

Service Delivery and Budget Implementation Plan (SDBIP)

2nd Quarter Report for 17/18



GREATER TZANEEN MUNICIPALITY

January 2018

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
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	Neighbourhood Development Grant
OHS	Organisational Health and Safety
PED	Planning and Economic Development Department
PoE	Portfolio of Evidence
PT	Provincial Treasury
SANRAL	South African National Roads Agency Limited
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SMME	Small Medium and Micro Enterprise
SPLUMA	Spatial Planning and Land Use Management Act
TOR	Terms of Reference
YTD	Year to date

1. Introduction

The Service Delivery and Budget Implementation Plan (SDBIP) was approved by the Mayor on the 30th of June 2017 in line with the prescriptions of Section 53 (2) (ii) of the Municipal Finance Management Act (MFMA) (Act 56 of 2003) and subsequently approved by Council. The SDBIP serves as a tool which assists Council and the Municipal Manager to monitor the implementation of the budget and delivering on the Key Performance Indicators and projects as approved in the Integrated Development Plan (IDP).

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

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

Colour	Result level	Coding of Results
	KPIs with no targets or actuals in the selected period.	KPI Not Yet Measured (not applicable this quarter)
	0% >= Actual/Target < 75%	KPI Not Met
	75% >= Actual/Target < 100%	KPI Almost Met
	Actual/Target = 100%	KPI Met
	100% > Actual/Target < 150%	KPI Well Met
	Actual/Target >= 150%	KPI Extremely Well Met

2. Financial Performance

This section provides an overview of the performance in terms of quarterly revenue collection and expenditure in line with the approved budget for 2017/18.

2.1 Revenue Analysis

GTM revenue collection per line item, for the 2nd Quarter, is presented in **Table 1** and **Table 2**.

Table 1: 2nd Qtr Revenue Collection for 2017/18													
Ref	Line Item	Oct-17		Nov-17		Dec-17		Total Received for the Period			Year to date		
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	%	Budget	Actual	%
RS1	Property rates	8 177 637	11 439 116	8 294 243	9 912 305	7 314 341	11 451 017	23 786 221	32 802 438	138%	48 299 772	67 573 943	140%
RS2	Penalties imposed and collection charges on rates	444 818	790 401	465 862	-65 385	307 862	762 256	1 218 542	1 487 272	122%	2 237 277	3 414 521	153%
RS3	Service charges	36 701 135	24 029 621	41 756 312	54 467 182	29 834 709	36 262 105	108 292 156	114 758 908	106%	270 285 628	251 454 220	93%
RS4	Rent of facilities and equipment	69 448	148 466	100 930	152 230	96 415	158 650	266 793	459 346	172%	515 858	913 656	177%
RS5	Interest earned - external investments	131 132	206 467	430 330	376 507	42 000	139 077	603 462	722 051	120%	970 511	2 022 627	208%
RS6	Interest earned - outstanding debtors	1 051 671	1 846 901	1 029 479	2 549 367	1 028 504	1 857 726	3 109 654	6 253 994	201%	5 968 783	11 584 448	194%
RS7	Fines	401 395	349 225	244 532	620 667	580 228	37 092	1 226 155	1 006 985	82%	2 180 013	2 245 054	103%
RS8	Licenses and Permits	57 207	86 511	53 275	114 738	63 676	65 123	174 158	266 371	153%	310 623	505 209	163%
RS9	Income from Agency services	3 427 110	4 466 447	3 631 285	3 285 625	3 350 229	4 748 567	10 408 624	12 500 638	120%	21 983 870	25 054 479	114%
RS10	Operating grants and subsidies	0	5 000 000	121 357 171	0	0	137 276 000	121 357 171	142 276 000	117%	296 078 258	313 456 495	106%

Ref	Line Item	Oct-17		Nov-17		Dec-17		Total Received for the Period			Year to date		
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	%	Budget	Actual	%
RS11	Other Revenue	261 305	139 362	506 493	465 874	5 854	109 766	773 652	715 002	92%	1 142 425	1 151 803	101%
RS12	Gain on disposal of property, plant and equipment	0	0	0	0	0	0	0	0	#DIV/0!	0	0	#DIV/0!
RS13	Income foregone	-2 182 196	-3 345 195	-2 346 611	-3 337 889	-2 226 407	-3 348 497	-6 755 214	-10 031 581	149%	-13 316 604	-20 099 734	151%
Total:		48 540 662	45 157 320	175 523 301	68 541 221	40 397 411	189 518 881	264 461 374	303 217 422	115%	<u>636 656 414</u>	<u>659 276 721</u>	104%

The reasons for deviations as per the budgeted revenue, for the 2nd Quarter, are the same as those that influenced collection during the first 3 months:

- **RS 1** – New valuation roll implemented from 1 July 2017, property values increased dramatically.
- **RS 2** – Rates accounts unpaid increased. Amounts outstanding higher due to increased rates charges.
- **RS 3** – Challenges with meter reading, meters not read and water infrastructure not maintained
- **RS 4** – Insufficient amount budgeted.
- **RS 5** – Interest earned on bank account due to available cash in the bank
- **RS 6** – Increase in outstanding debtors, low payment rate
- **RS 7** – The increase is due to the implementation of speed camera and road blocks
- **RS 8** – The increase is due to the approval of building plans
- **RS 13** – New valuation roll implemented, additional 20% rebate on residential property.

Table 2 presents a summary of revenue collection during the 2nd quarter of 2017/18.

Table 2: 2nd Quarter Revenue Summary for 2017/18								
2017/18 FY			30 Oct'17		31 Nov '17		30 Dec '17	
Revenue	Budget	Adjustment budget	Year to date receipt	% Receipt	Year to date receipt	% Receipt	Year to date receipt	% Receipt
Grants & Subsidies	439 982 000	439 982 000	176 180 495	40.04%	176 180 495	40.04%	313 456 495	71.24%
Rates & Taxes (billing)	656 437 140	656 437 140	227 725 721	34.70%	275 567 141	41.98%	324 921 510	49.50%
Rates & Taxes (collection rate)	600 000 000	600 000 000	212 466 012	35.42%	285 621 056	47.61%	331 141 056	55.19%
Debtors age analysis			471 659 824		469 881 938		479 212 786	
Bank Balance			16 170 703		8 218 022		15 873 925	

Major deviations regarding revenue collection are:

- Collection above 50% due to credit control and debt collection actions.

2.2 2nd Quarter Expenditure Analysis

This section provides details regarding the expenditure in terms of the Operational Budget for the period 1 October to 31 December 2017. **Table 3** contains the expenditure for the 2nd Quarter of 2017/18.

Ref	Directorate	Oct-17		Nov-17		Dec-17		Year-to-date			Total Budget		
		Original Budget	Monthly Actual	Original Budget	Monthly Actual	Original Budget	Monthly Actual	YTD Budget	YTD Actual	YTD % Spent	Total Budget	Total Actual	Total % Spent
CF3	Office of the Municipal Manager	880 111	1 052 812	1 072 394	850 383	971 781	1 003 956	7 246 633	5 438 971	75%	15 145 388	5 438 971	36%
CF4	Financial Services	5 047 155	5 674 702	4 959 786	4 398 487	7 151 286	7 911 421	32 746 540	34 752 942	106%	92 752 902	34 752 942	37%
CF5	Corporate Services	8 179 382	10 053 479	7 433 369	6 928 305	7 534 348	9 421 464	45 946 310	50 634 739	110%	101 964 169	50 634 739	50%
CF7	Community Services	17 820 926	16 055 747	16 065 553	16 755 043	16 761 368	15 664 695	96 484 624	95 139 728	99%	204 770 699	95 139 728	46%
CF9	Electrical Engineering	38 771 398	47 127 296	41 706 691	15 269 092	36 980 579	47 466 842	236 065 512	169 839 446	72%	507 509 547	169 839 446	33%
CF8	Engineering Services	12 403 595	7 439 859	13 210 818	6 370 109	16 071 422	5 407 121	81 638 836	36 806 227	45%	153 958 872	36 806 227	24%
CF6	Planning and Economic Development	1 607 216	3 952 288	1 668 977	1 421 141	4 279 799	1 370 116	13 058 712	13 362 795	102%	28 777 751	13 362 795	46%
CF10	GTEDA	0	0	0	0	0	0	0	0	0%	0	0	0%
Total:		84 709 783	91 356 183	86 117 590	51 992 559	89 750 584	88 245 615	513 187 167	405 974 849	79%	1 104 879 328	405 974 849	37%

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

- Under expenditure by the Office of the MM (at 61%) due to low spending of disaster relief vote, which is utilized in emergencies only.
- Under expenditure by EED (at 53%) due to due to the non-allocation of labour costs on a monthly/quarterly basis
- Under expenditure by ESD (at 47%) due to the non-allocation of labour costs on a monthly/quarterly basis

Table 4: 2nd Quarter Expenditure Summary for 2017/18								
2017/18 FY			30 October '17		30 Sept '17		31 December '17	
Expenditure	Budget	Adjustment budget	Year to date exp	% Spent YTD	Year to date exp	% Spent YTD	Year to date exp	% Spent YTD
Salaries & Allowances	316 680 113	316 680 113	92 890 169	29.33%	116 433 504	36.77%	139 252 919	43.97%
Remuneration of Councilors	24 683 925	24 683 925	7 622 249	30.88%	9 536 935	38.64%	11 442 992	46.36%
Repairs & Maintenance	53 866 275	53 866 275	14 173 799	26.31%	18 065 873	33.54%	20 773 688	38.57%
Bulk Purchases	345 000 000	345 000 000	81 232 435	23.55%	90 175 210	26.14%	131 162 711	38.02%
Contracted Services	49 612 372	49 612 372	14 493 771	29.21%	19 605 600	39.52%	24 018 091	48.41%
Other Expenditure	315 036 644	315 036 644	55 324 252	17.56%	63 912 112	20.29%	79 324 449	25.18%
Operating Expenditure	1 104 879 329	1 104 879 329	265 736 675	24.05%	317 729 234	28.76%	405 974 849	36.74%
Capital Expenditure	140 889 514	140 889 515	42 934 676	30.47%	60 014 877	42.60%	79 853 427	56.68%

Table 4 presents a summary of performance in terms of the planned expenditure for the 2nd Quarter 2017/18, the following are the reasons for major deviations:

- Repairs and maintenance – non-allocation of labour costs by finance
- Bulk Purchases - Eskom Bulk Account for October paid late due to financial constraints in the municipality
- Other expenditure - none allocation of monthly depreciation and bad debts figures

- Operating expenditure: none allocation of monthly depreciation and bad debt

Table 5: 2nd Quarter Grant Expenditure Summary for 2017/18								
2017/18FY			30 Oct '17		31 Nov '17		31 Dec '17	
Conditional Grant	Budget	Adjustment budget	Year to date Exp	% Spent	Year to date Exp	% Spent	Year to date Exp	YTD % Spent
FMG	2 145 000	2 145 000	291 370	13.58%	521 346	24.31%	607 103	28.30%
INEP	25 000 000	25 000 000	4 810 637	19.24%	5 377 928	21.51%	5 377 928	21.51%
MIG	95 942 000	95 942 000	36 812 703	38.37%	53 170 348	55.42%	71 525 702	74.55%
EPWP	4 918 000	4 918 000	1 702 591	34.62%	1 702 591	34.62%	2 300 454	46.78%

Expenditure on conditional grants for 2017/18 are progressing well, only expenditure on FMG is below target due the delay in the appointment of interns. Awaiting the appointment of 5 interns.

2.3 Capital Expenditure Analysis

This section provides an overview of capital expenditure during the 2nd Quarter of 2017/18. **Table 6** below presents the capital expenditure per department.

Table 6: 2nd Quarter Capital Expenditure per Vote (1 Oct to 31 Dec '17)													
Ref	Line item	Oct-17		Nov-17		Dec-17		Year - to - date			Total Budget		
		Original Budget	Monthly Actual	Original Budget	Monthly Actual	Original Budget	Monthly Actual	YTD Budget	YTD Actual	YTD % Spent	Total Budget	Total Actual	Total % Spent
CF3	Office of the Municipal Manager	0	0	0	0	0	0	0	0	100%	0	0	100%
CF4	Financial Services	0	0	0	0	0	0	0	0	100%	0	0	100%
CF5	Corporate Services	0	0	0	0	0	0	0	0	100%	0	0	100%
CF7	Community Services	0	0	0	148 924	0	0	0	636 311	100%	0	636 311	100%
CF9	Electrical Engineering	4 206 919	120 928	1 229 365	128 583	8 250 000	620 615	18 883 511	2 249 775	12%	45 000 000	2 249 775	5%
CF8	Engineering Services	1 668 827	8 930 014	12 800 518	16 802 694	10 539 115	19 217 936	45 738 780	76 967 342	168%	95 889 514	76 967 342	80%
CF6	Planning and Economic Development	0	0	0	0	0	0	0	0	100%	0	0	100%
CF10	GTEDA	0	0	0	0	0	0	0	0	0%	0	0	0%
Total:		5 875 746	9 050 942	14 029 883	17 080 201	18 789 115	198385510	64 622 291	79 853 427	124%	140 889 514	79 853 427	57%

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

The following should be noted:

- Although CSD had no capital approved for 2017/18 the expenditure reflected in Table 6 is as a result of a roll-over projects for the construction of ablution facilities. This expenditure should however be reflected under Engineering Services as they are implementing the project. This must be corrected during the adjustment budget.
- The under expenditure on capital for the Electrical Department is due to the DBSA loan application that has not yet been granted. All these projects are therefore on hold.

As can be seen from **Table 6** the expenditure incurred on Capital amounted to **R 79 853 427** by end of December 2017, which is 127% of the planned expenditure. GTM is therefore progressing well with capital expenditure where multi-year grant funded projects are concerned. However, when the projects planned from own sources for 2017/18 are considered (see **Table 7**) it becomes clear that that only 6 of the 37 planned projects are reflecting significant expenditure by the end of the second quarter.

Table 7: 2nd Quarter Expenditure on Capital projects as planned in the 2017/18 SDBIP

R ef	IDP Number	Project name	Planned Completion Date	Wards	Oct-17		Nov-17		Dec-17		YTD Financials			Total Financials			Funding source
					Monthly Financials		Monthly Financials		Monthly Financials								
					Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	% Spent	Budget	Actual	% Spent	
Electrical Engineering																	
CP 29	EED 99	Purchase of office furniture and equipment for Electrical Engineering Dept	30-Jun-18	All	50 000	0	50 000	0	50 000	0	150 000	0	0%	300 000	0	0%	Own Funds
CP 4	EED 61	Provision of Capital Tools (Operations and Maintenance)	30-Jun-18	All	20 000	0	10 000	0	20 000	0	100 000	0	0%	200 000	0	0%	Own Funds
CP 3	EED 60	Provision of Capital Tools (Customer and Retail Services)	30-Jun-18	All	20 000	0	10 000	0	20 000	0	100 000	0	0%	200 000	0	0%	Own Funds
CP 1	EED 36	New Entrance Street R36 streetlights	30-Jun-18	14; 15	0	0	0	0	0	0	0	0	0%	1 100 000	0	0%	Own Funds
CP 2	EED 50	Area Lighting at Tarentaal rand crossing	30-Jun-18	13	0	0	0	0	0	0	0	0	0%	300 000	0	0%	Own Funds
CP 28	EED 55	New electricity Connections (Consumer contributions spent)	30-Jun-18	All	300 000	104 155	450 000	96 255	750 000	238 874	3 000 000	861 580	29%	15 000 000	861 580	6%	Own Funds
CP 27	EED 56	Renewal, Repairs and Maintenance on pre-paid meters (Tzaneen,	30-Jun-18	13; 14; 15	0	0	0	0	0	0	0	9 351	100%	300 000	9 351	3%	Own Funds

Table 7: 2nd Quarter Expenditure on Capital projects as planned in the 2017/18 SDBIP

R ef	IDP Number	Project name	Planned Completion Date	Wards	Oct-17		Nov-17		Dec-17		YTD Financials			Total Financials			Funding source
					Monthly Financials		Monthly Financials		Monthly Financials		Budget	Actual	% Spent	Budget	Actual	% Spent	
					Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	% Spent	Budget	Actual	% Spent	
		Letsitele & Politsi)															
CP 25	EED 57	Miniature Substation for Urban distribution network	30-Jun-18	14; 15	0	0	0	0	1 000 000.00	0	1 000 000.00	0	0%	1 000 000	0	0%	Own Funds
CP 24	EED 58	Replacing 11kv cables for increased capacity	30-Jun-18	14; 15	0	0	400 000	0	0	0	400 000	0	0%	1 000 000	0	0%	Own Funds
CP 22	EED 59	Substation tripping batteries	30-Jun-18	All	0	0	0	0	400 000	0	400 000	0	0%	400 000	0	0%	Own Funds
CP 26	EED 62	Replacement of Existing Air conditioners in Municipal Buildings	30-Jun-18	All	0	0	50 000	0	0	0	50 000	0	0%	250 000	0	0%	Own Funds
CP 5	EED 70	Rebuilding Letsitele Valley Substation - Bosbou and all T- offs (3 Km)	30-Jun-18	14; 15	0	0	0	0	0	0	0	0	0%	500 000	0	0%	Own Funds
CP 6	EED 71	Rebuilding of Valencia 11Kv lines (6km)	30-Jun-18	19	0	0	0	0	0	0	0	0	0%	1 000 000	0	0%	Own Funds
CP 7	EED 72	Rebuilding of Lushof South 11kv line (3km)	30-Jun-18	15	0	0	0	0	0	0	0	0	0%	500 000	0	0%	Own Funds
CP 8	EED 73	Rebuilding of Rooskopies 11kv lines (6km)	30-Jun-18	16	0	0	0	0	0	0	0	0	0%	1 000 000	0	0%	Own Funds
CP 9	EED 74	Rebuilding of Mabiet 11kv line (6km)	30-Jun-18	36	0	0	0	0	0	0	0	0	0%	1 000 000	0	0%	Own Funds

Table 7: 2nd Quarter Expenditure on Capital projects as planned in the 2017/18 SDBIP

R ef	IDP Number	Project name	Planned Completion Date	Wards	Oct-17		Nov-17		Dec-17		YTD Financials			Total Financials			Funding source
					Monthly Financials		Monthly Financials		Monthly Financials		YTD Financials			Total Financials			
					Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	% Spent	Budget	Actual	% Spent	
CP 10	EED 75	Rebuilding of Haenertsburg 11kv lines (6km)	30-Jun-18	16	0	0	0	0	0	0	0	0	0%	1 000 000	0	0%	Own Funds
CP 11	EED 76	Rebuilding of Campsies Glen 11kv lines (6km)	30-Jun-18	14	0	0	0	0	0	0	0	0	0%	1 000 000	0	0%	Own Funds
CP 12	EED 77	Rebuilding of Politsi Valley 11kv lines (6km)	30-Jun-18	14	0	0	0	0	0	0	0	0	0%	1 000 000	0	0%	Own Funds
CP 13	EED 78	Rebuilding of CP Minnaar 11kv lines (2km)	30-Jun-18	36	0	0	0	0	0	0	0	0	0%	400 000	0	0%	Own Funds
CP 14	EED 80	Rebuilding of Mieliekloof/Deerpark 11kv lines (3km)	30-Jun-18	15	0	0	0	0	0	0	0	0	0%	500 000	0	0%	Own Funds
CP 15	EED 82	Upgrading of Waterbok 33/11kv substation	30-Jun-18	36	0	0	0	0	0	0	0	0	0%	1 000 000	0	0%	Own Funds
CP 16	EED 83	Upgrading of Blacknoll 33/11kv substation	30-Jun-18	15	0	0	0	0	0	0	0	0	0%	1 000 000	0	0%	Own Funds
CP 17	EED 84	Houtbosdorp 11kv Ring (10km)	30-Jun-18	16	0	0	0	0	0	0	0	0	0%	1 500 000	0	0%	Own Funds
CP 18	EED 85	Replace 2x20MVA 66/11kv Transformers	30-Jun-18	15	0	0	0	0	0	0	0	0	0%	2 550 000	0	0%	Own Funds

Table 7: 2nd Quarter Expenditure on Capital projects as planned in the 2017/18 SDBIP

R ef	IDP Number	Project name	Planned Completion Date	Wards	Oct-17		Nov-17		Dec-17		YTD Financials			Total Financials			Funding source
					Monthly Financials		Monthly Financials		Monthly Financials								
					Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	% Spent	Budget	Actual	% Spent	
CP 19	EED 86	Substation fencing (Tarentaal rand Main, Letsitele Main)	30-Jun-18	13	0	0	0	0	0	0	0	0	0%	1 000 000	0	0%	Own Funds
CP 21	EED 87	Replacing of old SS1 electrical substation circuit breakers with compact switchgear	30-Jun-18	15	100 000	16 772	0	32 269	100 000	381 741	300 000	1 378 784	460%	6 000 000	1 378 784	23%	Own Funds
CP 23	EED 88	Replacement of auto-reclosers (11kv and 33kv)	30-Jun-18	13; 16	0	0	0	0	3 000 000	0	3 000 000	0	0%	3 000 000	0	0%	Own Funds
CP 20	EED 90	Refurbishment of the Ebenezer 33kv Feeder	30-Jun-18	16	0	0	0	0	0	0	0	0	0%	1 000 000	0	0%	Own Funds
Engineering Services																	
CP 34	ESD 13	Moruji to Matswi, Khesholwe Tar Road	30-Jun-18	7	3 298 715	4 566 272	3 298 715	9 835 417	3 298 715	13 153 061	19 792 290	38 459 135	194%	39 584 590	38 459 135	97%	MIG
CP 36	ESD 95	Khubu to Lwandlamuni Low Level Bridge	30-Jun-18	26	0	0	0	375 000	0	0	3 181 438	1 157 158	36%	3 181 438	1 157 158	36%	MIG
CP 32	ESD 95	Rita to Mariveni Upgrading of Road from Gravel to Tar	30-Jun-18	26	264 432	0	264 432	0	264 432	0	1 586 591	333 802	21%	3 173 194	333 802	11%	MIG

Table 7: 2nd Quarter Expenditure on Capital projects as planned in the 2017/18 SDBIP

R ef	IDP Number	Project name	Planned Comple tion Date	Wards	Oct-17		Nov-17		Dec-17		YTD Financials			Total Financials			Funding source
					Monthly Financials		Monthly Financials		Monthly Financials		Budget	Actual	% Spent	Budget	Actual	% Spent	
					Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	% Spent	Budget	Actual	% Spent	
CP 33	ESD 95	Upgrading of Tickyline Glassworks, Myakayaka, Burgersdorp, Gavaza to Mafarana from Gravel to Tar	30-Jun-18	26	2 724 799	1 418 900	2 724 800	1 706 250	2 724 800	0	16 348 794	11 557 846	71%	32 697 592	11 557 846	35%	MIG
CP 30	ESD 94	Burgersdorp Sports Facility	30-Jun-18	28	1 076 694	913 984	1 076 694	2 710 869	1 076 694	2 249 382	6 460 162	11 251 636	174%	12 920 332	11 251 636	87%	MIG
CP 35	ESD 95	Relela Community Hall	30-Jun-18	26	0	610 458.00	0	0	0	0	3 188 640.00	1 722 330.00	54%	3 188 640	1 722 330	54%	MIG
CP 31	ESD 95	Upgrading of Juliesburg Sports Facility (Phase 1 of 2)	30-Jun-18	26	544 523	1 420 400	544 523	1 730 108	544 523	1 870 193	3 267 140	6 394 362	196%	6 534 282	6 394 362	98%	MIG
GTEDA																	
CP 37	GTEDA 143	MSCOA equipment and programmes	30-Jun-18	All	0	0	0	0	0	0	0	0	0%	235 000	0	0%	Own Funds
Total:					8 399 162	9 050 941	8 879 163	16 486 168	13 249 163	17 893 250	62 325 055	73 125 983	117%	146 515 068	73 125 983	50%	

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

Table 8: Roll-over Projects approved for finalisation during 2017/18

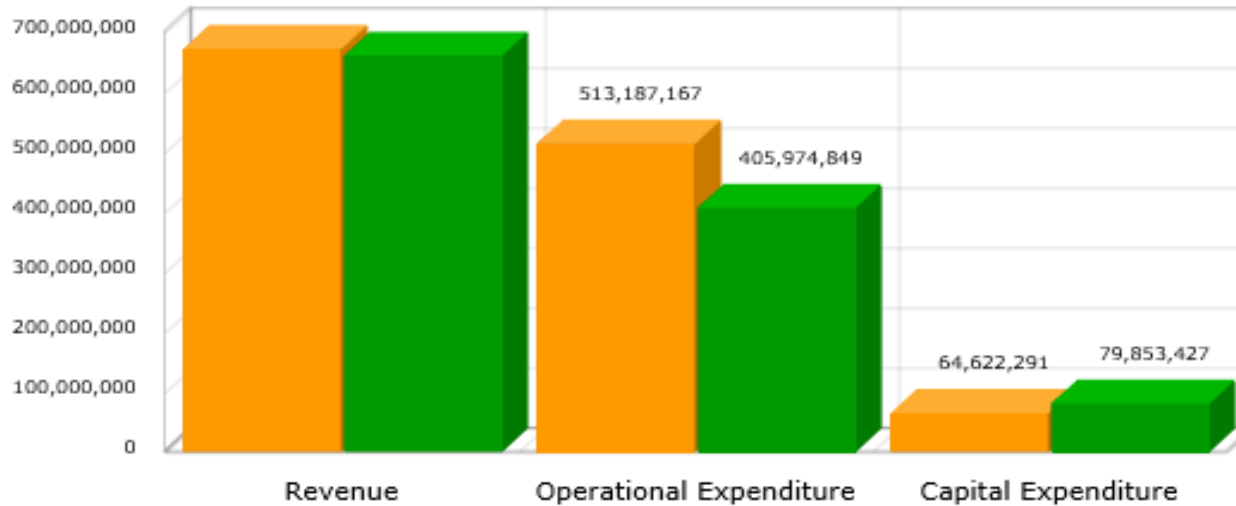
Dept	Project name	Amount to be rolled over 2016/2017	Expenditure by 30 sept '17	Expenditure by 31 Dec '17	Measurable quarterly milestones for 17/18	Progress made by 30 sept 2017	Progress made by 30 Dec 2017	Reason for deviation	Funding
EED	Replace 10x11kv & 6x33kv Auto Reclosers	2 025 000	-	0	Q1: Appointment of Consultant and designs Q2: Appointment of Contractor Q3: Project completion 50% Q4: Project 100% complete	Consultant appointed and SLA signed	<i>Material ordered by Stores. Contractor to be appointed on the Loan Projects. This Roll over project will be completed in-house.</i>	DBSA loan not yet approved. Capital unavailable	Own
ESD	Khwekhwe Low Level bridge	1 300 000	1 525 884	1 973 233	Q1:Physical Progress at 50% Q2:Physical Progress at 100% Q3:Complete Q4:Complete	Physical Progress at 64%	<i>On practical completion</i>	None	LOAN
ESD	Tzaneen Airfield Rehabilitation	2 031 385	445 050	1 137 417	Q1:Physical Progress at 25% Q2:Physical Progress at 100% Q3:Complete Q4:Complete	Waiting for the approval of NOTAM by Civil Aviation Authority so that we can start with the rehabilitation.	<i>The Physical Progress at 60%</i>	Contractor's progress is very slow	LOAN
ESD	Construction of Ablution Facilities at Parks	819 703	487 387	636.311	Q1:Physical Progress at 50% Q2:Physical Progress at 100% Q3:Complete Q4:Complete	Physical Progress at 80%	<i>Complete</i>	None	Own
ESD	Upgrading of Runnymede Cluster Sport Facility	6 500 000	3 150 000	3 150 000	Q1:Physical Progress at 85% Q2: Physical Progress at 100% Q3:Complete Q4:Complete	The Physical Progress at 80%	<i>The Physical Progress at 91%</i>	Extension of time due to additional work	MIG
ESD	Tickyline to Mafarana: Upgrading of Road from Gravel to Tar	9 330 308	-	11 557 846	Q1:Physical Progress at 75% Q2:Physical Progress 85% Q3:100% Q4:Complete	The Physical Progress at 87%	<i>The Physical Progress at 95%</i>	None	MIG
TOTAL		22 006 396	5 608 321	14 707 846					

2.4 Summary of financial performance for the 2nd Quarter of 2017/18

The following matters should also be taken note of:

- a) Revenue collection: It is encouraging to note that the collection rate on service charges improved from 84% in the 1st Quarter to 93% during the 2nd Quarter of 2017/18.
- b) Operational Expenditure: Under expenditure on operational budget is reflected in the report. The non-allocation of labour, depreciation and bad debts were once again given as the reason for deviation. It is of concern that internal labour especially are not allocated on at least a quarterly basis, to ensure that a more accurate picture of the true state of expenditure on operations and maintenance, is presented to Council.
 - **The inability to pay Eskom on time should be a warning light, indicating that tighter expenditure controls should be instituted.**
- c) Capital Expenditure: Capital expenditure are higher than the planned expenditure, but this is mainly due to the continuation of multi-year projects funded through MIG. GTM applied for a loan to fund capital expenditure for especially the electricity network, which was not yet approved by DBSA. The implementation of capital projects (other than those funded through grants) are therefore on hold.

Figure 1: Financial Performance Summary for the period 1 October to 31 December '17



	Budget	Actual	Variance
Revenue:	670,824,608.69	659,276,720.62	11,547,888.07
Operational Expenditure:	513,187,166.94	405,974,849.23	107,212,317.71
Capital Expenditure:	64,622,291.33	79,853,427.35	-15,231,136.02
Total:	1,248,634,066.96	1,145,104,997.20	103,529,069.76

3. Delivery on Key Performance Indicators & Projects

3.1 Office of the Municipal Manager

The performance of the Office of the Municipal Manager (MM) during the 2nd Quarter of 2017/18 is presented below (see **Table 9**).

Table 9: 2 nd Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager												
Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D1	Good Governance and Public Participation	Budget management	% of capital spent on projects as prioritised in IDP for specific year	Percentage	tbd	100%	100%	102.88%	G2	Performance Target Achieved	None Required	Capital Expenditure report 17/18 IDP project list
D2	Good Governance and Public Participation	Council Support	% of GTM Council resolutions implemented vs number passed	Percentage	tbd	100%	100%	16.67%	R	The resolution register for Council resolutions circulates for Management comments during the month after the quarter has ended. The register will be presented to Council by end January 2018.	None.	Resolution register
D3	Good Governance and Public Participation	Management and Administration	# Management meetings	Number	tbd	26	13	8	R	Only 1 meeting was held in December 2017.	None.	Minutes & Attendance Registers
D4	Good Governance and Public Participation	Performance monitoring and reporting	# of meetings held with all staff	Number	0	2	1	0	R			Minutes & Attendance Registers

Table 9: 2nd Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D5	Good Governance and Public Participation	Performance monitoring and reporting	# of Departmental meetings held (MM)	Number	2	4	2	0	R			Minutes & Attendance Registers
D6	Good Governance and Public Participation	Performance monitoring and reporting	Mid-year budget and performance report submitted to PT, COGHSTA, and AG by 25 Jan	Number	1	1	0	0	N/A			Mid-year Performance Report Acknowledgement of Receipt
D7	Good Governance and Public Participation	Performance monitoring and reporting	Draft Annual Report tabled in Council by 31 Jan	Number	1	1	0	0	N/A			Draft Annual Report Council Minutes
D8	Good Governance and Public Participation	Performance monitoring and reporting	Final Annual Report approved by Council by 31 March	Number	1	1	0	0	N/A			Final Annual Report Council Minutes
D9	Good Governance and Public Participation	Performance monitoring and reporting	# of Quarterly SDBIP reports submitted to Council	Number	4	4	2	0	R	4th Qtr SDBIP report for 16/17 delayed due to changes required after AG audit. Awaiting Council sitting. 1st Qtr SDBIP report for 17/18 incomplete	Adherence to reporting requirements and timeframes must be enforced by Directors.	Quarterly Performance Reports Council Minutes
D10	Good Governance and Public Participation	Performance monitoring and reporting	# of Back to Basics statistical reports submitted to CoGTA by the 10th of each month	Number	12	12	6	6	G	Report submitted on 8 December	None required	B2B Reports, Acknowledgement of receipt

Table 9: 2nd Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D11	Good Governance and Public Participation	Performance monitoring and reporting	Draft Annual Performance Report submitted to the AG, AC and Mayor by 31 August	Number	1	1	1	1	G			Acknowledgement of Receipt from AG, AC & Mayor
D12	Good Governance and Public Participation	Customer Care	# of days taken to submit the SDBIP to the Mayor following budget approval	Number	17	28	0	0	N/A			Acknowledgement of receipt - Mayor
D13	Good Governance and Public Participation	Sound Governance	# of quarterly performance reports audited prior to submission to Council	Number	0	4	2	0	R	Reopening of the performance system which nullifies work already done	Directors and managers must adhere to the reporting timeframes.	Quarterly SDBIP Audit reports
D14	Good Governance and Public Participation	Sound Governance	# of community protests	Number	tbd	0	0	0	N/A			Community Protest applications register Protest approval Memos
D15	Good Governance and Public Participation	Sound Governance	# of AG audit queries	Number	0	0	0	0	N/A			Audit Report
D16	Good Governance and Public Participation	Customer Care	% of employees that Received paid overtime (12 month average)	Percentage	10%	10%	10%	0%	B			Monthly HR reports on overtime

Table 9: 2nd Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D17	Good Governance and Public Participation	Sound Governance	Unqualified Audit opinion obtained from AG	Number	Unqualified	1	1	0	R			AG Audit Report
D18	Good Governance and Public Participation	Sound Governance	% of customer complaints resolved	Percentage	tbd	100%	100%	50%	R			Help desk register of resolutions Presidential & Premier hotline reports
D19	Good Governance and Public Participation	Sound Governance	# audit committee meetings held	Number	tbd	4	2	4	B			Agendas, Attendance register
D20	Local Economic Development	Employee Performance Management	% of audit committee resolutions implemented	Percentage	New KPI	100%	100%	32.33%	R	Progress to date not fully completed	The resolutions register will serve in management meetings to track progress	AC resolution register
D21	Good Governance and Public Participation	Employee Performance Management	% of MPAC resolutions implemented	Percentage	tbd	100%	100%	16.67%	R	No MPAC reports were presented to Council during the month of December 2017.	None.	MPAC resolution register
D22	Local Economic Development	Employee Performance Management	# of performance assessments for Sect 56 appointments	Number	0	2	1	0	R	All Directors that signed a Performance Agreement for 2016/17 have resigned or their contracts expired.	Vacancies to be filled	Mid-year and Annual Assessment reports
D23	Local Economic Development	Integrated Development Planning	# of Senior Managers (MM & Directors) with signed	Number	5	7	7	2	R	CSD & PED contract expired. MM & CFO & ESD resigned	Positions needs to be filled	Performance Agreements

Table 9: 2nd Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
			performance agreements by 30 June									
D24	Local Economic Development	Integrated Development Planning	# of IDP Steering Committee meetings	Number	4	6	3	4	G2	Meeting held on 5 December to discuss Strategies Phase.	Adherence to IDP process plan must be enforced	Invitations Minutes & attendance registers
D25	Local Economic Development	Integrated Development Planning	# of IDP Rep forum meetings	Number	4	5	3	1	R	IDP Repform for the Strategies Phase was once again postponed.	IDP process plan timeframes must be enforced	Invitations Minutes & attendance registers
D26	Local Economic Development	Integrated Development Planning	Draft IDP approved by Council by 31 March annually	Number	1	1	0	0	N/A			Draft IDP Council Minutes
D27	Good Governance and Public Participation	Revenue Management	Final IDP approved by Council by 31 May annually	Number	1	1	0	0	N/A			Final IDP Council Minutes
D28	Good Governance and Public Participation	Supply Chain Management	% equitable share received	Percentage	93%	100%	50%	69%	G2	None Required	None Required	Bank Statement DORA
D29	Good Governance and Public Participation	Supply Chain Management	% of Capital Budget spent	Percentage	54%	100%	50.00%	59.23%	G2	Performance Target Achieved	None Required	Budget Reports
D30	Good Governance and Public Participation	Expenditure Management	% of Operational budget spent	Percentage	101%	100%	50.00%	36.98%	R	Allocation of Depreciation not done	Depreciation to be allocated monthly	Budget Reports

Table 9: 2nd Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D31	Good Governance and Public Participation	Budget management	% Operating budget spent on Personnel costs (excl Salaries of councillors)	Percentage	35%	35%	35%	25.10%	R			Budget Reports
D32	Good Governance and Public Participation	Expenditure Management	% of bids approved by MM within 90 days after close of tender	Percentage	60%	100%	100%	66.67%	B	no reason for deviation	no corrective measures	Bids approval SCM process checklist
D33	Good Governance and Public Participation	Supply Chain Management	% of Bids awarded within 2 weeks after adjudication recommendation	Percentage	tbd	100%	100%	50%	R	DELAY IN SCM PROCESS	SPEED UP SCM PROCESS	SCM Submission register Bids approval by MM
D34	Good Governance and Public Participation	Financial Reporting	# of Bids awarded that deviated from the adjudication committee recommendation	Number	0	0	0	0	N/A			SCM Bid register Deviation Forms
D35	Good Governance and Public Participation	Financial Reporting	Submission of AG Action Plan to Council by 31 January	Number	1	1	0	0	N/A			AG Action Plan Council Minutes
D36	Good Governance and Public Participation	Revenue Management	% of AG queries resolved	Percentage	100%	100%	0%	0%	N/A			Acknowledgement of receipt by AG & PT
D37	Basic Service Delivery	Disaster Management	Revenue enhancement strategy reviewed and	Number	0	1	0	0	N/A			Revenue Enhancement Strategy Council Minutes

Table 9: 2nd Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
			approved by 30 June '18									
D38	Basic Service Delivery	Disaster Management	Annual Disaster Management report submitted to Mopani District by 30 Sept	Number	1	1	1	1	G			Annual Report Acknowledgement of receipt from MDM
D39	Basic Service Delivery	Disaster Management	Annual Disaster Management report submitted to Council by 31 Aug	Number	1	1	1	1	G			Disaster Management Report Council Resolution
D40	Basic Service Delivery	Disaster Management	% Disaster incidences responded to (relieved) within 72-hours	Percentage	100%	100%	100%	100%	G	All the incidences were attended to	Non-required	Disaster Relief forms
D41	Good Governance and Public Participation	Risk Management	# of disaster awareness campaigns conducted at schools	Number	tbd	9	5	11	B			Programme for Awareness Campaigns Attendance Register Agenda
D46	Good Governance and Public Participation	Risk Management	# of Anti-corruption committee meetings	Number	1	4	2	1	R	No activity took place during this reporting period	Resuscitate anti-corruption committee meeting.	Agendas, Attendance register, Minutes

Table 9: 2nd Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D47	Good Governance and Public Participation	Sound Governance	# of reported cases of fraud and corruption investigated	Number	1	0	0	7	B	No activity took place during this reporting period.	Synergy between Risk Management Unit and Labour Relations on fraud cases.	Register of Fraud & Corruption Cases Investigation Reports
D48	Good Governance and Public Participation	Sound Governance	Strategic Risk Assessment report submitted to Council	Number	1	1	0	0	N/A	Identification of strategic risks is part of the risk assessment process. The number of identified strategic risks are part of the risk assessment report approved by Council on the 30th June 2017.	To start the process of risk identification at strategic planning sessions.	Risk Assessment Report IDP Council Item IDP Council Minutes
D49	Good Governance and Public Participation	Sound Governance	# of Risk Management committee meetings	Number	tbd	4	2	1	R	Risk Committee meetings are taking place on quarterly basis. The next risk committee meeting will take place in January 2018.	Adherence to the risk committee program	Appointment letter for chairperson & members Invitations Minutes & attendance registers
D50	Good Governance and Public Participation	Sound Governance	# of Risk monitoring reports submitted to Council	Number	tbd	4	2	1	R	Nothing for this reporting period. 1st quarter risk monitoring report is due for Council approval with all management comments.	None	Risk Monitoring Reports Council Minutes

Table 9: 2nd Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D51	Good Governance and Public Participation	Sound Governance	Organisational Risk assessment Report submitted to Council	Number	1	1	0	0	N/A	Organisational risk assessment of 2017/2018 was approved by Council on the 30th June 2017. The processes of organisational risk assessment for 2018/2019 will unfold during 3rd quarter of 2018. The report will serve in Council at the end of 4th quarter.	None	Strategic Risk Assessment Report
D52	Good Governance and Public Participation	Office Administration	3 year Strategic Risk Based Audit plan submitted to Audit Committee by 30 June	Number	1	1	0	0	N/A			3 Year Strategic Risk Audit Plan AC minutes
D53	Good Governance and Public Participation	Office Administration	Average number of days taken by Directors to respond to Internal Audit Queries	Number	tbd	5	5	4.17	O			Internal Audit Follow-up Reports for all Departments
D54	Good Governance and Public Participation	Office Administration	# of quarterly internal audit reports submitted to audit committee	Number	4	4	2	3	B			Quarterly Audit reports AC minutes

Table 9: 2nd Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D55	Good Governance and Public Participation	Office Administration	Reviewed Internal Audit Charter submitted & approved by Audit Committee by 30 June	Number	tbd	1	0	0	N/A			Audit Charter AC Minutes
D56	Good Governance	Legal support	% SLAs signed within 10 days after information is provided	Percentage	100	100%	100%	66.67%	R	None	None	SLA Register containing date of receipt of request & submission to MM for signature)

Table 10 and the graph below presents a summary of the level of performance for the 2nd Quarter of 2017/18 for the Office of the Municipal Manager, indicating that **59%** of the targets set for the period were not met:

Table 10: Office of the Municipal Manager- Summary of Results (2nd Quarter of 2017/18)			
	Level of performance	Number of KPIs	% Performance at this level
	KPI Not Yet Measured	16	
	KPI Not Met	20	56%
	KPI Almost Met	1	3%
	KPI Met	5	14%
	KPI Well Met	4	11%

Table 10: Office of the Municipal Manager- Summary of Results (2nd Quarter of 2017/18)			
	Level of performance	Number of KPIs	% Performance at this level
	KPI Extremely Well Met	6	17%
	Total KPIs measured this quarter	36	

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

1. *Organisational Performance Management:* The high number of vacancies at MM and Director Level affects organisational performance reporting as acting employees are overstretched to attend to both service delivery and governance matters. This situation contributes to inaccurate/incomplete performance reporting and additional pressure on the performance management unit (which is limited to one employee) to monitor reporting and exercise quality control.
2. *Individual Performance Management:* The performance evaluations for senior personnel could, once again, not take place due to the high number of vacancies in strategic positions. The delays in the filling of these posts continue to impact on the performance of the entire organization.
3. Strategic activities planned by the Office of the Municipal manager are often postponed this results in strategic processes such as IDP, Budget, PMS, Audit & Risk Management not taking place in line with the process plans and thereby compromising the quality strategic impact of these programmes.
4. The auditing of performance information by the Internal Audit unit plays a critical role in facilitating a clean audit outcome. The Senior Internal Auditor tasked with this responsibility has been promoted to Manager: Internal Audit and the subsequent vacancy has not yet been filled.

3.2 Office of the Chief Financial Officer

The performance of the Office of the Chief Financial Officer (CFO) during the 2nd Quarter of 2017/18 is presented below (see **Table 11**).

Table 11: 2 nd Quarter Performance on targets set for 2017/18 - Office of the Chief Financial Officer												
Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D57	Basic Service Delivery	Free Basic Services	R-value of Free Basic Electricity to Households	R-value	awaited	R 4,200,000	R 2,100,000	R 1,174,878	R	Invoice submitted by Eskom	Ongoing verification of indigents, de-configuring Eskom users not claiming	FBE Payments
D58	Basic Service Delivery	Free Basic Services	% of households earning less than R 1100 served with free basic electricity (total registered as indigents)	Percentage	awaited	100%	100%	100%	G	All indigents on Promis system receive free basic electricity	Ongoing verification of indigents	Indigent register Billing Report
D59	Basic Service Delivery	Free Basic Services	% households earning less than R 1100 with access to free basic waste removal (total registered as indigents)	Percentage	7	7%	7%	3.11%	R	100% of indigents registered on Promis receive basic waste services. We are not able to verify services to Villages.	Validation of indigent register and only indigents in formal towns to be included in calculation	Indigent register Billing Report
D60	Basic Service Delivery	Free Basic Services	Total number of registered indigent households who received free basic water and sanitation (GTM service area)	Number	awaited	1,420	1,420	1,333.83	O	All indigents registered on Promis receives Free basic water	Ongoing indigent verification	Indigent register Billing Report
D61	Good Governance	Management and Administration	# of Departmental meetings held (CFO)	Number	New KPI	4	2	1	R			Minutes & Attendance Registers
D62	Good Governance	Regulatory Framework	# of finance related policies revised annually	Number	17	17	0	0	N/A			Budget Policies

Table 11: 2nd Quarter Performance on targets set for 2017/18 - Office of the Chief Financial Officer

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
												Council Resolution
D63	Good Governance	Asset Management	Annual Asset verification report concluded by 30 June	Number	1	1	0	0	N/A			Sign Off report on Asset Verification report Council Resolution
D64	Good Governance	Budget management	Draft Budget submitted to Council by 31 March	Number	1	1	0	0	N/A			Draft Budget Council resolution
D65	Good Governance	Budget management	Annual Budget tabled by 31 May annually	Number	1	1	0	0	N/A			Budget Council resolution
D66	Good Governance	Budget management	Annual Adjustment budget approved by Council by 28 Feb	Number	1	1	0	0	N/A			Adjustment Budget Council resolution
D67	Good Governance	Budget management	Cost coverage	Ratio	awaited	1.6	1.6	0.79	R	The cost coverage demonstrates how many times the monthly fixed operational expenditure can be met. The target has not been met because the monthly bulk purchases of R 40 987 501 is higher than normal due to October 2017 payment also made during December 2018.	Bulk payments especially for electricity needs to be effected during the month that it is due	Financial reports Financial viability calculations

Table 11: 2nd Quarter Performance on targets set for 2017/18 - Office of the Chief Financial Officer

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D68	Good Governance	Budget management	Debt coverage	Ratio	awaited	18.3	18.3	18.84	G2	The debt coverage demonstrates how many times debt service payments can be accommodated. The actual is higher than the target which means that the target has been met.	N/A	Financial reports Financial viability calculations
D69	Good Governance	Expenditure Management	% creditors paid within 30 days	Percentage	awaited	100%	100%	98.46%	O	Target not achieved. 1 creditor not paid at end of December 2017 due to faulty Transformers delivered to the Municipality	Follow up to be made with the respective department	Monthly reports
D70	Good Governance	Financial Reporting	# of Section 71 (MFMA) reports submitted to NT & PT by no later than 10 working days after the end of the month	Number	12	12	6	6	G	The section 71 reports were submitted to Government Departments on 14 December 2017. The reports were submitted within 10 days	N/A	Acknowledgement of receipt by NT & PT
D71	Good Governance	Financial Reporting	Annual Financial statements submitted to AG, PT and NT by 31 August annually	Number	42247	1	1	1	G			Acknowledgement of receipt by AG & PT
D72	Good Governance	Revenue Management	# of Households billed	Number	23066	24,000	23,400	22,982	O	Accounts as per billing report	Data cleansing on a daily basis	Billing reports

Table 11: 2nd Quarter Performance on targets set for 2017/18 - Office of the Chief Financial Officer

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D73	Good Governance	Revenue Management	# of revenue generation policies reviewed and approved	Number	6	6	0	0	N/A			Credit Control, Debt Collection, Property rates, Indigent Policy & Cash management Policy, Debt impairment Budget Resolution
D74	Good Governance	Revenue Management	% of revenue collected monthly	Percentage	awaited	92%	92%	94.67%	G2	Follow up on accounts in arrears and credit control and debt collection stepped up.	Credit control and debt collection policy to be followed. Illegal connection inspections to be done	Budget report
D75	Good Governance	Revenue Management	Outstanding service debtors to revenue	Ratio	awaited	10	10	17.17	R	Average payment rate of 94%, debt accumulate on monthly basis	Credit control and debt collection policies to be followed. Disconnection of services and hand over of long outstanding accounts.	Financial reports Financial viability calculations
D76	Good Governance	Expenditure Management	% of Finance Management Grant Spent	Percentage	1	100%	50%	129%	B	Target not achieved.	Appointment of Interns to be prioritised	Monthly Expenditure Report

Table 11: 2nd Quarter Performance on targets set for 2017/18 - Office of the Chief Financial Officer

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D77	Good Governance	Supply Chain Management	# of SCM reports submitted to national treasury	Number	12	12	6	5	O	No deviation	None	Monthly SCM reports Acknowledgement of receipt from Treasury
D78	Good Governance	Supply Chain Management	Demand Management plan approved by Council by 30 June annually	Number	1	1	0	0	N/A			Demand Management Plan Council Minutes
D79	Good Governance	Supply Chain Management	# of Demand Management Progress Reports submitted to Management	Number	New KPI	12	6	5	O	Department did not submit procurement plan as per the date specified.	Department must submit specification as per date specified on the procurement plan	Monthly Demand Management Reports Management Minutes
D80	Good Governance	Supply Chain Management	# of contract management reports submitted to Council	Number	0	12	6	5	O	No deviation	None	Monthly Contract Management Report Council Minutes
D81	Good Governance	Revenue Management	# of indigents registered	Number	awaited	37,000	37,000	36,427	O	No new indigents approved. Council referred back item	Compiling and validation of a new indigent register to be undertaken. Acquiring indigent management program.	Indigent register

Table 11: 2 nd Quarter Performance on targets set for 2017/18 - Office of the Chief Financial Officer												
Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D82	Good Governance	Sound Governance	# of employees complying with financial minimum competency requirements	Number	awaited	35	0	0	N/A			HR Monthly Report Compliance Certificates

Table 12 below presents a summary of the level of performance for the 2nd Quarter of 2017/18 for the Office of the CFO, indicating that **67%** of the targets set for the quarter were not met.

Table 12: CFO - Summary of Results (2 nd Quarter of 2017/18)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	8	
	KPI Not Met	5	28%
	KPI Almost Met	7	39%
	KPI Met	3	17%
	KPI Well Met	2	11%
	KPI Extremely Well Met	1	6%
	Total KPIs measured this quarter	18	

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

1. The Supply Chain Management Unit progress with the implementation of the Demand Management Plan was delayed by the non-submission of specifications by user departments. Also the fact that the loan application submitted to DBSA has not yet been approved and as a result capital projects are on hold.
2. Revenue collection is affected by the poor economic situation as well as in increase in the rates, which came into effect with the new valuation roll and also the increases for the new financial year. As a result the performance on the *outstanding service debtors to revenue ratio* is deteriorating. It should however be noted that in spite of this the monthly revenue collection is at 94% due to the follow-up on accounts in arrears and credit control and debt collection that was stepped up.
3. The reporting on access to free basic services remains a challenges since the majority of indigents do not reside in the GTM service areas.

3.3 Corporate Services Department

The performance of the Corporate Services Department (CORP) during the 2nd Quarter of 2017/18 is presented below (see **Table 13**).

Table 13: 2 nd Quarter Performance on targets set for 2017/18 - Corporate Services Department												
Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D42	Good Governance and Public Participation	Youth, Gender & Disability support	# of Jobs created by Municipal Capital projects for youth	Number	tbd	473	234	1,849	B	Target met	NONE	Consolidated Job creation reports
D43	Good Governance and Public Participation	Youth, Gender & Disability support	# of Jobs created by Municipal Capital projects for women	Number	tbd	473	234	3,652	B	Target met	NONE.	Consolidated Job creation reports
D44	Good Governance and Public Participation	Youth, Gender & Disability support	# of Jobs created by Municipal Capital projects for disabled persons	Number	tbd	17	6	35	B	Target met	NONE.	Consolidated Job creation reports
D45	Good Governance and Public Participation	Risk Management	# of Mayoral (local) imbizos held	Number	tbd	16	8	11	G2	There were a lots of constraints in December 2018 which prevented the holding of izimbizo.	In the month of October four imbizos were held to cover the December month.	Minutes and Attendance register (1 Imbizo per cluster per quarter)
D83	Service Delivery	Capacity building and Training	# of employees successfully trained	Number	90	90	40	95	B			WSP Approval by MM Attendance Register

Table 13: 2nd Quarter Performance on targets set for 2017/18 - Corporate Services Department

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D84	Good Governance	Capacity building and Training	# of senior managers complying with the minimum competency levels	Number	New KPI	5	3	0	R	22 Employees submitted the last portfolios to the services provider and Corporate Services Department is waiting for the results.	None	Qualifications of MM & Directors
D85	Good Governance	Management and Administration	# of Departmental meetings held (CORP)	Number	New KPI	4	2	0	R			Minutes and Attendance Registers
D86	Service Delivery	Capacity building and Training	Work place skills plan submitted to LGSETA by 30 Apr	Number	1	1	0	0	N/A			WSP Acknowledgement of receipt
D87	Service Delivery	Capacity building and Training	% of municipal budget spent on implementing the Work Place Skills Plan	Percentage	Actual awaited	100%	0%	0%	N/A			Municipal Budget Training Budget Spent
D88	Service Delivery	Labour Relations	# of Local Labour Forum meetings	Number	Actual awaited	12	6	4	R	Meeting was postponed to January 2018.	All stakeholders to be encouraged adhere to calendar adopted by LLF. Matters that were to be discussed shall be considered in the next meeting.	LLF Invitations, Minutes and attendance registers

Table 13: 2nd Quarter Performance on targets set for 2017/18 - Corporate Services Department

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D89	Good Governance	Human Resource Management	# of people from employment equity target groups employed in the 3 highest levels of management in compliance with EE plan	Number	Actual awaited	27	27	27	G	The Director Community Services contract expired.	Section 56 and 54 managers should be appointed in line with EE Plan,	EE report
D90	Good Governance	Human Resource Management	# of MM & Director posts vacant for more than three months	Number	2	0	0	0	N/A			Staff establishment
D91	Good Governance	Human Resource Management	Development of an Institutional Plan finalised by 30 May	Number	1	1	0	0	N/A			Institutional Plan Proof of Submission for inclusion in IDP
D92	Good Governance	Human Resource Management	# of critical posts filled (MM, CFO, Engineer, Town Planner, Corp, Communications)	Number	4	6	6	0.67	R	None as the shortlisting process was done on the 11 December 2017. The interview process will be in January 2018.	None is the process is within time frame.	Staff Establishment
D93	Good Governance	Information Technology	# Of ICT Steering Committee Meetings	Number	New KPI	4	2	2	G			Minutes and Attendance Registers

Table 13: 2nd Quarter Performance on targets set for 2017/18 - Corporate Services Department

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D94	Good Governance	Information Technology	Internet services procured by 30 Dec	Number	New KPI	1	1	0	R	We have received quotations for Vodacom services but have challenges getting assistance from Telkom on the numbers that need to be terminate on internet services.	To follow-up with Telkom and possible request assistance from a third party to help identify the numbers dedicated to internet services	SLA with Vodacom
D95	Good Governance	Information Technology	% of Network Availability at Satellite Offices	Percentage	New KPI	80%	80%	84.28%	G2	Met the set target		Solarwinds Reports
D96	Good Governance	Information Technology	Leasing of Desktops and Laptops & Councillor tablets	Percentage	New KPI	100%	100%	100%	G	All users allocated tools for trade (Desktops, Laptops and Tablets), though some have exceeded their useful life.		Specifications, Appointment letter, SLA, Delivery acceptance note
D97	Good Governance	Human Resource Management	% of personnel budget spent	Percentage	Actual awaited	100%	50.00%	43.34%	O	Target not achieved	Human Resources to provide reasons.	Personnel Budget
D98	Good Governance	Occupational Health and Safety	# of OHS committee meetings	Number	2	4	2	0	R			Notice of meeting Attendance Register Minutes
D99	Good Governance	Management and Administration	# of awareness workshops to encourage proper filing of documentation	Number	New KPI	2	1	2	B	No Records Management workshops were conducted during the month of December 2017.	None.	Invitations Training programme Attendance Register

Table 13: 2nd Quarter Performance on targets set for 2017/18 - Corporate Services Department

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D100	Good Governance	Management and Administration	# of file audits conducted	Number	New KPI	4	2	5	B	Out of 222 files booked out during the month of November & December 2017, 218 files were returned and only 4 files were still outstanding.	None.	Register of Files Audited
D101	Good Governance	Communication	# of media briefings arranged	Number	Actual awaited	4	2	1	R			Notice of media briefing Attendance Register
D102	Good Governance	Communication	# of newsletters produced	Number	1	4	2	1	R			Publications
D103	Good Governance	Communication	# of statutory provisions (website) complied with as contained in Section 75 (a-l) of MFMA within 5 days of approval	Number	12	12	12	10	O			Printscreen of placements Website update register
D104	Good Governance	Human Resource Management	% Staff turnover	Percentage	Actual awaited	1.80%	0%	0%	N/A			Staff establishment
D105	Good Governance	Human Resource Management	% Employees that are female	Percentage	Actual awaited	37%	37%	38%	G2	None is the target is met.	None	Employment Equity report

Table 13: 2nd Quarter Performance on targets set for 2017/18 - Corporate Services Department

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D106	Good Governance	Human Resource Management	% Employees that are youth	Percentage	Actual awaited	21%	21%	20%	O	There was no advertisement during the month of December 2017.	That Municipal Manager approves advertisement of positions to be able to meet the EE target.	Employment Equity report
D107	Good Governance	Human Resource Management	% Employees that are disabled	Percentage	Actual awaited	2%	2%	2.10%	G2	Currently we have 14 Disabled employees.	None	Employment Equity report
D190	Service Delivery	Capacity building and Training	# of Ward Committee members workshopped on municipal affairs	Number	Actual awaited	350	250	0	R	No training was done due to other Council activities which affected the scheduling of training initiatives.	Training will be done in the second half of 2017/2018 financial year. Adherence to the training requirements.	Training programme & attendance register
D191	Good Governance	Council Support	# of days taken to make MPAC oversight reports available to the public following Council approval	Number	Actual awaited	7	7	4	B	No MPAC report were submitted to Council during the month of December 2017.	MPAC quarterly oversight reports are expected to be submitted to Council by end January 2018.	Council Minutes Copy of Adverts Proof of Website placement
D192	Good Governance	Council Support	# of Council meetings held	Number	Actual awaited	4	2	5	B			Minutes and attendance registers
D193	Good Governance	Council Support	# of Exco meetings held	Number	Actual awaited	26	13	6	R	No EXCO meeting was held during the month of December 2017.	None.	Minutes and attendance registers

Table 13: 2nd Quarter Performance on targets set for 2017/18 - Corporate Services Department

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D194	Good Governance	Council Support	# of Portfolio Committee meetings held	Number	Actual awaited	99	49	33	R	Only 1 Portfolio Committee meeting was held during the month of December 2017.	No reports were prepared for discussion by other committees during this month.	Committee meetings register
D196	Good Governance	Ward Committees	# of monthly ward committee meetings	Number	Actual awaited	420	210	110	R	> Five (5) Ward Secretaries did not submit minutes and attendance register. > Twenty five (25) wards could not hold Community feedback because due to political programmes.	A catch up will be done in January 2018 to address issues that should have addressed.	Register of Ward Committee Meetings & Minutes
D197	Good Governance	Ward Committees	# of monthly committee feedback meetings	Number	0	35	35	15	R	> Ward Secretaries did not submit the minutes and attendance register of Ward Committee > Community feedback were postponed due to political programmes.	The community feedback issues will be covered in a meeting be held in January 2018.	Register of Committee Feedback Meetings & Minutes
D198	Good Governance	Ward Committees	# Fully functional ward committees	Number	Actual awaited	35	35	18.33	R	Not all ward committees held meetings during the December 2018 month.	PPP Division to continue provide assistance to ward councillors to enable them to have ward committee meetings.	Minutes of Ward committee meetings, Consolidated Monthly Ward reports
D199	Good Governance	Ward Committees	# of summarised quarterly ward reports submitted to Council	Number	Actual awaited	4	2	0	R	No consolidated quarterly report generated.	To consolidate in future	Summarised Ward Reports (quarterly) Council Minutes

Table 14 below presents a summary of the level of performance for the 2nd Quarter of 2017/18 for the Corporate Services Department. From the table it can be seen that **54%** of the targets set for the Department were not met by the end of the quarter.

Table 14: CORP - Summary of Results (2nd Quarter of 2017/18)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	5	
	KPI Not Met	15	45%
	KPI Almost Met	3	9%
	KPI Met	3	9%
	KPI Well Met	4	12%
	KPI Extremely Well Met	8	24%
	Total KPIs measured this quarter	33	

Areas of concern in the Corporate Services Department:

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

3.4 Community Services Department

The performance of the Community Services Department (CSD) during the 2nd Quarter of 2017/18 is presented below (see **Table 15**).

Table 15: 2 nd Quarter Performance on targets set for 2017/18 - Community Services Department												
Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D108	Good Governance	Management and Administration	# of Departmental meetings held (CSD)	Number	New KPI	4	2	1	R			Minutes and Attendance Registers
D109	Good Governance	Safety and Security	# of theft cases from council buildings	Number	2	0	0	2	R			Theft & damages register Police Case number
D110	Service Delivery	Environmental Health Management	# of contravention notices issued to improve level compliance to Environmental Management legislation (5 formal towns)	Number	Actual Awaited	112	56	52	O			Contravention Notices
D111	Service Delivery	Environmental Health Management	% compliance to the environmental legislation checklist	Percentage	85	90%	0%	0%	N/A			Environmental Checklist
D112	Service Delivery	Environmental Health Management	% of water samples that comply with SANS 0241	Percentage	85	85%	85%	58.58%	R			Water quality lab reports
D113	Service Delivery	Waste Management	# of households with collection of waste once per week	Number	8537	8,537	8,537	7,356.17	O	The Category-Tariff-Report from C.F.O. is only available on hard-copy The Category Tariff summary is fluctuating +-	Category-Tariff-Report from C.F.O. must available on electronic-copy C.F.O. (Revenue) is continuously being requested for such Cat. Summary-reports	Category Tariff Billing Report Monthly Example

Table 15: 2nd Quarter Performance on targets set for 2017/18 - Community Services Department

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D114	Service Delivery	Waste Management	R-value spent on waste management	R-value	Actual Awaited	R 85,088,885	R 42,544,440	R 28,507,768.27	R	(1) The C.F.O.'s office dealing with expenditure report did forward as per arrangement the exp.-report in time. (2) The Divisional Waste Manager is accountable for less than 40% of expenditure-line-items. (3) The control of the other 60 % of such line-items is vested @ Dept. of the C.F.O.	(1)The C.F.O.'s office dealing with expenditure must also analyse the root-cause for the un-even monthly expenditure	Budget reports
D115	Service Delivery	Waste Management	# of Rural Waste Service Areas serviced (waste management)	Number	30	40	40	33.33	O	(1) Oversight function is being done by Ward Cllr. and Traditional Leader to ensure the Temp.Workers (T.o.w.'s) are working according to schedule (2) Fleet Management fail service delivery at present as only 2-3 of the 7 x R.E.L.'s is functional (3) Fleet replacement must be initiated	(1)The Workshop must work on a Rapid-Turn-Around time to ensure the Removal-Fleet is always functional (2) The Waste-Fleet should be replaced on a "round-robin" 5 x year plan (i.o.w.'s 20% of fleet to be replaced annually) (3) The "OLD" fleet become more dysfunctional (4) Budget to be available to operationalize all 66 x W.S.A.'s (5) An URGENT Work-study by H.R. must be conducted to design a proper organogram to operationalize the Rural Waste Management project - EPWP Payment Advice	*EPWP Employee payroll Printout *1 Example of Timesheets signed off by Ward Committee and traditional authority

Table 15: 2nd Quarter Performance on targets set for 2017/18 - Community Services Department

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D116	Service Delivery	Waste Management	# of Urban Waste Service Areas serviced (on level 1 service))	Number	5	5	5	4.17	O	(1) To ensure more accurate P.o.E.'s an electronic routesheet / tracking-system need to be installed in each vehicle with a sustainable monitoring as per a "unique-route" for each area	(1) Budget provision by Fleet Management for vehicle-tracking systems	Waste Management Monthly statistical Report *Waste Service Route Maps
D117	Service Delivery	Waste Management	# of Rural Skip-bins with Waste being removed to Tzaneen landfill site as on-call service		New KPI	1,920	960	765	O	(1)The Workshop must work on a Rapid-Turn-Around time to ensure the Removal-Fleet is always functional (2) The Waste-Fleet should be replaced on a "round-robin" 5 x year plan (i.o.w.'s 20% of fleet to be replaced annually (3) Vacancy of 1 x Team leader position create an under performance of the collections at Rural D.o.C.s. (4) Only 2-3 REL's is functional-resulted in non-frequent visitations at Rural D.o.C.s	(1) The "OLD" fleet become more dysfunctional (2) Budget to be available to operationalize all 66 x W.S.A.'s (3) A URGENT Work-study by H.R. must be conducted to design a proper organogram to operationalize the Rural Waste Management project (4) Vacancies must be filled a.s.a.p.	Rural Bulk-waste removal Tellisheet summary

Table 15: 2nd Quarter Performance on targets set for 2017/18 - Community Services Department

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D118	Service Delivery	Waste Management	% Households with access to basic level of solid waste management services	Percentage	Actual Awaited	52%	52%	43.33%	O	(1) Urban numbers is validated by Category-Tariff-Billing-Report (2) Rural is validated by Maps (by Digicap) of which the nu. of H/h's is not validated due to no-formalized villages	(1) Rural areas had to be formalised to ensure ACCURATE figures (2) Vehicle fleet must be renewed as well as additional Rural-vehicles (3) Organogram for Rural Bulk collections must be established	Informal demarcation removal schedule maps for rural areas Category Tariff Summary reports for urban suburbs
D119	Service Delivery	Traffic Services	Traffic fine collection rate [(Rand value received for fines/ R value of fines issued as %]	Percentage	Actual Awaited	70%	70%	70%	G	No deviation, kept to target	We hold one road block a month and send sms to remind customers	Revenue reports Traffic Fine system report
D120	Service Delivery	Traffic Services	R-value of traffic fines issued	R-value	New KPI	R 5,400,000	R 2,700,000	R 62,252,515	B	Exceeded target	We will continue with one road block, sending sms to customers. We also got little assistance from the Magistrate office regarding warrants	Monthly Traffic Fine System report
D121	Service Delivery	Library Services	# of library users	Number	Actual Awaited	96,000	48,000	61,300	G2	Schools and tertiary institutions are closed during Decembers, leading to a lesser demand for education. Also, the public Internet was offline for much of the month.	None. User numbers will be back to normal once schools open. Also, the public Internet, provided by the DSAC, has been connected.	Tattletape statistics Monthly Reports

Table 15: 2 nd Quarter Performance on targets set for 2017/18 - Community Services Department												
Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D122	Service Delivery	Maintenance and upgrade of parks and open spaces	# of cemeteries developed or extended	Number	0	1	0	1	B			Agatha Cemetery Extension Plans EIAc Project Progress Reports
D123	Service Delivery	Maintenance and upgrade of parks and open spaces	m ² of parks and openspaces maintained	Number	awaited	395,000	395,000	390,089.33	O			Grass cutting and garden maintenance sheets Monthly report
D124	Service Delivery	Maintenance and upgrade of parks and open spaces	# of developed parks maintained	Number	18	18	18	18	G	All parks and gardens are maintained	All is done according to specifications	Parks maintenance sheets Monthly report
D125	Service Delivery	Licensing and Testing services	% compliance with ENATIS legislative compliance (ad-hoc audits)	Percentage	New KPI	100%	100%	33.33%	R			Ad hoc Audit inspection reports by Department of Transport

Table 16 below presents a summary of the level of performance for the 2nd Quarter of 2017/18 for CSD indicating that **70%** of targets set were not met, a marked decline from the 1st quarter.

Table 16: CSD - Summary of Results (2nd Quarter of 2017/18)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	1	
	KPI Not Met	5	29%
	KPI Almost Met	7	41%
	KPI Met	2	12%
	KPI Well Met	1	6%
	KPI Extremely Well Met	2	12%
	Total KPIs measured this quarter	17	

Areas affect the performance of the Community Services Department:

1. *Mechanical Workshop turnaround time:* The unavailability of vehicles and equipment to deliver services affect the performance of the Parks and Waste Management Divisions. Entire teams were at times stuck because they do not have the necessary vehicles or equipment to perform their duties. This also contributes to overtime being worked as teams take turns using the available vehicles.
2. The solid waste removal services to the rural area is especially compromised by the non-availability of the rear-end loader vehicles.
3. The decrease in the water samples complying with SANS 0241 is a major concern as reflects environmental pollution and the possible contamination of downstream drinking water.

3.5 Electrical Engineering Services Department

The performance of the Electrical Engineering Services Department (EED) during the 2nd Quarter of 2017/18 is presented below (see **Table 17**).

Table 17: 2 nd Quarter Performance on targets set for 2017/18 - Electrical Engineering Department												
Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D126	Service Delivery	Electricity Infrastructure	% of households with access to electricity	Percentage	Actual Awaited	98%	0%	0%	N/A	Not applicable this quarter	Not applicable this quarter	Electrification reports
D127	Service Delivery	Electricity Infrastructure	# of households with access to electricity	Number	105332	107,878	0	0	N/A	Not applicable this quarter	Not applicable this quarter	Electrification reports
D128	Service Delivery	Cost Recovery	% Electricity loss (Kwh)	Percentage	18	18%	0%	0%	N/A	Not applicable this quarter	to be reported in the end of financial year	Eskom account Revenue reports
D129	Service Delivery	Cost Recovery	Kilow Watt Hour Electricity loss (Kwh)	Kilow Watt Hour	42540860	42,540,860	0	0	N/A	Not applicable this quarter	To be reported in the end of financial year	Eskom account Revenue reports
D130	Service Delivery	Electricity network upgrade and maintenance	Km of overhead lines rebuilt	Kilometres	Actual Awaited	52	0	0	N/A	Not applicable this quarter	Not applicable this quarter	Project Progress reports Completion certificates
D131	Service Delivery	Asset Management	R-value spent on maintenance of electricity infrastructure as % of asset value	Percentage	Actual Awaited	2.70%	0%	0%	N/A			Asset Register Expenditure Reports
D132	Service Delivery	Asset Management	R-value electricity maintenance	R-value	Actual Awaited	R 51,083,568	R 25,541,784	R 13,076,164.51	R	This does not include Transport or Labour Charges	maintenance expenditure to include Internal labour and transport	Budget expenditure, (Vote 162/066, 173/066 & 608 183/066)

Table 17: 2nd Quarter Performance on targets set for 2017/18 - Electrical Engineering Department

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D133	Service Delivery	Cost Recovery	% of electricity loss reduced	Percentage	New KPI	10%	0%	10%	B	Consultant appointed to determine losses and Meter audits Can only be reported at the end of the last quarter	Appointment Letter, Legal busy with SLA Attached Files: Letter of Appointment HAMSA Electrical Engineers.docx Guideline_Fees_2016.pdf Appointment of Consultants.doc	Eskom account Revenue reports
D134	Service Delivery	Cost Recovery	# of data cleansing performed (meter services)	Number	New KPI	5	3	2	R	Not applicable this Quarter	To be reported at the end of financial year	Eskom account Revenue reports
D135	Service Delivery	Electricity network upgrade and maintenance	Km of Electrical underground High Tension (11kv) cable replaced	Number	New KPI	1	0	0	N/A	Not applicable this quarter	Not applicable this quarter	Project Progress reports Completion certificates
D136	Service Delivery	Electricity Infrastructure Development	New Entrance Street R36 streetlights	Q1: Specifications completed (10%), Q2: Procurement process completed (20%), Q3: Construction in progress (50%), Q4: Traffic lights at R36 completed (100%)	New project	100%	20%	15%	O	Consultant appointed. Designs completed Project on hold as it is depended on a loan	Correspondence with CFO regarding loan not yet available	Appointment Letter Progress reports Completion certificate

Table 17: 2nd Quarter Performance on targets set for 2017/18 - Electrical Engineering Department

Ref	Municipa I KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D137	Service Delivery	Electricity Infrastructure Development	Area Lighting at Tarentaal rand crossing	Q1: Specifications completed (10%) Q2: Procurement process completed (20%) Q3: Construction in progress (50%) Q4: Area Lighting at Tarentaalrand crossing completed (100%)	New project	100%	20%	15%	O	Consultant appointed. Designs completed Project on hold as it is depended on a loan	Correspondenc e with CFO regarding loan not yet available	Appointment Letter Progress reports Completion certificate
D138	Service Delivery	Electricity Infrastructure Development	Electrification of 541 units at Xihoko/ Radoo/ Thapana/ Mavele Phase2	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of 541 hh in Xihoko/ Radoo/ Thapana/ Mavele Phase 2 completed	New project	100%	10%	100%	B	Project completed. 508 Households connected, 33 empty stands provided with infrastructure	Not Applicable	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D139	Service Delivery	Electricity Infrastructure Development	Electrification of 330 units at Leolo/ Legobareng/Sera re/ Mogabe/ Tshidinko Phase2	Q1: Designs approved by ESKOM (10%) Q2: Appointment of contractor finalised (25%) Q3: Construction in progress (50%) Q4:Electrification of 330 households completed	New project	100%	25%	95%	B	Physical Construction completed. ENS updated. Project partly energized at Leolo. Busy with house connections	Not Applicable	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D140	Service Delivery	Electricity Infrastructure Development	Electrification of 425 units at Julesburg area	Q1: Appointment of service provider finalised (10%) Q2: Designs approved by GTM (25%) Q3: Construction (50%) Q4: Electrification of 425 units at Julesburg area completed (100%)	New project	100%	25%	95%	B	Project completed, handed over. Busy with household connections after energized. This is due to continuous theft.	Not Applicable	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)

Table 17: 2nd Quarter Performance on targets set for 2017/18 - Electrical Engineering Department

Ref	Municipa I KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D141	Service Delivery	Electricity Infrastructure Development	Electrification of 25 units at Canners Settlement	Q1: Appointment of service provider finalised (10%) Q2: Designs approved by GTM (25%) Q3: Construction (50%) Q4: Electrification of 25 units at Canners Settlement completed (100%)	New project	100%	25%	20%	O	Consultant appointed Designs completed Contractor appointed	Construction starting in January 2018	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D142	Service Delivery	Electricity Infrastructure Development	Electrification of 100 units at the Schultz Settlement	Q1: Appointment of service provider finalised (10%) Q2: Designs approved by GTM (25%) Q3: Construction (50%) Q4: Electrification 100 units at the Schultz Settlement completed (100%)	New project	100%	25%	20%	O	Consultant appointed. Designs completed Contractor appointed	There is a dispute with the owner of the property. Matter to be escalated to a Political level	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D143	Service Delivery	Electricity Infrastructure Development	Electrification of 90 units at Nyanyukani, Masoma and Hweetsi	Q1: Appointment of service provider finalised (10%) Q2: Designs approved by ESKOM (25%) Q3: Construction (50%) Q4: Electrification 90 units at Nyanyukani, Masoma and Hweetsi completed (100%)	New project	100%	25%	25%	G	Consultant appointed Designs completed and approved by ESKOM Contractor appointed	Not applicable	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D144	Service Delivery	Electricity Infrastructure Development	Electrification of 20 units at Pulaneng	Q1: Appointment of service provider finalised (10%) Q2: Designs approved by ESKOM (25%) Q3: Construction (50%) Q4: Electrification 20 units at Pulaneng completed (100%)	New project	100%	25%	25%	G	Consultant appointed Designs completed Contractor Appointed Site handover to contractor	Not applicable	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)

Table 17: 2nd Quarter Performance on targets set for 2017/18 - Electrical Engineering Department

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D145	Service Delivery	Electricity Infrastructure Development	Electrification of 218 units at Wisani, Shikwambana, Vento Park	Q1: Appointment of service provider finalised (10%) Q2: Designs approved by ESKOM (25%) Q3: Construction (50%) Q4: Electrification 218 units at Wisani, Shikwambana, Vento Park completed (100%)	New project	100%	25%	25%	G	Consultant appointed Designs completed Contractor appointed	Not applicable	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D146	Service Delivery	Electricity network upgrade and maintenance	Provision of Capital Tools (Customer and Retail Services)	Q 1: Procurement of capital tools as and when required, report acquisitions to Council (25%) Q2: Procurement of capital tools as and when required, report acquisitions to Council (50%) Q3: Procurement of capital tools as and when required, report acquisitions to Council (75%) Q4: Procurement of capital tools as and when required, report acquisitions to Council (100%)	New project	100%	50%	35%	R			Proof of purchase Asset register update

Table 17: 2nd Quarter Performance on targets set for 2017/18 - Electrical Engineering Department

Ref	Municipa I KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D147	Service Delivery	Electricity network upgrade and maintenance	Provision of Capital Tools (Operations and Maintenance)	Q 1: Procurement of capital tools as and when required, report acquisitions to Council (25%) Q2: Procurement of capital tools as and when required, report acquisitions to Council (50%) Q3: Procurement of capital tools as and when required, report acquisitions to Council (75%) Q4: Procurement of capital tools as and when required, report acquisitions to Council (100%)	New project	100%	50%	40%	○	Tools to be purchase as and when required	Tools to be purchased as and when required	Proof of purchase Asset register update
D148	Service Delivery	Electricity network upgrade and maintenance	Rebuilding Letsitele Valley Substation - Bosbou and all T- off's (3 Km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding Letsitele Valley Substation - Bosbou and all T- off's (3 Km) completed. (100%)	New project	100%	20%	15%	○	Consultant appointed. Designs completed Project on hold as it is depended on a loan	Correspondenc e with CFO regarding loan not yet available	Progress report Completion Certificate
D149	Service Delivery	Electricity network upgrade and maintenance	Rebuilding of Valencia 11Kv lines (6km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Valencia 11Kv lines (6km) completed (100%)	New project	100%	20%	15%	○	Consultant appointed. Designs completed Project on hold as it is depended on a loan	Correspondenc e with CFO regarding loan not yet available	Progress report Completion Certificate

Table 17: 2nd Quarter Performance on targets set for 2017/18 - Electrical Engineering Department

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D150	Service Delivery	Electricity network upgrade and maintenance	Rebuilding of Lushof South 11kv line (3km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Lushof South 11kv line (3 km) completed (100%)	New project	100%	20%	15%	○	Consultant appointed. Designs completed Project on hold as it is depended on a loan	Correspondence with CFO regarding loan not yet available	Progress report Completion Certificate
D151	Service Delivery	Electricity network upgrade and maintenance	Rebuilding of Rooikoppies 11kv lines (6km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Rooikoppies 11kv lines (6km) completed (100%)	New project	100%	20%	15%	○	Consultant appointed. Designs completed Project on hold as it is depended on a loan	Correspondence with CFO regarding loan not yet available	Progress report Completion Certificate
D152	Service Delivery	Electricity network upgrade and maintenance	Rebuilding of Mabiet 11kv line (6km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Mabiet 11kv line (6km) completed (100%)	New project	100%	20%	15%	○	Consultant appointed. Designs completed Project on hold as it is depended on a loan	Correspondence with CFO regarding loan not yet available	Progress report Completion Certificate
D153	Service Delivery	Electricity network upgrade and maintenance	Rebuilding of Haenertsburg 11kv lines(6km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Haenertsburg 11kv lines (6km) completed (100%)	New project	100%	20%	15%	○	Consultant appointed. Designs completed Project on hold as it is depended on a loan	Correspondence with CFO regarding loan not yet available	Progress report Completion Certificate

Table 17: 2nd Quarter Performance on targets set for 2017/18 - Electrical Engineering Department

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D154	Service Delivery	Electricity network upgrade and maintenance	Rebuilding of Campsies Glen 11kv lines (6km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Campsies Glen 11kv lines (6km) completed (100%)	New project	100%	20%	15%	○	Consultant appointed. Designs completed Project on hold as it is depended on a loan	Correspondence with CFO regarding loan not yet available	Progress report Completion Certificate
D155	Service Delivery	Electricity network upgrade and maintenance	Rebuilding of Politsi Valley 11kv lines (6km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Politsi Valley 11kv lines (6km) completed (100%)	New project	100%	20%	15%	○	Consultant appointment letter SLA Email Correspondence with CFO Minutes of Meeting 4Dec17	Correspondence with CFO regarding loan not yet available	Progress report Completion Certificate
D156	Service Delivery	Electricity network upgrade and maintenance	Rebuilding of CP Minnaar 11kv lines (2km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of CP Minnaar 11kv lines (2km) completed (100%)	New project	100%	20%	15%	○	Consultant appointed. Designs completed Project on hold as it is depended on a loan	Correspondence with CFO regarding loan not yet available	Progress report Completion Certificate
D157	Service Delivery	Electricity network upgrade and maintenance	Rebuilding of Mieliekloof/Deerpark 11kv lines (3km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Mieliekloof/Deerpark 11kv lines completed (3km)(100%)	New project	100%	20%	15%	○	Consultant appointed. Designs completed Project on hold as it is depended on a loan	Correspondence with CFO regarding loan not yet available	Progress report Completion Certificate

Table 17: 2nd Quarter Performance on targets set for 2017/18 - Electrical Engineering Department

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D158	Service Delivery	Electricity network upgrade and maintenance	Upgrading of Waterbok 33/11kv substation	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Upgrading of Waterbok 33/11kv substation completed 100%	New project	100%	20%	15%	○	Consultant appointed. Designs completed Project on hold as it is depended on a loan	Correspondence with CFO regarding loan not yet available	Progress report Completion Certificate
D159	Service Delivery	Electricity network upgrade and maintenance	Upgrading of Blacknoll 33/11kv substation	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Upgrading of Blacknoll 33/11kv substation completed 100%		100%	20%	15%	○	Consultant appointed. Designs completed Project on hold as it is depended on a loan	Correspondence with CFO regarding loan not yet available	Progress report Completion Certificate
D160	Service Delivery	Electricity network upgrade and maintenance	Houtbosdorp 11kv Ring (10km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Houtbosdorp 11kv Ring (10km) completed (100%)		100%	20%	15%	○	Consultant appointed. Designs completed Project on hold as it is depended on a loan	Correspondence with CFO regarding loan not yet available	Progress report Completion Certificate

Table 17: 2nd Quarter Performance on targets set for 2017/18 - Electrical Engineering Department

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D161	Service Delivery	Electricity network upgrade and maintenance	Replace 2x20MVA 66/11kv Transformers	Q1: Tender process and appointment of service provider (10%) Q2: Preparation of Specifications (15%) Q3: Order submitted for transformers (20%) Q4: Project completed 50%. Run over 2 financial years.		100%	20%	15%	○	Consultant appointed. Designs completed Project on hold as it is depended on a loan	Correspondence with CFO regarding loan not yet available	Progress report Specifications Order
D162	Service Delivery	Electricity network upgrade and maintenance	Substation fencing (Tarentaal rand Main, Letsitele Main)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Substation fencing (Tarentaal rand Main, Letsitele Main) completed (100%)		100%	20%	15%	○	Consultant appointed. Designs completed Project on hold as it is depended on a loan	Correspondence with CFO regarding loan not yet available	Progress report Completion Certificate
D163	Service Delivery	Electricity network upgrade and maintenance	Refurbishment of the Ebenezer 33kv Feeder	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Refurbishment of the Ebenezer 33kv Feeder completed (100%)		100%	20%	15%	○	Consultant appointed. Designs completed Project on hold as it is depended on a loan	Correspondence with CFO regarding loan not yet available	Progress report Completion Certificate

Table 17: 2nd Quarter Performance on targets set for 2017/18 - Electrical Engineering Department

Ref	Municipa I KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D164	Service Delivery	Electricity network upgrade and maintenance	Replacing of old SS1 electrical substation circuit breakers with compact switchgear	Q1: Initiate the appointment of a consultant (10%) Q2: Appointment of consultant and contractor finalised. (25%) Q3: Construction of Switching station SS1 commencing, physical progress at 50%. (50%) Q4: Construction of Switching station SS1 completed (100%)		100%	25%	15%	R	Consultant appointed. Designs completed Project on hold as it is depended on a loan	Correspondence with CFO regarding loan not yet available	Appointment letters Progress reports Completion certificate
D165	Service Delivery	Electricity network upgrade and maintenance	Substation tripping batteries	Q1: Procurement process and appointment of service provider (20%) Q2: Project implementation (50%) Q3: Project implementation (70%) Q4: Project completed (100%)		100%	50%	20%	R	Consultant appointed. Designs completed Project on hold as it is depended on a loan	Correspondence with CFO regarding loan not yet available	Progress report Completion certificate
D166	Service Delivery	Electricity network upgrade and maintenance	Replacement of auto-reclosers (11kv and 33kv)	Q1: Identify strategic location of auto-reclosers (10%) Q2: Order for Delivery of auto-reclosers (20%) Q3: Auto Reclosers delivered (30%) Q4: Installation of Auto Reclosers completed (100%)	New project	100%	20%	15%	O	Consultant appointed. Designs completed Project on hold as it is depended on a loan	Correspondence with CFO regarding loan not yet available	Sketches Payment certificate Delivery Certificate Asset Register
D167	Service Delivery	Electricity network upgrade and maintenance	Replacing 11kv cables for increased capacity	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Replacing 11kv cables for increased capacity completed (100%)	New project	100%	20%	15%	O	Consultant appointed. Designs completed Project on hold as it is depended on a loan	Correspondence with CFO regarding loan not yet available	Progress report Completion certificate

Table 17: 2nd Quarter Performance on targets set for 2017/18 - Electrical Engineering Department

Ref	Municipa I KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D168	Service Delivery	Electricity network upgrade and maintenance	Miniature Substation for Urban distribution network	Q1: Tender process and appointment of service provider (10%) Q2: Order submitted for Minisubs (20%) Q3: Project implementation (30%) Q4: Miniature Substation for Urban distribution network completed (100%).	New project	100%	20%	0%	R	This is a store item will be drawn from stores	Stock levels at store is 1 Unfortunately there is no Capital available waiting for DBSA loan to be approved	Progress report Completion certificate
D169	Service Delivery	Electricity network upgrade and maintenance	Replacement of Existing Air conditioners in Municipal Buildings	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Replacement of Existing Air conditioners in Municipal Buildings completed (100%)	New project	100%	20%	12%	R			Progress report Completion certificate
D170	Service Delivery	Electricity network upgrade and maintenance	Renewal, Repairs and Maintenance on pre-paid meters (Tzaneen, Letsitele & Politsi)	Q1: Specifications submitted to SCMU: Replace old meters at Politsi (10%) Q2: Tender process (25%) Q3: Service provider appointed (40%) Q4: Project at Politsi complete (100%)	New project	100%	25%	15%	R			Completion Certificate; Specifications; Appointment letter

Table 17: 2nd Quarter Performance on targets set for 2017/18 - Electrical Engineering Department

Ref	Municipa I KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D171	Service Delivery	Electricity Infrastructure Development	New electricity Connections (Consumer contributions spent)	Q1: Funds received for services contributions spent on re-capitalisation of the network (10%) Q2: Funds received for services contributions spent on re-capitalisation of the network (20%) Q3: Funds received for services contributions spent on re-capitalisation of the network (30%) Q4: Funds received for services contributions spent on re-capitalisation of the network (100%)	New project	100%	20%	12%	R			New connections register Job card sign off
D172	Good Governanc e	Office Administration	Purchase of office furniture and equipment for Electrical Engineering Dept	Q1: Not applicable this quarter Q2: Procurement process for the acquisition of furniture (10%) Q3: Furniture procured for EED offices and delivered (100%) Q4: Not applicable this quarter	New project	100%	10%	0%	R	Furniture to be purchased as and when required	Furniture to be purchased as and when required	Quotations Proof of receipt of furniture
D173	Good Governanc e	Human Resource Management	# of employees with technical skills/capacity (engineers & technicians - EED)	Number	19	20	19	17	O			EED Monthly reports
D174	Good Governanc e	Management and Administration	# of Departmental meetings held (EED)	Number	New KPI	4	2	2	G	Meeting overtaken by events	Meeting to be arranged in January 2018	Minutes and Attendance Registers

Table 18 below presents a summary of the level of performance for the 2nd Quarter of 2017/18 for EED indicating that **81%** of the targets set were not achieved by the end of the quarter.

Table 18: EED - Summary of Results (2nd Quarter of 2017/18)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	7	
	KPI Not Met	10	24%
	KPI Almost Met	24	57%
	KPI Met	4	10%
	KPI Well Met	0	0%
	KPI Extremely Well Met	4	10%
	Total KPIs measured this quarter	42	

Areas that affect the performance of the Electrical Engineering Department:

1. *Fleet renewal and maintenance:* The ability of the electrical department to attend to power outages are severely affected by the non-availability of 4x4 vehicles. Various areas were without electricity for extended periods of time during December storms due to this. The negative effect on the local economy is detrimental to job creation during the peak holiday season.

2. *Funding of projects for sustained service delivery*: The non-availability of own capital to refurbish the existing electrical network is concerning since the aged infrastructure is the cause of increased outages in the economic core of the municipality. Combined with the limited number of vehicles and the absence of a crane truck (that can be used to move heavy transformers) it affects the ability of the department to operate efficiently. The high number of projects for the Electricity Department in the IDP is deceiving in that it creates the impression that GTM is investing in refurbishment of the network while in fact the majority of these projects are on hold and remain unfunded due to the loan application that has not yet been successful.
3. Efficiency of and the impact made by the expenditure on the operational budget of EED is not being monitored. Since capital is not available the department is dependent on the operational budget to ensure that service delivery is continued. The Department should identify Key Performance Indicators to monitor maintenance activities, for inclusion in the 2018/19 IDP.

3.6 Engineering Services Department

The performance of the Engineering Services Department during the 2nd Quarter of 2017/18 is presented below (see **Table 19**).

Table 19: 2 nd Quarter Performance on targets set for 2017/18 - Engineering Services Department												
Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D175	Good Governance	Budget management	% MIG funding spent	Percentage	Actual awaited	100%	40%	69%	B	The projects are progressing well	None	Budget printout
D176	Economic Growth	Expanded Public Works	# of jobs created through municipal EPWP initiatives (FTE)	Number	Actual awaited	1,084	540	2,969	B	No deviation. Performance exceeded the target.	Not required	Project reports, EPWP reports
D177	Service Delivery	Sport and Recreation	Burgersdorp Sports Facility	Q1: Appointment of contractor finalised and site handover (50%) Q2: Construction in progress (65%) Q3: Physical Construction at 75% (75%) Q4: Physical Construction completed (100%)	Actual awaited	100%	65%	88%	G2	The project is progressing well	None	*Appointment letter of the contractor *Project Progress Reports
D178	Service Delivery	Sport and Recreation	Relela Community Hall	Q1: Specifications submitted and Tender Evaluation in process (60%) Q2: Appointment of contractor finalised and site handover (65%) Q3: Construction in progress at (85%) Q4: Physical Construction completed (100%)	Actual awaited	100%	65%	100%	B	The project is complete	None	*Evaluation Report *Appointment letter of the contractor *Project Progress Reports

Table 19: 2nd Quarter Performance on targets set for 2017/18 - Engineering Services Department

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017				Source of Evidence	
							Target	Actual	R	Reason for deviation		Corrective Measures
D179	Service Delivery	Sport and Recreation	Upgrading of Juliesburg Sports Facility (Phase 1 od 2)	Q1: Physical construction at 25% (25%) Q2: Physical construction at 40% (40%) Q3: Physical construction at 75% (75%) Q4: Sports facility at Runnymede completed (100%)	Designs completed. Draft Tender document to be approved by BSC	100%	40%	45.20%	G2	The project is progressing well	None	Project progress Report Completion Certificate
D180	Service Delivery	Roads and Storm water Infrastructure Development	Khubu to Lwandlamuni low level bridge	Q1: Specifications submitted and Tender Evaluation in process (60%) Q2: Appointment of contractor finalised and site handover (65%) Q3: Construction in progress at (85%) Q4: Physical Construction completed (100%)	New project	100%	65%	100%	B	The project is complete	None	*Evaluation Report *Appointment letter of the contractor *Project Progress Reports
D181	Service Delivery	Roads and Storm water Infrastructure Development	Moruji to Matswi, Khesokolwe Tar Road (Phase 4 of 5)	Q 1: Physical construction at 45% (25%) Q2: Physical construction at 65% (50%) Q3: Physical construction at 75% (75%) Q4: Physical construction of 12 km at 85% (100%)	Actual awaited	100%	50%	60%	G2	The project is progressing well	None	Project Progress Reports
D182	Service Delivery	Roads and Storm water Infrastructure Development	Rita, Khopo, Lefara, Zanghoma, Uhuru, Xipungu to Mariveni Tar Road (Phase 3 of 4)	Q1: Specifications submitted and Tender Evaluation in process (60%) Q2: Appointment of contractor finalised and site handover (65%) Q3: Construction in progress at (85%) Q4: Physical Construction completed (100%)	Contractor appointed, physical progress at 44% (25%)	100%	65%	96%	G2	The project is progressing well	None	*Evaluation Report *Appointment letter of the contractor *Project Progress Reports

Table 19: 2nd Quarter Performance on targets set for 2017/18 - Engineering Services Department

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D183	Service Delivery	Roads and Storm water Infrastructure Development	Tickyline, Myakayaka, Burgersdorp, Gavaza to Mafarana Tar Road	Q1: Specifications submitted and Tender Evaluation in process (60%) Q2: Appointment of contractor finalised and site handover (65%) Q3: Construction in progress at (85%) Q4: Physical Construction of 4.86km completed (100%)	Project re-advertised, physical progress at 21%	100%	65%	97%	G2	The project is progressing well	None	*Evaluation Report *Appointment letter of the contractor *Project Progress Reports
D184	Service Delivery	Building Control	# of contravention notices issued to decrease non-compliance to building regulations	Number	Actual awaited	50	24	13	B	performance is within target	no corrective measure required	Register of contraventions
D185	Service Delivery	Roads and Storm water Infrastructure Development	Km of roads tarred	Kilometers	11	8	0	0	N/A	No road completed, as they are multiyear projects	None	Road Progress Reports
D186	Service Delivery	Water & Sanitation services	# of households with access to water (GTM service area)	Number		14,480	14,480	12,085.67	O	Not required	None	Billing report Job cards for new connections
D187	Service Delivery	Water & Sanitation services	# of households with access to sanitation (GTM service area)	Number		14,484	14,484	12,083.67	O	Not required	None	Billing report Job cards for new connections
D188	Good Governance	Human Resource Management	# of employees with technical skills/capacity (engineers & technicians - ESD)	Number	Actual awaited	8	8	6.67	O	No deviation. We have 8 employees with technical skills.	Not required.	ESD Monthly reports

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D189	Good Governance	Management and Administration	# of Departmental meetings held (ESD)	Number	New KPI	4	2	0	R			Minutes and Attendance Registers

Table 20 and the graph below presents a summary of the level of performance for the 2nd Quarter of 2017/18 for ESD indicating that only **28%** of the targets set were not met by the end of the quarter.

	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	1	
	KPI Not Met	1	7%
	KPI Almost Met	3	21%
	KPI Met	0	0%
	KPI Well Met	5	36%
	KPI Extremely Well Met	5	36%
	Total KPIs	14	

Issues that affected the performance of the Engineering Services Department:

1. The MIG projects for the 2017/18 year was not finalised by the time the budget was approved and therefore there is non-alignment between the budget, the IDP and the SDBIP in this respect, this needs to be corrected with the adjustment budget.
2. The Department is also in the process of implementing 5 projects which were not completed in the previous financial year as planned and roll-over of funds were approved by Council in August '17. See **Table 8** for progress made with implementing these projects.
3. Various soft projects (some of which were planned for previous years) have not been finalised as planned, some of these have the potential to result in penalties and/or loss of income to the municipality. These include:
 - a. Construction of a lift for the Civic Centre (OHS matter)
 - b. Additional office space for GTM employees (OHS matter)
 - c. Refurbishing of internal streets in towns
 - d. Refurbishment of the Airfield runway (risk of airfield being closed)

3.7 Planning and Economic Development Department

The performance of the Planning Economic Development Department during the 2nd Quarter of 2017/18 is presented below (see **Table 21**).

Table 21: 2 nd Quarter Performance on targets set for 2017/18 - Planning and Economic Development Department												
Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D200	Economic Growth	Spatial Development	Integrated Sustainable Human Settlements Plan (ISHSP) reviewed by 30 May '18	Percentage	Actual awaited	100%	50%	80%	B			Council minutes Revised ISHSP
D201	Economic Growth	Community Works Programme	No of cooperatives established and still functional in wards where the CWP is implemented	Number	Actual awaited	2	2	6	B	No Reason for Deviation	No Corrective Measures	CWP reports Minutes & Attendance register of CWP meetings
D202	Economic Growth	Community Works Programme	Number of job opportunities created through the CWP	Number	Actual awaited	2,100	2,100	359.5	R	No Reason for Deviation	No Corrective Measures	CWP Employment register
D203	Economic Growth	Marketing and Investor Targeting	# of Agricultural Expos held	Number	1	1	1	1	G			Agricultural EXPO Advert & Programme List of exhibitors
D204	Economic Growth	Marketing and Investor Targeting	# of jobs created through agricultural programmes	Number	Actual awaited	400	200	1	R			Employment register Minutes and Attendance Registers of meetings with agricultural programmes
D205	Economic Growth	Marketing and Investor Targeting	# of jobs created through municipal LED initiatives including Capital Projects	Number	Actual awaited	600	300	131	R	No Reason for Deviation	No Corrective Measures	*Consolidated LED monthly job creation report *MIG Monthly Reports *EPWP Monthly Reports

Table 21: 2nd Quarter Performance on targets set for 2017/18 - Planning and Economic Development Department

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D206	Economic Growth	Marketing and Investor Targeting	# of GTM LED forum meetings arranged	Number	Actual awaited	4	2	1	R	No Reason for Deviation	No Corrective Measures	Invitations Minutes & Attendance Register
D207	Economic Growth	SMME support	# of meetings held with informal traders	Number	Actual awaited	4	2	2	G	No Reason for Deviation	No Corrective Measures	Invitations Minutes & Attendance Register
D208	Economic Growth	SMME support	# of Local Tourism Association Meetings	Number	Actual awaited	4	2	0	R	No Reason for Deviation	No Corrective Measures	Invitations Minutes & Attendance Register
D209	Economic Growth	Tourism	# of Tourism SMMEs exposed to the market	Number	Actual awaited	45	34	2	R			Itinerary Events report
D210	Economic Growth	Integrated Development Planning	Spatial Development Framework review	Q1: SDF approved by Council (25%) Q2: Alignment of the capital investment program with the current IDP (50%) Q3: Abstract all catalytic projects for implementation and input into the 18/19 IDP (75%) Q4: Implement all local area policies, density policies, rural strategy plans and report monthly (100%)	Actual awaited	100%	50%	100%	B	Implementation of the Greater Tzaneen Spatial Development Framework 2017 - 2022	Not Applicable	*SDF Status Quo Report *Minutes of Steering Committee *Minutes of Public Participation *Draft and Final SDF *Council Minutes *Monthly TP report

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D211	Economic Growth	Spatial Development	Formulation of land use scheme for GTM area	Q1: Prepare procurement specifications for appointment of a service provider. (10%), Q2: Status quo report completed (50%) Q3: Formulation of a land use scheme at 50% (75%) Q4: Land use scheme for GTM area completed (100%)	Actual awaited	100%	50%	5%	R	Awaiting finalisation of the 2018/19 Financial Year. Procurement of service Provider	Awaiting finalisation of the 2018/19 financial year	Govt Gazette *Specifications *Status Quo Report
D212	Good Governance	Human Resource Management	# of employees with spatial planning capacity	Number	Actual awaited	8	8	6.67	O	Employees of GTM within the Planning and Economic Development Department	Not Applicable	PED Monthly reports
D213	Good Governance	Management and Administration	# of Departmental meetings held (PED)	Number	New KPI	4	2	2	G			Minutes and Attendance Registers

Table 22 below presents a summary of the level of performance for the 2nd Quarter of 2017/18 for PED, indicating that **57%** of the targets set were not met by the end of the quarter.

	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	0	
	KPI Not Met	7	50%

Table 22: PED - Summary of Results (2nd Quarter of 2017/18)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Almost Met	1	7%
	KPI Met	3	21%
	KPI Well Met	0	0%
	KPI Extremely Well Met	3	21%
	Total KPIs measured this period	14	

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

1. Performance reporting for the department is not complying with reporting requirements wherein no reason for deviation is being provided in instances where targets are not being met, these are mostly relating to LED. The Acting Director should be ensuring compliance in this respect, especially since it was the cause to the poor audit outcome on performance information as expressed by the AG in November 2017.
2. The land development initiatives driven by this department is not being monitored in the SDBIP. The Department should set milestones for the finalisation of these developments e.g. Adams Farm, McDonalds, Thalana Hostel and Land procured at Letsitele etc.

3.8 Greater Tzaneen Economic Development Agency

The performance of the Greater Tzaneen Economic Development Agency (GTEDA) during the 2nd Quarter of 2017/18 is presented below (see **Table 23**).

Table 23: 2 nd Quarter Performance on targets set for 2017/18 - Greater Tzaneen Economic Development Agency												
Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D214	Good Governance	Sound Governance	Unqualified Audit opinion for GTEDA	Audit opinion	Unqualified	1	1	1	G			Audit Report
D215	Good Governance	Sound Governance	% of organogram positions filled by 30 June	Percentage	Actual Awaited	100%	50%	67%	G2	6 out of 9 posts filled		Staff Establishment
D216	Good Governance	Sound Governance	% of board members inducted and orientated by 30 July '18	Percentage	Actual Awaited	100%	100%	60.60%	R	2 out of 7 board members didn't attend the development session.	Will organise a special session for the two.	Invitations Attendance Register of Induction training
D217	Good Governance	Sound Governance	# of Board packs circulated 7 days before each meeting	Number	Actual Awaited	4	2	2	G			Invitations to Board Meeting Acknowledgement of receipt of Board Pack
D218	Good Governance	Sound Governance	% of Board resolutions implemented by the end of each quarter	Percentage	Actual Awaited	100%	100%	68.50%	R	Implementation of 10% of resolutions in progress	Management is in engagement with relevant stakeholders to finalise outstanding resolutions.	Resolution Register

Table 23: 2nd Quarter Performance on targets set for 2017/18 - Greater Tzaneen Economic Development Agency

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D219	Good Governance	Sound Governance	Annual Report submitted to the Board by end of December	Number	Actual Awaited	1	1	1	G			Annual Report Board Minutes
D220	Good Governance	Sound Governance	GTEDA Annual Report submitted to GTM by 10 January	Number	Actual Awaited	1	0	0	N/A			Annual Report Acknowledgement of receipt from GTM
D221	Good Governance	Sound Governance	Institutional Scorecard finalised by 30 May	Number	Actual Awaited	1	0	0	N/A			Institutional Scorecard Board Minutes
D222	Good Governance	Budget management	% of GTEDA budget spent	Percentage	Actual Awaited	100%	50%	57%	R	Timing of expenditure	Will be adjusted in January 2018	Monthly financial reports
D223	Good Governance	Budget management	3 Year Budget approved by 30 April	Number	Actual Awaited	1	0	0	N/A			3 Year Budget Board Minutes
D224	Good Governance	Budget management	Annual Financial Statements submitted to GTM by 15 August	Number	Actual Awaited	1	1	1	G			AFS Acknowledgement of Receipt from GTM
D225	Good Governance	Sound Governance	% GRAP Compliance on the Asset register	Percentage	1	100%	100%	75%	O	Asset register reviewed on quarterly basis		AG Audit Report
D226	Economic Growth	Economic Growth and Investment	# of committed investors attracted through GTEDA	Number	Actual Awaited	3	1	1	G	IDC funding for Vexospark		Investment reports (Transactional advisors,

Table 23: 2nd Quarter Performance on targets set for 2017/18 - Greater Tzaneen Economic Development Agency

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
												MDDA, Private investors)
D227	Economic Growth	Enterprise Development (SMME support)	# of SMMEs capacitated through GTEDA	Number	Actual Awaited	30	15	18	G2			*Training Programme *SMME training and development Policy *Assessment Report on the training provided to 15 SMME's *Service Provider Appointment letters
D228	Good Governance	Information management	MSCOA equipment and programmes	Q1: Not applicable this quarter, Q2: Source quotations. (10%), Q3: Procurement of MSCOA equipment finalised (100%), Q4: Not applicable this quarter	New project	100%	10%	10%	G	Quotations sourced, pending appointments	Awaiting final approval from GTM in terms of MSCOA compliance.	Quotations Invoice

Table 23: 2nd Quarter Performance on targets set for 2017/18 - Greater Tzaneen Economic Development Agency

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D229	Economic Growth	Marketing and Investor Targeting	Support SMME's in accessing investment capital	Q1: Investors/funders Data base developed by 30 September 2017. (25%) Q2:4 Business plans developed and Funding applications submitted per annum. (50%) Q3: Do follow-ups to facilitate Successful funding applications (75%) Q4: Funding commitment received for 4 applications (100%)	New initiative	100%	50%	50%	G	Services SETA online application submitted online on capacitating 65 SMMES/Co-operatives		*SMME database *Business Plans *Copies of funding applications. *Approved applications. Reports.
D230	Economic Growth	Marketing and Investor Targeting	# of Agri-park Project Steering Committee meetings	Number	New initiative	4	2	2	G			Agri-Park meeting schedule Steering Committee Minutes Agri park progress reports
D231	Economic Growth	Enterprise Development	Entrepreneurship career guidance and mentorship	Q1: Entrepreneurship training programme for 16/17 debate winners developed by 30 September 2017. (25%) Q2: 3 Youths (16/17 debate winners) mentored on entrepreneurship to establish mini-businesses by 31 December 2017. (50%) Q3: Conduct 17/18 schools entrepreneurship debate competition (75%) Q4: 17/18 Award ceremonies conducted by 30 June 2018. (100%)	New initiative	100%	50%	50%	G	Mentorship programme is ongoing		*Training programme. *Communiques with Mentors *17/18 Debate report.

Table 23: 2nd Quarter Performance on targets set for 2017/18 - Greater Tzaneen Economic Development Agency

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D232	Economic Growth	Enterprise Development	# of SMME Incubation reports submitted to the Board	Number	New initiative	4	2	1	R			Incubation Reports on Village Bank, Leather Making Project & GTFM
D233	Economic Growth	Marketing and Investor Targeting	Tzaneen Dam Resort Facilitation	Q1: Facilitate item to council on Tzaneen dam resort approval (25%) Q2: Provide project management services for the Tzaneen dam resort development. Generate monthly progress reports (50%) Q3: Provide project management services for the Tzaneen dam resort development. Generate monthly progress reports (75%); Q4: Support Tzaneen dam resort development, generate monthly progress reports (100%)	New initiative	100%	50%	40%	O	Item to council facilitated, pending Council resolution	Project is on hold due to pending council resolution.	Council Item Monthly Project Progress Reports
D234	Economic Growth	Enterprise Development	Library Project Support at Khwekhwe High School	Q1: Provide PM services for the Motupa library development and Submit quarterly PM reports to stakeholders (25%) Q2: Provide PM services for the Motupa library development and Submit quarterly PM reports to stakeholders (50) Q3: Provide PM services for the Motupa library development and Submit quarterly PM reports to stakeholders (75) Q4: Provide PM services for the Motupa library development and Submit quarterly PM reports to stakeholders (100%)	New initiative	100%	50%	50%	G	project is on schedule		Project Management Reports. Minutes of meetings with Stakeholders

Table 23: 2nd Quarter Performance on targets set for 2017/18 - Greater Tzaneen Economic Development Agency

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At December 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D235	Economic Growth	Enterprise Development	Coordination of Entrepreneurs to the Nkowankowa Industrial Park	Q1: Compile data base of ideal/suitable entrepreneurs for LEDA to utilise on the Nkowankowa industrial project. (25%) Q2: Facilitate and monitor the utilisation of local labour and SMME's in the renovation of the factories (50%) Q3: Facilitate and monitor the utilisation of local labour and SMME's in the renovation of the factories (75%) Q4: Facilitate and monitor the utilisation of local labour and SMME's in the renovation of the factories (100%)	New initiative	100%	50%	50%	G	Project is on schedule		*Database of entrepreneurs *Reports on local re-investment and jobcreation

Table 24 below presents a summary of the level of performance for the 2nd Quarter of 2017/18 for GTEDA reflecting that **32%** of the targets set were not met by the end of the period.

Table 24: GTEDA - Summary of Results (2nd Quarter of 2017/18)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	3	
	KPI Not Met	4	21%
	KPI Almost Met	2	11%

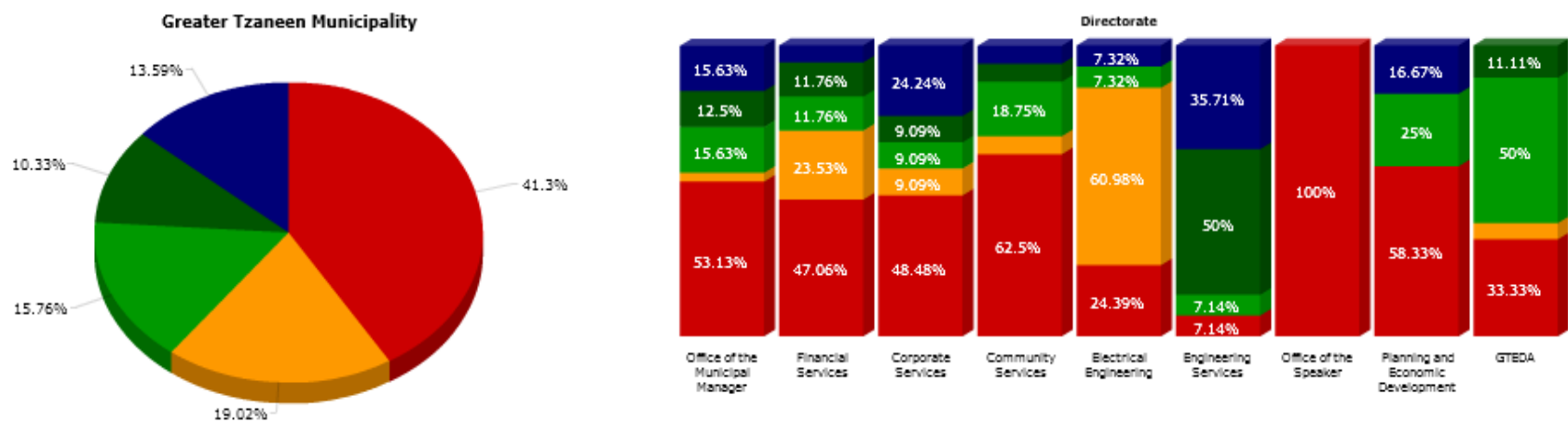
Table 24: GTEDA - Summary of Results (2nd Quarter of 2017/18)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Met	11	58%
	KPI Well Met	2	11%
	KPI Extremely Well Met	0	0%
	Total KPIs measured this quarter	19	

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

1. The financial sustainability of GTEDA remains a concern with the bulk of the funding received from GTM channeled towards salaries and board expenses. GTEDA remains dependent on GTM for operational funding.
2. Although projects planned for 2017/18 are on target the impact of these on job creation and stimulating the local economy is not clear in the targets set.
3. The combined factors of the above issues may warrant the dissolution of GTEDA to free up the funds for the implementation of LED Strategy initiatives.

3.9 Overall Organisational Performance 2017/18 (1 October to 31 December '17)

Figure 2 below, illustrates the performance of the organization during the 2nd Quarter of 2017/18.



	Greater Tzaneen Municipality	Directorate								
		Office of the Municipal Manager	Financial Services	Corporate Services	Community Services	Electrical Engineering	Engineering Services	Office of the Speaker	Planning and Economic Development	GTEDA
KPI Not Met	76 (41.3%)	17 (53.1%)	8 (47.1%)	16 (48.5%)	10 (62.5%)	10 (24.4%)	1 (7.1%)	1 (100%)	7 (58.3%)	6 (33.3%)
KPI Almost Met	35 (19%)	1 (3.1%)	4 (23.5%)	3 (9.1%)	1 (6.3%)	25 (61%)	-	-	-	1 (5.6%)
KPI Met	29 (15.8%)	5 (15.6%)	2 (11.8%)	3 (9.1%)	3 (18.8%)	3 (7.3%)	1 (7.1%)	-	3 (25%)	9 (50%)
KPI Well Met	19 (10.3%)	4 (12.5%)	2 (11.8%)	3 (9.1%)	1 (6.3%)	-	7 (50%)	-	-	2 (11.1%)
KPI Extremely Well Met	25 (13.6%)	5 (15.6%)	1 (5.9%)	8 (24.2%)	1 (6.3%)	3 (7.3%)	5 (35.7%)	-	2 (16.7%)	-
Total:	184	32	17	33	16	41	14	1	12	18

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

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

Table 27: 2nd Quarter Evaluation of Service Provider Performance for 2017/18													
Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - (Narrative required)	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
MM	Electronic Performance Reporting System	ActionIT	Own funds	1/07/2015	1/04/2018	ActionAssist is assisting in performance reporting and limited the audit findings on the AOPO for 16/17	None	5	5	n/a	n/a	Excellent support from service provider, continued use of the software would be beneficial to Council	R495 917
MM	Travel agency services	Uniglobe travel agency	Own funds	1/02/2017	31/01/2020	Booking of accommodation and travel arrangements done as and when required	Additional expense putting pressure on the limited budget	3	3	n/a	n/a	The outsourcing of this function should be re-considered as internal capacity exist	rates
CFO	Credit control and debt collection	Physon Business solutions	Own funds	4/2015	3/2018	Continuous credit control actions monthly. Disconnection and reconnection of services	None	3	3	n/a	n/a	Management functions should not be outsourced. Continue with service provider till contract lapse.	R3 200 000
CFO	Debt collection	Altimax Zandile Monene Business, Trifecta	Own funds	10/2015	9/2018	Continuous debt collection. Altimax still have dispute, no work done by them. New accounts handed over in October 17	Altimax was performing extremely well till dispute came up. Other debt collectors average 12% recover rate. Zandile not to be considered again due to very unprofessional behaviour and threats.	3	3	n/a	n/a	Altimax & Zandile not to be considered again	R3 200 000

Table 27: 2nd Quarter Evaluation of Service Provider Performance for 2017/18

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - (Narrative required)	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
CFO	Meterreading	Electrocuts	Own funds	7/2015	7/2018	Monthly reading of electricity and water meters	Many meters not read on a monthly basis due to IT systems not fully compatible.	2	2	n/a	n/a	Not satisfied, considering early termination of contract due to loss of income to Council	R1 600 000
CFO	Valuation roll	Uniqueco	Own funds	1/2017	6/2022	New valuation roll implemented. Objections attended to.	Service Provider has a dispute on appointment value and Service Level Agreement, meeting scheduled with the Acting CFO and SCM officer.	4	4	n/a	n/a	Contract to continue	R2 100 000
CFO	Insurance	Lateral Unison (Insurance Brokers)	Own funds	7/2015	6/2018	New tender due 2018/2019	Lateral Unison requested the assets to be listed and submitted to them on replacement value.	4	3	n/a	n/a	The company restructured their personnel arrangements which make day to day communication difficult.	R 1 814 951
CFO	Assets Management Consultants	ARMS	Own funds	04/2017	04/2020	All the audits has been responded to accordingly and since the assets are forming major part of thr Audit Opinion the Audit Opinion is Unqualified	Electrical Infrastructure Assets is under investigation and verification	5	5	n/a	n/a	Electrical Infrastructure Assets is under investigation and verification	
CFO	MSCOA	SEBATA	Own funds	06/2017	06/2020	Submission of Section 71 reports month 5. IDP and Budget aligned to data strings.	Late appointment of Service provider, changes in chart of accounts to 6,1 by National Treasury and programme not thoroughly tested.	4	3	n/a	n/a	Long term agreement, no immediate changes	

Table 27: 2nd Quarter Evaluation of Service Provider Performance for 2017/18

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - (Narrative required)	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
CFO	VAT Consultants	PK Consulting	Own funds	02/2017	01/2020	PK Consulting submitted VAT 201 returns to SARS for October to December 2017. The scope of work according to the contract was not met because information submitted to SARS do not balance with the one on Financial System.	Failed to inform the Municipality of the payment to be made to SARS for September 2017 which resulted in penalties being imposed on the Municipality. Consultancy were instructed to stop completing the returns on behalf of the Municipality.	1	1	n/a	n/a	No intentions to utilise the Service provider in the future.	No rand value attached to contract - rates
CORP	Managed printing service	Phinnet Communications	GTM	2016-11-01	30-Oct-19	Contract terminated due to non-compliance and poor performance.	Late delivery of toners and withdrawal of onsite- Technician which lead to poor service delivery in a lot of Divisions.	1	1	n/a	n/a	Not recommended to be utilized in the future due poor customer services and non-compliance.	
CORP	Paperless Council Meetings	Telkom Mobile	GTM	1-Apr-15	31-Mar-17	Paperless Council Services on going.	None	3	4	n/a	n/a	Services can be utilized in the future as their service are good	
CORP	Mimecast : Unified Email Management System	EOH	GTM	1-Jun-15	30-Jun-17	Contract Terminate and awaiting data Extraction	None	4	4	n/a	n/a	Services can be utilised in the future their services are excellent	
CORP	Unified Communication System (Telephone System)	Callsave	GTM	1-May-17	30-Apr-20	All offices have access to telephones	Telephone Cracklings and outages caused by GTM obsolete IT Infrastructure. Reported to Management to acquire new IT Infrastructure and services	3	3	n/a	n/a	Services can be utilised in the future as their services are good though they affected by our ICT Infrastructure	
CORP	Website Services	SITA	GTM	1-May-15	31-May-18	Website maintenance services on going	None	4	4	n/a	n/a	Service can be utilised in the future as SITA is providing excellent website services	

Table 27: 2nd Quarter Evaluation of Service Provider Performance for 2017/18

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - (Narrative required)	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
CORP	MFMA Training	Kamanga Skills Projects	GTM	28-Jun-16	31-Dec-17	service Finalised waiting for Certificates	None	4	n/a	n/a	n/a	Service provider meet all expectation during the course	R 966 000
CORP	Truck Monuted Crane Training	Gumela Projects	GTM	1-Nov-17	11-Nov-17	Once off service	None	n/a	4	n/a	n/a	Service provider meet expectations and all certificates are back	R 120 000
CORP	OHS Training	Gumela Projects	GTM	09-Nov-17	10-Nov-17	Once off service	None	n/a	4	n/a	n/a	Service provider meet expectations and all certificates are back	R70 000.00
CSD	Fire fighting Training	Gumela Projects	GTM	09-Nov-17	10-Nov-17	Once off service	None	n/a	4	n/a	n/a	Service provider meet expectations and all certificates are back	R75 000.00
CSD	First Aid Training	Gumela Projects	GTM	09-Nov-17	10-Nov-17	Once off service	None	n/a	4	n/a	n/a		R 100 000
CORP	Electronic Records Management System (Collaborator)	Business Engineerin g	GTM	01-Aug-06	Automatic renewal after 3 years	Support Services are provided as per the SLA.	None	4	4	n/a	n/a	The Service Provider meets the expectations in terms of the SLA and is recommended for future utilisation.	R 7 650 908
CORP	Municipal Governance Training For Councillors	South African Institute of Learning	GTM	29-Mar-17	31-Dec-17	POE submitted to services Provider	None	4	4	n/a	n/a	The services provider meet expectations and councillors waiting for Results	R 13 859 064
CSD	Treatment & Disposal Management	Mmatshepe J.V. Theuwedi C.C.	GTM	1/08/2014	31/07/2017	Service is being provided, regular penalties applied in areas of under performance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	4	4	n/a	n/a	Service provider must be subjected to a "Waste Management Skills-rating" by the B.A.C. during procurement. Awaiting regulations by Minister i.t.o. Section 7 of Act 59/2008 (Nat. Waste Act)	R 20 060 640
CSD	Litterpicking Region-North	Molebogen g Trading	GTM	1/08/2015	31/07/2018	Service is being provided, regular penalties applied in	Constant supervision and training required from	4	4	n/a	n/a	Service provider must be subjected to a "Waste Management	R 21 197 303

Table 27: 2nd Quarter Evaluation of Service Provider Performance for 2017/18

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - (Narrative required)	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
		Enterprise C.C.				areas of under performance.	GTM personnel to ensure that service is sustainable.					Skills-rating" by the B.A.C. during procurement. Awaiting regulations by Minister i.t.o.Section 7 of Act 59/2008 (Nat. Waste Act)	
CSD	Litterpicking Region-South	Selema Planthire Construction C.C.	GTM	1/08/2015	31/07/2018	Service is being provided, regular penalties applied in areas of under performance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	4	4	n/a	n/a	Service provider must be subjected to a "Waste Management Skills-rating" by the B.A.C. during procurement. Awaiting regulations by Minister i.t.o.Section 7 of Act 59/2008 (Nat. Waste Act)	R 8 675 726
CSD	Collection & Transportation Nkowankowa	Ingwe Waste Management	GTM	1/08/2014	31/07/2017	Service is being provided, regular penalties applied in areas of under performance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	4	4	n/a	n/a	Service provider must be subjected to a "Waste Management Skills-rating" by the B.A.C. during procurement. Awaiting regulations by Minister i.t.o.Section 7 of Act 59/2008 (Nat. Waste Act)	R 17 458 429
CSD	Collection & Transportation Lenyenye	Selema Planthire Construction C.C.	GTM	1/08/2015	31/07/2018	Service is being provided, regular penalties applied in areas of under performance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	4	4	n/a	n/a	Service provider must be subjected to a "Waste Management Skills-rating" by the B.A.C. during procurement. Awaiting regulations by Minister i.t.o.Section 7 of Act 59/2008 (Nat. Waste Act)	R12 502 952

Table 27: 2nd Quarter Evaluation of Service Provider Performance for 2017/18

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								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
CSD	Grass Cutting	Shidila Trading Enterprise	GTM	1/08/2015	31/07/2018	Grass cutting is done when needed, we cut and finish a park within days or one	They working well	5	4	n/a	n/a	We would love to work with them in the future. They know their work.	0.15
CSD	Garden Maintenance	Tshanduko s Consultation and Projects	GTM	1/08/2015	31/07/2018	We do all 18 parks and gardens every month. We redo	They working well	5	4	n/a	n/a	They a great team to work with	R 1 386 000
CSD	Physical Security	Letaba Security	GTM	12/07/2017	31 /01/2018	Guarding done as per SLA	Lack of Guarding House in the new postings remain a challenge.	5	4	5	5	Performed above standard recommended for future use	
CSD	Cash In Transit	Fidelity Cash Solutions	GTM	01/13/2017	03/03/2020	Collection is done as per SLA	They do not send invoice regularly and we have to always request same	5	5	5	5	Performed above standard. Service may be utilised in future	R 665 750.88
CSD	Electronic Morpho Access Control	Prosatelite	GTM	01/07/2013	to date	The Communication/ Credit Control gate locked itself and as a result had to cut the cable loose in order to function but without Controlled access	The Service Provider was requested to come and repair	5	4	4	4	Performed well and always available when needed in an emergency. Recommended for future use.	
CSD	Parking	BCIT	GTM	31/09/2013	01/08/2017	Managing parking services in the Tzaneen CBD	Contract expired, but work is continuing. We waiting SCM processes, specs are submitted.	3	3	n/a	n/a	Yes, they are the owners of the machines we use. GTM does not pay them, they pay us for the services they render.	R 5
CSD	Speed Law Enforcement	Mavamboits	GTM	01/04/2017	30/06/2017	Speed law enforcement through cameras, issuing of tickets and collection of payments	Payment rate is low because the Magistrate is not assisting much	4	4	n/a	n/a	Yes, they excellent in what they do	R 69.54

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								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
EEM	Specialist emergency services for GTM (electrical department)	Rhino Consulting Engineers	GTM	2017/03/22	2020/03/22	Consultant provide specialist and emergency services as and when required.	Additional work to be pre-approved before commencing work	4	4	n/a	n/a	Service Provider on standard	R 4 871 577
EEM	Metering Audit and determining causes for Revenue losses (NERSA directive)	HAMSA	GTM	2017/03/17	2019/06/30	1500 Meters audited.	Access to meters. Service Provider applied proper identification	4	4	n/a	n/a	Service Provider on standard	R 8 487 072
EEM	Electrification of 541 units at Xihoko/ Radoo/ Thapana/ Mavele Phase2	Calibre Consulting Engineers and Tshabalala Multi Service Workshop	DoE Grant	01-07-2017	30-06-2018	Project completed and energised (100%). 508 households connected. Infrastructure also provided for 33 empty stands		5	5	n/a	n/a	performed above standard. Service may be utilised in future	R6 897 904
EEM	Electrification of 330 units at Leolo/ Legobareng/Serare/ Mogabe/ Tshidinko Phase2	IZEW Engineering investments and Kedibone Electrical	DoE Grant	01-07-2017	30-06-2018	Physical construction completed (95%)	Busy with construction of additional households	5	5	n/a	n/a	Preformed above standard. Service may be utilised in future	R 4 993 176
EEM	Electrification of 425 units at Julesburg area	Simollola Engineering services and Rivisi Electrical	DoE Grant	01-07-2017	30-06-2018	Project completed and energised. House connections in progress	Vandalism of Infrastructure	4	4	n/a	n/a	Good performance. Service may be utilised in future	R 5 951 952
EEM	Electrification of 25 units at Canners Settlement	AES Consulting and Manco Business Enterprise	DoE Grant	01-07-2017	30-06-2018	Designs completed. Awaiting site handover	None	4	4	n/a	n/a	Good performance. Service may be utilised in future	R 385 612

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								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
EEM	Electrification of 100 units at the Schultz Settlement	AES Consulting and Manco Business Interprise	DoE Grant	01-07-2017	30-06-2018	Designs completed. Awaiting site handover	None	4	4	n/a	n/a	Good performance. Service may be utilised in future	R 1 048 866
EEM	Electrification of 90 units at Masoma and Hweetsi	AES Consulting and The Great Rocks Trading	DoE Grant	01-07-2017	30-06-2018	Designs completed. Site handover done on 28 November 2017.	Delay with establishment of PSC, appointment of CLO and Local Labours	4	4	n/a	n/a	Good performance. Service may be utilised in future	R 2 483 345
EEM	Electrification of 20 units at Pulaneng	AES Consulting and Manco Business Enterprise	DoE Grant	01-07-2017	30-06-2018	Designs completed. Site handover done on 28 November 2017. Project at Construction phase	None	4	4	n/a	n/a	Good performance. Service may be utilised in future	R 925 470
EEM	Electrification of 218 units at Vento Park	AES Consulting Moagi Electrical and Building	DoE Grant	01-07-2017	30-06-2018	Designs completed. Site handover done on 12 December 2017. Awaiting delivery of material to start with construction	None	4	4	n/a	n/a	Good performance. Service may be utilised in future	R 2 313 675
EEM	Upgrading of Waterbok 33/11kV substation	Chule Projects	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	n/a	n/a	Service Provider on standard	R 1 000 000
EEM	Upgrading of Blacknoll 33/11kV substation	Chule Projects	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	n/a	n/a	Service Provider on standard	R 130 434
EEM	Replace 2x20 MVA 66/11 kV	Chule Projects	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	n/a	n/a	Service Provider on standard	R332 608 696
EEM	Substation fencing (Tarentaal rand Main, Letsitele Main)	Chule Projects	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	n/a	n/a	Service Provider on standard	R 130 434

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								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
EEM	Replacing of old SS1 electrical substation circuit breakers with compact switchgear	Chule Projects	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	n/a	n/a	Service Provider on standard	R 782 608
EEM	Substation tripping batteries	Chule Projects	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	n/a	n/a	Service Provider on standard	R 52 174
EEM	Replacing 11kV cables for increased capacity	Chule Projects	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	n/a	n/a	Service Provider on standard	R 130 434
EEM	Rebuilding of Valencia 11Kv lines (6km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	n/a	n/a	n/a	Service Provider on standard	R 130 344
EEM	Rebuilding of Lushof South 11kv line (3km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	n/a	n/a	Service Provider on standard	R 65 217
EEM	Rebuilding of Rooikoppies 11kv lines (6km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	n/a	n/a	Service Provider on standard	R 130 344
EEM	Rebuilding of Mabiet 11kv line (6km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	n/a	n/a	Service Provider on standard	R 130 344
EEM	Rebuilding of Haenertsburg 11kV lines (6km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	n/a	n/a	Service Provider on standard	R 130 344
EEM	Rebuilding of Campsies Glen 11kV lines (6km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	n/a	n/a	Service Provider on standard	R 130 344
EEM	Rebuilding of Politsi Valley 11kV lines (6km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	n/a	n/a	Service Provider on standard	R 130 344
EEM	Rebuilding of CP Minnaar 11kV lines (2km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	n/a	n/a	Service Provider on standard	R 52 174

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								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
EEM	Rebuilding of Mieliekloof/Deerpark 11kV lines (3km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	n/a	n/a	Service Provider on standard	R 65 217
EEM	Houtbosdorp 11kv Ring (10km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	n/a	n/a	Service Provider on standard	R 195 652
EEM	Refurbishment of the Ebenezer 33kv Feeder (5km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	n/a	n/a	Service Provider on standard	R 130 344
EEM	New Entrance Street R36 streetlights	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	n/a	n/a	Service Provider on standard	R 143 478
EEM	Area Lighting at Tarentaal rand crossing	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	n/a	n/a	Service Provider on standard	R 39 130.
ESD	Supply and delivery of water treatment chemicals	Zamangwane	GTM	01/04/2016	30/04/2019	Completed as per order	None	5	5	n/a	n/a	Service Provider on standard	36 months contract. Orders issued as and when needed.
ESD	Supply and delivery of water treatment chemicals	Zamandla mbili Trading	GTM	01/04/2016	30/04/2019	Completed as per order	None	5	5	n/a	n/a	Service Provider on standard	36 months contract. Orders issued as and when needed.
ESD	Supply and delivery of water treatment chemicals	Indlela Construction	GTM	01/04/2016	30/04/2019	Completed as per order	None	5	5	n/a	n/a	Service Provider on standard	36 months contract. Orders issued as and when needed.
ESD	Supply and delivery of water treatment chemicals	Ifa Lethu	GTM	01/04/2016	30/04/2019	Completed as per order	None	5	5	n/a	n/a	Service Provider on standard	36 months contract. Orders issued as and when needed.

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								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
ESD	Construction of Agatha Cemetery low-level bridge	Mosomo Consulting Engineers	GTM	28/07/2015	Depends on the approval of the WULA	Water Use Licence Authorisation (WULA) application	WULA has been approved and arrangement for Commencement of work is in progress	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	R 255 259.54
ESD	Construction of Khubu to Lwandlamuni low-level bridge	Sky High	GTM	30/03/2015	14/06/2017	Complete	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	
ESD	Construction of Khubu to Lwandlamuni low-level bridge	Ndoni Properties	MIG	2-Feb-17	14/06/2017	Complete	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	R 2 138 556
ESD	Refurbishment of Tzaneen Airfield runway	AES Consulting Engineers	GTM	08/2016	Depends on the contractor's appointment	60% physical progress	The contractor's progress is very slow.	n/a	3	n/a	n/a	The contractor's progress is very slow	R340 940
ESD	Refurbishment of Tzaneen Airfield runway	Modulaodira Trading Enterprise	GTM	01/10/2017	31/01/2018	60% physical progress	Progress is very slow	n/a	2	n/a	n/a	The contractor's progress is very slow	R1 786 249
ESD	Rita to Mariveni: Upgrading of Road from Gravel to Tar: Phase 3 of 4	Tangos Engineering Consultant	MIG	22/09/2015	31/09/2018	93%Construction of R36 intersection approach	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Rita to Mariveni: Upgrading of Road from Gravel to Tar: Phase 3 of 4	Selby Construction	MIG	22/09/2015	31/09/2018	93%Construction of R36 intersection approach	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	R71 627 454

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								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
ESD	Moruji to Maswi: Upgrading of Road from Gravel to Tar: Phase 3 of 4	Makasela Engineering and Projects	MIG	05/09/2016	04/09/2018	48%-The contractor has surfaced and opened the road up to chainage 7km and is busy with Construction of the layerworks from 7km to 8km	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Moruji to Maswi: Upgrading of Road from Gravel to Tar: Phase 3 of 4	Quality Plant Hire/Expect ra 388 CC JV	MIG	05/09/2016	04/09/2018	48%-The contractor has surfaced and opened the road up to chainage 7km and is busy with Construction of the layerworks from 7km to 8km	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	R71 347 670
ESD	Upgrading of Mafarana to Burgersdorp Road From Gravel to Tar	Southern Ambition Consulting Engineers	MIG	28/02/2018	28/02/2018	91%-The contractor is busy subbase at Chainage 7.2km. Casting of concrete slab for stomwater inlet structures at Chainage 2km in Myakayaka. The contractor has surfaced to chainage 6km	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Upgrading of Mafarana to Burgersdorp Road From Gravel to Tar	Selby Construction	MIG	28/02/2018	28/02/2018	91%-The contractor is busy subbase at Chainage 7.2km. Casting of concrete slab for stomwater inlet structures at Chainage 2km in Myakayaka. The contractor has	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	R53 956 980

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								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
						surfaced to chainage 6km							
ESD	Tickyline to Makhwibidung Tar Road	Southern Ambition Consulting Engineers	MIG	23/11/2015	03/06/2016	Complete	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Tickyline to Makhwibidung Tar Road	Makasana Construction	MIG	23/11/2015	03/06/2016	Complete	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	R14 665 534
ESD	Upgrading of Runnymede Cluster Sports Facility: Phase 2 of 2	Uranus Consulting ENGINEER S CC	MIG	14/03/2016	30/08/2017	95%-The contractor has completed the Construction of the palisade fence, installation of taps and ceiling at the multi-purpose hall and Soccer field ablution block. The pavilion grandstand is complete. The Contractor is busy with grassing of the soccer pitch.	Late Delivery and erecting of Pavilion	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value

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								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
ESD	Upgrading of Runnymede Cluster Sports Facility: Phase 2 of 2	Selby Construction	MIG	14/03/2016	30/08/2017	95%-The contractor has completed the Construction of the palisade fence, installation of taps and ceiling at the multi-purpose hall and Soccer field abluion block. The pavilion grandstand is complete. The Contractor is busy with grassing of the soccer pitch.	Late Delivery and erecting of Pavilion	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	R24 970 834
ESD	Relela Community Hall: Phase 2 of 2	Melco Consulting and Projects	MIG	15/11/2013	24/11/2016	Complete	None	5	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Relela Community Hall: Phase 2 of 2	Masrik Soacial Development Consultancy	MIG	24/11/2016	24/11/2016	Complete	None	5	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Upgrading of Juliesburg Sports Complex	Sky High Consulting Engineers	MIG	13/01/2014	5/12/2017	68%-The contractor is busy with construction of the soccer pitch platform, palisade fence, and brickwork for the barricading wall	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value

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								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
ESD	Upgrading of Juliesburg Sports Complex	Moepeng Trading 40	MIG	29/06/2017	5/12/2017	68%-The contractor is busy with construction of the soccer pitch platform, palisade fence, and brickwork for the barricading wall	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	R 11 561 753
ESD	Upgrading of Burgersdorp Sports Complex	Sky High Consulting Engineers	MIG	13/01/2014	2017/12/06	83%The contractor is busy with construction of the soccer pitch platform, palisade fence, and brickwork for the barricading wall	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Upgrading of Burgersdorp Sports Complex	Leb P	MIG	29/06/2017	2017/12/06	83%The contractor is busy with construction of the soccer pitch platform, palisade fence, and brickwork for the barricading wall	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	R 1 082 102
ESD	New ablution block and upgrading of existing at parks	F And A Consulting engineers	own	24/07/2017	24/10/2017	Complete	None	4	4	n/a	n/a	We are happy with the performance of the service provider and can be utilized in future	17% of the contract value
ESD	New ablution block and upgrading of existing at parks	Mandebale and family	own	24/07/2017	24/10/2017	Complete	None	4	4	n/a	n/a	We are happy with the performance of the service provider and can be utilized in future	R 700 000
ESD	Maintenance of tarred roads	Moepeng Trading 40	own	05/2017	05/2020	Tarred roads patching	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arise

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								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
ESD	Maintenance of tarred roads	Makasana Construction	own	05/2017	05/2020	Tarred roads patching	None	3	4	n/a	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arise
ESD	Maintenance of tarred roads	Selby Construction	own	05/2017	05/2020	Tarred roads patching	None	4	4	n/a	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arise
ESD	Maintenance of tarred roads	Kamojoe Tradding & Projects	own	05/2017	05/2020	Tarred roads patching	None	3	4	n/a	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arise
ESD	Machine hire	Selby Construction	Own	05/2017	05/2020	Grading of gravel roads, regravelling and TLB hire.	None	4	4	n/a	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arise
ESD	Machine hire	Kamojoe Tradding & Projects	Own	05/2017	05/2020	Grading of gravel roads, regravelling and TLB hire.	None	4	4	n/a	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arise
ESD	Machine hire	Selema Planthire Construction C.C.	Own	05/2017	05/2020	Grading of gravel roads, regravelling and TLB hire.	None	4	4	n/a	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arise
ESD	Machine hire	Bukuta BK	Own	05/2017	05/2020	Grading of gravel roads, regravelling and TLB hire.	None	4	4	n/a	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arise
ESD	Water tankers hire	Hulelasi	Own	05/2017	05/2020	Ongoing	None	3	5	n/a	n/a	Good performance. Service may be utilised in future	R 898 041
ESD	Water tankers hire	Selby Construction	Own	05/2017	05/2020	Ongoing	None	3	5	n/a	n/a	Good performance. Service may be utilised in future	R 674 764

Table 27: 2nd Quarter Evaluation of Service Provider Performance for 2017/18

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - (Narrative required)	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
ESD	Water tankers hire	Bukuta BK	Own	05/2017	05/2020	Ongoing	None	4	5	n/a	n/a	Good performance. Service may be utilised in future	R 1 083 889
ESD	Water tankers hire	Mathothoka	Own	05/2017	05/2020	Ongoing	None	3	5	n/a	n/a	Good performance. Service may be utilised in future	R 674 764
ESD	Repair and Maintenance of all Equipment	BMK Electro mechanical (PTY) Ltd	Own	09/2017	09/2020	Ongoing	Work not completed to repair the Hostel pump station and Letaba Hospital pump station.	4	5	n/a	n/a	Good performance. Service may be utilised in future	R 198 622
ESD	Repair and Maintenance of all Equipment	TLM Engineerin g services	Own	09/2017	09/2020	Completed as per order	None	4	5	n/a	n/a	Good performance. Service may be utilised in future	R 358 176
ESD	Repair and Maintenance of all Equipment	CLS- Rodecon JV	Own	09/2017	09/2020	Ongoing	None	Not yet utilised	Not yet utilised	n/a	n/a	None	R 0
ESD	Repair and Maintenance of all Equipment	Mlindela water solution	Own	09/2017	09/2020	Ongoing	None	Not yet utilised	Not yet utilised	n/a	n/a	None	R 0
ESD	Repair and Maintenance of all Equipment	MM Industries Lindokuhle JV	Own	09/2017	09/2020	Ongoing	None	Not yet utilised	Not yet utilised	n/a	n/a	None	R 0
ESD	Supply and delivery of water treatment chemicals	Zamangwane	GTM	01/04/2016	30/04/2019	Completed as per order	None	5	5	n/a	n/a	Service Provider on standard	R 0
ESD	Supply and delivery of water treatment chemicals	Zamandla mbili Trading	GTM	01/04/2016	30/04/2019	Completed as per order	None	5	5	n/a	n/a	Service Provider on standard	R 0

Table 27: 2nd Quarter Evaluation of Service Provider Performance for 2017/18

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - (Narrative required)	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
ESD	Supply and delivery of water treatment chemicals	Indlela Construction	GTM	01/04/2016	30/04/2019	Completed as per order	None	5	5	n/a	n/a	Service Provider on standard	R 0
ESD	Supply and delivery of water treatment chemicals	Iifa Lethu	GTM	01/04/2016	30/04/2019	Completed as per order	None	5	5	n/a	n/a	Service Provider on standard	R 0
PED	Review of the LED Strategy	Urban-Econ	Own	15/03/2017	30/06/2017	Project completed. LED Strategy to be approved by Council	N/A	4	4	n/a	n/a	Can be recommended for future engagements	R 449 559

5. Progress with the implementation of 2016/17 APR recommendations

Table 28: Progress with the implementation of APR recommendations (2nd Qtr of 2017/18)						
Recommendation		Department	Timeframe	Progress made by 31 Dec '17	Challenges in implementing the recommendation	Required interventions
1	1. That the challenges emanating from the approval of the 2017/18 organogram, be identified and that the changes in roles, responsibilities and reporting lines be formalised accordingly.	CORP	End of April 2018	The structure is fully functional, Council revoked the changes made to the Division: Records and Admin	Limitation of budget to fill newly created post	Critical posts to be budgeted to enable span of control to be functional
2	2. That the Fleet Management Policy be finalised and submitted to Council.	CFO	30 June 2018	Draft policy available not approved yet	Clarity and resolutions on division of duties between two appointed fleet Managers	Council and Management to clarify responsibilities as well as duties between two appointed Managers who have got fleet responsibilities on their duty sheet.
3	3. That a Ward Committee Report be submitted to Council on a quarterly basis, reflecting the main challenges raised, which department it was referred to and the progress made in attending to the matters raised.	CORP	30 March 2018	None	Clusters are not fully functional.	There is a need for discussion of the functionality of Clusters and empowerment of CDF's to give the necessary admin support.
4	4. That quarterly Financial Statements be submitted to the Audit Committee.	CFO	30 March 2018	Quarterly AFS were prepared and will be submitted in the next Audit Committee meeting.	The AFS were not fully compiled because of the none clearance of suspense accounts and balancing of working papers on a monthly basis.	The Municipality must clear the suspense accounts and prepare working papers on a monthly basis.

Table 28: Progress with the implementation of APR recommendations (2nd Qtr of 2017/18)

Recommendation	Department	Timeframe	Progress made by 31 Dec '17	Challenges in implementing the recommendation	Required interventions
<p>5 5. That reports on the implementation of the MSCOA Process Plan be submitted to Council on a monthly basis.</p>	CFO	Monthly	<p>Appointed MSCOA steering committee met monthly, project charters, project plan, risk register and compliance register where drafted during this period in preparation to report to Council in January where after it will be done monthly.</p>	<p>The MSCOA process was delayed by two and a half years and therefore a lot of tasks had to be included in the implementation plan for a very short period of time. The MSCOA terms of reference also provides that an MSCOA administration office be established with at least permanent official or administration officer who must be tasked to perform all the MSCOA administration i.e monthly reports.</p>	<p>Full time MSCOA administration as assistance to the MSCOA project manager and the MSCOA sponsor must be appointed</p>

Table 28: Progress with the implementation of APR recommendations (2nd Qtr of 2017/18)						
Recommendation		Department	Timeframe	Progress made by 31 Dec '17	Challenges in implementing the recommendation	Required interventions
6	6. That the attendance of IDP steering committee meetings be monitored through the Performance Plans for Directors.	MM	30 June 2018	None, MM and Director positions vacant. Will be incorporated into Performance Plans for new incumbents	Delays in the filling of MM and Director positions	Council to fast track appointments
7	7. That PED conducts a cost benefit analysis on GTEDA covering the past 10 years, and advises Council on the way forward.	PED	30 June '18	Draft report in place still to be circulated and discussed with management during February 2018	None	Appropriate legal advice must be sought prior to implementation of the program
8	8. That the Managers: Risk and Legal be represented in the Bid Evaluation Committee meetings.	MM	30 January '18	No progress yet	Managers: Risk and Legal to be invited to BEC meetings	MM to communicate recommendation to SCMU
9	9. That the process and criteria for the evaluation of service providers be included in the Performance Monitoring and Evaluation Framework.	MM	30 January '18	Integrated Performance Monitoring and Evaluation Framework ready for Council consideration	None	None
10	10. That measurable deliverables be included in all the Service Level Agreements to enable monitoring and evaluation to take place.	MM	30 January '18	None yet	User Departments must provide measurable deliverables in the requirements for the SLA as submitted to the Legal Office	Management to discuss the procedure to ensure that the Legal office secures the correct information

Table 28: Progress with the implementation of APR recommendations (2nd Qtr of 2017/18)

	Recommendation	Department	Timeframe	Progress made by 31 Dec '17	Challenges in implementing the recommendation	Required interventions
11	11. That an advertisement be placed in the local newspapers requesting the public to report matters of fraud and corruption to the Presidential and Premier Hotlines.	MM	30 March 2018	Hotline is available, arranged as part of the existing telephone service. The number need only be advertised so that the public can start making use of it.	None	Communications Division to assist with the advertising of the hotline

6. 2nd Quarter Performance Outcome: Issues to consider during IDP and budget adjustment

GTM achieved an unqualified audit opinion for the 2016/17 financial year and this may be the greatest cause for celebration during the first 6 months of the financial year. However in spite of this, the outcome of the audit on Pre-determined objectives was not positive. Considering the aspects reported in the previous sections of this report the following issues needs to be addressed to improve performance during the last 6 months of 2017/18:

- A. The senior level vacancies in the positions of MM, Chief Financial Officer, Director Engineering, Director Planning and Economic Development and Director Community Services must be filled to alleviate the pressure on the remaining to senior managers.
- B. Vacancies in service delivery departments must be prioritised to alleviate pressure where this the cause of excessive overtime worked. Herein the long standing vacancies on a Manager level in the Electrical Engineering Department is of concern.
- C. Funding needs to be provided for the refurbishment and replacement of equipment and vehicles in service delivery departments.
- D. The IDP for 2017/18 needs to be adjusted along with the budget, this must be followed by an adjustment to the SDBIP to ensure that the expenditure on the capital and operational budget is monitored in line with what is actually being implemented. The existing non-alignment will have a severe effect on the audit opinion for 17/18.

Considering the above the following matters should be attended to during 2017/18 budget adjustment:

- i. None alignment between the MIG project implementation programme for 2017/18 and the 17/18 IDP and Budget.
- ii. The targets for Key Performance Indicators in the 2017/18 IDP must be reviewed to ensure that they are in line with the budget, realistic and achievable.

- iii. The capital projects for 2016/17, which were approved for roll over for implementation, during 2017/18 must be included in the budget and IDP.
- iv. Possible savings should be directed to the refurbishment of the fleet.

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