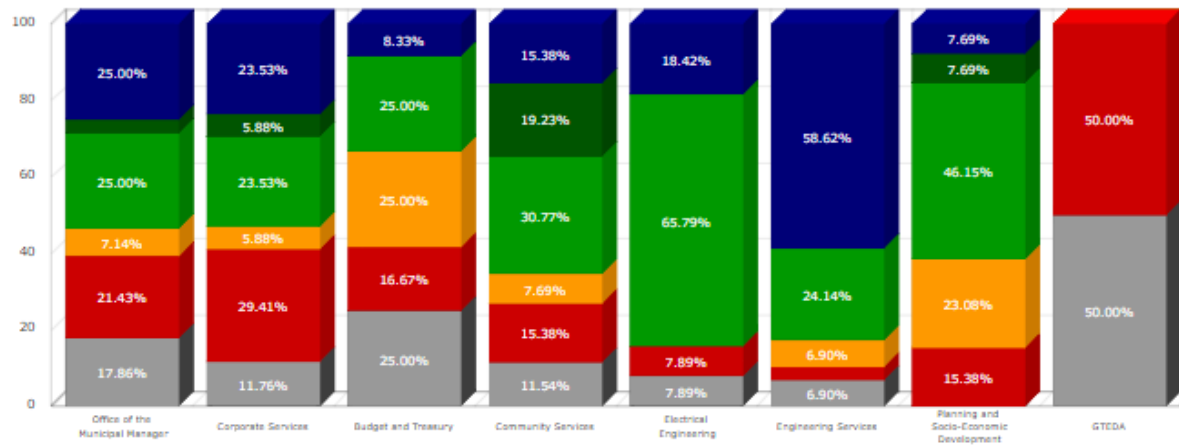
- Measurement included in the IDP only measures year-end result of GTEDA initiatives.
- GTEDA Projects not included in the IDP

3.9 Overall Organisational Performance 2019/20 (1 July-30 Sept '19)

During the 1st Quarter of 2019/20 GTM achieved **75%** of the targets set for the quarter were met, a great improvement from other financial years.

Table 25: GTM - Summary of Results (1 st Qtr. of 2019/20)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	19	
	KPI Not Met	24	16%
	KPI Almost Met	13	9%
	KPI Met	60	41%
	KPI Well Met	8	5%
	KPI Extremely Well Met	41	28%
	Total KPIs measured this quarter	146	

Figure 8: 1st Quarter Performance for 2019/20 for GTM (Overall organizational performance)



4. 1st Quarter Assessment of the performance of Service providers for 2019/20

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

Table 25: Evaluation of Service Provider Performance for the Period 1 July '19 – 30 Sept '19 (2019/20 FY)														
Dept	Project name	Name of Service provider	Source of funding	Contract Start date	Contract End date	Physical Progress to date - <i>(Narrative required on what work was done by service provider)</i>	Challenges with service provider performance and/or interventions	Assessment SCORE given to service provider (Scale 1-5)				Assessment comments (reason for assessment score provided)	R-value of contract awarded	Expenditure (Year to date)
								1 - Poor	2 - Fair	3 - Average	4 - Good			
MM	Legal services	Mahumani Inc. Attorneys	Own funds	2017/10/01	2020/10/01	The Municipality appointed Developers to Develop relevant portions of the land belonging to the Municipality. The Developments were not moving the institution decided to appoint the attorneys from our panel of attorneys to put the developers on terms so that the Developments can be concluded, the meetings with the attorney and the developers are currently underway.	None	4	n/a	n/a	n/a	The Service Provider is discharging the services as instructed by the Municipality and doing exceptionally well.	36 Months	R400,929
MM	Legal services	Modjadji Raphesu Attorneys	Own funds	2017/10/01	2020/10/01	The Service Provider was appointed to liquidate the Phadima Group Holding Company which was unable to pay a debt owed to the Municipality. The liquidation case is underway in the High Court.	None	3	n/a	n/a	n/a	The Service Provider is discharging the services as instructed by the Municipality.	36 Months	R150,360
MM	Legal services	Talane & Associates	Own funds	2017/10/01	2020/10/01	The Service Provider was appointed to defend the cases of Bravospan, Phinnet Communications, Letaba Pakkers, Malunga Tax	None	5	n/a	n/a	n/a	The Service Provider is doing exceptionally well and have	36 Months	R1,637,349

Table 25: Evaluation of Service Provider Performance for the Period 1 July '19 – 30 Sept '19 (2019/20 FY)

Dept	Project name	Name of Service provider	Source of funding	Contract Start date	Contract End date	Physical Progress to date - <i>(Narrative required on what work was done by service provider)</i>	Challenges with service provider performance and/or interventions	Assessment SCORE given to service provider (Scale 1-5)				Assessment comments (reason for assessment score provided)	R-value of contract awarded	Expenditure (Year to date)
								1 - Poor	2 - Fair	3 -Average	4 - Good			
						Consultants and the Disciplinary Hearing of an employee.						100% record of all the disputes referred to them.		
MM	Legal services	Mateme Inc. Attorneys	Own funds	2017/10/01	2020/10/01	The Service Provider was appointed to defend the case of Siphwe Engineering and to do the Transfers of Properties for the Municipality and to chair a Disciplinary Hearing	None	4	n/a	n/a	n/a	The Service Provider is doing exceptionally well and have 100% record of all the disputes referred to them.	36 Months	R0
MM	Legal services	Machaba Inc Attorney	Own funds	2017/10/01	2020/10/01	The Service Provider was appointed to defend the Municipality in the case of Greater Tzaneen Municipality and its Managers, and to do the Transfers of Properties, to be the Prosecutor in Disciplinary Hearings.	None	3	n/a	n/a	n/a	The Service Provider is discharging his services slowly as instructed.	36 Months	R2,135,610
MM	Legal services	Ntuli Attorneys	Own funds	2017/10/01	2020/10/01	The Service Provider was appointed to defend the case of Mapheto Business Enterprise and to Chair Disciplinary Hearings.	None	5	n/a	n/a	n/a	The Service Provider has done 100% excellently well and the cases were completed successfully with ease in record time.	36 Months	R0
MM	Electronic Performance Reporting	ActioniT	Own funds	1/09/2019	31/04/2020	Provide electronic system for reporting on SDBIP, Performance plans, auditing of POEs and conducting individual performance assessments	None	5	n/a	n/a	n/a	System user-friendly and GTM is able to run it without consultant on-site	R149,975 (7 month extension pending advert)	R64 275

Table 25: Evaluation of Service Provider Performance for the Period 1 July '19 – 30 Sept '19 (2019/20 FY)

Dept	Project name	Name of Service provider	Source of funding	Contract Start date	Contract End date	Physical Progress to date - <i>(Narrative required on what work was done by service provider)</i>	Challenges with service provider performance and/or interventions	Assessment SCORE given to service provider (Scale 1-5)				Assessment comments (reason for assessment score provided)	R-value of contract awarded	Expenditure (Year to date)
								1 - Poor	2 - Fair	3 - Average	4 - Good			
CORP	Mimecast : Unified Email Management System	EOH	GTM / IT	2018/07/01	2021/06/30	Mimecast provides a comprehensive email security and archives solution.	None	5	n/a	n/a	n/a	Exceptional performance	R 23 115 pm	R 69 345
CORP	Website Services	SITA	GTM/ IT	2015/05/01	Ongoing	Website maintenance services on going	None	5	n/a	n/a	n/a	Exceptional performance	R5553.78 pm	R 16 661
CORP	Microsoft products	CHMVuwani	GTM/ IT	2017/11/28	2020/10/28	Usage of Microsoft products ongoing.	None	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Exceptional performance	\$ 92 642 Dollars Annually	
CORP	Printing Services	Limpopo Nashua	GTM/IT	2018/08/01	7/31/2021	Providing printing services	None	4	n/a	n/a	n/a	The service provider performs good support services.	R195,956.00 pm	R2m
CORP	Printing Services	Phinnet Communication	GTM/ IT	2018/08/01	7/31/2021	Providing printing services	None	4	n/a	n/a	n/a	The service provider performs good support services.	R57,500.04 pm	R 172 500
CORP	Telephone Services	Call Save	GTM/ IT	2017/05/01	2020/04/30	Telephone system operate daily.	The system keeps on delaying calls. The errors on the system were reported but not yet resolved by the service provider	3	n/a	n/a	n/a	The service provider performs better support services required since we are still struggling with making calls.	R76134.75 pm	R 228 404
CORP	Leasing of ICT LAN Equipment	CHM Vuwani Computer Solutions	GTM	1/01/2019	31/12/2022	Firewalls and Switches delivered, configurations and testing on going.	None.	5	n/a	n/a	n/a	Exceptional performance	R 2 503 799.73 total for the duration of the contract.	R 208 650

Table 25: Evaluation of Service Provider Performance for the Period 1 July '19 – 30 Sept '19 (2019/20 FY)

Dept	Project name	Name of Service provider	Source of funding	Contract Start date	Contract End date	Physical Progress to date - <i>(Narrative required on what work was done by service provider)</i>	Challenges with service provider performance and/or interventions	Assessment SCORE given to service provider (Scale 1-5)				Assessment comments (reason for assessment score provided)	R-value of contract awarded	Expenditure (Year to date)
								1 - Poor	2 - Fair	3 -Average	4 - Good			
CORP	Leasing of Servers and storage equipment.	First technology (pty)	GTM	1/01/2019	31/12/2022	Servers and storage devices installed, configurations on going.	None	5	n/a	n/a	n/a	Exceptional performance	R 1 246 884.37 total for the duration of the contract	R 103 908
CORP	Disaster Recovery Plan	Afrocentric IP	Own funds	1/01/2019	31/12/2019	The SLA for maintenance and support of the DR equipment is signed by the two parties	None.	5	n/a	n/a	n/a	Exceptional performance	R196 000 annually	
CFO	General Valuation Roll and maintenance	Uniqeeco	Own funds	01-Jul-17	30-Jun-21	General valuation roll was submitted on time. Received supplementary and maintain valuation roll	None	4	n/a	n/a	n/a	Service provider deliver on requirements as per SLA	7m	R 78 267
CFO	Meterreading service	Baatshuma (Pty)ILtd	Own funds	01-Oct-18	30-Sep-21	Physical service delivery start 21 October 2018	Challenges with inconsistent Meterreading and LPU meters not read correctly	2	n/a	n/a	n/a	Council is not receiving all consumption readings for billing purposes with an effect on our cash flow, effecting reporting also.	8m	R 609 825
CFO	Disconnection and reconnection of services	Baatshuma (Pty)ILtd	Own funds	01-Oct-18	30-Sep-21	Daily disconnection and reconnection as per extracts for actions to be taken	Actions not finalised on day of extract and then not cancelled when payments received. Disconnection twice a month for same consumers.	3	n/a	n/a	n/a	Given the challenges on farms for disconnection the overall performance in town is satisfactory	5m	R 552 595

Table 25: Evaluation of Service Provider Performance for the Period 1 July '19 – 30 Sept '19 (2019/20 FY)

Dept	Project name	Name of Service provider	Source of funding	Contract Start date	Contract End date	Physical Progress to date - (Narrative required on what work was done by service provider)	Challenges with service provider performance and/or interventions	Assessment SCORE given to service provider (Scale 1-5)				Assessment comments (reason for assessment score provided)	R-value of contract awarded	Expenditure (Year to date)
								1 - Poor	2 - Fair	3 -Average	4 - Good			
CFO	Debt collection	Transaction Capital Recoveries	Own funds	01-Oct-19	30-Sep-22	SLA in process to be signed, debt data handed over for analytical purposes.	None	n/a	n/a	n/a	n/a	Will assess in next quarter, just started	10% on recovery amount	R 105 755
CFO	Electrical Pre-paid system	Contour (Pty)Ltd	Own funds		31-Dec-19	Managing prepaid through closed vending system, compatible with current electrical infrastructure	None	4	n/a	n/a	n/a	User friendly system, well maintained and reports available on system. Receive reconciliations monthly.	5% Commission fee.	R 115 473
CFO	Printing of account statements	Focus Forms	Own funds		Bid Advertised and Adjudicated. No termination date	Monthly printing of account statements for distribution.	Appointment on new service provider in final stage, expected start date 1 December 2019	5	n/a	n/a	n/a	We do not experience any delays or problems with current service provider.	Depending on amount of acc's billed per month-operational expenditure under postage vote	R 67 604
CFO	VAT review	PK Consulting	Own funds	01-Jul-18	30-Sep-20	Submission of VAT 201 monthly returns to SARS	Skills transfer	3	n/a	n/a	n/a	Skills transfer not yet done	Rate	R 7 892 146
CFO	Assets Consultants	ARMS	Own funds	01/05/2017	01-Nov-19	Compiling and updating Assets register	none	5	n/a	n/a	n/a	unqualified audit opinion	R7 199 000	R 225 404
CFO	Insurance	KUNENE MAKOPO	OPERATING BUDGET	1/10/2018	13-Jul-05	Renewal Meeting with Kunene Makopo during September 2019. After renewal insurance claims are being attendant to on a case by case basis.	Delays in turnaround time to process certain claims, however they being attended to case by case	2	n/a	n/a	n/a	Slow Payment of claims, turnaround time on requests regarding policy schedule & various claim handlers	1 942 469	Annual renewal fees not yet paid.

Table 25: Evaluation of Service Provider Performance for the Period 1 July '19 – 30 Sept '19 (2019/20 FY)

Dept	Project name	Name of Service provider	Source of funding	Contract Start date	Contract End date	Physical Progress to date - <i>(Narrative required on what work was done by service provider)</i>	Challenges with service provider performance and/or interventions	Assessment SCORE given to service provider (Scale 1-5)				Assessment comments (reason for assessment score provided)	R-value of contract awarded	Expenditure (Year to date)
								1 - Poor	2 - Fair	3 -Average	4 - Good			
CFO	Financial System	SEBATA	Own funds	01-May-17	Continuous as it's a Treasury requirement for Mscoa	Billing module, cashiers module, Asset module still under development and testing.	Programme testing on going for data accuracy and completeness delays.	2	n/a	n/a	n/a	Billing module, cashiers module, Asset module still under development and testing.	Long term contract, no actual value	R3, 634, 116
CSD	Treatment & Disposal Management (SCMU 16/2017)	Theuwedi Trading Enterprise	GTM	1/12/2017	30/11/2020	Sustainable Disposal Management service are provided @ Tzaneen Landfill-site.	Constant supervision are conducted by the Regional Waste Management Officer ensuring sustainable "compliance" with norms; standards & specifications Penalties apply in areas of under performance.	4	n/a	n/a	n/a	The Tender-SLA include as part of the technical specifications a "Performance-checklist" with ratings	R 20,236,610-52 (+ 10% annual escalation)	R12,686,165
CSD	Litterpicking Region-North (SCMU 01/2018)	Theuwedi Trading Enterprise	GTM	1/10/2018	30/09/2021	Sustainable Litterpicking services are provided within the Northern Services-area in Tzaneen-suburb & Main Roads.	Constant supervision are conducted by the Regional Waste Management Officer ensuring sustainable "compliance" with norms; standards & specifications Penalties apply in areas of under performance.	4	n/a	n/a	n/a	The Tender-SLA include as part of the technical specifications a "Performance-checklist" with ratings	R 21,613,616-00 (+ 10% annual escalation)	R 7,727,676

Table 25: Evaluation of Service Provider Performance for the Period 1 July '19 – 30 Sept '19 (2019/20 FY)

Dept	Project name	Name of Service provider	Source of funding	Contract Start date	Contract End date	Physical Progress to date - <i>(Narrative required on what work was done by service provider)</i>	Challenges with service provider performance and/or interventions	Assessment SCORE given to service provider (Scale 1-5)				Assessment comments (reason for assessment score provided)	R-value of contract awarded	Expenditure (Year to date)
								1 - Poor	2 - Fair	3 -Average	4 - Good			
CSD	Litterpicking Region-South (SCMU 06/2018)	Theuwedi Trading Enterprise	GTM	1/01/2019	31/12/2021	Sustainable Litterpicking services are provided within the Southern Services-area in Nkowankowa-suburb.	Constant supervision are conducted by the Regional Waste Management Officer ensuring sustainable "compliance" with norms; standards & specifications Penalties apply in areas of under performance.	4	n/a	n/a	n/a	The Tender-SLA include as part of the technical specifications a "Performance-checklist" with ratings	R 15,024,704-00 (+ 10% annual escalation)	R 3,726,175
CSD	Collection & Transportation Lenyenye (SCMU 07/2018)	Molebogeng Trading Enterprise	GTM	1/01/2019	31/12/2021	Sustainable waste removal-services are provided within the Southern Services-area in Lenyenye-suburb.	Constant supervision are conducted by the Regional Waste Management Officer ensuring sustainable "compliance" with norms; standards & specifications Penalties apply in areas of under performance.	4	n/a	n/a	n/a	The Tender-SLA include as part of the technical specifications a "Performance-checklist" with ratings	R 12,988,091-00 (+ 10% annual escalation)	R 3,247,022

Table 25: Evaluation of Service Provider Performance for the Period 1 July '19 – 30 Sept '19 (2019/20 FY)

Dept	Project name	Name of Service provider	Source of funding	Contract Start date	Contract End date	Physical Progress to date - <i>(Narrative required on what work was done by service provider)</i>	Challenges with service provider performance and/or interventions	Assessment SCORE given to service provider (Scale 1-5)				Assessment comments (reason for assessment score provided)	R-value of contract awarded	Expenditure (Year to date)
								1 - Poor	2 - Fair	3 -Average	4 - Good			
CSD	Collection & Transportation Nkowankowa & Rural Bulk-waste (SCMU 18/2017)	Molebogeng Trading Enterprise C.C.	GTM	01/03/2018	28/02/2021	Sustainable waste removal-services are provided within the Southern Services-area in Nkowankowa-suburb & Region-South (Rural)	Constant supervision are conducted by the Regional Waste Management Officer ensuring sustainable "compliance" with norms; standards & specifications Penalties apply in areas of under performance.	4	n/a	n/a	n/a	The Tender-SLA include as part of the technical specifications a "Performance-checklist" with ratings	R 16,053,512-40 (+ 10% annual escalation)	R 8,448,809
CSD	Provision of Physical Security	Mapheto Business Services	GTM	01/06/2019	31/05/2021	To Provide physical security and guarding of municipal assets, officials and councillors	They do not perform as per SLA. There are too many thefts and damages of municipal assets under their care. Five criminal cases were opened to date. They caused security breached on 12/09/2019 Special Council wherein they let in a group of people with petrol into the building as well as assaulting the Municipal Manager.	1	n/a	n/a	n/a	Poor performance and non-conformance with SLA	R27 793 200.00 for 24 Months	R4 632 200
CSD	Cash In Transit (CIT)	Fidelity Cash Solutions	GTM	01/03/2017	31/03/2020	Collect and Bank Municipal Cash	They collect as per SLA, unfortunately the Cash is not deposited daily at the bank and	3	n/a	n/a	n/a	Sometimes they do not collect citing vehicle challenges. Cash deposits	R665 750,88 Contract value for 36 Months.	R573 285

Table 25: Evaluation of Service Provider Performance for the Period 1 July '19 – 30 Sept '19 (2019/20 FY)														
Dept	Project name	Name of Service provider	Source of funding	Contract Start date	Contract End date	Physical Progress to date - (Narrative required on what work was done by service provider)	Challenges with service provider performance and/or interventions	Assessment SCORE given to service provider (Scale 1-5)				Assessment comments (reason for assessment score provided)	R-value of contract awarded	Expenditure (Year to date)
								1 - Poor	2 - Fair	3 -Average	4 - Good			
							against the Municipal Policy.					do not reflect to the bank on other times due to the delays. Use of many deposit books confusing Revenue staff.		
CSD	Access Control	Pro Satellite Systems	GTM	01/07/2013	to date	Provision of Access Control using Morpho (Finger Prints) for Employees and Visitors (Cards) at Civic Centre and Tzaneen Municipal Stores.	There is no signed Repair and Maintenance Plan, we use Call Up which is sometimes very expensive.	4	n/a	n/a	n/a	The Municipality can utilise their services in future.	R 0	
CSD	Provision of Physical Security on High Level	Ulwazi Security Group (PTY) LTD	GTM	16/09/2019	15/10/2019	Provision of High Level Security with Close Protection Officers Services at the Main Building and for the Mayor, Municipal Manager, Director Corporate Services, director Engineering Services and Director Community services after threats on the Nkowankowa Chris Hani - Codesa street Project. This followed recommendation on the report after the 12/09/2019 Special Council report.	High Costs as they were unforeseen during the budget process and will lead to overspending.	4	n/a	n/a	n/a	The Municipality can utilise their services in future.	R716 858.88	R716 858.88

Table 25: Evaluation of Service Provider Performance for the Period 1 July '19 – 30 Sept '19 (2019/20 FY)

Dept	Project name	Name of Service provider	Source of funding	Contract Start date	Contract End date	Physical Progress to date - <i>(Narrative required on what work was done by service provider)</i>	Challenges with service provider performance and/or interventions	Assessment SCORE given to service provider (Scale 1-5)				Assessment comments (reason for assessment score provided)	R-value of contract awarded	Expenditure (Year to date)
								1 - Poor	2 - Fair	3 -Average	4 - Good			
CSD	Enhancement Of Security Measures	Diamond Jam Investment (PTY) LTD t/a Diamond Security	GTM	01/04/2019	31/03/2022	Provision of Security measures to safeguard the Municipal Electrical Substations	Poor communication which will result in live electricity affecting service provider and non-communication when doing projects on site.	4	n/a	n/a	n/a	The Municipality can utilise their services in future.	R4 043 972.07 once off and R7 547 435.64 for 36 months	R5 301 878
CSD	HIV-UNIFORM	Muswana O.J	UNIFORM	2019/07/01	SLOW 75% DELIVERY		SLOW SERVICE DELIVERY	1	n/a	n/a	n/a	Service provider takes long to deliver goods	R200 00-00	R200 000-00
CSD	Traffic speed law enforcement and back office services	MAVAMBO ITS	GTM	01.12.2017	DEC 31 2020	Provided systems, speed equipment, office backup and filing services	Insufficient collection of fines	4	n/a	n/a	n/a	Record keeping is good Systems provided are good	Rates	R 854, 936
EED	Maintenance and Refurbishment of Overhead power line and other related Equipment	Rivisi Electrical Contractors	GTM	18-Dec-17	18-Dec-20	Rebuilding of lines and restoration of supply under emergency conditions	None	4	n/a	n/a	n/a	Service provider can still improve on quality of work	On orders	470 926
EED	Streetlights Ward 15	Calibre Consulting Engineers	DBSA Loan	01/07/2019	30/06/2020	Busy with designs	None	4	n/a	n/a	n/a	Performance was good	R 500 000	R0
EED	R71 Deerpark Traffic circle lights SANRAL	Calibre Consulting Engineers	DBSA Loan	01/07/2019	30/06/2020	Busy with designs	None	4	n/a	n/a	n/a	Performance was good	R 1 600 000	R0
EED	Area Lighting at R36 Kujwana turn off	Calibre Consulting Engineers	DBSA Loan	01/07/2019	30/06/2020	Busy with designs	None	4	n/a	n/a	n/a	Performance was good	R 300 000	R0

Table 25: Evaluation of Service Provider Performance for the Period 1 July '19 – 30 Sept '19 (2019/20 FY)

Dept	Project name	Name of Service provider	Source of funding	Contract Start date	Contract End date	Physical Progress to date - <i>(Narrative required on what work was done by service provider)</i>	Challenges with service provider performance and/or interventions	Assessment SCORE given to service provider (Scale 1-5)				Assessment comments (reason for assessment score provided)	R-value of contract awarded	Expenditure (Year to date)
								1 - Poor	2 - Fair	3 -Average	4 - Good			
EED	Replace 2 x 20 MVA 66/11 kV at Tzaneen main sub	Chule Projects	DBSA Loan	01/07/2019	30/06/2020	Busy with the procurement of Transformers	None	4	n/a	n/a	n/a	Performance was satisfactory. Project is a multi-year project	R3 494 865	R0
EED	Replace 2 x 20 MVA 66/11 kV at Tzaneen main sub	Rems Electrical	DBSA Loan	01/07/2019	30/06/2020	Busy with the procurement of Transformers	Delays in starting to implement project	3	n/a	n/a	n/a	Performance was satisfactory. Project is a multi-year project	R 8 055 135	R0
EED	Design and supervision for Upgrading of Waterbok 33/11 Substation	Chule Projects	DBSA Loan	01/07/2019	30/06/2020	Waiting for long lead time materials /Roll over project	Insufficient project management	2	n/a	n/a	n/a	Performance was unsatisfactory	R 224 973	R0
EED	Upgrading of Waterbok 33/11 Substation	Khakhi Electrical	DBSA Loan	01/07/2019	30/06/2020	Waiting for long lead time materials/Roll over projects	Poor project execution and delays in delivering of materials	2	n/a	n/a	n/a	Performance was unsatisfactory	R 1 487 177	R0
EED	Design and supervision for Upgrading of Blacknoll 33/11	Chule Projects	DBSA Loan	01/07/2019	30/06/2020	Waiting for long lead time materials/Roll over projects	Insufficient project management	2	n/a	n/a	n/a	Performance was unsatisfactory	R 224 973	R0
EED	Upgrading of Blacknoll 33/11	Khakhi Electrical	DBSA Loan	01/07/2019	30/06/2020	Waiting for long lead time materials/Roll over projects	Poor project execution and delays in delivering of materials	2	n/a	n/a	n/a	Performance was unsatisfactory	R 1 499 817	R0
EED	Design and Supervision for Rebuilding of Rooikoppies 11kv lines	Calibre Consulting Engineers	DBSA Loan	01/07/2019	30/06/2020	Managing of the project/Roll over projects	Insufficient project management	2	n/a	n/a	n/a	Performance was unsatisfactory	R 500 000	R0

Table 25: Evaluation of Service Provider Performance for the Period 1 July '19 – 30 Sept '19 (2019/20 FY)

Dept	Project name	Name of Service provider	Source of funding	Contract Start date	Contract End date	Physical Progress to date - <i>(Narrative required on what work was done by service provider)</i>	Challenges with service provider performance and/or interventions	Assessment SCORE given to service provider (Scale 1-5)				Assessment comments (reason for assessment score provided)	R-value of contract awarded	Expenditure (Year to date)
								1 - Poor	2 - Fair	3 -Average	4 - Good			
EED	Rebuilding of Rooikoppies 11kv lines	Xiverengi Electrical	DBSA Loan	01/07/2019	30/06/2020	Rebuilding of the line/ Roll over projects	Poor performance in executing the project	2	n/a	n/a	n/a	Performance was unsatisfactory	R 500 000	R0
EED	Design and Supervision for Rebuilding of Politsi Valley 11kv lines	Calibre Consulting Engineers	DBSA Loan	01/07/2019	30/06/2020	Managing of the project/Roll over projects	Insufficient project management	2	n/a	n/a	n/a	Performance was unsatisfactory	R 500 000	R0
EED	Rebuilding of Politsi Valley 11kv lines	Moagi Electrical	DBSA Loan	01/07/2019	30/06/2020	Rebuilding of the line/Roll over projects	Poor performance in executing the project	2	n/a	n/a	n/a	Performance was unsatisfactory	R 500 000	R0
EED	Substation Tripping Batteries (Item B53 6/14)	Chule Projects	DBSA Loan	01/07/2019	30/06/2020	Managing of the project/Roll over projects	None	4	n/a	n/a	n/a	Performance good	R 52 174	R0
EED	Substation Tripping Batteries (Item B53 6/14)	Dzothe Projects	DBSA Loan	01/07/2019	30/06/2020	Supply and install batteries/ Roll over projects	Late appointment of service provider	3	n/a	n/a	n/a	Performance was satisfactory	R619 998	R0
EED	Substation Tripping Batteries (Item B53 6/14)	Chule Projects	DBSA Loan	01/07/2019	30/06/2020	New/ Busy with Designs	None	5	n/a	n/a	n/a	Performance was excellent	R 52 174	R0
EED	Design and Supervision for Rebuilding of lines – Letsitele Valley substation – Bosbou and all T offs	Calibre Consulting Engineers	DBSA Loan	01/07/2019	30/06/2020	Busy with designs	None	4	n/a	n/a	n/a	Performance was good.	R 500 000	R0
EED	Design and Supervision for Rebuilding of Valencia 11kv lines	Calibre Consulting Engineers	DBSA Loan	01/07/2019	30/06/2020	Busy with designs	None	4	n/a	n/a	n/a	Performance was good.	R 500 000	R0

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Dept	Project name	Name of Service provider	Source of funding	Contract Start date	Contract End date	Physical Progress to date - <i>(Narrative required on what work was done by service provider)</i>	Challenges with service provider performance and/or interventions	Assessment SCORE given to service provider (Scale 1-5)				Assessment comments (reason for assessment score provided)	R-value of contract awarded	Expenditure (Year to date)
								1 - Poor	2 - Fair	3 -Average	4 - Good			
EED	Design and Supervision for Rebuilding of Rooikoppies 11kv lines	Calibre Consulting Engineers	DBSA Loan	01/07/2019	30/06/2020	Busy with designs	None	4	n/a	n/a	n/a	Performance was good. Busy with design	R 500 000	R0
EED	Design and Supervision for Rebuilding of Haenertsburg_ Green Fog 11kv lines	Calibre Consulting Engineers	DBSA Loan	01/07/2019	30/06/2020	Busy with designs	None	4	n/a	n/a	n/a	Performance was good. Busy with design	R 500 000	R0
EED	Design and Supervision for Rebuilding of lines Gravelotte 11kV – De Neck	Calibre Consulting Engineers	DBSA Loan	01/07/2019	30/06/2020	Busy with designs	None	4	n/a	n/a	n/a	Performance was good. Busy with design	R 1 000 000	R0
EED	Design and Supervision for Rebuilding of 33 KV lines – Lalapanzi – Waterbok	Calibre Consulting Engineers	DBSA Loan	01/07/2019	30/06/2020	Busy with designs	None	4	n/a	n/a	n/a	Performance was good. Busy with design	R 600 000	R0
EED	Design and Supervision for Rebuilding of Mashutti 11kv line	Calibre Consulting Engineers	DBSA Loan	01/07/2019	30/06/2020	Busy with designs	None	4	n/a	n/a	n/a	Performance was good. Busy with design	R 400 000	R0
EED	Design and Supervision for Rebuilding of Deeside 11kv line	Calibre Consulting Engineers	DBSA Loan	01/07/2019	30/06/2020	Busy with designs	None	4	n/a	n/a	n/a	Performance was good. Busy with design	R 600 000	R0
EED	Design and Supervision for Rebuilding of Yarmona /Shivulari 11kv line	Calibre Consulting Engineers	DBSA Loan	01/07/2019	30/06/2020	Busy with designs	None	4	n/a	n/a	n/a	Performance was good. Busy with design	R 600 000	R0

Table 25: Evaluation of Service Provider Performance for the Period 1 July '19 – 30 Sept '19 (2019/20 FY)

Dept	Project name	Name of Service provider	Source of funding	Contract Start date	Contract End date	Physical Progress to date - <i>(Narrative required on what work was done by service provider)</i>	Challenges with service provider performance and/or interventions	Assessment SCORE given to service provider (Scale 1-5)				Assessment comments (reason for assessment score provided)	R-value of contract awarded	Expenditure (Year to date)
								1 - Poor	2 - Fair	3 -Average	4 - Good			
EED	Design and Supervision for Rebuilding of Mieliekloof / Deerpark 11kv lines	Calibre Consulting Engineers	DBSA Loan	01/07/2019	30/06/2020	Busy with designs	None	4	n/a	n/a	n/a	Performance was good. Busy with design	R 500 000	R0
EED	Design and Supervision for Rebuilding of Ledzee 11kv lines	Calibre Consulting Engineers	DBSA Loan	01/07/2019	30/06/2020	Busy with designs	None	4	n/a	n/a	n/a	Performance was good. Busy with design	R 1 400 000	R0
EED	Rebuilding of Letaba Feeder 33KV line	Calibre Consulting Engineers	DBSA Loan	01/07/2019	30/06/2020	Busy with designs	None	4	n/a	n/a	n/a	Performance was good. Busy with design	R 1 000 000	R0
EED	Design and Supervision for Refurbishment of the Ebenhezer 33kV Feeder-	Calibre Consulting Engineers	DBSA Loan	01/07/2019	30/06/2020	Busy with designs	None	4	n/a	n/a	n/a	Performance was good. Busy with design	R 1 000 000	R0
EED	Design and Supervision for Substation Fencing (Letsitele Main)	Chule Projects	DBSA Loan	01/07/2019	30/06/2020	Busy with designs	None	5	n/a	n/a	n/a	Performance was excellent	R 500 000	R0
EED	Electrification of 95 units at Mariveni	Uranus Consulting Engineers	INEP Grant	01/07/2019	30/06/2020	Managing of project / Roll Over project.	None	3	n/a	n/a	n/a	Performance was satisfactory	R 208 434	R0
EED	Electrification of 95 units at Mariveni (Design and Supervision)	Madz Electrical	INEP Grant	01/07/2019	30/06/2020	Construction stage/ Roll Over project.	Project completed	3	n/a	n/a	n/a	Performance satisfactory. Delays in the ordering of meters	R 1 389 563	R0
EED	Electrification of 23 units at Zangoma	Uranus Consulting Engineers	INEP Grant	01/07/2019	30/06/2020	Managing of project / Roll Over project.	None	3	n/a	n/a	n/a	Performance satisfactory.	R 48 387	R0

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Dept	Project name	Name of Service provider	Source of funding	Contract Start date	Contract End date	Physical Progress to date - <i>(Narrative required on what work was done by service provider)</i>	Challenges with service provider performance and/or interventions	Assessment SCORE given to service provider (Scale 1-5)				Assessment comments (reason for assessment score provided)	R-value of contract awarded	Expenditure (Year to date)
								1 - Poor	2 - Fair	3 -Average	4 - Good			
												Project not completed		
EED	Electrification of 23 units at Zangoma(Design and Supervision)	Madz Electrical	INEP Grant	01/07/2019	30/06/2020	Construction stage/ Roll Over project.	Poor project execution, project way behind schedule	3	n/a	n/a	n/a	Performance was satisfactory. Delays in completing project on time	R 322 577	R0
EED	Electrification of 90 units at Mbhekwana (Design and Supervision)	Uranus Consulting Engineers	INEP Grant	01/07/2019	30/06/2020	Managing of project / Roll Over project.	Project behind schedule	3	n/a	n/a	n/a	Performance was satisfactory. Delays in completing project on time	R 185 625	R0
EED	Electrification of 90 units at Mbhekwana	Tshabalala Munti Purpose Workshop	INEP Grant	01/07/2019	30/06/2020	Construction stage/ Roll Over project.	Project behind schedule	3	n/a	n/a	n/a	Performance was satisfactory. Delay in completing project	R 1 237 500	R0
EED	Electrification of 24 units at Relela (Design and Supervision)	Uranus Consulting Engineers	INEP Grant	01/07/2019	30/06/2020	Managing of project / Roll Over project.	Insufficient project management	2	n/a	n/a	n/a	Performance unsatisfactory. Poor level project management	R 49 482	R0
EED	Electrification of 24 units at Relela	Phomelelo Industrial Power Supply	INEP Grant	01/07/2019	30/06/2020	Construction stage/ Roll Over project.	Poor project execution, project behind schedule	2	n/a	n/a	n/a	Performance unsatisfactory. Project completion way behind schedule	R 329 880	R0
EED	Electrification of 238 units at Mandlakazi (Marikana)-Design and Supervision	Uranus Consulting Engineers	INEP Grant	2018/01/07	30/06/2019	Construction stage/ Roll Over project.	Insufficient project management	2	n/a	n/a	n/a	Performance unsatisfactory. Insufficient management of project	R 490 697	R0

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								1 - Poor	2 - Fair	3 -Average	4 - Good			
EED	Electrification of 238 units at Mandlakazi (Marikana)	Phomelelo Industrial Power Supply	INEP Grant	01/07/2019	30/06/2020	Construction stage/ Roll Over project.	Poor project execution and delays in delivering of materials due to additional units	2	n/a	n/a	n/a	Performance unsatisfactory. Project not completed on time	R 3 271 310	R0
EED	Electrification of 100 units at Nabane (Design and Supervision)	Calibre Consulting Engineers	INEP Grant	01/07/2019	30/06/2020	Managing of project / Roll Over project.	Delay with approval of designs	4	n/a	n/a	n/a	Performance was good	R 206 250	R0
EED	Electrification o 100 units at Nabane	Omphile Electrical and Construction	INEP Grant	01/07/2019	30/06/2020	Construction stage/ Roll Over project.	Project completed	5	n/a	n/a	n/a	Performance was excellent	R 1 375 000	R0
EED	Electrification of 200 units at Madawa	Calibre Consulting Engineers	INEP Grant	01/07/2019	30/06/2020	Managing of project / Roll Over project.	Delays at Eskom with approval of designs due to feeder split project to be completed before the village can be connected	3	n/a	n/a	n/a	Performance was satisfactory. Insufficient level of supervision	R 412 500	R0
EED	Electrification of 200 units at Madawa	Gumela Projects	INEP Grant	01/07/2019	30/06/2020	Construction stage/ Roll Over project	Project behind schedule, due to additional scope and waiting for roll over to be approved	3	n/a	n/a	n/a	Performance was satisfactory	R 2 750 000	R0
EED	Electrification of 78 units at Gabaza	Calibre Consulting Engineers	INEP Grant	01/07/2019	30/06/2020	Managing of project / Roll Over project.	Delays at Eskom with approval of designs due to feeder split project to be completed before the village can be connected	2	n/a	n/a	n/a	Performance was unsatisfactory Insufficient level of supervision	R 160 875	R0

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								1 - Poor	2 - Fair	3 -Average	4 - Good			
EED	Electrification of 78 units at Gabaza	Ritswalo Project	INEP Grant	01/07/2019	30/06/2020	Construction stage/ Roll Over project.	Project behind schedule, due to additional scope and waiting for roll over to be approved	3	n/a	n/a	n/a	Performance was satisfactory	R 1 072 500	R179 647
EED	Electrification of 160 units at Lenyenye	Calibre Consulting Engineers	INEP Grant	01/07/2019	30/06/2020	Design & Managing the project	None	5	n/a	n/a	n/a	Performance was excellent.	R 412 800	R0.00
EED	Electrification of 160 units at Lenyenye	Omphile Electrical and Construction	INEP Grant	01/07/2019	30/06/2020	Construction stage	None	5	n/a	n/a	n/a	Performance was excellent.	R 2 339 200	R0.00
EED	Electrification of 93 units at Motseteng	Calibre Consulting Engineers	INEP Grant	01/07/2019	30/06/2020	Design & Managing the project	None	5	n/a	n/a	n/a	Performance was excellent	R239 940	R0.00
EED	Electrification of 93 units at Motseteng	Hlulani Projects Contractor	INEP Grant	01/07/2019	30/06/2020	Construction stage	None	5	n/a	n/a	n/a	Performance was excellent	R 1 359 660	R0.00
EED	Electrification of 29 units at New Phepene	Calibre Consulting Engineers	INEP Grant	01/07/2019	30/06/2020	Busy with designs	Designs not approved by Eskom. Due to capacity constraints on their network.	3	n/a	n/a	n/a	Performance was satisfactory	R 423 980	R0.00
EED	Electrification of 307 units at Ntwanano	Calibre Consulting Engineers	INEP Grant	01/07/2019	30/06/2020	Busy with designs	Designs not approved by Eskom. Due to capacity constraints on their network.	3	n/a	n/a	n/a	Performance was satisfactory	R 4 386 000	R0.00
EED	Electrification of 80 units at Dan	Simolola Consulting Engineers	INEP Grant	01/07/2019	30/06/2020	Finalizing specifications to appoint contractor	None	4	n/a	n/a	n/a	Performance was good/ Designs	R 206 400	R0.00

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								1 - Poor	2 - Fair	3 -Average	4 - Good			
												completed in time		
EED	Electrification of 80 units at Mohlaba Cross	Simolola Consulting Engineers	INEP Grant	01/07/2019	30/06/2020	Finalizing specifications to appoint contractor	None	4	n/a	n/a	n/a	Performance was good/ Designs completed in time	R 206 400	R0.00
EED	Electrification of 114 units at Mulati	Simolola Consulting Engineers	INEP Grant	01/07/2019	30/06/2020	Finalizing specifications to appoint contractor	None	4	n/a	n/a	n/a	Performance was good/ Designs completed in time	R 294 120	R0.00
EED	Electrification of 300 units at Ntsako	Simolola Consulting Engineers	INEP Grant	01/07/2019	30/06/2020	Finalizing specifications to appoint contractor	None	4	n/a	n/a	n/a	Performance was good/ Designs completed in time	R 774 000	R0.00
EED	Multi-year contract/ Specialize Maintenance	Rhino Consulting Engineer	Operational	01/02/2016	01/02/2020	Specialized Maintenance within the electrical department	None	4	n/a	n/a	n/a	Performance was good	R 4 628 000	R 691 365
ESD	Supply and delivery of water treatment chemicals	Indlela	Own	26/07/2019	21/08/2019	Delivery of chemicals completed	None	5	n/a	n/a	n/a	The service provider performed well and delivered the chemicals on time	Orders issued as need arises	R 322 437
ESD	Repair and maintenance of all equipment on all water pumps and pump stations	Wanga projects	Own	2017/09/17	2020/09/01	Maintenance work completed	None	4	n/a	n/a	n/a	The service provider is very professional and performed well	Orders issued as need arises	R 548 905

Table 25: Evaluation of Service Provider Performance for the Period 1 July '19 – 30 Sept '19 (2019/20 FY)

Dept	Project name	Name of Service provider	Source of funding	Contract Start date	Contract End date	Physical Progress to date - (Narrative required on what work was done by service provider)	Challenges with service provider performance and/or interventions	Assessment SCORE given to service provider (Scale 1-5)				Assessment comments (reason for assessment score provided)	R-value of contract awarded	Expenditure (Year to date)
								1 - Poor	2 - Fair	3 -Average	4 - Good			
ESD	Repair and maintenance of all equipment on all water pumps and pump stations	MANCO business enterprise	Own	2017/10/17	2020/10/01	Maintenance work completed	None	4	n/a	n/a	n/a	The service provider is very professional and performed well	Orders issued as need arises	R 291 319
ESD	Hiring of water tankers to deliver water in Greater Tzaneen Municipality Area	Hulelasi construction and projects	Own	2017/04/01	2020/04/01	Water delivered	None	4	n/a	n/a	n/a	Good service provided by the contractor	Orders issued as need arises	R 340 974
ESD	Hiring of water tankers to deliver water in Greater Tzaneen Municipality Area	Mathothoka trading	Own	2017/04/01	2020/04/01	Water delivered	None	4	n/a	n/a	n/a	Good service provided by the contractor	Orders issued as need arises	R 338 405
ESD	Hiring of water tankers to deliver water in Greater Tzaneen Municipality Area	Selby Construction	Own	2017/04/01	2020/04/01	Water delivered	None	4	n/a	n/a	n/a	Good service provided by the contractor	Orders issued as need arises	R 338 405
ESD	Hiring of water tankers to deliver water in Greater Tzaneen Municipality Area	Bukuta Construction and plant hire	Own	2017/04/01	2020/04/01	Water delivered	None	4	n/a	n/a	n/a	Good service provided by the contractor	Orders issued as need arises	R 448 996
ESD	Maintenance of tarred roads	Moepeng Trading 40	Own	05/2017	05/2020	Tarred roads patching	None	5	n/a	n/a	n/a	Good performance by the service provider	Orders issued as need arises	R 667 615
ESD	Maintenance of tarred roads	Makasana Construction	Own	05/2017	05/2020	Tarred roads patching	None	5	n/a	n/a	n/a	Good performance by the service provider	Orders issued as need arises	R 465 829

Table 25: Evaluation of Service Provider Performance for the Period 1 July '19 – 30 Sept '19 (2019/20 FY)

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								1 - Poor	2 - Fair	3 -Average	4 - Good			
ESD	Maintenance of tarred roads	Selby Construction	Own	05/2017	05/2020	None	None	n/a	n/a	n/a	n/a	No order issued this quarter	Orders issued as need arises	R -
ESD	Maintenance of tarred roads	Kamojoe Tradding & Projects	Own	05/2017	05/2020	None	None	n/a	n/a	n/a	n/a	No order issued this quarter	Orders issued as need arises	R -
ESD	Machine hire	Selby Construction	Own	05/2017	05/2020	Grading of gravel roads, re-gravelling and TLB hire.	None	4	n/a	n/a	n/a	Good performance by the service provider	Orders issued as need arises	R 324 194
ESD	Machine hire	Kamojoe Tradding & Projects	Own	05/2017	05/2020	Grading of gravel roads, re-gravelling and TLB hire.	None	4	n/a	n/a	n/a	Good performance by the service provider	Orders issued as need arises	R 162 097
ESD	Machine hire	Selema Planthire Construction C.C.	Own	05/2017	05/2020	Grading of gravel roads, re-gravelling and TLB hire.	None	4	n/a	n/a	n/a	Good performance by the service provider	Orders issued as need arises	R 324 194
ESD	Machine hire	Bukuta BK	Own	05/2017	05/2020	Grading of gravel roads, re-gravelling and TLB hire.	None	4	n/a	n/a	n/a	Good performance by the service provider	Orders issued as need arises	R 725 326
ESD	Maintenance of stormwater Drainage systems	Selby Construction	Own	05/2017	05/2020	None	None	n/a	n/a	n/a	n/a	No order issued this quarter	Orders issued as need arises	R -
ESD	Maintenance of stormwater Drainage systems	Kamojoe Tradding & Projects	Own	05/2017	05/2020	None	None	n/a	n/a	n/a	n/a	No order issued this quarter	Orders issued as need arises	R -
ESD	Maintenance of stormwater Drainage systems	Rekhuditse	Own	05/2017	05/2020	None	None	n/a	n/a	n/a	n/a	No order issued this quarter	Orders issued as need arises	R -

Table 25: Evaluation of Service Provider Performance for the Period 1 July '19 – 30 Sept '19 (2019/20 FY)

Dept	Project name	Name of Service provider	Source of funding	Contract Start date	Contract End date	Physical Progress to date - <i>(Narrative required on what work was done by service provider)</i>	Challenges with service provider performance and/or interventions	Assessment SCORE given to service provider (Scale 1-5)				Assessment comments (reason for assessment score provided)	R-value of contract awarded	Expenditure (Year to date)
								1 - Poor	2 - Fair	3 -Average	4 - Good			
ESD	Upgrading of Road D1350: Moruji to Maswi/ Kweshokolowe from Gravel to Tar	Quality Plant Hire/ Expectra 388 JV	MIG/Own	05/09/16	16/01/2019	The road is surfaced and open to chainage 12,05km. The Contractor has completed 97% of box culverts and 60% of drains.	None	3	n/a	n/a	n/a	Project is running behind schedule	R127 904 235	R -
ESD	Upgrading of Road D1350: Moruji to Maswi/ Kweshokolowe from Gravel to Tar	Makasela Consulting an Projects	MIG	05/09/16	16/01/2019	The road is surfaced and open to chainage 12,05km. The Contractor has completed 97% of box culverts and 60% of drains.	None	4	n/a	n/a	n/a	Good performance by the service provider	R10 560 147.82	R -
ESD	Upgrading of Lenyenye Taxi Rank	Makasela Consulting an Projects	MIG	11/09/17	Depending on the appointment of the contractor	The contractor was appointed and awaits site handover	None	4	n/a	n/a	n/a	The service provider is very professional	R 1 680 043	R 1 678 268
ESD	Upgrading of Lenyenye Taxi Rank	Mabule Rail and Infrastructure	MIG		Depending on the handover to the contractor	Project awaits site handover	None	n/a	n/a	n/a	n/a		R 9 882 609	R -
ESD	Upgrading of Mulati Access Road	Letsopa Project Managers and Consulting Engineers	MIG	11/09/17	31/01/2021	The Contractor has constructed the road bed until chainage 3.1km. The Contractor has set out and box cut to the road bed until chainage 5.8km and f the RAL intersection.	None	4	n/a	n/a	n/a	The service provider is very professional	R 6 328 112	R 5 928 344
ESD	Upgrading of Mulati Access Road	Tshiamiso Trading 235	MIG	31/01/2019	31/01/2021	The Contractor has constructed the road bed till chainage 3.1km. The Contractor has set out and box cut to the road bed till chainage 5.8km and the RAL intersection.	None	3	n/a	n/a	n/a	Project progress is on schedule. Currently there is no activity on site	R 26 824 513	R17 352 601

Table 25: Evaluation of Service Provider Performance for the Period 1 July '19 – 30 Sept '19 (2019/20 FY)

Dept	Project name	Name of Service provider	Source of funding	Contract Start date	Contract End date	Physical Progress to date - <i>(Narrative required on what work was done by service provider)</i>	Challenges with service provider performance and/or interventions	Assessment SCORE given to service provider (Scale 1-5)				Assessment comments (reason for assessment score provided)	R-value of contract awarded	Expenditure (Year to date)
								1 - Poor	2 - Fair	3 -Average	4 - Good			
ESD	Upgrading of Lenyenye to Khujwana Access Road	Ryntex Consulting Engineers	MIG	11/09/17	28/05/2020	The Contractor has cleared 86% of the road, 66% of the roadbed, 59% of the lower selected and 11% of the Base.	None	4	n/a	n/a	n/a	The service provider is very professional	R 5 510 513	R3 375 283
ESD	Upgrading of Lenyenye to Khujwana Access Road	Selby Construction	MIG	2018/11/15	2020/09/15	The Contractor has cleared 86% of the road, 66% of the roadbed, 59% of the lower selected and 11% of the Base.	None	5	n/a	n/a	n/a	Project progress is on schedule and work is good quality	R32 699 128	R19 839 112
ESD	Upgrading of Mbambamencisi Access Road	Ryntex Consulting Engineers	MIG	11/09/17	Depending on the appointment of the contractor	The Contractor has completed 100% of the base and 70% of the paving has been laid.	None	5	n/a	n/a	n/a	The service provider is very professional	R 1 231 211	R 1 095 389
ESD	Upgrading of Mbambamencisi Access Road	Makasana Construction	MIG	2018/11/15	2019/09/15	The Contractor has completed 100% of the base and 70% of the paving has been laid.	None	4	n/a	n/a	n/a	Project progress is on schedule	R 7 242 418	R 6 518 176
ESD	Construction of Mawa Block 12 Low level bridge	AM Consulting Engineers	MIG	11/09/17	Depending on the appointment of the contractor	A Contractor has been appointed. We await submission of contractual requirement in preparation of the Site Handover.	None	5	n/a	n/a	n/a	The service provider is very professional	R 843 856	R 623 314
ESD	Construction of Mawa Block 12 Low level bridge	Matome wa Monareng Security and Projects	MIG	11/09/17	Depending on the appointment of the contractor	A Contractor has been appointed. We await submission of contractual requirement in preparation of the Site Handover.	None	3	n/a	n/a	n/a	Project progress is on schedule but was slow to establish site.	R 1 742 288	R 145 513.

Table 25: Evaluation of Service Provider Performance for the Period 1 July '19 – 30 Sept '19 (2019/20 FY)

Dept	Project name	Name of Service provider	Source of funding	Contract Start date	Contract End date	Physical Progress to date - <i>(Narrative required on what work was done by service provider)</i>	Challenges with service provider performance and/or interventions	Assessment SCORE given to service provider (Scale 1-5)				Assessment comments (reason for assessment score provided)	R-value of contract awarded	Expenditure (Year to date)
								1 - Poor	2 - Fair	3 -Average	4 - Good			
ESD	Upgrading of Relela Access Road	Makasela Consulting an Projects	MIG	2018/09/07	Depending on the appointment of the contractor	A Contractor has been appointed. Site was established and the contractor is busy with clearing to bypass and box cutting.	None	4	n/a	n/a	n/a	The service provider is very professional	R 4 580 202	R 2 471 141
ESD	Upgrading of Relela Access Road	Leb P Construction	MIG	2018/09/07	Depending on the appointment of the contractor	A Contractor has been appointed. Site was established and the contractor is busy with clearing to bypass and box cutting.	None	4	n/a	n/a	n/a	Project progress is on schedule	R16 252 448	R 2 449 378
ESD	Mmatapa to Leseke Access Road	MGM-BLUHRAY ENGINEERS	MIG	2018/09/07	Depending on the appointment of the contractor	A Contractor has been appointed. Contractor is busy with box cutting	None	5	n/a	n/a	n/a	The service provider is very professional	R 6 047 268	R 3 162 875
ESD	Mmatapa to Leseke Access Road	Zacks Business Enterprise	MIG	2018/09/07	Depending on the appointment of the contractor	A Contractor has been appointed. Contractor is busy with box cutting	None	4	n/a	n/a	n/a	The service provider accelerated progress after site handover	R35 572 166	R 1 969 825
ESD	Nelson Ramodike High School Access Road	Conceptual Engineers	MIG	11/09/17	Depending on the appointment of the contractor	A Contractor has been appointed. Site Handover was conducted.	None	4	n/a	n/a	n/a	The service provider is very professional	R 5 805 316	R 3 213 290
ESD	Nelson Ramodike High School Access Road	Selby Construction	MIG	11/09/17	Depending on the appointment of the contractor	A Contractor has been appointed. Site Handover was conducted.	None	3	n/a	n/a	n/a	The service provider is on schedule but was slow to commence with works	R34 148 923	R 0.00

Table 25: Evaluation of Service Provider Performance for the Period 1 July '19 – 30 Sept '19 (2019/20 FY)

Dept	Project name	Name of Service provider	Source of funding	Contract Start date	Contract End date	Physical Progress to date - <i>(Narrative required on what work was done by service provider)</i>	Challenges with service provider performance and/or interventions	Assessment SCORE given to service provider (Scale 1-5)				Assessment comments (reason for assessment score provided)	R-value of contract awarded	Expenditure (Year to date)
								1 - Poor	2 - Fair	3 -Average	4 - Good			
ESD	Mopye High School Access Road	Mosomo Consulting Engineers	MIG	43543	2020/03/19	The Contractor has completed the roadbed and currently busy with the base layer.	None	4	n/a	n/a	n/a	The service provider is very professional	R3 619 304	R 1 616 380
ESD	Mopye High School Access Road	Eternity Star Investments	MIG	43543	43909	The Contractor has completed the roadbed and currently busy with the base layer.	None	4	n/a	n/a	n/a	Project progress is on schedule after extension of contractual period	R20 411 939	R 2 856 958
ESD	Upgrading of CODESA to Hani Street Paving	KMSD Engineering Consultants	MIG	22/01/2019	22/10/2019	The Contractor has constructed 100% of the Base and is laying the bricks.	None	3	n/a	n/a	n/a	Service provider performed well but must improve on communication	R1 566 993	R1 241 887
ESD	Upgrading of CODESA to Hani Street Paving	Tshiamiso Trading 235	MIG	22/01/2019	22/10/2019	The Contractor has constructed 100% of the Base and is laying the bricks.	None	3	n/a	n/a	n/a	Project progress is on schedule. Currently there is no activity on site	R 9 217 611	R 7 246 886
ESD	Upgrading of civic centre ,community services offices, old fire station and installation of lift in the civic centre	MSW project Managers and Consulting Engineers	Own	03/09/2018	30/12/2018	Site was handed over to the lift installation contractor. Lift was ordered and awaits delivery	none	5	n/a	n/a	n/a	The service provider is very professional	R11 700 000	0
ESD	Upgrading of civic centre ,community services offices, old fire station and installation of lift in the civic centre	Immaculate Management / V3F JV	Own	03/09/2018	30/12/2018	Site was handed over to the lift installation contractor. Lift was ordered and awaits delivery	none	3	n/a	n/a	n/a	The service provider is very professional	R1 500 980	R -

Table 25: Evaluation of Service Provider Performance for the Period 1 July '19 – 30 Sept '19 (2019/20 FY)														
Dept	Project name	Name of Service provider	Source of funding	Contract Start date	Contract End date	Physical Progress to date - (Narrative required on what work was done by service provider)	Challenges with service provider performance and/or interventions	Assessment SCORE given to service provider (Scale 1-5)				Assessment comments (reason for assessment score provided)	R-value of contract awarded	Expenditure (Year to date)
								1 - Poor	2 - Fair	3 -Average	4 - Good			
PED	Land Audit	Jacques Du Toit Associates	GTM	43497	44227	Land Auditing	None	5	n/a	n/a	n/a	Progress Reports submitted monthly. The Project is progressing within time frame.	R 340 000	R 238 000
PED	Formulation of Land Use Scheme	Matete Consulting	GTM	1st Sept.2018	30th August, 2019	Service Provider managed only to produce 10 percent of the contract work till to date	Service Provider seem to lack capacity and failed to meet deadlines as per contract.	2	n/a	n/a	n/a	The quality of work does not meet the minimum standard. Several meetings held with the Service Provider to remedy the situation, but still in vain.	R 908 500	R180 000

The concerning issues regarding the performance of service providers are:

- The impact on revenue collection by the service providers appointed to read meters and conduct credit control.
- The poor performance by the service providers appointed to provide insurance cover.
- Security concerns after a serious breach in security occurred in September along with various case of theft of Council infrastructure under the watch of the current service provider.
- The lack of progress with the development of a Land Use Scheme...

5. Implementation of the 2018/19 Annual Performance Report recommendations

The Annual Performance Report (APR) is compiled annual along with the Annual Financial Statements. The report contains recommendations to improve the performance of the organisation. **Table 26** below reflects the progress made with the implementation of the recommendations.

Table 26: Progress made with the implementation of the 18/19 APR recommendations						
No	Recommendations	Responsible Department	Due date	Progress made by 30 June 2019	Challenges with implementation	Interventions required
1	The capacity of the in-house Credit control section of the Revenue Division should be strengthened to be able to support the meter reading service provider.	CORP	30 June '20	The training need has been noted in the work skills plan and is still to be implemented.	Limited financial resources.	Additional funds provided by LGSETA will be used to train revenue staff in the current financial year (2019/2020)
2	Cost benefit analysis be conducted on the current outsourced function, to consider the option of procuring speed cameras and conduct speed law enforcement in-house.	CSD	30 June '20			
3	Risk Management Unit to investigate the variations on MIG expenditure.	MM	31 Oct '19	Investigation on MIG spending are still underway. The report will be readily available before end of October 2019.	None	None
4	Month to month reconciliation of expenditure on grant funded and all capital projects should be done between service departments and the expenditure division.	CFO	Monthly	Being done till 30 September.	None	None
5	The implementation of capital projects over multi-financial years should be avoided, as this increases the risk or irregular expenditure and puts extra strain on project management functions.	EED	31 March '20	Big projects implemented in phases. Only projects with long lead delivery of materials to be done over multi-financial years.	None	N/A
		ESD	31 March '20	Projects are not awarded in different phases. Contractors are awarded the entire scope of work for implementation in two (2) financial years but without interruptions	None	N/A
6	That the implementation of shift work be considered in units were individual exceed the 40hour a month limit on overtime.	CORP	30 June '20	The Overtime Policy has been revised and will contribute a great deal in reduction of overtime hours. Shift work will however be investigated in future for implementation where practically required	Delay in finalising Draft Overtime Policy.	1. Approval of the Overtime Policy by Council. 2. Work study would be conducted to establish

Table 26: Progress made with the implementation of the 18/19 APR recommendations

No	Recommendations	Responsible Department	Due date	Progress made by 30 June 2019	Challenges with implementation	Interventions required
						most efficient ways of doing work.
7	That the Strategic Support unit identify teams that consistently work overtime during weekends and develop a monitoring and evaluation plan to determine the efficiency of the services delivered during normal working hours.	MM	31 Dec '19	Strategic Support unit will liaise with departments to can identify teams that consistently work overtime during weekends and develop a monitoring and evaluation plan	No Challenges	None
8	That each SLA with service providers contain an addendum with measurable, time bound project milestones and Key Performance Indicators.	MM	Ongoing	No progress	The end user departments to submit those addendum	Management resolution on the matter.
9	That Internal audit unit audit the level of compliance with the SOP for the Evaluation of Service Providers.	MM	30 June '20	The process will be included in our annual plan and will be reported on before the end of the financial year.	Limited Human Resource Capacity. Our work is based on an approved annual plan with budgeted hours. Adhoc requests hampers implementation of the plan as we have limited capacity. Additional hours must be approved by the Audit Committee	Strategic support and the Compliance unit should also assist in the matter
10	That the Strategic Support unit assist Directors to improve the quality of monthly Departmental Reports in accordance with the SDBIP and other statutory reporting requirements.	MM	31 Dec '19	Directors are assisted to improve the quality of monthly Departmental Reports	No challenges	
11	Internal Audit monthly reports on the non-compliance with performance reporting on the SDBIP should be presented in Management.	MM	Monthly	Monthly reports are issued to all Directors including the MM with a consolidated report at the end of each quarter. Not discussed in Management	Internal Audit not represented in Management	Internal Audit reports to be presented by MM
12	Individuals who consistently fail to comply with performance reporting requirements should be subjected to disciplinary procedures.	MM	Ongoing	Co-ordinate with Corporate Services	No Challenges	None
13	Strategic Support unit must report repeated non-attendance of IDP steering Committee meetings by a Directors and/or Managers to Municipal Manager for intervention.	MM	Monthly	Strategic Support unit is monitoring the attendance of IDP steering Committee meetings by a Directors and/or Managers and report to the Municipal Manager	No Challenges	None

Table 26: Progress made with the implementation of the 18/19 APR recommendations						
No	Recommendations	Responsible Department	Due date	Progress made by 30 June 2019	Challenges with implementation	Interventions required
14	Management must ensure that Council resolutions are funded (covered by the budget allocated for the function), specific (which department must implement) and time bound (when must implementation start and or end) to enable monitoring of implementation.	MM	Monthly	Put as a standing item in management meetings, so that as items are taken to Council, all must ensure there are funds to implement the resolutions		

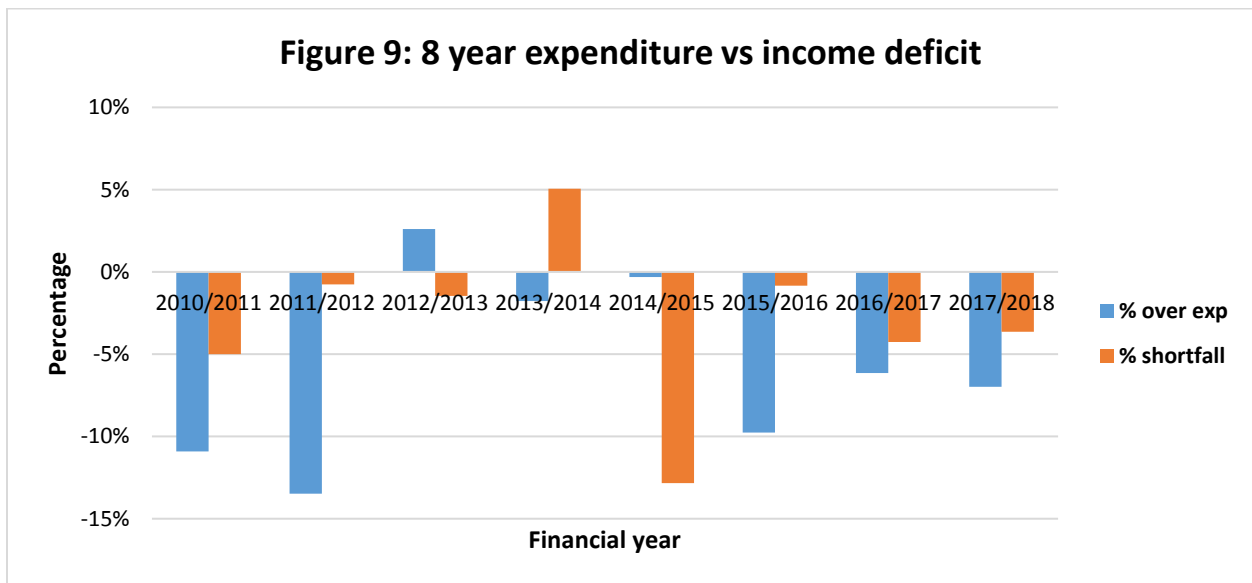
From **Table 26** it can be seen that most of the recommendations are still in the process of being attended to.

6. Evaluation of overall performance

Considering the performance reported by the Departments during the 1st Quarter of the 2019/20 financial year the main area of concern is the financial state of the municipality.

6.1. Financial Management

Considering the expenditure incurred during the past 8 financial years versus the budget as well as the revenue collected versus the budgeted income, **Figure 8ⁱ** presents a bleak picture. As can be seen through-out this period GTM has consistently spent more and collected less than was budgeted for. Various factors contributed to the situation wherein GTM as during September requested by Treasury for a Special adjustment budget as the 19/20 budget approved by Council was, as per their assessment, unfunded. Meaning that GTM has insufficient resources to cover expenses as forecasted. Already during 18/19 GTM failed to pay Eskom on time, incurring large amounts of interest, which is viewed as Fruitless & Wasteful Expenditure.



During the 1st quarter of 2019/20 GTM cashflow was once again under strain with the following issues of concern:

- Service charges received was only **88%** of the budgeted amount for the quarter due to meter reading challenges. Service meters are not being read consistently and accurately resulting in losses in income from service charges.
- Cost coverage ratio does not cover expenses for even one full month.
- ESKOM account incurred interest since it was not paid on time.
- Unplanned Expenditure of R4.9 million had to be covered by own funds when an application for roll-over of INEP funds was not granted in full.

A Special adjustment budget will be presented to Council during November, which will hopefully address some of the concerns raised by Treasury. However GTM will have to implement tighter expenditure controls while ensuring that service standards are maintained. The implementation of the Cost Containment measures, as published by Treasury, is a good start but internally the following also needs to be addressed:

- Poor service provided by the service provider for meter reading and credit control services
- The cost benefit of appointing service providers to deliver services must be investigated prior to outsourcing a function e.g. traffic law enforcement & VAT services.
- Recovering losses incurred due to poor performance of service providers e.g. meter readers & security company
- The implementation of MSCOA was required by National Treasury at great cost to Council, perhaps it is time for them to contribute to fund this changeover process. Especially since the service providers appointed, per their advice, are still not able to provide a fully functional financial system.
- Procurement of goods and services through SCM must be on market related prices. Bulk purchases should result in below “off the shelf” prices for consumables.
- Hiring of plant and equipment e.g. R1.5 million was spent during the 1st quarter on rental of water tankers alone.

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ⁱ Figures for 2018/19 not included as audited outcome is awaited