

# Service Delivery and Budget Implementation Plan (SDBIP)

## 4<sup>th</sup> Quarter Report for 17/18



**GREATER TZANEEN MUNICIPALITY**

August 2018

Office of the Municipal Manager  
Performance Management Section  
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## List of Acronyms

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

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

# 1. Introduction

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

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

GTM has procured an electronic system to manage performance information. The performance reported by Departments are rated in terms of the level on which the targets set have been achieved. The actual performance for the quarter is therefore colour coded as presented below. **Note that grey items was not measured during the 4<sup>th</sup> Quarter.**

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

On 25 January 2018 Council approved adjustments to the SDBIP for 2017/18. This 4<sup>th</sup> Quarter report presents the process made with the implementation of this Adjusted SDBIP.

## 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 4<sup>th</sup> Quarter, is presented in **Table 1** and **Table 2**.

Ref	Line Item	Apr-18		May-18		Jun-18		Total for the Period			Reason for deviation
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	% received	
RS1	Property rates	8 374 372	11 536 966	8 216 990	12 497 476	6 025 196	11 546 056	22 616 558	35 580 497	157%	New valuation roll implemented with increased market values
RS2	Penalties imposed and collection charges on rates	440 942	817 638	499 471	829 338	454 389	744 779	1 394 802	2 391 755	171%	Increases in rates effects outstanding balances with increased interest effect
RS3	Service charges	39 364 970	35 990 408	40 416 839	37 423 690	57 701 518	35 335 401	137 483 327	108 749 500	79%	Electricity losses due to network, tampering, faulty metering etc.
RS4	Rent of facilities and equipment	96 873	52 137	100 312	132 120	85 939	111 455	283 124	295 713	104%	Escalation in rental amounts & more properties included in rental
RS5	Interest earned - external investments	39 025	380 356	290 284	407 029	336 415	843 084	665 724	1 630 468	245%	More interest earned from investments of Council funds
RS6	Interest earned - outstanding debtors	1 102 837	1 935 493	883 302	1 875 623	920 106	-2 527 231	2 906 245	1 283 885	44%	No interest charges on closed accounts.
RS7	Fines	264 785	42 944	226 179	1 070 413	226 058	35 434 832	717 022	36 548 188	5097%	Fines received from public more than budgeted
RS8	Licenses and Permits	102 980	59 905	55 287	59 793	44 398	110 937	202 665	230 636	114%	More renewals of licences and permits from public
RS9	Income from Agency services	2 701 212	2 780 940	3 512 811	7 998 990	3 772 382	6 040 477	9 986 405	16 820 408	168%	Increased income from MDM to be recognised

**Table 1: 4th Qtr Revenue Collection for 2017/18**

Ref	Line Item	Apr-18		May-18		Jun-18		Total for the Period			Reason for deviation
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	% received	
RS10	Operating grants and subsidies	0	0	0	0	0	7 715 607	0	7 715 607	#DIV/0!	Additional grants received
RS11	Other Revenue	4 661	122 561	60 828	429 734	6 507 666	37 436 993	6 573 155	37 989 288	578%	Various income streams for council received such as Vat refunds more than budgeted
RS12	Gain on disposal of property, plant and equipment	0	0	0	0	2 129 450	0	2 129 450	0	0%	No disposal of property identified for profit purpose
RS13	Income foregone	-797 617	-3 246 628	-2 211 934	-3 231 035	-2 212 824	-2 967 382	-5 222 375	-9 445 046	181%	New valuation roll influenced rates rebates income foregone
<b>Total:</b>		<b>51 695 040</b>	<b>50 472 720</b>	<b>52 050 369</b>	<b>59 493 170</b>	<b>75 990 693</b>	<b>129 825 008</b>	<b>179 736 102</b>	<b>239 790 899</b>	<b>133%</b>	

Table 2 presents a summary of revenue collection during the 4<sup>th</sup> quarter of 2017/18.

Table 2: 4th Quarter Revenue Summary for 2017/18								
2017/18 FY			31 Apr '18		31 May '18		30 June '18	
Revenue	Budget	Adjustment budget	Year to date receipt	% Receipt	Year to date receipt	% Receipt	Year to date receipt	% Receipt
Grants & Subsidies	439 982 000	461 612 308	414 434 495	89.78%	414 434 495	89.78%	421 506 641	91.32%
Rates & Taxes (billing)	656 437 140	656 437 140	538 253 985	82.00%	586 844 123	89.40%	640 010 009	97.50%
Rates & Taxes (collection rate)	600 000 000	600 000 000	542 101 198	90.35%	592 460 561	98.74%	643 638 639	107.27%

<b>Table 2: 4th Quarter Revenue Summary for 2017/18</b>								
<b>2017/18 FY</b>			<b>31 Apr '18</b>		<b>31 May '18</b>		<b>30 June '18</b>	
<b>Revenue</b>	<b>Budget</b>	<b>Adjustment budget</b>	<b>Year to date receipt</b>	<b>% Receipt</b>	<b>Year to date receipt</b>	<b>% Receipt</b>	<b>Year to date receipt</b>	<b>% Receipt</b>
Debtors age analysis(incl water & sewer			505 458 518		513 646 910		533 523 635	
Bank Balance			18 515 783		13 491 197		7 490 665	

Major deviations regarding revenue collection are:

- Rates and taxes collection rate exceed budget due to increased credit control
- Debtors increase due to payment rate under 100%



## 2.2 4<sup>th</sup> Quarter Expenditure Analysis

This section provides details regarding the expenditure in terms of the Operational Budget for the period 1 April to 30 June '18. **Table 3** contains the expenditure for the 4<sup>th</sup> Quarter of 2017/18.

<b>Table 3: Operational Expenditure during the 4<sup>th</sup> Quarter (1 Apr to 30 Jun '18)</b>										
Ref	Directorate	Apr-18		May-18		Jun-18				
		Original Budget	Monthly Actual	Original Budget	Monthly Actual	Original Budget	Monthly Actual	YTD Budget	YTD Actual	YTD % Spent
CF3	Office of the Municipal Manager	1 239 290	995 419	1 022 455	1 854 664	2 462 968	1 437 113	15 145 388	12 402 135	<b>82%</b>
CF4	Financial Services	6 469 830	4 873 640	4 341 025	4 910 417	33 666 434	115 056 379	92 752 902	173 351 786	<b>187%</b>
CF5	Corporate Services	9 169 984	8 134 448	6 234 880	7 078 797	15 239 446	11 173 416	101 964 169	103 987 903	<b>102%</b>
CF7	Community Services	17 502 060	15 663 599	17 789 718	17 013 821	25 562 466	37 838 363	204 770 699	212 783 997	<b>104%</b>
CF9	Electrical Engineering	39 963 356	31 335 441	38 299 650	31 982 283	89 137 802	142 597 017	507 509 547	466 531 090	<b>92%</b>
CF8	Engineering Services	8 424 773	3 305 886	15 178 843	5 067 510	10 849 363	179 014 244	153 958 872	237 200 039	<b>154%</b>
CF6	Planning and Economic Development	1 742 952	3 157 971	2 048 273	1 274 255	2 386 346	5 465 233	28 777 751	29 028 911	<b>101%</b>
CF10	GTEDA	0	0	0	0	0	0	0	0	<b>0.00%</b>
<b>Total:</b>		<b>84 512 245</b>	<b>67 466 404</b>	<b>84 914 844</b>	<b>69 181 748</b>	<b>179 304 824</b>	<b>492 581 765</b>	<b>1 104 879 328</b>	<b>1 235 285 859</b>	<b>112%</b>

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 Municipal Manager (year – to date at 82%) due to low spending of disaster relief vote, which is utilized in emergencies only.
- The over expenditure reflected for the Office of the CFO (Year to date at 182%) is due to the depreciation journals , traffic fines and assets impairment write off's.

- The over expenditure by ESD (at 154%) is due to the expenditure on RAL roads incurred as grants and subsidies (operating expenses) while budgeted as Capital Expenditure.

<b>Table 4: 4th Quarter Expenditure Summary for 2017/18</b>								
<b>2017/18 FY</b>			<b>30 Apr '18</b>		<b>31 May '18</b>		<b>30 June '18</b>	
<b>Expenditure</b>	<b>Budget</b>	<b>Adjustment budget</b>	<b>Year to date exp</b>	<b>% Spent YTD</b>	<b>Year to date exp</b>	<b>% Spent YTD</b>	<b>Year to date exp</b>	<b>% Spent YTD</b>
Salaries & Allowances	316 680 113	316 680 113	233 307 404	73.67%	256 326 494	80.94%	282 016 266	89%
Remuneration of Councilors	24 683 925	24 683 925	20 293 575	82.21%	22 342 338	90.51%	24 432 412	99%
Repairs & Maintenance	53 866 275	53 866 275	31 662 898	58.78%	35 617 790	66.12%	46 257 231	86%
Bulk Purchases	345 000 000	345 000 000	222 207 019	64.41%	246 282 264	71.39%	325 232 299	94%
Contracted Services	49 612 372	49 612 372	38 254 786	77.11%	43 063 752	86.80%	48 050 548	97%
Other Expenditure	315 036 644	315 036 644	127 796 665	40.57%	139 071 458	44.14%	496 645 075	158%
Operating Expenditure	1 104 879 329	1 104 879 329	673 522 347	60.96%	742 704 096	67.22%	1 222 633 831	111%
Capital Expenditure	140 889 514	163 130 910	112 824 465	69.16%	115 739 174	70.95%	125 738 871	77%

**Table 4** presents a summary of performance in terms of the planned expenditure for the 4<sup>th</sup> Quarter 2017/18, the following are the reasons for major deviations:

- Salaries and Allowances: Lower than expected expenditure is due to the vacancies
- Repairs and maintenance: The lower than anticipated spending is due to the under expenditure on the Council owned vehicle usage and repairs and maintenance of electricity distribution network.
- Other expenditure: The items that contributed to the over expenditure reflected are

- Grants & subsidies: the high spending is due to the roads that were constructed on behalf of RAL and are transferred to RAL as grants and subsidies.
- The overspending is due to the payment of legal fees and insurance claims
- The huge increase is due to the write offs of bad debts done during the year and the impairment of traffic fines.
- The loss on investment property and PPE during the year is due to assets written off after investigation, mainly transformers and minor assets.
- The loss on investment property and PPE during the year is due to assets written off after investigation, mainly transformers and minor assets.

<b>Table 5: 4th Quarter Grant Expenditure Summary for 2017/18</b>								
<b>2017/18FY</b>			<b>30 Apr '18</b>		<b>31 May '18</b>		<b>30 June '18</b>	
<b>Conditional Grant</b>	<b>Budget</b>	<b>Adjustment budget</b>	<b>Year to date Exp</b>	<b>% Spent</b>	<b>Year to date Exp</b>	<b>% Spent</b>	<b>Year to date Exp</b>	<b>YTD % Spent</b>
FMG	2 145 000	2 145 000	87 834	4.09%	92 395	4%	2 145 000	100%
INEP	25 000 000	25 000 000	594 627	2.38%	1 275 559	5%	22 275 154	89%
MIG	95 942 000	117 572 308	290 579	0.25%	976 730	1%	117 572 308	100%
EPWP	4 918 000	4 918 000	686 970	13.97%	593 069	12%	4 918 000	100%

GTM did well in the expenditure on conditional grants during 2017/18. FMG, MIG and EPWP grants funds were fully utilized by the end of the 4<sup>th</sup> Quarter. The expenditure on MIG is reflecting below 100% only due to the bonus allocation of R5.8 million received at the end of March '18.

## 2.3 Capital Expenditure Analysis

This section provides an overview of capital expenditure during the 4<sup>th</sup> Quarter of 2017/18. **Table 6** below presents the capital expenditure per department.

<b>Table 6: 4th Quarter Capital Expenditure per Vote (1 Apr to 30 Jun '18)</b>												
Ref	Directorate	Apr-18		May-18		Jun-18						
		Original Budget	Monthly Actual	Original Budget	Monthly Actual	Original Budget	Monthly Actual	Period To date budget	Period to date Actual	YTD Adjusted Budget	YTD Actual	YTD % Spent
CF3	Office of the Municipal Manager	0	0	0	0	0	8 199	0	8 199	0	8 199	100%
CF4	Financial Services	0	0	0	0	0	32 827	0	32 827	0	32 827	100%
CF5	Corporate Services	0	0	0	0	0	30 684	0	30 684	0	30 684	100%
CF7	Community Services	0	0	0	0	0	31 896	0	31 896	0	31 896	100%
CF9	Electrical Engineering	1 500 000	1 132 223	3 750 000	1 072 062	870 004	13 731 740	6 120 004	15 936 025	47 025 000	19 708 494	42%
CF8	Engineering Services	7 958 064	2 260 814	6 925 171	1 842 648	6 291 195	2 188 982	21 174 430	6 292 444	115 870 910	111 951 402	97%
CF6	Planning and Economic Development	0	0	0	0	0	1 395	0	1 395	0	1 395	100%
CF10	GTEDA	0	0	0	0	0	0	0	0	235 000	0	0%
<b>Total:</b>		<b>9 458 064</b>	<b>3 393 037</b>	<b>10 675 171</b>	<b>2 914 709</b>	<b>7 161 199</b>	<b>16 025 723</b>	<b>27 294 435</b>	<b>22 333 469</b>	<b>163 130 910</b>	<b>131 764 897</b>	<b>81%</b>

Capital expenditure by Department as presented in **Table 6** includes expenditure on roll-over projects which were approved by Council and included in the Adjusted Budget and IDP for 2017/18. 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 **R131 764 897** by end of June 2018, which is 81% of the planned expenditure.

The expenditure incurred by the Office of the Municipal Manager, Corporate Services, Planning & Economic Development and Chief Financial officer were for the procurement of furniture, the allocation was however only with the Electrical Department.

<b>Table 7: 4th Quarter Expenditure on Capital projects as planned in the 2017/18 SDBIP</b>																
Ref	Direct orate	IDP Number	Project name	Funding source	Planned Completion Date	Wards	Apr-18		May-18		Jun-18					
							Monthly Financials		Monthly Financials		Monthly Financials		YTD Financials			
							Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Variance	% Spent
CP29	EED	EED 99	Purchase of office furniture and equipment for Electrical Engineering Dpt	Own Funds	30-Jun-18	All	50 000	0	0	0	0	0	300 000	0	300 000	0.00%
CP38	EED	16/17 EED	Replace 10x11kv and 6x 33 kv Auto Reclosers	Own Funds	30-Jun-18	All	0	0	2 025 000	0	0	355 775	2 025 000	355 775	1 669 225	17.57%
CP40	EED		Replacing 600m LV cables	External Loans	30-Jun-18	All	0	0	0	0	450 000	0	450 000	0	450 000	0.00%
CP39	EED	16/17 roll-over	Procure 5 Meterboxes	External Loans	30-Jun-18	All	0	0	0	0	50 000	0	50 000	0	50 000	0.00%
CP4	EED	EED 61	Provision of Capital Tools (Operations and Maintenance)	Own Funds	30-Jun-18	All	20 000	0	20 000	0	0	0	200 000	0	200 000	0.00%

**Table 7: 4th Quarter Expenditure on Capital projects as planned in the 2017/18 SDBIP**

Ref	Direct orate	IDP Number	Project name	Funding source	Planned Completion Date	Wards	Apr-18		May-18		Jun-18					
							Monthly Financials		Monthly Financials		Monthly Financials		YTD Financials			
							Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Variance	% Spent
CP3	EED	EED 60	Provision of Capital Tools (Customer and Retail Services)	Own Funds	30-Jun-18	All	20 000	0	20 000	0	0	0	200 000	0	200 000	0.00%
CP1	EED	EED 36	New Entrance Street R36 streetlights	Own Funds	30-Jun-18	14; 15	100 000	1 026 600	50 000	0	50 000	0	1 100 000	1 026 600	73 400	93.33%
CP2	EED	EED 50	Area Lighting at Tarentaal rand crossing	Own Funds	30-Jun-18	13	0	0	50 000	0	0	0	300 000	0	300 000	0.00%
CP28	EED	EED 55	New electricity Connections (Consumer contributions spent)	Own Funds	30-Jun-18	All	3 000 000	46 366	4 500 000	1 047 819	2 700 000	506 467	14 700 000	3 581 483	11 118 518	24.36%
CP27	EED	EED 56	Renewal, Repairs and Maintenance on pre-paid meters (Tzaneen, Letsitele & Politsi)	Own Funds	30-Jun-18	13; 14; 15	45 000	0	105 000	0	120 000	0	300 000	11 507	288 493	3.84%
CP25	EED	EED 57	Miniature Substation for Urban distribution network	Own Funds	30-Jun-18	14; 15	0	0	0	0	0	0	1 000 000	0	1 000 000	0.00%
CP24	EED	EED 58	Replacing 11kv cables for increased capacity	Own Funds	30-Jun-18	14; 15	100 000	0	100 000	0	100 000	0	1 000 000	0	1 000 000	0.00%
CP22	EED	EED 59	Substation tripping batteries	Own Funds	30-Jun-18	All	0	0	0	0	0	0	400 000	0	400 000	0.00%

**Table 7: 4th Quarter Expenditure on Capital projects as planned in the 2017/18 SDBIP**

Ref	Direct orate	IDP Number	Project name	Funding source	Planned Completion Date	Wards	Apr-18		May-18		Jun-18					
							Monthly Financials		Monthly Financials		Monthly Financials		YTD Financials			
							Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Variance	% Spent
CP26	EED	EED 62	Replacement of Existing Air conditioners in Municipal Buildings	Own Funds	30-Jun-18	All	0	0	0	0	0	0	250 000	0	250 000	0.00%
CP5	EED	EED 70	Rebuilding Letsitele Valley Substation - Bosbou and all T- off's (3 Km)	Own Funds	30-Jun-18	14; 15	100 000	0	50 000	0	50 000	0	500 000	0	500 000	0.00%
CP6	EED	EED 71	Rebuilding of Valencia 11Kv lines (6km)	Own Funds	30-Jun-18	19	100 000	0	100 000	0	100 000	0	1 000 000	0	1 000 000	0.00%
CP7	EED	EED 72	Rebuilding of Lushof South 11kv line (3km)	Own Funds	30-Jun-18	15	50 000	0	50 000	0	50 000	0	500 000	0	500 000	0.00%
CP8	EED	EED 73	Rebuilding of Rooikoppies 11kv lines (6km)	Own Funds	30-Jun-18	16	100 000	0	100 000	0	100 000	0	1 000 000	0	1 000 000	0.00%
CP9	EED	EED 74	Rebuilding of Mabiet 11kv line (6km)	Own Funds	30-Jun-18	36	100 000	0	100 000	0	100 000	0	1 000 000	0	1 000 000	0.00%
CP10	EED	EED 75	Rebuilding of Haenertsburg 11kv lines(6km)	Own Funds	30-Jun-18	16	100 000	0	100 000	0	100 000	0	1 000 000	0	1 000 000	0.00%
CP11	EED	EED 76	Rebuilding of Campsies Glen 11kv lines (6km)	Own Funds	30-Jun-18	14	100 000	0	100 000	0	100 000	0	1 000 000	0	1 000 000	0.00%
CP12	EED	EED 77	Rebuilding of Politsi Valley 11kv lines (6km)	Own Funds	30-Jun-18	14	100 000	0	100 000	0	100 000	0	1 000 000	0	1 000 000	0.00%

**Table 7: 4th Quarter Expenditure on Capital projects as planned in the 2017/18 SDBIP**

Ref	Direct orate	IDP Number	Project name	Funding source	Planned Completion Date	Wards	Apr-18		May-18		Jun-18					
							Monthly Financials		Monthly Financials		Monthly Financials		YTD Financials			
							Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Variance	% Spent
CP13	EED	EED 78	Rebuilding of CP Minnaar 11kv lines (2km)	Own Funds	30-Jun-18	36	50 000	0	50 000	0	0	0	400 000	0	400 000	0.00%
CP14	EED	EED 80	Rebuilding of Mieliekloof/Deerpark 11kv lines (3km)	Own Funds	30-Jun-18	15	50 000	0	50 000	0	50 000	0	500 000	0	500 000	0.00%
CP15	EED	EED 82	Upgrading of Waterbok 33/11kv substation	Own Funds	30-Jun-18	36	100 000	0	100 000	0	100 000	0	1 000 000	0	1 000 000	0.00%
CP16	EED	EED 83	Upgrading of Blacknoll 33/11kv substation	Own Funds	30-Jun-18	15	100 000	0	100 000	0	100 000	0	1 000 000	0	1 000 000	0.00%
CP17	EED	EED 84	Houtbosdorp 11kv Ring (10km)	Own Funds	30-Jun-18	16	200 000	0	100 000	0	100 000	0	1 500 000	0	1 500 000	0.00%
CP18	EED	EED 85	Replace 2x20MVA 66/11kv Transformers	Own Funds	30-Jun-18	15	0	0	0	0	0	0	2 550 000	0	2 550 000	0.00%
CP19	EED	EED 86	Substation fencing (Tarentaal rand Main, Letsitele Main)	Own Funds	30-Jun-18	13	100 000	0	100 000	0	100 000	0	1 000 000	0	1 000 000	0.00%
CP21	EED	EED 87	Replacing of old SS1 electrical substation circuit breakers with compact switchgear	Own Funds	30-Jun-18	15	1 200 000	59 257	500 000	24 243	0	3 861 337	6 000 000	5 724 910	275 090	95.42%



**Table 7: 4th Quarter Expenditure on Capital projects as planned in the 2017/18 SDBIP**

Ref	Direct orate	IDP Number	Project name	Funding source	Planned Completion Date	Wards	Apr-18		May-18		Jun-18					
							Monthly Financials		Monthly Financials		Monthly Financials		YTD Financials			
							Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Variance	% Spent
CP23	EED	EED 88	Replacement of auto-reclosers (11kv and 33kv)	Own Funds	30-Jun-18	13; 16	0	0	0	0	0	0	3 000 000	0	3 000 000	0.00%
CP20	EED	EED 90	Refurbishment of the Ebenezer 33kv Feeder	Own Funds	30-Jun-18	16	100 000	0	100 000	0	100 000	0	1 000 000	0	1 000 000	0.00%
CP41	ESD	ESD 127 16/17	Upgrading of Runnymede cluster Sport Facility	MIG	30-Jun-18	6	0	0	0	0	6 500 000	0	6 500 000	438 220	6 061 780	6.74%
CP34	ESD	ESD 13	Moruji to Matswi, Kheshokolwe Tar Road	MIG	30-Jun-18	7	3 298 715	-1 538 051	3 298 715	1 417 121	3 298 726	1 174 906	39 584 590	62 718 253	-23 133 663	158.44 %
CP36	ESD	ESD 95	Khubu to Lwandlamuni Low Level Bridge	MIG	30-Jun-18	26	0	0	0	0	0	0	3 181 438	1 157 158	2 024 280	36.37%
CP32	ESD	ESD 95	Rita to Mariveni Upgrading of Road from Gravel to Tar	MIG	30-Jun-18	26	264 432	1 203 895	264 433	425 526	264 442	0	3 173 194	1 963 223	1 209 971	61.87%
CP33	ESD	ESD 95	Upgrading of Tickyline Glassworks, Myakayaka, Burgersdorp, Gavaza to Mafarana from Gravel to Tar	MIG	30-Jun-18	26	2 724 800	0	2 724 800	0	6 664 549	0	36 637 342	11 557 846	25 079 496	31.55%
CP30	ESD	ESD 94	Burgersdorp Sports Facility	MIG	30-Jun-18	28	1 076 694	0	1 076 698	0	1 076 698	0	12 920 332	12 090 622	829 710	93.58%

**Table 7: 4th Quarter Expenditure on Capital projects as planned in the 2017/18 SDBIP**

Ref	Direct orate	IDP Number	Project name	Funding source	Planned Completion Date	Wards	Apr-18		May-18		Jun-18					
							Monthly Financials		Monthly Financials		Monthly Financials		YTD Financials			
							Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Variance	% Spent
CP35	ESD	ESD 95	Relela Community Hall	MIG	30-Jun-18	26	0	0	0	0	0	0	3 188 640	1 722 330	1 466 310	54.01%
CP31	ESD	ESD 95	Upgrading of Juliesburg Sports Facility (Phase 1 of 2)	MIG	30-Jun-18	26	544 523	624 735	544 523	0	544 526	0	6 534 282	7 019 097	-484 815	107.42 %
CP43	ESD	ESD 78 (16/17 IDP)	Construction of Ablution facilities for Parks Division	Own Funds	30-Jun-18	15	0	0	0	0	819 703	0	819 703	66 464	753 239	8.11%
CP44	ESD	ESD 13 (16/17 IDP)	Kwekwe low level bridge	Own Funds	30-Jun-18	9	0	1 970 235	0	0	1 300 000	0	1 300 000	1 970 235	-670 235	151.56 %
CP42	ESD	ESD 34 (16/17 IDP)	Refurbishment of Tzaneen Airfield runway	Own Funds	30-Jun-18	13	0	0	0	0	2 031 385	0	2 031 385	0	2 031 385	0.00%
CP37	GTED A	GTEDA 143	MSCOA equipment and programmes	Own Funds	30-Jun-18	All	0	0	0	0	0	0	235 000	0	235 000	0.00%
<b>Total:</b>							<b>13 894 163</b>	<b>3 393 037</b>	<b>16 579 168</b>	<b>2 914 709</b>	<b>27 220 029</b>	<b>5 898 485</b>	<b>163 330 906</b>	<b>111 403 722</b>	<b>51 927 184</b>	<b>68.21%</b>

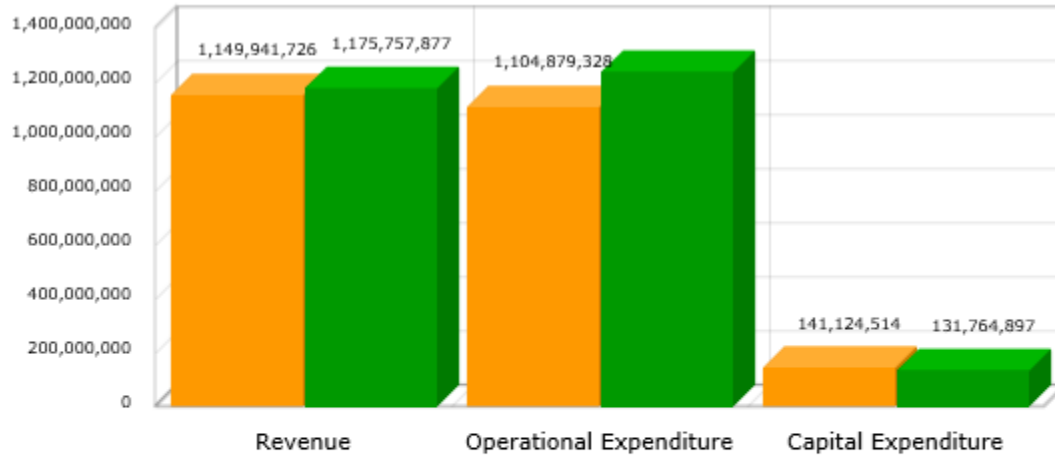
From Table 7 it is evident that capital projects (other than those funded from MIG) were not implemented. This mainly due to the dependency on the approval of the loan applications.

## 2.4 Summary of financial performance for the 4<sup>th</sup> 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 107% in the 4<sup>th</sup> Quarter due to increased efforts to pursue overdue accounts. Receipt on monthly billing however remains below 100% meaning that there is still a gradual increase in debt owed to the municipality.
- b) Operational Expenditure: The overall operational expenditure for the year to date is reflected at 110%. The reconciliation of operational expenditure, especially in service departments, at year-end proves to be challenging since the allocation of internal labour and depreciation on a monthly basis.
- c) Expenditure on conditional grants: GTM performed well on the expenditure of conditional grants with only INEP expenditure being below 100% at the end of the 4<sup>th</sup> Quarter.
- d) Capital Expenditure: Capital expenditure is reflected at 68% at the end of the 4<sup>th</sup> quarter. The main contributing factor is the non-implementation of the capital projects for the Electricity Department because the source of funding was a DBSA loan. GTM applied for a loan to fund the refurbishment of the electricity network, these funds were not received by year-end. The inclusion of projects in the budget without the source of funding secured should be re-considered as it creates unreasonable expectations in communities.

**Figure 1: Financial Performance Summary for the period 1 April to 30 June '18.**



	Budget	Actual	Variance
<b>Revenue:</b>	1,149,941,725.99	1,175,757,877.29	-25,816,151.30
<b>Operational Expenditure:</b>	1,104,879,328.10	1,235,285,859.17	-130,406,531.07
<b>Capital Expenditure:</b>	141,124,514.01	131,764,896.94	9,359,617.07
<b>Total:</b>	<b>2,395,945,568.10</b>	<b>2,542,808,633.40</b>	<b>-146,863,065.30</b>

### 3. Delivery on Key Performance Indicators & Projects

#### 3.1 Office of the Municipal Manager

The performance of the Office of the Municipal Manager (MM) during the 4<sup>th</sup> Quarter of 2017/18 is presented below (see **Table 8**).

Table 8: 4th Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D1	Good Governance	Increase financial viability	Budget management	% of capital spent on projects as prioritised in IDP for specific year	Percentage	72%	100%	100%	80.09 %	O	Expenditure on roll-over projects	IDP, Budget and SDBIP adjusted to align expenditure	Capital Expenditure report 17/18 IDP project list
D2	Good Governance	Effective and Efficient administration	Council Support	% of GTM Council resolutions implemented vs number passed	Percentage	65%	100%	100%	100%	G	A register of Council resolutions for the period April-June 2018, will be submitted to Council end July 2018.	Management is in a process of updating the Council resolution register as a standing item during Management meetings.	Resolution register
D3	Good Governance	Effective and Efficient administration	Management and Administration	# Management meetings	Number	17	26	7	11	B	Management meetings are held every Monday of the week, on the 4, 11, 18, 25 June 2018.	New Management has taken a resolution to hold meetings every Monday of the week as a turnaround strategy approach.	Minutes & Attendance Registers
D4	Good Governance	Effective and Efficient administration	Performance monitoring and reporting	# of meetings held with all staff	Number	0 New KPI	2	1	1	G	Meeting held with all staff on 15 June '18. Target not met due to vacancy of MM position	MM was appointed in the 4th Quarter	Minutes & Attendance Registers

**Table 8: 4th Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D5	Good Governance	Effective and Efficient administration	Performance monitoring and reporting	# of Departmental meetings held (MM)	Number	0	4	1	1	G	Departmental Meeting held 3 April '18, meetings not held previously due to time constraints due to the high level of vacancies at Managerial level	Vacancies were filled	Minutes & Attendance Registers
D6	Good Governance	Effective and Efficient administration	Performance monitoring and reporting	Mid-year budget and performance report submitted to PT, COGHSTA, and AG by 25 Jan	Number	1	1	0	0	N/A			Mid-year Performance Report Acknowledgement of Receipt
D7	Good Governance	Effective and Efficient administration	Performance monitoring and reporting	Draft Annual Report tabled in Council by 31 Jan	Number	1	1	0	0	N/A			Draft Annual Report Council Minutes
D8	Good Governance	Effective and Efficient administration	Performance monitoring and reporting	Final Annual Report approved by Council by 31 March	Number	1	1	0	0	N/A			Final Annual Report Council Minutes
D9	Good Governance	Effective and Efficient administration	Performance monitoring and reporting	# of Quarterly SDBIP reports submitted to Council	Number	4	4	1	1	G			Quarterly Performance Reports Council Minutes
D10	Good Governance	Effective and Efficient administration	Performance monitoring and reporting	# of Back to Basics statistical reports submitted to CoGTA by the 10th of each month	Number	12	12	3	3	G	Report submitted on time	None Required	B2B Reports, Acknowledgement of receipt

**Table 8: 4th Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D11	Good Governance	Effective and Efficient administration	Performance monitoring and reporting	Draft Annual Performance Report submitted to the AG, AC and Mayor by 31 August	Number	1	1	0	0	N/A			Acknowledgment of Receipt from AG, AC & Mayor
D12	Good Governance	Improve stakeholder satisfaction	Customer Care	# of days taken to submit the SDBIP to the Mayor following budget approval	Number	28	28	28	28	G	18/19 SDBIP was approved by the Mayor on 22 June '18	None required	Acknowledgment of receipt - Mayor
D13	Good Governance	Effective and Efficient administration	Sound Governance	# of quarterly performance reports audited prior to submission to Council	Number	1	4	1	0	R	Re-opening of the reporting system and the vacancy of an Auditor for Performance Information	Internal Audit vacancy was filled in April. Adherence to system closing times improved with filling of vacancies at Director level	Quarterly SDBIP Audit reports
D14	Good Governance	Effective and Efficient administration	Sound Governance	# of community protests	Number	0	0	0	0	N/A	Water challenges	Mopani district is busy addressing the problems	Community Protest applications register Protest approval Memos
D15	Good Governance	Effective and Efficient administration	Sound Governance	# of AG audit queries	Number	100	0	0	0	G			Audit Report
D16	Good Governance	Improve stakeholder satisfaction	Customer Care	% of employees that Received paid overtime (12 month average)	Percentage	41.74	10%	10%	63.56 %	R	Non-compliance with the Overtime policy in terms of limiting overtime to 40 hrs and the salary threshold	Directors requested to scrutinise overtime pre-approvals to limit overtime to service related events. Vacancies at Director level filled to improve	Monthly HR reports on overtime

**Table 8: 4th Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
												human resource management and increase accountability.	
D17	Good Governance	Effective and Efficient administration	Sound Governance	Unqualified Audit opinion obtained from AG	Number	0	1	0	1	B	Unqualified Opinion obtained	Audit Action Plan developed and implementation monitored through weekly Audit Steering Committee meetings	AG Audit Report
D18	Good Governance	Effective and Efficient administration	Sound Governance	% of customer complaints resolved	Percentage	16.70%	100%	100%	75%	O	Complaints about informal traders and streetlights in Flora Park not yet attended to	Tools to be procured to fix streetlights	Help desk register of resolutions Presidential & Premier hotline reports



**Table 8: 4th Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D19	Good Governance	Effective and Efficient administration	Sound Governance	# audit committee meetings held	Number	3	4	1	2	B	7 Audit Committee meetings held for FY, due to 3rd and 4th quarter 1617 meetings held late and 2 special meetings. 1. 05/07/2017 third quarter 1617, 2. 23/08/2017 special meeting to review AFS, 3. 20/09/2017 fourth quarter 1617, 4. 27/11/2017 special meeting to discuss AGSA report, 5. 11/12/2017 first quarter 1718, 6. 13/04/2018 second quarter 1718, 7. 19/06/2018 third quarter 1718. POE attached in the respective months.	Audit Committee meetings should be held a month after the end of the quarter.	Agendas, Attendance register

**Table 8: 4th Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D20	Economic Growth	Develop a high performance culture for a changed, diverse, efficient and effective local government	Employee Performance Management	% of audit committee resolutions implemented	Percentage	41.70%	100%	100%	57.33 %	R	Vacancy in senior management positions which hampered accountability in updating the register. Progress improved after appointment of the Directors.	The KPI should be allocated to each Director in order to be held accountable and to easily track progress.	AC resolution register
D21	Good Governance	Attract and retain best human capital to become employer of choice	Employee Performance Management	% of MPAC resolutions implemented	Percentage	8.30%	100%	100%	41%	R	Out of 42 MPAC resolutions for the period April to June 2018, only progress of 5 resolutions were reported implemented and 37 still outstanding.	The implementation of MPAC resolutions is an ongoing process. Management is in a process of updating the resolution register as a standing item during management meetings.	MPAC resolution register
D22	Economic Growth	Develop a high performance culture for a changed, diverse, efficient and effective local government	Employee Performance Management	# of performance assessments for Sect 56 appointments	Number	0	2	0	0	N/A	High number of vacancies at MM and Director level throughout the financial year	All positions filled by the end of the 4th Quarter of 2017/18. Annual assessments will be conducted in September '18	Mid-year and Annual Assessment reports
D23	Economic Growth	Enhanced Integrated developmental planning	Integrated Development Planning	# of Senior Managers (MM & Directors) with signed performance	Number	4.25	7	7	3	R	MM, CFO, CSD newly appointed. Performance Agreements signed by	Performance Agreements for newly appointed employees will be concluded for the 2018/19 fy	Performance Agreements

**Table 8: 4th Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence	
								Target	Actual	R	Reason for deviation	Corrective Measures		
				agreements by 30 June										
D24	Economic Growth	Enhanced Integrated developmental planning	Integrated Development Planning	# of IDP Steering Committee meetings	Number	6	6	1	1	G			Invitations Minutes & attendance registers	
D25	Economic Growth	Enhanced Integrated developmental planning	Integrated Development Planning	# of IDP Rep forum meetings	Number	4	5	1	1	G			Invitations Minutes & attendance registers	
D26	Economic Growth	Enhanced Integrated developmental planning	Integrated Development Planning	Draft IDP approved by Council by 31 March annually	Number	1	1	0	0	N/A			Draft IDP Council Minutes	
D27	Good Governance	Increase financial viability	Revenue Management	Final IDP approved by Council by 31 May annually	Number	1	1	1	1	G			Final IDP Council Minutes	
D28	Good Governance	Increase financial viability	Supply Chain Management	% equitable share received	Percentage	99.60%	100%	100%	100%	G	Performance Target achieved. EQS Share Received as follows: 1st Tranche - 07 July 2017 2nd Tranche - 05 Dec 2017 3rd Tranche -19 March 2018	Grant Allocation not required for the month under review as per the Limpopo Grant Payment Schedule	Bank Statement DORA	

**Table 8: 4th Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D29	Good Governance	Increase financial viability	Supply Chain Management	% of Capital Budget spent	Percentage	107%	100%	25%	49%	B	Performance target not achieved due to non-implementation of Electrical projects budgeted for in 2017/2018 which were supposed to be financed through a loan. Loan was not secured by end of June 2018.	Implementation of projects possible in 2018/2019 on receipt of loan.	Budget Reports
D30	Good Governance	Increase financial viability	Expenditure Management	% of Operational budget spent	Percentage	76%	100%	25%	20.37 %	O	Performance target not achieved due to under expenditure on Personnel Budget. Posts were advertised but not filled due to the moratorium imposed on advertised positions as a result of cash flow problems.	Management of cash flow should be done effectively.	Budget Reports

**Table 8: 4th Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D31	Good Governance	Increase financial viability	Budget management	% Operating budget spent on Personnel costs (excl Salaries of councillors)	Percentage	44.40%	35%	35%	25.67 %	B	Personnel expenditure was low due to vacancies	Expenditure on personnel contained due to financial challenges. Only critical posts are filled.	Budget Reports
D32	Good Governance	Increase financial viability	Expenditure Management	% of bids approved by MM within 90 days after close of tender	Percentage	55.40%	100%	100%	100%	G	not applicable. No bids waiting for MM's approval	not applicable	Bids approval SCM process checklist
D33	Good Governance	Increase financial viability	Supply Chain Management	% of Bids awarded within 2 weeks after adjudication recommendation	Percentage	58.33%	100%	100%	100%	G	not applicable. No bids waiting for MM's Approval	not applicable	SCM Submission register Bids approval by MM
D34	Good Governance	Increase financial viability	Financial Reporting	# of Bids awarded that deviated from the adjudication committee recommendation	Number	0	0	0	0	G	no bids awarded from adjudication recommendations	not applicable	SCM Bid register Deviation Forms
D35	Good Governance	Increase financial viability	Financial Reporting	Submission of AG Action Plan to Council by 31 January	Number	1	1	0	1	B	None required	None	AG Action Plan Council Minutes
D36	Good Governance	Increase financial viability	Revenue Management	% of AG queries resolved	Percentage	100%	100%	100%	80%	O	AFS and APR year end transactions which will only be finalized before end of August. Overtime and	Action plan should be developed and approved by January. Audit Steering Committee meetings to start in February to allow	Acknowledgment of receipt by AG & PT

**Table 8: 4th Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
											Performance Information findings which management is dealing with.	enough time for finalization.	
D37	Good Governance	Increase financial viability	Revenue Management	Revenue enhancement strategy reviewed and approved by 30 June '18	Number	1	1	1	0	R	MM position vacant for extended period of time. Strategy will be developed during 18/19	MM position filled and draft strategy in progress	Revenue Enhancement Strategy Council Minutes
D38	Service Delivery	Enhance sustainable environmental management and social development	Disaster Management	Annual Disaster Management report submitted to Mopani District by 30 Sept	Number	1	1	0	0	N/A			Annual Report Acknowledgment of receipt from MDM
D39	Service Delivery	Enhance sustainable environmental management and social development	Disaster Management	Annual Disaster Management report submitted to Council by 31 Aug	Number	1	1	0	0	N/A			Disaster Management Report Council Resolution
D40	Service Delivery	Enhance sustainable environmental management and social development	Disaster Management	% Disaster incidences responded to (relieved) within 72-hours	Percentage	100%	100%	100%	100%	G	All the incidences were attended to	Non-required	Disaster Relief forms
D41	Service Delivery	Effective and Efficient administration	Risk Management	# of disaster awareness campaigns conducted at schools	Number	9	9	2	0	R	All the nine Awareness Campaign were attended to in the previous months		Programme for Awareness Campaigns Attendance

**Table 8: 4th Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
													Register Agenda
D46	Good Governance	Effective and Efficient administration	Risk Management	# of Anti-corruption committee meetings	Number	3	4	1	1	G	Only 3 anti-corruption committee meetings took place during the financial year, 2018/19. The reason for the meetings not taking place as planned is because of the unavailability of the key stakeholders, CoGHSTA officials.	There have been email communications between the municipality and CoGHSTA colleagues. The program has been developed so that the colleagues from CoGHSTA can align their activities with that of GTM.	Agendas, Attendance register, Minutes

**Table 8: 4th Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D47	Good Governance	Effective and Efficient administration	Sound Governance	# of reported cases of fraud and corruption investigated	Number	New KPI	0	0	0	N/A	No new cases during the 4 <sup>th</sup> quarter	Constant surveillance of information submitted in order to curb unlawful events from happening. Labour Relations Office is working closely with Risk Management Unit for cases which have an element of fraud and corruption. Implement anti-corruption policies, whistle blowing and discipline officials who are implicated.	Register of Fraud & Corruption Cases Investigation Reports
D48	Good Governance	Effective and Efficient administration	Sound Governance	Strategic Risk Assessment report submitted to Council	Number	3	1	1	1	G	Strategic risk of the municipality has been finalised and approved with IDP on the 25th May 2018. It was proposed in the Audit Committee meeting that the strategic risk register be reviewed.	Strategic risk assessment to be conducted at strategic planning of the municipality.	Risk Assessment Report IDP Council Item IDP Council Minutes



**Table 8: 4th Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D49	Good Governance	Effective and Efficient administration	Sound Governance	# of Risk Management committee meetings	Number	5	4	1	1	G	Risk Committee meetings are held on quarterly basis. The 4th quarter risk committee will be held in July 2017.	Adherence to risk management program on the corporate calendar.	Appointment letter for chairperson & members Invitations Minutes & attendance registers
D50	Good Governance	Effective and Efficient administration	Sound Governance	# of Risk monitoring reports submitted to Council	Number	8	4	1	2	B	Nothing for this reporting period.  Risk Monitoring reports are submitted to Council for noting on quarterly basis.	Nothing for this reporting period.	Risk Monitoring Reports Council Minutes
D51	Good Governance	Effective and Efficient administration	Sound Governance	Organisational Risk assessment Report submitted to Council	Number	New KPI	1	1	0	R	Organisational risk assessment report was submitted to Council as an annexure to IDP on the 25th May 2018.	To re-submit the reviewed risk assessment to Council as per proposal of Audit Committee (to review top risks of the municipality).	Strategic Risk Assessment Report
D52	Good Governance	Effective and Efficient administration	Office Administration	3 year Strategic Risk Based Audit plan submitted to Audit Committee by 30 June	Number	0	1	1	1	G	none	None	3 Year Strategic Risk Audit Plan AC minutes

**Table 8: 4th Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D53	Good Governance	Effective and Efficient administration	Office Administration	Average number of days taken by Directors to respond to Internal Audit Queries	Number	New KPI	5	5	4.67	B	Vacancy in senior management positions which hampered accountability hence the delay in responding to findings. There was improvement after appointment of Directors.	The KPI should be allocated to each Director to easily track progress.	Internal Audit Follow-up Reports for all Departments
D54	Good Governance	Effective and Efficient administration	Office Administration	# of quarterly internal audit reports submitted to audit committee	Number	2	4	1	1	G			Quarterly Audit reports AC minutes
D55	Good Governance	Effective and Efficient administration	Office Administration	Reviewed Internal Audit Charter submitted & approved by Audit Committee by 30 June	Number	0	1	1	1	G	none	none	Audit Charter AC Minutes
D56	Good Governance	Effective and Efficient administration	Legal support	% SLAs signed within 10 days after information is provided	Percentage	8.30%	100%	100%	83.33 %	O	Delay in securing appointments with service providers to sign agreements	Register of SLA signing implemented to track turnaround time	SLA Register containing date of receipt of request & submission to MM for signature)

**Table 9** below presents a summary of the level of performance for the 4<sup>th</sup> Quarter of 2017/18 for the Office of the Municipal Manager, indicating that **69%** of the targets set for the 4<sup>th</sup> Quarter were met, a slight improvement from the 63% of the 3<sup>rd</sup> Quarter targets met.

<b>Table 9: Office of the Municipal Manager- Summary of Results (4<sup>th</sup> Quarter of 2017/18)</b>			
	<b>Level of performance</b>	<b>Number of KPIs</b>	<b>% Performance at this level</b>
	KPI Not Yet Measured	10	
	KPI Not Met	8	19%
	KPI Almost Met	5	12%
	KPI Met	21	50%
	KPI Well Met	0	0%
	KPI Extremely Well Met	8	19%
	<b>Total KPIs measured this quarter</b>	<b>42</b>	

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

1. *Organisational Performance Management:* The auditing of performance information was not conducted as planned and the vacancies at senior level were only filled during the 4<sup>th</sup> Quarter and performance agreements were therefore only concluded for the 2018/19 financial year.
2. *Budget management:* Under expenditure on the operational budget (especially the personnel budget) is reflected mainly due to the large number of vacancies which existed at senior level but also the other positions which could not be filled, due to cash flow constraints. The cash flow constraints was caused by the unplanned expenditure on capital e.g. standing time and a pedestrian bridge.

3. *A Revenue enhancement strategy* has not yet been developed since the MM's position was vacant for an extensive period of time.
4. None implementation of Audit Committee and MPAC resolutions reflected in the reporting
5. *Attending to Customer complaints*: Customer complaints on the informal traders and streetlights not being attended to.
6. *Overtime management*: Although the expenditure on overtime has been reduced slightly the percentage of employees that are still being paid overtime every month remains very high at 64%.
7. Resolving AG queries: Not all AG queries of 2016/17 were resolved by the end of the 4<sup>th</sup> Quarter, it should however be taken into consideration that some of these can only be determined during the finalization of the Annual Financial Statements and the Annual Performance Report.

### 3.2 Office of the Chief Financial Officer

The performance of the Office of the Chief Financial Officer (CFO) during the 4<sup>th</sup> Quarter of 2017/18 is presented below (see **Table 10**).

Table 10: 4th Quarter Performance on targets set for 2017/18 - Office of the Chief Financial Officer													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D57	Service Delivery	Improve access to sustainable and affordable services	Free Basic Services	R-value of Free Basic Electricity to Households	R-value	R2,991,664	R 4,200,000	R 1,050,000	R 1,148,745.34	G2	May and June invoices brought into account for financial year end purposes	Payments should be done before month end.	FBE Payments
D58	Service Delivery	Improve access to sustainable and affordable services	Free Basic Services	% of households earning less than R 1100 served with free basic electricity (total registered as indigents)	Percentage	100%	100%	100%	100%	G	All indigents registered on debtors system receive FBE	Ongoing verification of indigents	Indigent register Billing Report
D59	Service Delivery	Improve access to sustainable and affordable services	Free Basic Services	% households earning less than R 1100 with access to free basic waste removal (total registered as indigents)	Percentage	11.80%	7%	7%	4.68%	R	Indigents registered on debtors system receive all free basic service. Indigents in villages not possible to monitor service. Less indigents registered than target reason for under performance.	Validation of indigent register and only indigents in formal towns to be included in calculation	Indigent register Billing Report
D60	Service Delivery	Improve access to sustainable and affordable services	Free Basic Services	Total number of registered indigent households who received free basic water and sanitation (GTM service area)	Number	1388	1,420	1,420	1,460	G2	Number of indigents registered on debtors do receive basic services	Ongoing indigent verification	Indigent register Billing Report
D61	Good Governance	Effective and Efficient administration	Management and Administration	# of Departmental meetings held (CFO)	Number	New KPI	4	1	3	B	none noted	none	Minutes & Attendance Registers

**Table 10: 4th Quarter Performance on targets set for 2017/18 - Office of the Chief Financial Officer**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D62	Good Governance	Effective and Efficient administration	Regulatory Framework	# of finance related policies revised annually	Number	17	17	17	17	G			Budget Policies Council Resolution
D63	Good Governance	Increase financial viability	Asset Management	Annual Asset verification report concluded by 30 June	Number	1	1	1	1	G	I do not have staff		Sign Off report on Asset Verification report Council Resolution
D64	Good Governance	Increase financial viability	Budget management	Draft Budget submitted to Council by 31 March	Number	1	1	0	0	N/A			Draft Budget Council resolution
D65	Good Governance	Increase financial viability	Budget management	Annual Budget tabled by 31 May annually	Number	1	1	1	1	G			Budget Council resolution
D66	Good Governance	Increase financial viability	Budget management	Annual Adjustment budget approved by Council by 28 Feb	Number	1	1	0	0	N/A			Adjustment Budget Council resolution
D67	Good Governance	Increase financial viability	Budget management	Cost coverage	Ratio	0.34	1.6	1.6	0.17	R	The overspending on inter alia Legal fees, Insurance claims, Marumofase bridge and standing time on the Rita to Mariveni road project	Special attention will have to be given to Cash Flow Management	Financial reports Financial viability calculations
D68	Good Governance	Increase financial viability	Budget management	Debt coverage	Ratio	24.5	18.3	18.3	19.9	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	Increase financial viability	Expenditure Management	% creditors paid within 30 days	Percentage	99.60%	100%	100%	95.67%	O	Target not achieved. 5 creditors not paid at end of July 2018, but not yet due as per Statement of Account	Invoices to be paid end July 2018	Monthly reports

**Table 10: 4th Quarter Performance on targets set for 2017/18 - Office of the Chief Financial Officer**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D70	Good Governance	Increase financial viability	Financial Reporting	# of Section 71 (MFMA) reports submitted to NT & PT by no later than 10 working days after the end of the month	Number	12	12	3	3	G	The section 71 reports were submitted to Government Departments on 14 June 2018. The reports were submitted within 10 days	N/A	Acknowledgement of receipt by NT & PT
D71	Good Governance	Increase financial viability	Financial Reporting	Annual Financial statements submitted to AG, PT and NT by 31 August annually	Number	1	1	0	0	N/A			Acknowledgement of receipt by AG & PT
D72	Good Governance	Increase financial viability	Revenue Management	# of Households billed	Number	22811	24,000	24,000	22,883	O	Accounts closed and consolidated	Continuous data cleansing	Billing reports
D73	Good Governance	Increase financial viability	Revenue Management	# of revenue generation policies reviewed and approved	Number	15	6	6	6	G	All Revenue related policies were attached to budget report May 2018 and approved	n/a	Credit Control, Debt Collection, Property rates, Indigent Policy & Cash management Policy, Debt impairment Budget Resolution
D74	Good Governance	Increase financial viability	Revenue Management	% of revenue collected monthly	Percentage	86%	92%	92%	94.33%	G2	Follow up on accounts in arrears and credit control and debt collection	Continuous credit control and debt collection.	Budget report
D75	Good Governance	Increase financial viability	Revenue Management	Outstanding service debtors to revenue	Ratio	12.6	10	10	9	B	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

**Table 10: 4th Quarter Performance on targets set for 2017/18 - Office of the Chief Financial Officer**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D76	Good Governance	Increase financial viability	Expenditure Management	% of Finance Management Grant Spent	Percentage	100%	100%	100%	100%	G	Performance target achieved. The total allocation for 2017/2018 which amounted to R 2145000 was spent in full at end of June 2018.	Not required	Monthly Expenditure Report
D77	Good Governance	Increase financial viability	Supply Chain Management	# of SCM reports submitted to national treasury	Number	15	12	3	3	G	no deviation	not applicable	Monthly SCM reports Acknowledgement of receipt from Treasury
D78	Good Governance	Increase financial viability	Supply Chain Management	Demand Management plan approved by Council by 30 June annually	Number	1	1	1	1	G	Procurement plan submitted to council annually for approval	Monthly submission for procurement and submitted for management then to council every month for noting.	Demand Management Plan Council Minutes
D79	Good Governance	Increase financial viability	Supply Chain Management	# of Demand Management Progress Reports submitted to Management	Number	New KPI	12	3	3	G	not applicable	not applicable	Monthly Demand Management Reports Management Minutes
D80	Good Governance	Effective and Efficient administration	Supply Chain Management	# of contract management reports submitted to Council	Number	12	12	3	3	G	not applicable	not applicable	Monthly Contract Management Report Council Minutes
D81	Good Governance	Increase financial viability	Revenue Management	# of indigents registered	Number	36732	37,000	37,000	25,963	R	Target not met due to applicants disqualified through external validation process, new applications in process. Total applications received 35892, approved 25963.	Applicants disqualified to be visited and re-apply. New applications to be finalized for approval by Council.	Indigent register



**Table 10: 4th Quarter Performance on targets set for 2017/18 - Office of the Chief Financial Officer**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018				Source of Evidence	
								Target	Actual	R	Reason for deviation		Corrective Measures
D82	Good Governance	Effective and Efficient administration	Sound Governance	# of employees complying with financial minimum competency requirements	Number	0	35	35	21	R	21 Employees completed and passed competency	The employees must finalise the submissions of the Portfolio.	HR Monthly Report Compliance Certificates

**Table 11** below presents a summary of the level of performance for the 4<sup>th</sup> Quarter of 2017/18 during which the Office of the CFO met **74%** of the targets set, a great improvement from the **47%** met during the 3<sup>rd</sup> Quarter of 2017/18.

<b>Table 11: CFO - Summary of Results (4<sup>th</sup> Quarter of 2017/18)</b>			
	<b>Level of performance</b>	<b>Number of KPIs</b>	<b>% performance at this level</b>
	KPI Not Yet Measured	3	
	KPI Not Met	4	17%
	KPI Almost Met	2	9%
	KPI Met	11	48%
	KPI Well Met	4	17%
	KPI Extremely Well Met	2	9%
	<b>Total KPIs measured this quarter</b>	<b>23</b>	

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

1. The Cost coverage reflected at year-end is a major concern. The low cost coverage are due to the unplanned expenditure on Legal fees and capital projects (e.g. standing time) all negatively affecting cashflow. Another contributing factor is the increase in debt owed to the municipality. Although 94% of revenue were collected in the 4<sup>th</sup> quarter, due to increase credit control and debt collection efforts, the fact that the collection is less than 100% steadily contributes to debt accumulation.
2. Not all creditors were paid within 30 days as required, due to cash flow constraints.
3. The target set for the registration of indigents were not met, this was due to the fact that a high number of applicants were disqualified during an external verification process, internal controls may have to be investigated considering that 28% of those registered by internal staff was disqualified.

### 3.3 Corporate Services Department

The performance of the Corporate Services Department (CORP) during the 4<sup>th</sup> Quarter of 2017/18 is presented below (see **Table 12**).

Table 12: 4th Quarter Performance on targets set for 2017/18 - Corporate Services Department													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D42	Good Governance	Effective and Efficient administration	Youth, Gender & Disability support	# of Jobs created by Municipal Capital projects for youth	Number	1015	473	120	268	B	Very projects were implemented during the month of June.	New projects will focus on young people.	Consolidated Job creation reports
D43	Good Governance	Effective and Efficient administration	Youth, Gender & Disability support	# of Jobs created by Municipal Capital projects for women	Number	2407	473	120	236	B	Only small projects were implemented.	In projects that are going to be implemented in the near future, majority of women will be appointed.	Consolidated Job creation reports
D44	Good Governance	Effective and Efficient administration	Youth, Gender & Disability support	# of Jobs created by Municipal Capital projects for disabled persons	Number	35	17	6	17	B	Projects implemented during the month of June were not suitable for people with disability.	New projects will consider the plight of people with disability.	Consolidated Job creation reports
D45	Good Governance	Effective and Efficient administration	Public Participation	# of Mayoral (local) imbizos held	Number	9	16	4	3	O	The institution complied with the target set for the 2017/2018 financial year.	NONE.	Minutes and Attendance register (1 Imbizo per cluster per quarter)

**Table 12: 4th Quarter Performance on targets set for 2017/18 - Corporate Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D84	Good Governance	Develop and build skilled and knowledgeable workforce	Capacity building and Training	# of senior managers complying with the minimum competency levels	Number	New KPI	5	5	5	G	Only Municipal Manager and Director Corporate Services don't have the certificate but are currently enrolled on the programme.	That both MM and Director Corporate finish the programme	Qualifications of MM & Directors
D85	Good Governance	Effective and Efficient administration	Management and Administration	# of Departmental meetings held (CORP)	Number	New KPI	4	1	0	R			Minutes and Attendance Registers
D89	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	# of people from employment equity target groups employed in the 3 highest levels of management in compliance with EE plan	Number	25%	27	27	29	G2	None is the target was achieved. However the delay in appointment was due to cash flow of the municipality.	None as the target is met.	EE report
D90	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	# of MM & Director posts vacant for more than three months	Number	4	0	0	1	R	By June the target was met. No deviation.	None	Staff establishment
D91	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	Development of an Institutional Plan finalised by 30 May	Number	1	1	1	1	G			Institutional Plan Proof of Submission for inclusion in IDP

**Table 12: 4th Quarter Performance on targets set for 2017/18 - Corporate Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D92	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	# of critical posts filled (MM, CFO, Engineer, Town Planner, Corp, Communications)	Number	4	6	6	5	O	The only post vacant is for Communication Manager due to Job Evaluation.	That the post be filled immediately after Job Evaluation.	Staff Establishment
D93	Good Governance	Effective and Efficient administration	Information Technology	# Of ICT Steering Committee Meetings	Number	New KPI	4	1	2	B	Target met		Minutes and Attendance Registers
D94	Good Governance	Effective and Efficient administration	Information Technology	Internet services procured by 30 Dec	Number	New KPI	1	0	103	B	Vodacom has not yet submitted an SLA , although services are up and running. Service are paid to Vodacom using the document that the Municipality for services.		SLA with Vodacom
D95	Good Governance	Effective and Efficient administration	Information Technology	% of Network Availability at Satellite Offices	Percentage	New KPI	80%	80%	93.26%	G2	Target met		Solarwinds Reports
D96	Good Governance	Effective and Efficient administration	Information Technology	Leasing of Desktops and Laptops & Councillor tablets	Percentage	New KPI	100%	100%	100%	G	Target met		Specifications, Appointment letter, SLA, Delivery acceptance note

**Table 12: 4th Quarter Performance on targets set for 2017/18 - Corporate Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D97	Good Governance	Effective and Efficient administration	Human Resource Management	% of personnel budget spent	Percentage	194%	100%	25%	22.90%	O	Not all vacancies were filled during the period under review.	The HR Division will continue with the recruitment process to fill vacant positions, however this will be done with caution taking into account the priority areas of the municipality and the cash flow situation.	Personnel Budget
D98	Good Governance	Effective and Efficient administration	Occupational Health and Safety	# of OHS committee meetings	Number	3	4	1	2	B	There was challenge of none attendance of OHS scheduled meetings early in the financial year. However 2 meetings were held at the end of the financial year adding to the one held in the first half. Due to the challenge mentioned above, there is one outstanding meeting.	Departments to be reminded adhere to meeting schedules and to avoid overload of meetings in certain quarters.	Notice of meeting Attendance Register Minutes

**Table 12: 4th Quarter Performance on targets set for 2017/18 - Corporate Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D99	Good Governance	Effective and Efficient administration	Management and Administration	# of awareness workshops to encourage proper filing of documentation	Number	New KPI	2	1	0	R	No awareness workshop was conducted during the month of June 2018. A filing and archiving project has commenced from 1 June 2018, to address poor record-keeping in the institution.	An awareness workshop will be done during the 1st quarter of the 2018/19 financial year.	Invitations Training programme Attendance Register
D100	Good Governance	Effective and Efficient administration	Management and Administration	# of file audits conducted	Number	New KPI	4	1	3	B	Out of 180 files booked out, 163 files were returned and 17 still outstanding.	Auditing of files is an ongoing process.	Register of Files Audited
D101	Good Governance	Improve stakeholder satisfaction	Communication	# of media briefings arranged	Number	2	4	1	1	G	NONE	NONE	Notice of media briefing Attendance Register
D102	Good Governance	Improve stakeholder satisfaction	Communication	# of newsletters produced	Number	2	4	1	1	G	Budgetary constraints affected achievement of target in the third quarter which led to reprioritisation quarters within which the newsletter was to be published.	The electronic platform will be considered for future publications to ensure that budgetary constraints do not affect future issuing of the newsletter.	Publications

**Table 12: 4th Quarter Performance on targets set for 2017/18 - Corporate Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D103	Good Governance	Improve stakeholder satisfaction	Communication	# of statutory provisions (website) complied with as contained in Section 75 (a-l) of MFMA within 5 days of approval	Number	12	12	12	12	G	None	None	Printscreen of placements Website update register
D104	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	% Staff turnover	Percentage	3.5	1.80%	1.80%	3.50%	B	The increase on staff turnover is due to 7 death, 5 resignation, 9 pension and 2 medical.	While some of the factors leading to turnover are unavoidable, a measures to retain staff will be investigated, especial with regard to incentives and career path. Management is also working on improving discipline to ensure minimisation of employees resigning or being dismissed due to disciplinary processes.	Staff establishment
D105	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	% Employees that are female	Percentage	76%	37%	37%	39.69%	G2	Target met.	None.	Employment Equity report



**Table 12: 4th Quarter Performance on targets set for 2017/18 - Corporate Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D106	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	% Employees that are youth	Percentage	43%	21%	21%	18.61%	O	The employee s age progression had an impact on the decrease of youth percentage. Vacancy were not filled as expected due to cash flow of the municipality.	That Employment Equity Plan be implemented fully during recruitment process.	Employment Equity report
D107	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	% Employees that are disabled	Percentage	4.50%	2%	2%	2.30%	G2	Target Met.	Not applicable as target met.	Employment Equity report
D191	Good Governance	Effective and Efficient administration	Council Support	# of days taken to make MPAC oversight reports available to the public following Council approval	Number	5.4	7	7	0	B	Due to the printing and scanning of documentation challenges, the MPAC resolution reports were not publicized on the website within the regulated period.	The reports will be publicized as soon as the matter concerning the photocopier machines is concluded.	Council Minutes Copy of Adverts Proof of Website placement
D192	Good Governance	Effective and Efficient administration	Council Support	# of Council meetings held	Number	16	4	1	2	B			Minutes and attendance registers
D193	Good Governance	Effective and Efficient administration	Council Support	# of Exco meetings held	Number	17	26	7	4	R	2 EXCO meetings were held on 5 and 26 June 2018.	Other scheduled EXCO meetings were not held because of non-submission of items for discussion and clashing of other activities of Council.	Minutes and attendance registers

**Table 12: 4th Quarter Performance on targets set for 2017/18 - Corporate Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D194	Good Governance	Effective and Efficient administration	Council Support	# of Portfolio Committee meetings held	Number	95	99	25	17	R	Only four Portfolio Committees' meetings were held during the month of June 2018.	Most of the scheduled portfolio committees' meetings were postponed because of members not forming a quorum to proceed with the meeting.	Committee meetings register
D196	Good Governance	Improve stakeholder satisfaction	Ward Committees	# of monthly ward committee meetings	Number	12	420	105	84	O	Not all ward committees were convened by the Ward Councillors during the period under review.	Ward Councillors to be reminded by their respective Community Development Officers to adhere to their ward plans.	Register of Ward Committee Meetings & Minutes
D197	Good Governance	Improve stakeholder satisfaction	Ward Committees	# of monthly committee feedback meetings	Number	0	35	35	1	R	Ward Councillors did not convene feedback meetings during the period under review.	A strategic session will be held between the Speaker and ward councillor during the 2018/2019 financial year to amongst others, discuss and find solutions to non-adherence to legislation and plans pertaining to ward committees.	Register of Committee Feedback Meetings & Minutes

**Table 12: 4th Quarter Performance on targets set for 2017/18 - Corporate Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D198	Good Governance	Improve stakeholder satisfaction	Ward Committees	# Fully functional ward committees	Number	3	35	35	28.33	O	Some ward committees did hold their meetings because ward councillors did not convene.	Councillors will be reminded to hold ward committee meetings as legislation, establishment notice and ward plans.	Minutes of Ward committee meetings, Consolidated Monthly Ward reports
D199	Good Governance	Improve stakeholder satisfaction	Ward Committees	# of summarised quarterly ward reports submitted to Council	Number	0	4	1	1	G			Summarised Ward Reports (quarterly) Council Minutes
D83	Service Delivery	Develop and build skilled and knowledgeable workforce	Capacity building and Training	# of employees successfully trained	Number	95	90	25	45	B	Customer Care Training was implemented	That Supply Chain management must assist in appointing service provider for training as per training plan.	WSP Approval by MM Attendance Register
D86	Service Delivery	Develop and build skilled and knowledgeable workforce	Capacity building and Training	Work place skills plan submitted to LGSETA by 30 Apr	Number	1	1	1	1	G			WSP Acknowledgement of receipt
D87	Service Delivery	Develop and build skilled and knowledgeable workforce	Capacity building and Training	% of municipal budget spent on implementing the Work Place Skills Plan	Percentage	0,12%	1%	1%	0.20%	R	0,002% spent on WSP for Council.	Due to cash flow of the Municipality, some interventions were not approved and deferred to 2018/19 financial year.	Municipal Budget Training Budget Spent

**Table 12: 4th Quarter Performance on targets set for 2017/18 - Corporate Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D88	Service Delivery	Develop and build skilled and knowledgeable workforce	Labour Relations	# of Local Labour Forum meetings	Number	4	12	3	0	R	Local Labour Forum was postponed due to bargaining process ongoing.	That management and labour union must conclude the negotiations process.	LLF Invitations, Minutes and attendance registers
D190	Service Delivery	Develop and build skilled and knowledgeable workforce	Capacity building and Training	# of Ward Committee members workshopped on municipal affairs	Number	0	350	0	0	N/A			Training programme & attendance register

**Table 13** below presents a summary of the level of performance for the 4<sup>th</sup> Quarter for 2017/18 with **62%** of the targets met, a great improvement from the **46%** achieved for the 3<sup>rd</sup> Quarter.

**Table 13: CORP - Summary of Results (4<sup>th</sup> Quarter of 2017/18)**

	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	1	
	KPI Not Met	8	22%
	KPI Almost Met	6	16%
	KPI Met	8	22%
	KPI Well Met	4	11%
	KPI Extremely Well Met	11	30%
	<b>Total KPIs measured this quarter</b>	<b>37</b>	

*Areas affecting the performance of the Corporate Services Department:*

1. *Ward Committee functionality:* Although all 35 ward committees were established the performance of the Department is affected when meetings are not held on a monthly basis, the submission of quarterly reports to Council, through the Public Participation Division is also not taking place. This is an important mechanism to address community concerns pro-actively.
2. *Exco and Portfolio Committee meetings* not held as regularly as planned. It should be noted with concern that various Portfolio Committee meetings are postponed due the non-attendance of sufficient members to form a quorum.
3. *LLF* meetings did not take place during the 4th Quarter.
4. *Filling of vacancies:* Although the MM Section 57 Managers were appointed during the 4<sup>th</sup> quarter, an under expenditure in the personnel budget is reflected due to these positions being vacant for an extended period. Also, other vacancies were not filled due to cash constraints.

### 3.4 Community Services Department

The performance of the Community Services Department (CSD) during the 4<sup>th</sup> Quarter of 2017/18 is presented below (see **Table 14**).

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D108	Good Governance	Effective and Efficient administration	Management and Administration	# of Departmental meetings held (CSD)	Number	New KPI	4	1	6	B	Meetings were held with the workers in different clusters and they are so many to an extent that it was going to be difficult to transport them to the same place	None	Minutes and Attendance Registers
D109	Good Governance	Effective and Efficient administration	Safety and Security	# of theft cases from council buildings	Number	17	0	0	0	G	1. Theft of Electrical Cables at the Tzaneen Municipal Stores. 2. Theft of Electrical Cables at the Municipal Stores. 3. Damaged toilet systems and stolen copper plumbing pipes at the Lenyenye Stadium.	1. Reported the matter to the Tzaneen SAPS for investigations	Theft & damages register Police Case number
D110	Service Delivery	Enhance sustainable environmental management and social development	Environmental Health Management	# of contravention notices issued to improve level compliance to Environmental Management legislation (5 formal towns)	Number	281	112	28	28	G	2 notices issued to industries. 3 notices issued to schools.	Appoint EHP so that when one is on leave the other two can meet targets.	Contravention Notices
D111	Service Delivery	Enhance sustainable environmental management and social development	Environmental Health Management	% compliance to the environmental legislation checklist	Percentage	177	90%	90%	93.50%	G2	Introduction of an Environmental Internal Audit team comprising of different stakeholders has led to the improved results.	None	Environmental Checklist

**Table 14: 4th Quarter Performance on targets set for 2017/18 - Community Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D112	Service Delivery	Enhance sustainable environmental management and social development	Environmental Health Management	% of water samples that comply with SANS 0241	Percentage	86	85%	85%	87.09%	G2	Consistent implementation of the Water Quality monitoring schedule.	None	Water quality lab reports
D113	Service Delivery	Enhance sustainable environmental management and social development	Waste Management	# of households with collection of waste once per week	Number	8648	8,537	8,537	8,921.67	G2	1) The Category-Tariff-Report from C.F.O. is only available on hard-copy 2) The Category Tariff summary from CFO reflecting fluctuating actual budget-amounts monthly	1) The Category-Tariff-Report from C.F.O. must be available on electronic-copy 2) C.F.O. (Revenue) to provide such Cat. Summary-report on a monthly basis indicating billing details of:- * Urban domestic * Rural domestic * Businesses	Category Tariff Billing Report Monthly Example

**Table 14: 4th Quarter Performance on targets set for 2017/18 - Community Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D114	Service Delivery	Enhance sustainable environmental management and social development	Waste Management	R-value spent on waste management	R-value	R52,302,721	R 85,088,885	R 21,272,225	R 19,027,913.15	○	<p>1) The C.F.O.'s office is dealing with the expenditure report- THE BUDGET OFFICE WAS VISITED ON 22/8/2018 AND CONFIRMATION RECEIVED IT WAS CORRECT FIGURES</p> <p>2) The Divisional Waste Manager is accountable for less than 40% of expenditure-line-items.</p> <p>3) The control of the other 60 % of such line-items is vested @ Dept. of the C.F.O.</p> <p>4) Budget-office provide reasons for underspending as per attachments</p> <p>5) Waste Division's summary:- "Cashflow create a serious shortage resulted in "anticipated" non-spending at 30 Jun.'18"</p>	<p>1) The C.F.O.'s office dealing with expenditure must:- * Report on the un-even monthly expenditure</p>	Budget reports



**Table 14: 4th Quarter Performance on targets set for 2017/18 - Community Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018				Source of Evidence	
								Target	Actual	R	Reason for deviation		Corrective Measures
D115	Service Delivery	Enhance sustainable environmental management and social development	Waste Management	# of Rural Waste Service Areas serviced (waste management)	Number	30	40	40	40	G	1)Fleet Management:- * Rapid-Turn-Around (repair & maintenance) in ensuring the Removal-Fleet is always functional * Waste-Fleet should be replaced on a "round-robin" 5 x year plan (i.o.w.'s 20% of fleet to be replaced annually) 2) Budget:- * Project-prioritization to operationalize all 66 x W.S.A.'s 3) URGENT Workstudy:- * a Proper organogram to operationalize the Rural Waste Management project	1) Fleet Management:- * Dysfunctional Trucks, 2-3 of the 7 x R.E.L.'s is regular dys-functional * Fleet replacement must be initiated a.s.a.p. 2) Organogram:- * An URGENT Workstudy to be conducted to design a proper organogram to operationalize the Rural Waste Management project 3) Budget:- * Project-prioritization to operationalize all 66 x W.S.A.'s	*EPWP Employee payroll Printout *1 Example of Timesheets signed off by Ward Committee and traditional authority
D116	Service Delivery	Enhance sustainable environmental management and social development	Waste Management	# of Urban Waste Service Areas serviced (on level 1 service))	Number	5	5	5	5	G	1) To ensure more accurate P.o.E.'s an electronic routesheet / tracking-system need to be installed in each vehicle with a sustainable monitoring as per a "unique-route" for each area	1) Budget provision by Fleet Management for vehicle-tracking systems	Waste Management Monthly statistical Report *Waste Service Route Maps

**Table 14: 4th Quarter Performance on targets set for 2017/18 - Community Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018				Source of Evidence	
								Target	Actual	R	Reason for deviation		Corrective Measures
D117	Service Delivery	Enhance sustainable environmental management and social development	Waste Management	# of Rural Skip-bins with Waste being removed to Tzaneen landfill site as on-call service		New KPI	1,920	480	539	G 2	1)The Workshop show a slight IMPROVED Turn-Around-Time ensuring improved Fleet functionality 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) Production of waste by Communities is fluctuating due to buying- & spending patterns	1) The "OLD" fleet become more dysfunctional 2) Budget must be available to operationalize all 66 x W.S.A. `s 3) A URGENT Workstudy by H.R. must be conducted to design a proper organogram to operationalize the Rural Waste Management project 4) Low production of waste by Communities cannot be corrected---it is depending on buying- & spending trends of the general public	Rural Bulk-waste removal Tellisheet summary
D118	Service Delivery	Enhance sustainable environmental management and social development	Waste Management	% Households with access to basic level of solid waste management services	Percentage	41%	52%	52%	52%	G	1) Rural areas must be formalized 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	1) Urban numbers is validated by Category-Tariff-Billing-Report 2) Rural areas MUST be validated by formalized village-Maps	Informal demarcation removal schedule maps for rural areas Category Tariff Summary reports for urban suburbs

**Table 14: 4th Quarter Performance on targets set for 2017/18 - Community Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D119	Service Delivery	Improve access to sustainable and affordable services	Traffic Services	Traffic fine collection rate [(Rand value received for fines/ R value of fines issued as %]	Percentage	30.60%	70%	70%	6.35%	R	Fewer warrants were issued due to insufficient assistance from the Magistrate court and no permission to blacklist from the province (AARTO)	Will continue doing road block, we are planning to come up with the system of sending SMSes to the offenders in the next financial year. We are also going to pursue the magistrate to issue warrant of arrests.	Revenue reports Traffic Fine system report
D120	Service Delivery	Improve access to sustainable and affordable services	Traffic Services	R-value of traffic fines issued	R-value	New KPI	R 5,400,000	R 1,350,000	R 674,840	R	Collection is low because we not allowed by Province to blacklist those who are not paying through eNATIS. The master of the court is taking time to issue warrant of arrest to enforce payments.	We will continue with roadblocks while pursuing the assistance of the Magistrate even though it becomes insufficient. We tried several times to have meetings with the magistrate concerning issuing of warrants but there is no improvement. In the next financial year we will be implementing a system whereby we are going to send SMSes to the offenders to remind them to pay.	Monthly Traffic Fine System report
D121	Service Delivery	Enhance sustainable environmental management and social development	Library Services	# of library users	Number	139,653	96,000	24,000	33,857	G2	No deviation - Users in June 2018: 11374 Circulation in June 2018: 5013	None required	Tattletape statistics Monthly Reports

**Table 14: 4th Quarter Performance on targets set for 2017/18 - Community Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D12 2	Service Delivery	Enhance sustainable environmental management and social development	Maintenance and upgrade of parks and open spaces	# of cemeteries developed or extended	Number	4	1	1	1	G	Environmental Impact Assessment report is complete and successful.	No corrective measures	Agatha Cemetery Extension Plans EIAC Project Progress Reports
D12 3	Service Delivery	Enhance sustainable environmental management and social development	Maintenance and upgrade of parks and open spaces	m <sup>2</sup> of parks and openspaces maintained	Number	1,162,647	395,000	395,000	292,551.33	R	Contractor expired in May 2018 and the funds were finished. The whole work was done internally and we are not having enough machinery to cut grass. We have budgeted R 300 000 to buy machines for 2018 to 2019. The aim is to insource so that we can save money for the municipality.	Purchase new machines and employ personnel to be able to do the work	Grass cutting and garden maintenance sheets Monthly report
D12 4	Service Delivery	Enhance sustainable environmental management and social development	Maintenance and upgrade of parks and open spaces	# of developed parks maintained	Number	18	18	18	18	G	There was no deviation but the work went very slow because the contractor expired and the internal personnel had to fit in their schedule the gardens too which is not possible with few personnel we have.	Management to consider to appoint extra people on EPWP from the funds we paid to the contractor because funds to appoint permanent are not available.	Parks maintenance sheets Monthly report
D12 5	Service Delivery	Improve access to sustainable and affordable services	Licensing and Testing services	% compliance with ENATIS legislative compliance (ad-hoc audits)	Percentage	100%	100%	100%	100%	G	Received inspection report from Nkowankowa DLTC on 07 June 2018 and Tzaneen DLTC on 08 June 2018	SID busy fixing potholes and painting road markings	Ad hoc Audit inspection reports by Department of Transport

**Table 15** below presents a summary of the level of performance for the 4<sup>th</sup> Quarter of 2017/18 for CSD indicating that 78% of the targets set were met, a further improvement on the 70% achieved during the 3<sup>rd</sup> Quarter.

<b>Table 15: CSD - Summary of Results (4<sup>th</sup> Quarter of 2017/18)</b>			
	<b>Level of performance</b>	<b>Number of KPIs</b>	<b>% performance at this level</b>
	KPI Not Yet Measured	0	
	KPI Not Met	3	17%
	KPI Almost Met	1	6%
	KPI Met	8	44%
	KPI Well Met	5	28%
	KPI Extremely Well Met	1	6%
	<b>Total KPIs measured this quarter</b>	<b>18</b>	

*Areas of concern in the Community Services Department:*

1. Theft of electrical infrastructure is increasingly becoming a challenge
2. Traffic services: The collection rate on traffic fines are very low due to the difficulties of securing warrants of arrest for defaulting offenders. However the low R-value of traffic fines issued is also much lower than targeted and since this should be an output from the activities of the GTM traffic officers it is of concern that tickets are not being issued to offenders.
3. The Licensing division is understaffed resulting in many customer complaints regarding the long ques the vacancies were however advertised.

4. Nkowankowa drivers testing station was closed in January for an extended period of time due to investigations by the Hawks emanating from allegations of Fraud and Corruption.
5. The maintenance of parks and open spaces could not take place as planned, since the unit did not have sufficient equipment to deliver the service after the contract with the service provider ended. Capital budget allocation were secured for 18/19 to procure equipment for the division.

### 3.5 Electrical Engineering Services Department

The performance of the Electrical Engineering Services Department (EED) during the 4<sup>th</sup> Quarter of 2017/18 is presented below (see **Table 16**).

Table 16: 4th Quarter Performance on targets set for 2017/18 - Electrical Engineering Department													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D12 6	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure	% of households with access to electricity	Percentage	99%	98%	98%	99%	G 2	1077 households completed and energized. Awaiting energization of other projects. Construction for Schultz settlement delayed by approval to electrify the area by the new owner of the land	Schultz settlement to be rolled over to 2018/19 financial year. Other project to be energized.	Electrification reports
D12 7	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure	# of households with access to electricity	Number	107628	107,878	107,878	108,193	G 2	Number of households with electricity is 108 193	None	Electrification reports
D12 8	Service Delivery	Optimise and sustain infrastructure investment and services	Cost Recovery	% Electricity loss (Kwh)	Percentage	22	18%	18%	22.01%	R	The causes of losses have not been determined. Therefore the reason for the increased losses or failure to reach the target is unknown	A consultant (HAMSA Consulting Engineers) was appointed starting on 2017/18 to determine the causes of losses and the concomitant revenue losses.	Eskom account Revenue reports

**Table 16: 4th Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D129	Service Delivery	Optimise and sustain infrastructure investment and services	Cost Recovery	Kilow Watt Hour Electricity loss (Kwh)	Kilow Watt Hour	99452442	42,540,860	42,540,860	108,946,467	R	The causes of losses are unknown and have not been determined yet.	A consultant (HAMSA Consulting Engineers) have been appointed on a 2 years project starting during 2017/18 to determine the causes of electricity losses and the concomitant revenue losses..	Eskom account Revenue reports
D130	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Km of overhead lines rebuilt	Kilometres	43	52	52	0	R	Final approval of the loan awaited before project can be implemented	Designs were done on risk while waiting on the approval of the loan from DBSA Project to be rolled over to 2018/19.	Project Progress reports Completion certificates
D131	Service Delivery	Optimise and sustain infrastructure investment and services	Asset Management	R-value spent on maintenance of electricity infrastructure as % of asset value	Percentage	2.13	2.70%	2.70%	2.13%	O	The variables used for the calculations are uncertain. The given figure was calculated on information available and information provided by assets division. NERSA guidelines were used for the calculation.	Variables that must be used to be determined and NERSA will be consulted to provide clarity on the guidelines and applicable variables to calculate the losses	Asset Register Expenditure Reports



**Table 16: 4th Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D13 2	Service Delivery	Optimise and sustain infrastructure investment and services	Asset Management	R-value electricity maintenance	R-value	R26,641,947	R 51,083,568	R 12,770,892	R 8,984,428	R	It Must be noted as indicated in the POE spreadsheet that there is unallocated Labour charges	That CFO department allocate labour charges so that votes reflect the right amount	Budget expenditure, (Vote 162/066, 173/066 & 608 183/066)
D13 3	Service Delivery	Optimise and sustain infrastructure investment and services	Cost Recovery	% of electricity loss reduced	Percentage	New KPI	10%	10%	0%	R	This is the losses that were calculated where our initial reduction of losses were not achieved yet.	A consultant was appointed to determine where our losses are and is helping in reducing the losses they are still busy with the field test checking for tampering and accuracy of meters, once that is complete they will start with checking the accounts on the billing system	Eskom account Revenue reports
D13 4	Service Delivery	Optimise and sustain infrastructure investment and services	Cost Recovery	# of data cleansing performed (meter services)	Number	New KPI	5	1	0	R	No Deviation	None	Eskom account Revenue reports

**Table 16: 4th Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D13 5	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Km of Electrical underground High Tension (11kv) cable replaced	Number	New KPI	1	1	0	R	Capital not available on budget because approval of DBSA loan was not secured on time	Designs were done on risk while waiting on the approval of the loan from DBSA Project to be rolled over to 2018/19.	Project Progress reports Completion certificates
D13 6	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	New Entrance Street R36 streetlights	Q1: Specifications completed (10%), Q2: Procurement process completed (20%), Q3: Construction in progress (50%), Q4: Traffic lights at R36 completed (100%)	New project	100%	100%	15%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Designs were done on risk while waiting on the approval of the loan from DBSA Project to be rolled over to 2018/19.	Appointment Letter Progress reports Completion certificate
D13 7	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Area Lighting at Tarentaal rand crossing	Q1: Specifications completed (10%) Q2: Procurement process completed (20%) Q3: Construction in progress (50%) Q4: Area Lighting at Tarentaalrand crossing completed (100%)	New project	100%	100%	15%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Designs were done on risk while waiting on the approval of the loan from DBSA Project to be rolled over to 2018/19.	Appointment Letter Progress reports Completion certificate
D13 8	Service Delivery	Improve access to sustainable and affordable services	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%	100%	100%	G	Project completed. 508 Households connected, 33 empty stands provided with infrastructure	None	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)

**Table 16: 4th Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D139	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of 330 units at Leolo/ Legobareng/Serare/ Mogabe/ Tshidinko Phase2	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%	100%	100%	G	Project completed and energized. 396 households connected. 82 empty stands provided with infrastructure	None	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D140	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of 425 units at Julesburg area	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%	100%	100%	G	None	None	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D141	Service Delivery	Improve access to sustainable and affordable services	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%	100%	98%	O	Delays with delivery of meters and data concentrators.	Meters delivered and installed. Data concentrator delivered and programmed. Data concentrator to be installed and meters to be energized by 31 July 2018.	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)

**Table 16: 4th Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D14 2	Service Delivery	Improve access to sustainable and affordable services	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%	100%	20%	R	Construction delayed by approval to electrify the area by the new owner of the land	Agreement between the municipality and the new owner of the land to be reached in order to commence with construction. Project to be rolled over to 2018/19 financial year.	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D14 3	Service Delivery	Improve access to sustainable and affordable services	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%	100%	92%	O	Physical Construction completed. Delays with updating of ENS.	ENS to be updated so that the project can be energized. Project to be completed in the first quarter of 2018/19 financial year.	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D14 4	Service Delivery	Improve access to sustainable and affordable services	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%	100%	97%	O	Physical construction completed. Project partly energized. Delays with energization of the other portion due to confusion with pole numbering after feeder split.	ENS for the other portion to be re-updated with the old pole numbers so that the project can be energized. Project to be completed in the first quarter of 2018/19 financial year	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)

**Table 16: 4th Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D14 5	Service Delivery	Improve access to sustainable and affordable services	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%	100%	97%	O	Rejected and cancelled power outages by Eskom	Project energized. Busy with house connections. House connections to be completed by end of July 2018.	Appointment Letter Approval letter on Designs from Eskom Project progress reports Handover certificate PCS File (ESKOM)
D14 6	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Provision of Capital Tools (Customer and Retail Services)	Q 1: Procurement of capital tools as and when required, report acquisitions to Council (25%) Q2: Procurement of capital tools as and when required, report acquisitions to Council (50%) Q3: Procurement of capital tools as and when required, report acquisitions to Council (75%) Q4: Procurement of capital tools as and when required, report acquisitions to Council (100%)	New project	100%	100%	100%	G	Capital tools not required for June 2018	N/A	Proof of purchase Asset register update

**Table 16: 4th Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D14 7	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Provision of Capital Tools (Operations and Maintenance)	Q 1: Procurement of capital tools as and when required, report acquisitions to Council (25%) Q2: Procurement of capital tools as and when required, report acquisitions to Council (50%) Q3: Procurement of capital tools as and when required, report acquisitions to Council (75%) Q4: Procurement of capital tools as and when required, report acquisitions to Council (100%)	New project	100%	100%	86%	O	Capital tools is only purchased when needed we have bought numerous tools and equipment as listed in the spread Sheet to the value of R172650.00	None	Proof of purchase Asset register update
D14 8	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding Letsitele Valley Substation - Bosbou and all T-offs (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%	100%	15%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Designs were done on risk while waiting on the approval of the loan from DBSA Project to be rolled over to 2018/19.	Progress report Completion Certificate
D14 9	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Valencia 11Kv lines (6km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Valencia 11Kv lines (6km) completed (100%)	New project	100%	100%	15%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Designs were done on risk while waiting on the approval of the loan from DBSA Project to be rolled over to 2018/19.	Progress report Completion Certificate

**Table 16: 4th Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D150	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Lushof South 11kv line (3km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Lushof South 11kv line (3 km) completed (100%)	New project	100%	100%	15%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Designs were done on risk while waiting on the approval of the loan from DBSA Project to be rolled over to 2018/19.	Progress report Completion Certificate
D151	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Rooikoppies 11kv lines (6km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Rooikoppies 11kv lines (6km) completed (100%)	New project	100%	100%	15%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Designs were done on risk while waiting on the approval of the loan from DBSA Project to be rolled over to 2018/19.	Progress report Completion Certificate
D152	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Mabiet 11kv line (6km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Mabiet 11kv line (6km) completed (100%)	New project	100%	100%	15%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Designs were done on risk while waiting on the approval of the loan from DBSA Project to be rolled over to 2018/19.	Progress report Completion Certificate
D153	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Haenertsburg 11kv lines(6km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Haenertsburg 11kv lines (6km) completed (100%)	New project	100%	100%	15%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Designs were done on risk while waiting on the approval of the loan from DBSA Project to be rolled over to 2018/19.	Progress report Completion Certificate

**Table 16: 4th Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D15 4	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Campsies Glen 11kv lines (6km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Campsies Glen 11kv lines (6km) completed (100%)	New project	100%	100%	15%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Designs were done on risk while waiting on the approval of the loan from DBSA Project to be rolled over to 2018/19.	Progress report Completion Certificate
D15 5	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Politsi Valley 11kv lines (6km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Politsi Valley 11kv lines (6km) completed (100%)	New project	100%	100%	15%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Designs were done on risk while waiting on the approval of the loan from DBSA Project to be rolled over to 2018/19.	Progress report Completion Certificate
D15 6	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of CP Minnaar 11kv lines (2km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of CP Minnaar 11kv lines (2km) completed (100%)	New project	100%	100%	15%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Designs were done on risk while waiting on the approval of the loan from DBSA Project to be rolled over to 2018/19.	Progress report Completion Certificate



**Table 16: 4th Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D15 7	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Mieliekloof/Deerpark 11kv lines (3km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Mieliekloof/Deerpark 11kv lines completed (3km)(100%)	New project	100%	100%	15%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Designs were done on risk while waiting on the approval of the loan from DBSA Project to be rolled over to 2018/19.	Progress report Completion Certificate
D15 8	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Upgrading of Waterbok 33/11kv substation	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Upgrading of Waterbok 33/11kv substation completed 100%	New project	100%	100%	15%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Designs were done on risk while waiting on the approval of the loan from DBSA Project to be rolled over to 2018/19.	Progress report Completion Certificate
D15 9	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Upgrading of Blacknoll 33/11kv substation	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Upgrading of Blacknoll 33/11kv substation completed 100%	New Project	100%	100%	15%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Designs were done on risk while waiting on the approval of the loan from DBSA Project to be rolled over to 2018/19.	Progress report Completion Certificate

**Table 16: 4th Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D160	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Houtbosdorp 11kv Ring (10km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Houtbosdorp 11kv Ring (10km) completed (100%)	New Project	100%	100%	15%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Designs were done on risk while waiting on the approval of the loan from DBSA Project to be rolled over to 2018/19.	Progress report Completion Certificate
D161	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Replace 2x20MVA 66/11kv Transformers	Q1: Tender process and appointment of service provider (10%) Q2: Preparation of Specifications (15%) Q3: Order submitted for transformers (20%) Q4: Project completed 50%. Run over 2 financial years	New Project	100%	50%	15%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Designs were done on risk while waiting on the approval of the loan from DBSA Project to be rolled over to 2018/19.	Progress report Specifications Order
D162	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Substation fencing (Tarentaal rand Main, Letsitele Main)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Substation fencing (Tarentaal rand Main, Letsitele Main)	New Project	100%	100%	15%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Designs were done on risk while waiting on the approval of the loan from DBSA Project to be rolled over to 2018/19.	Progress report Completion Certificate
D163	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Refurbishment of the Ebenezer 33kv Feeder	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Refurbishment of the Ebenezer 33kv Feeder completed (100%)	New Project	100%	100%	15%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Designs were done on risk while waiting on the approval of the loan from DBSA Project to be rolled over to 2018/19.	Progress report Completion Certificate

**Table 16: 4th Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D16 4	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Replacing of old SS1 electrical substation circuit breakers with compact switchgear	Q1: Initiate the appointment of a consultant (10%) Q2: Appointment of consultant and contractor finalised. (25%) Q3: Construction of Switching station SS1 commencing, physical progress at 50%. (50%)	New Project	100%	100%	15%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Designs were done on risk while waiting on the approval of the loan from DBSA Project to be rolled over to 2018/19.	Appointment letters Progress reports Completion certificate
D16 5	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Substation tripping batteries	Q1: Procurement process and appointment of service provider (20%) Q2: Project implementation (50%) Q3: Project implementation (70%) Q4: Project completed (100%)	New Project	100%	100%	15%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Designs were done on risk while waiting on the approval of the loan from DBSA Project to be rolled over to 2018/19.	Progress report Completion certificate
D16 6	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Replacement of auto-reclosers (11kv and 33kv)	Q1: Identify strategic location of auto-reclosers (10%) Q2: Order for Delivery of auto-reclosers (20%) Q3: Auto Reclosers delivered (30%) Q4: Installation of Auto Reclosers completed (100%)	New project	100%	100%	15%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Designs were done on risk while waiting on the approval of the loan from DBSA Project to be rolled over to 2018/19.	Sketches Payment certificate Delivery Certificate Asset Register
D16 7	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Replacing 11kv cables for increased capacity	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Replacing 11kv cables for increased capacity completed (100%)	New project	100%	100%	15%	R	Capital not available on budget because approval of DBSA loan was not secured on time	Designs were done on risk while waiting on the approval of the loan from DBSA Project to be rolled over to 2018/19.	Progress report Completion certificate

**Table 16: 4th Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D168	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Miniature Substation for Urban distribution network	Q1: Tender process and appointment of service provider (10%) Q2: Order submitted for Minisubs (20%) Q3: Project implementation (30%) Q4: Miniature Substation for Urban distribution network completed (100%).	New project	100%	100%	20%	R	This projects capital was not approved due to DBSA Loan all, 2017/2018 capital projects were rolled over to the 2018/2019 financial year	This project will roll over to 2018/2019 financial year	Progress report Completion certificate
D169	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Replacement of Existing Air conditioners in Municipal Buildings	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Replacement of Existing Air conditioners in Municipal Buildings completed (100%)	New project	100%	100%	100%	G	3 Air-Conditioners were serviced	N/A	Progress report Completion certificate
D170	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Renewal, Repairs and Maintenance on pre-paid meters (Tzaneen, Letsitele & Politsi)	Q1: Specifications submitted to SCMU: Replace old meters at Politsi (10%) Q2: Tender process (25%) Q3: Service provider appointed (40%) Q4: Project at Politsi complete (100%)	New project	100%	100%	100%	G	Project completed.	N/A	Completion Certificate; Specifications; Appointment letter

**Table 16: 4th Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D17 1	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity Infrastructure Development	New electricity Connections (Consumer contributions spent)	Q1: Funds received for services contributions spent on re-capitalisation of the network (10%) Q2: Funds received for services contributions spent on re-capitalisation of the network (20%) Q3: Funds received for services contributions spent on re-capitalisation of the network (30%) Q4: Funds received for services contributions spent on re-capitalisation of the network (100%)	New project	100%	100%	100%	G	6 Connections were complement	N/A	New connections register Job card sign off
D17 2	Good Governance	Effective and Efficient administration	Office Administration	Purchase of office furniture and equipment for Electrical Engineering Dpt	Q1: Not applicable this quarter Q2: Procurement process for the acquisition of furniture (10%) Q3: Furniture procured for EED offices and delivered (100%) Q4: Not applicable this quarter	New project	100%	100%	0%	R	Budget for Office Furniture not available	Budget for Office furniture to be available in 2018/19 financial year	Quotations Proof of receipt of furniture

**Table 16: 4th Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D173	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	# of employees with technical skills/capacity (engineers & technicians - EED)	Number	19	20	20	17	O	Deviated because of the management moratorium that stopped new appointments.	1. Made a request to the Accounting Officer for the approval of continuation of recruitment processes for the appointment of the Manager: Projects, Planning and Protection. Interviews scheduled 10/08/2018 2. Made a request of concluding recruitment processes on Streetlight Attendant position which was put on hold because of an alleged refusal to sign by SAMWU. Waiting for response	EED Monthly reports
D174	Good Governance	Effective and Efficient administration	Management and Administration	# of Departmental meetings held (EED)	Number	New KPI	4	1	2	B	Meeting held as planned	None	Minutes and Attendance Registers

**Table 16: 4th Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D23 6	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Replace 10x11kv and 6x33kv Auto Reclosers	Q1: None Q2: None Q3: Project completion at 50% (50%) Q4: Project 100% complete (100%)	Auto reclosers not yet installed	100%	100%	95%	O	Still awaiting dates for shutdown to do closing spans	shutdowns will be arranged unfortunately this is the most busiest part of the season as all pack houses are running	Progress report Completion Certificate
D23 8	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Replacing 600m Low Voltage cables	Q1: Not applicable Q2: Not applicable Q3: Identification of critical areas and sourcing of quotations (10%) Q4: Installation of 600m of LV cables completed (100%)	Project on hold since funding not yet secured through external loan	100%	100%	0%	R	The IDP was not aligned with the budget as there is no budget for this project. This project was in the IDP and it was given to in March but there was no budget to complete the project	There is no corrective measure the alignment of the SDBIP and the IDP was not right there was no budget for this project	Quotations Job Cards

**Table 17** below presents a summary of the level of performance for 4<sup>th</sup> quarter of 2017/18 for EED indicating that **80%** of the targets set for the quarter were not met which is a further decline from the **71%** of targets which were not during the 3<sup>rd</sup> Quarter.

<b>Table 17: EED - Summary of Results (4<sup>th</sup> Quarter of 2017/18)</b>			
	<b>Level of performance</b>	<b>Number of KPIs</b>	<b>% performance at this level</b>
	KPI Not Yet Measured	0	
	KPI Not Met	33	65%
	KPI Almost Met	8	16%
	KPI Met	7	14%

<b>Table 17: EED - Summary of Results (4<sup>th</sup> Quarter of 2017/18)</b>			
	<b>Level of performance</b>	<b>Number of KPIs</b>	<b>% performance at this level</b>
	KPI Well Met	2	4%
	KPI Extremely Well Met	1	2%
	<b>Total KPIs measured this quarter</b>	<b>51</b>	

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

1. Electricity losses increased to 22%.
2. Capital Expenditure for upgrading and refurbishment of the network was dependent on sourcing and external loan from DBSA, which were not yet secured by the end of the quarter.
3. Limited number of vehicles available to service the existing GTM electricity network seriously affects the Departments ability to attend to power outages.



### 3.6 Engineering Services Department

The performance of the Engineering Services Department during the 4<sup>th</sup> Quarter of 2017/18 is presented below (see **Table 18**).

Table 18: 4th Quarter Performance on targets set for 2017/18 - Engineering Services Department													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D175	Good Governance	Increase financial viability	Budget management	% MIG funding spent	Percentage	102	100%	100%	100%	G	No deviation	None	Budget printout
D176	Economic Growth	Increased investment in the GTM economy	Expanded Public Works	# of jobs created through municipal EPWP initiatives (FTE)	Number	7,583	1,084	274	49	R	Targets for EPWP are set at national level and there is generally a challenge of non-compliance by municipalities. Targets seem to be too high	Limpopo DPWRI will convene a meeting where targets will be discussed to assess if they are/were reasonable even in preparation of phase 4 of the EPWP programme.	Project reports, EPWP reports
D177	Service Delivery	Enhance sustainable environmental management and social development	Sport and Recreation	Burgersdorp Sports Facility	Q1: Appointment of contractor finalised and site handover (50%) Q2: Construction in progress (65%) Q3: Physical Construction at 75% (75%) Q4: Physical Construction completed (100%)	Project at 90%	100%	100%	100%	G	The project has reached practical completion stage.	The contractor is busy with the snag list.	*Appointment letter of the contractor *Project Progress Reports
D178	Service Delivery	Enhance sustainable environmental management and social development	Sport and Recreation	Relela Community Hall	Q1: Specifications submitted and Tender Evaluation in process (60%) Q2: Appointment of contractor finalised and site handover (65%) Q3: Construction in progress at (85%) Q4: Physical Construction completed (100%)	Physical Progress at 95%	100%	100%	100%	G	The project has reached completion stage.	Not required	*Evaluation Report *Appointment letter of the contractor *Project Progress Reports

**Table 18: 4th Quarter Performance on targets set for 2017/18 - Engineering Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D179	Service Delivery	Enhance sustainable environmental management and social development	Sport and Recreation	Upgrading of Juliesburg Sports Facility (Phase 1 od 2)	Q1: Physical construction at 25% (25%) Q2: Physical construction at 40% (40%) Q3: Physical construction at 75% (75%) Q4: Sports facility at Runnymede completed (100%)	Designs completed. Draft Tender document to be approved by BSC	100%	100%	100%	G	The project has reached practical completion stage.	The contractor is busy with the snag list.	Project progress Report Completion Certificate
D180	Service Delivery	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Khubu to Lwandlamuni low level bridge	Q1: Specifications submitted and Tender Evaluation in process (60%) Q2: Appointment of contractor finalised and site handover (65%) Q3: Construction in progress at (85%) Q4: Physical Construction completed (100%)	Project at 90%	100%	100%	100%	G	The project is completed	None	*Evaluation Report *Appointment letter of the contractor *Project Progress Reports
D181	Service Delivery	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Moruji to Matswi, Kheshokolwe Tar Road (Phase 4 of 5)	Q 1: Physical construction at 45% (25%) Q2: Physical construction at 65% (50%) Q3: Physical construction at 75% (75%) Q4: Physical construction of 4.86km completed (100%)	Physical progress at 74%	100%	100%	80%	O	The initial Consulting Engineers withdrew from the projects and was later replaced and this affected progress on site. The contractual completion date of the project is however 17/11/2018 which will be reached.	This is a multiyear project, the target will still be reached.	Project Progress Reports

**Table 18: 4th Quarter Performance on targets set for 2017/18 - Engineering Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D182	Service Delivery	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Rita, Khopo, Lefara, Zanghoma, Uhuru, Xipungu to Mariveni Tar Road (Phase 3 of 4)	Q1: Specifications submitted and Tender Evaluation in process (60%) Q2: Appointment of contractor finalised and site handover (65%) Q3: Construction in progress at (85%) Q4: Physical Construction completed (100%)	Contractor appointed, physical progress at 69%	100%	100%	83%	O	The project was stopped on numerous occasions by the community and this affected progress. The contractual completion date of this project is however 22/08/2018 and the project is almost complete.	The project is multiyear and is on target	*Evaluation Report *Appointment letter of the contractor *Project Progress Reports
D183	Service Delivery	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Tickyline, Myakayaka, Burgersdorp, Gavaza to Mafarana Tar Road	Q1 : Specifications submitted and Tender Evaluation in process (60%) Q2: Appointment of contractor and site handover (65%) Q3: Construction in progress (85%) Q4: 12km construction completed (100%)	Project re-advertised, physical progress at 85%	100%	100%	100%	G	The project has reached practical completion stage.	The contractor is busy with the snag list.	*Evaluation Report *Appointment letter of the contractor *Project Progress Reports
D184	Service Delivery	Improve access to sustainable and affordable services	Building Control	# of contravention notices issued to decrease non-compliance to building regulations	Number	28	50	14	7	B	No deviation as the performance is lower than the target	No corrective measure required	Register of contraventions
D185	Service Delivery	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Km of roads tarred	Kilometers	2.9	8	8	15	B	The project performed well, 10 km for Mafarana to Burgersdorp road and 5km for Moruji to	None	Road Progress Reports

**Table 18: 4th Quarter Performance on targets set for 2017/18 - Engineering Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
											Kheshokolwe road.		
D186	Service Delivery	Improve access to sustainable and affordable services	Water & Sanitation services	# of households with access to water (GTM service area)	Number	New KPI	14,480	14,480	14,559.67	G 2	Not required	None	Billing report Job cards for new connections
D187	Service Delivery	Improve access to sustainable and affordable services	Water & Sanitation services	# of households with access to sanitation (GTM service area)	Number	New KPI	14,484	14,484	14,542	G 2	Not required	None	Billing report Job cards for new connections
D188	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	# of employees with technical skills/capacity (engineers & technicians - ESD)	Number	7	8	8	9	G 2	No deviation. The Director was appointed in June 2018	Not required	ESD Monthly reports
D189	Good Governance	Effective and Efficient administration	Management and Administration	# of Departmental meetings held (ESD)	Number	New KPI	4	1	3	B	No deviation	Not required	Minutes and Attendance Registers
D239	Service Delivery	Enhance sustainable environmental management and social development	Sport and Recreation	Upgrading of Runnymede cluster Sport Facility	Q1: Physical Progress at 85% Q2: Physical Progress at 100% Q3: Sport facility completed (100%) Q4: Sport facility completed (100%)	Project under construction at 75%	100%	100%	100%	G	The project has reached practical completion stage.	The contractor is busy with the snag list	Project progress reports Completion certificate

**Table 18: 4th Quarter Performance on targets set for 2017/18 - Engineering Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D240	Service Delivery	Enhance sustainable environmental management and social development	Roads and Storm water Infrastructure Development	Kwekwe low level bridge construction	Q1: Physical Progress at 50% Q2: Physical Progress at 100% Q3: Bridge completed (100%) Q4: Bridge completed (100%)	25% progress, Bridge under construction	100%	100%	100%	G	Project on practical completion stage	Not required	Project Progress report Completion certificate
D241	Service Delivery	Optimise and sustain infrastructure investment and services	Roads and Storm water Infrastructure Development	Refurbishment of Tzaneen Airfield runway	Q1: Physical Progress at 25% Q2: Physical Progress at 100% Q3: Physical Progress at 100% Q4: Physical Progress at 100%	Project not completed awaiting approval of contractor	100%	100%	70%	R	Target could not be reached due to non-performance of the main contractor.	Termination of the contract and appointment of another contractor to complete the project.	Appointment letter Progress reports Completion Certificate
D242	Service Delivery	Optimise and sustain infrastructure investment and services	Maintenance and upgrading of municipal buildings	Construction of Ablution facilities for Parks Division	Q1: Physical Progress at 50% (50%) Q2: Physical Progress at 100% (100%) Q3: Project complete (100%) Q4: Project complete (100%)	10% progress, appointment of consultant and contractor delayed	100%	100%	100%	G	no deviation because the project is already completed during the second quarter	no corrective measure is required	

**Table 19** and the graph below presents a summary of the level of performance for the 4<sup>th</sup> Quarter of 2017/18 for ESD indicating that 79% of targets set were achieved, a continuation of steady improvement made since the 2<sup>nd</sup> Quarter.

<b>Table 19: ESD - Summary of Results (4<sup>th</sup> Quarter of 2017/18)</b>			
	<b>Level of performance</b>	<b>Number of KPIs</b>	<b>% performance at this level</b>
	KPI Not Yet Measured	0	

<b>Table 19: ESD - Summary of Results (4<sup>th</sup> Quarter of 2017/18)</b>			
	<b>Level of performance</b>	<b>Number of KPIs</b>	<b>% performance at this level</b>
	KPI Not Met	2	11%
	KPI Almost Met	2	11%
	KPI Met	9	47%
	KPI Well Met	3	16%
	KPI Extremely Well Met	3	16%
	<b>Total KPIs</b>	<b>19</b>	

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

1. The Department is doing very well in the expenditure on MIG through the implementation of multi-year projects.
2. Various soft projects (some of which were planned for previous years) were not attended to by the end of the quarter, 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

### 3.7 Planning and Economic Development Department

The performance of the Planning Economic Development Department during the 4<sup>th</sup> Quarter of 2017/18 is presented below (see **Table 20**).

Table 20: 4th Quarter Performance on targets set for 2017/18 - Planning and Economic Development Department													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D200	Economic Growth	Enhanced Integrated developmental planning	Spatial Development	Integrated Sustainable Human Settlements Plan (ISHSP) reviewed by 30 May '18	Percentage	100	100%	100%	100%	G	No deviation	Management should improve on the turnaround time to comment on items	Council minutes Revised ISHSP
D201	Economic Growth	Increased investment in the GTM economy	Community Works Programme	No of cooperatives established and still functional in wards where the CWP is implemented	Number	2	2	2	1.67	O	No Reason for Deviation	No Corrective Measures	CWP reports Minutes & Attendance register of CWP meetings
D202	Economic Growth	Increased investment in the GTM economy	Community Works Programme	Number of job opportunities created through the CWP	Number	2,153	2,100	2,100	2,180	G2	No Reason for Deviation	No Corrective Measures	CWP Employment register
D203	Economic Growth	Increased investment in the GTM economy	Marketing and Investor Targeting	# of Agricultural Expos held	Number	1	1	0	0	N/A			Agricultural EXPO Advert & Programme List of exhibitors
D205	Economic Growth	Increased investment in the GTM economy	Marketing and Investor Targeting	# of jobs created through municipal LED initiatives including Capital Projects	Number	1,237	600	150	49	R	The registered EPWP projects only created the number of jobs during the month	Register all municipal projects on EPWP.	*Consolidated LED monthly job creation report *MIG Monthly Reports *EPWP Monthly Reports

**Table 20: 4th Quarter Performance on targets set for 2017/18 - Planning and Economic Development Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D206	Economic Growth	Increased investment in the GTM economy	Marketing and Investor Targeting	# of GTM LED forum meetings arranged	Number	4	4	1	1	G	Meeting was postponed due to unavailability of the Mayor and Councillor responsible LED Forum; and stakeholders could not turn up as expected.	Mayor and Councillor must adhere to the event calendar. A reminder should always be sent to stakeholder a day before a meeting.	Invitations Minutes & Attendance Register
D207	Economic Growth	Increased investment in the GTM economy	SMME support	# of meetings held with informal traders	Number	6	4	1	1	G	No Reason for Deviation	No Corrective Measures	Invitations Minutes & Attendance Register
D208	Economic Growth	Increased investment in the GTM economy	SMME support	# of Local Tourism Association Meetings	Number	6	4	1	1	G	No Reason for Deviation	No Corrective Measures	Invitations Minutes & Attendance Register
D209	Economic Growth	Increased investment in the GTM economy	Tourism	# of Tourism SMMEs exposed to the market	Number	64	45	7	7	G			Itinerary Events report
D210	Economic Growth	Enhanced Integrated developmental planning	Integrated Development Planning	Spatial Development Framework review	Q1: SDF approved by Council (25%) Q2: Alignment of the capital investment program with the current IDP (50%) Q3: Abstract all catalytic projects for implementation and input into the 18/19 IDP (75%) Q4: Implement all local area policies, density policies, rural strategy plans	Draft SDF ready for Council Approval (95%)	100%	100%	100%	G	Awaiting Council approval of item to replace the resigned Municipal Planning Tribunal member and the delegation for the appointment of the Appeal Tribunal. June tribunal sitting held with 4 rezoning applications considered and approved	The Report to council set in the EXCO meeting on the 05 June 2018, and is now awaiting Council approval at the end of July	*SDF Status Quo Report *Minutes of Steering Committee *Minutes of Public Participation *Draft and Final SDF *Council Minutes *Monthly TP report



**Table 20: 4th Quarter Performance on targets set for 2017/18 - Planning and Economic Development Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
					and report monthly (100%)								
D211	Economic Growth	Enhanced Integrated developmental planning	Spatial Development	Formulation of land use scheme for GTM area	Q1: Prepare procurement specifications for appointment of a service provider. (10%), Q2: Status quo report completed (50%) Q3: Formulation of a land use scheme at 50% (75%) Q4: Land use scheme for GT	New Project	100%	100%	10%	R	Advertisement for Bids for proposal for the Land Use Scheme closed on 22nd June 2018 at 12:00, and were opened on the same day with Six (6) bids received	Pending evaluation of Bids, Awaiting Supply Chain to set date for Evaluation	Govt Gazette *Specifications *Status Quo Report
D212	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	# of employees with spatial planning capacity	Number	New KPI	8	8	7	O	The division has seven members	Fill all budgeted positions	PED Monthly reports
D213	Good Governance	Effective and Efficient administration	Management and Administration	# of Departmental meetings held (PED)	Number	New KPI	4	1	0	R			Minutes and Attendance Registers

**Table 21** below presents a summary of the level of performance for the 4<sup>th</sup> Quarter of 2017/18 for PED, indicating that **54%** of the targets set were met by the end of the quarter a slight improvement from the **46%** met in the 3<sup>rd</sup> Quarter.

Table 21: PED - Summary of Results (4 <sup>th</sup> Quarter of 2017/18)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	1	

<b>Table 21: PED - Summary of Results (4<sup>th</sup> Quarter of 2017/18)</b>			
	<b>Level of performance</b>	<b>Number of KPIs</b>	<b>% performance at this level</b>
	KPI Not Met	3	25%
	KPI Almost Met	2	17%
	KPI Met	6	50%
	KPI Well Met	1	8%
	KPI Extremely Well Met	0	0%
	<b>Total KPIs measured this period</b>	12	

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

1. Performance reporting on Local Economic Development KPIs are not taking place in line with the targets and reporting requirements.
2. No progress made in the Formulation of land use scheme for GTM area.

### 3.8 Greater Tzaneen Economic Development Agency

The performance of the Greater Tzaneen Economic Development Agency (GTEDA) during the 4<sup>th</sup> Quarter of 2017/18 is presented below (see **Table 22**).

<b>Table 22: 4<sup>th</sup> Quarter Performance on targets set for 2017/18 - Greater Tzaneen Economic Development Agency</b>													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D214	Good Governance	Effective and Efficient administration	Sound Governance	Unqualified Audit opinion for GTEDA	Audit opinion	1	1	0	0	N/A	Not applicable this month, actual reported in December 2017.		Audit Report
D215	Good Governance	Effective and Efficient administration	Sound Governance	% of organogram positions filled by 30 June	Percentage	New KPI	100%	100%	67%	R	3 positions were not filled due to budgetary constraints.	The 3 positions will be filled in the 2018/19 financial year (budget permitting).	Staff Establishment
D216	Good Governance	Effective and Efficient administration	Sound Governance	% of board members inducted and orientated by 30 July '18	Percentage	New KPI	100%	100%	90.33 %	O	2 members didn't attend due to work commitments.	We will ensure training is scheduled during weekends and that they will be trained in the 2018/19 financial year.	Invitations Attendance Register of Induction training
D217	Good Governance	Effective and Efficient administration	Sound Governance	# of Board packs circulated 7 days before each meeting	Number	New KPI	4	1	1	G			Invitations to Board Meeting Acknowledgement of receipt of Board Pack

**Table 22: 4<sup>th</sup> Quarter Performance on targets set for 2017/18 - Greater Tzaneen Economic Development Agency**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D218	Good Governance	Effective and Efficient administration	Sound Governance	% of Board resolutions implemented by the end of each quarter	Percentage	New KPI	100%	100%	68%	R	35% of resolutions are in progress hence target was not met.	Will be resolved in Q1 of 2018-19 financial year as some of the resolutions will take longer to resolve (e.g. Tzaneen dam and Agripark projects)	Resolution Register
D219	Good Governance	Effective and Efficient administration	Sound Governance	Annual Report submitted to the Board by end of December	Number	New KPI	1	0	0	N/A	Reported in January 2018		Annual Report Board Minutes
D220	Good Governance	Effective and Efficient administration	Sound Governance	GTEDA Annual Report submitted to GTM by 10 January	Number	New KPI	1	0	0	N/A	Reported in January 2018		Annual Report Acknowledgement of receipt from GTM
D221	Good Governance	Effective and Efficient administration	Sound Governance	Institutional Scorecard finalised by 30 May	Number	New KPI	1	1	1	G	Reported in May 2017		Institutional Scorecard Board Minutes
D222	Good Governance	Increase financial viability	Budget management	% of GTEDA budget spent	Percentage	94%	100%	100%	98%	B	@% surplus due to not spending on MSCOA	The surplus will be deferred to following financial year and spent on MSCOA project	Monthly financial reports
D223	Good Governance	Increase financial viability	Budget management	3 Year Budget approved by 30 April	Number	New KPI	1	1	1	G	Reported in Quarter1		3 Year Budget Board Minutes
D224	Good Governance	Increase financial viability	Budget management	Annual Financial Statements submitted to GTM by 15 August	Number	1	1	0	0	N/A	Not applicable this month, reported in January 2018		AFS Acknowledgement of Receipt from GTM

**Table 22: 4<sup>th</sup> Quarter Performance on targets set for 2017/18 - Greater Tzaneen Economic Development Agency**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D22 5	Good Governance	Increase financial viability	Sound Governance	% GRAP Compliance on the Asset register	Percentage	100%	100%	100%	100%	G	Annual target not met due to late appointment of internal auditors.	Internal Auditors appointed and worked on the Asset register	AG Audit Report
D22 6	Economic Growth	Create a stable and an enabling environment by attracting suitable investors	Economic Growth and Investment	# of committed investors attracted through GTEDA	Number	3	3	1	2	B	1. Secured R810 000 from Services SETA for training 100 unemployed learners on New Venture Creation. 2. R3 875 900 from Services SETA for training 20 co-operatives on New Venture Creation. 3. facilitated MDDA funding for GTFM R285 600		Investment reports (Transactional advisors, MDDA, Private investors)
D22 7	Economic Growth	Increased investment in the GTM economy	Enterprise Development (SMME support)	# of SMMEs capacitated through GTEDA	Number	21	30	5	51	B			*Training Programme *SMME training and development Policy *Assessment Report on the training provided to 15 SMME's *Service Provider Appointment letters
D22 8	Good Governance	Effective and Efficient administration	Information management	MSCOA equipment and programmes	Q1: Not applicable this quarter, Q2: Source quotations. (10%), Q3: Procurement of MSCOA equipment finalised (100%), Q4: Not applicable this quarter	New project	100%	100%	50%	R	Didn't fully implement MSCOA due to budget constraints.	Requested GTM to pay for GTEDA as there was no allocation in the budget.	Quotations Invoice

**Table 22: 4<sup>th</sup> Quarter Performance on targets set for 2017/18 - Greater Tzaneen Economic Development Agency**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D229	Economic Growth	Create a stable and an enabling environment by attracting suitable investors	Marketing and Investor Targeting	Support SMME's in accessing investment capital	Q1: Investors/funders Data base developed by 30 September 2017. (25%) Q2: 4 Business plans developed and Funding applications submitted per annum. (50%) Q3: Do follow-ups to facilitate Successful funding applications (75%) Q4: Funding commitment received for 4 applications (100%)	New initiative	100%	100%	100%	G	Funding commitment received for 20 co-operatives		*SMME database *Business Plans *Copies of funding applications. *Approved applications. Reports.
D230	Economic Growth	Create a stable and an enabling environment by attracting suitable investors	Marketing and Investor Targeting	# of Agri-park Project Steering Committee meetings	Number	New initiative	4	1	1	G	Meetings didn't take place due to factors beyond GTEDA's control	Agripark is a Mopani District Municipality project and GTEDA is a supporting stakeholder, we have removed it from the 2018/19 SDBIP as we have no control over convening of meetings.	Agri-Park meeting schedule Steering Committee Minutes Agri park progress reports
D231	Economic Growth	Create a stable and an enabling environment by attracting suitable investors	Enterprise Development	Entrepreneurship career guidance and mentorship	Q1: Entrepreneurship training programme for 16/17 debate winners developed by 30 September 2017. (25%) Q2: 3 Youths (16/17 debate winners) mentored on entrepreneurship to establish mini-businesses by 31 December 2017. (50%) Q3: Conduct 17/18 schools entrepreneurship debate competition (75%) Q4: 17/18 Award ceremonies	New initiative	100%	100%	91%	O	The debate took place but award ceremony postponed to 17 August as per Department of Basic Education instruction as learners were writing exams.	The KPI was deferred to 17 August 2018 and will be hosted by Napscom High school.	*Training programme. *Communicues with Mentors *17/18 Debate report.

**Table 22: 4<sup>th</sup> Quarter Performance on targets set for 2017/18 - Greater Tzaneen Economic Development Agency**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
					conducted by 30 June 2018. (100%)								
D23 2	Economic Growth	Increased investment in the GTM economy	Enterprise Development	# of SMME Incubation reports submitted to the Board	Number	New initiative	4	1	2	B			Incubation Reports on Village Bank, Leather Making Project & GTFM
D23 3	Economic Growth	Increased investment in the GTM economy	Marketing and Investor Targeting	Tzaneen Dam Resort Facilitation	Q1: Facilitate item to council on Tzaneen dam resort approval (25%) Q2: Provide project management services for the Tzaneen dam resort development. Generate monthly progress reports (50%) Q3: Provide project management services for the Tzaneen dam resort development. Generate monthly progress reports (75%); Q4: Support Tzaneen dam resort development, generate monthly progress reports (100%)	New initiative	100%	100%	91%	O	The project stalled due to factors beyond GTEDA's control	The matter has been deferred to PED (who will deal with Council and way forward)	Council Item Monthly Project Progress Reports
D23 4	Economic Growth	Increased investment in the GTM economy	Enterprise Development	Library Project Support at Khwekhwe High School	Q1: Provide PM services for the Motupa library development and Submit quarterly PM reports to stakeholders (25%) Q2: Provide PM services for the Motupa library development and Submit quarterly PM reports to stakeholders (50) Q3: Provide PM services for the Motupa library development and Submit quarterly PM reports to stakeholders (75) Q4: Provide PM services for the Motupa library development and Submit quarterly PM reports to stakeholders (100%)	New initiative	100%	100%	91%	O	Project is on track but there were no meetings held due to the processing of a community resolution application	Meetings will resume once community resolution has been approved	Project Management Reports. Minutes of meetings with Stakeholders

**Table 22: 4<sup>th</sup> Quarter Performance on targets set for 2017/18 - Greater Tzaneen Economic Development Agency**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D23 5	Economic Growth	Increased investment in the GTM economy	Enterprise Development	Coordination of Entrepreneurs to the Nkowankowa Industrial Park	Q1: Compile data base of ideal/suitable entrepreneurs for LEDA to utilise on the Nkowankowa industrial project. (25%) Q2: Facilitate and monitor the utilisation of local labour and SMME's in the renovation of the factories (50%) Q3: Facilitate and monitor the utilisation of local labour and SMME's in the renovation of the factories (75%) Q4: Facilitate and monitor the utilisation of local labour and SMME's in the renovation of the factories (100%)	New initiative	100%	100%	100%	G	Project is on track and as planned		*Database of entrepreneurs *Reports on local re-investment and job creation

Table 23 below presents a summary of the level of performance for the 4<sup>th</sup> Quarter of 2017/18 for GTEDA reflecting that 61% of the targets for the quarter were met.

Table 23: GTEDA - Summary of Results (4 <sup>th</sup> Quarter of 2017/18)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	4	
	KPI Not Met	3	16.7%
	KPI Almost Met	4	22.2%
	KPI Met	7	38.9%



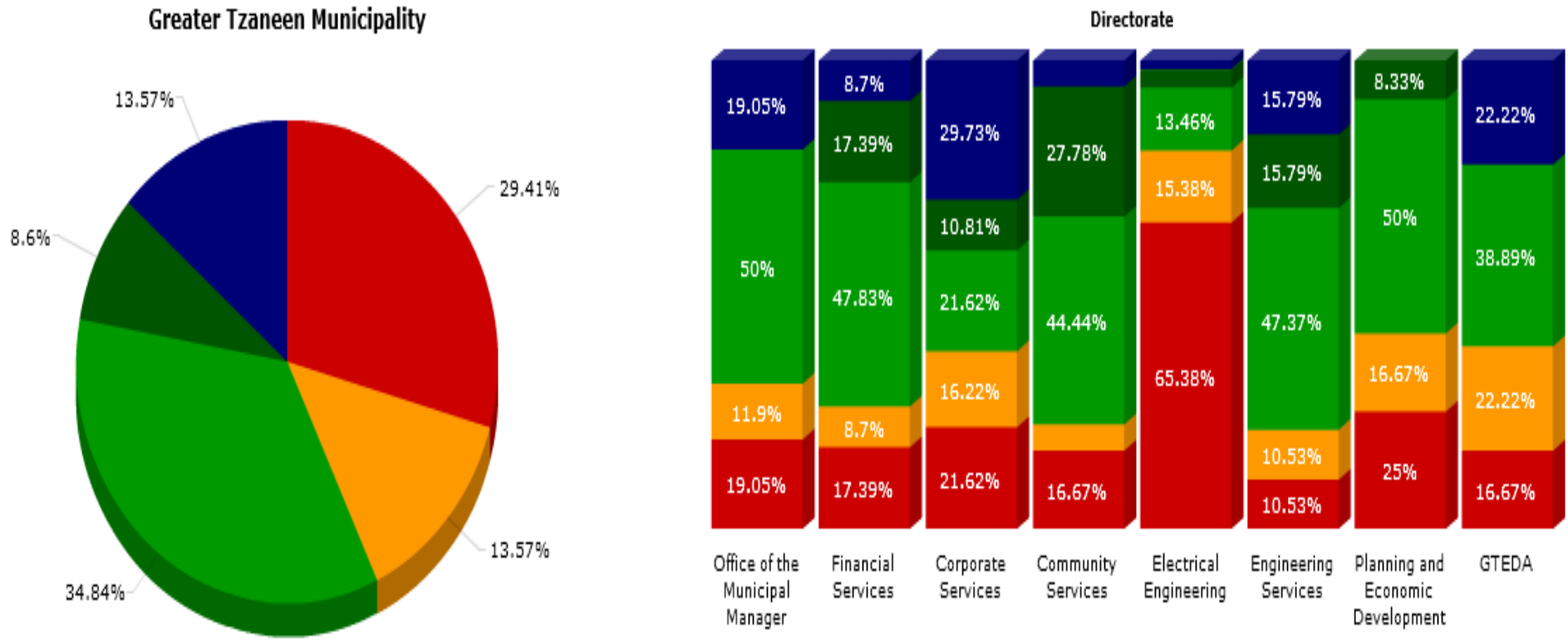
<b>Table 23: GTEDA - Summary of Results (4<sup>th</sup> Quarter of 2017/18)</b>			
	<b>Level of performance</b>	<b>Number of KPIs</b>	<b>% performance at this level</b>
	KPI Well Met	0	0.0%
	KPI Extremely Well Met	4	22.2%
	<b>Total KPIs measured this quarter</b>	<b>18</b>	

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

1. The financial sustainability of GTEDA remains a concern with the bulk of the funding received from GTM channeled towards salaries and board expenses. GTEDA remains dependent on GTM for operational funding.
2. Although projects planned for 2017/18 are reflected as being on target the impact of the involvement of GTEDA on these projects are not verifiable.

### 3.9 Overall Organisational Performance 2017/18 (1 July to 30 June '18)

Figure 2 below, illustrates the performance of the organization up to the 4<sup>th</sup> Quarter of 2017/18.



#### 4. Assessment of the performance of Service providers (2017/18) for the 4<sup>th</sup> Quarter of 2017/18

**Table 24** 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 24: Evaluation of Service Provider Performance for the 4 <sup>th</sup> Qtr of 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				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								(Scale 1-5) Fair Good	1 - Poor 3 -Average 5 - Excellent	2 -	4 -		
								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	Contract extended on a month to month basis until the audit is concluded as the AG will audit performance information on the system	5	5	5	5	System is user-friendly and easy to manage in-house. Continued use would be to the benefit of the organisation	R495 917
CFO	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	3	3	Bookings delayed at times	rates
CFO	Credit control and debt collection	Physon Business solutions	Own funds	4/2015	4/2018	Credit control and debt collection	None	3	3	3	2	No challenges	R3 200 000
CFO	Debt collection	Altimax Zandile Monene Business, Trifecta	Own funds	10/2015	9/2018	Contract for new debt collectors to be appointed with a more aggressive collection strategy. Current contracts expire October 2018.	None	3	3	3	2	Slow recovery turnaround time on debt handed over	R3 200 000
CFO	Meterreading	Electrocuts	Own funds	7/2015	7/2018	Reading meters on behalf of Council	LPU Readings not done effectively in some months, thus revenue loss.	2	2	3	2	Challenged with access to large power users	R1 600 000

Table 24: Evaluation of Service Provider Performance for the 4 <sup>th</sup> Qtr of 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				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
CFO	Valuation roll	Uniqueco	Own funds	1/2017	6/2022	Updates valuation roll on request by municipality-properties under property value objections-matter is still with the CoGSTA valuation board.	None	4	4	4	3	No challenges on insured assets recovery	R2 100 000
CFO	Insurance	Lateral Unison (Insurance Brokers)	Own funds	7/2015	6/2018	Providing insurance cover	None	4	3	3	4	No challenges	R1 814 951
CFO	Assets Management Consultants	ARMS	Own funds	04/2017	04/2020	Asset Verification done	None	5	5	4	4	Challenges on delayed times but will wit testing phase for fuller evaluation	
CFO	MSCOA	SEBATA	Own funds	06/2017	06/2020	Setting up users	Revised implementation plan again	4	3	3	3	No challenges	
CFO	VAT Consultants	PK Consulting	Own funds	02/2017	01/2020	Submitting VAT 201 returns to SARS	Matter under litigation however, service provider will resume duties from July 2018, to curb unnecessary legal costs	1	1	n/a	4	No challenges on insured assets recovery	R 1 102 375
CORP	Managed printing service	Phinnet Communications	GTM	2016/11/01	30-Oct-19	The Municipality re-appointed Phinnet Communications through a settlement agreement to curb Legal Fees and service delivery issues.	The service provider will resume work with effect from 1st August 2018.	1	1	1	N/A	Service suspended for the 4th quarter to review service standard	
CORP	Managed printing service	Anaka Group	GTM	01/12/2017	31/05/2018	Anaka Group contract terminated due to the re-appointment of Phinnet Communications.	Not all offices have printing services and this affects service delivery in the Municipality	N/A	3	3	3	The service provider can be appointed in the future.	
CORP	Paperless Council Meetings	Telkom Mobile	GTM	01-Apr-15	31-Mar-17	Paperless Council Services on going.	None.	3	4	n/a	4	Services can be utilized in the future as their service are good	

**Table 24: Evaluation of Service Provider Performance for the 4<sup>th</sup> Qtr of 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				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
CORP	Mimecast : Unified Email Management System	EOH	GTM	01-Jul-18	30-Jun-21	The Municipality extended Mimecast with another 36 Months. Mimecast provides a comprehensive email security and archives solution.	None.	4	4	n/a	4	The service provider can be appointed in the future as they provide great services more especially on email security.	
CORP	Unified Communication System (Telephone System)	Callsave	GTM	01-May-17	30-Apr-20	All offices have access to telephones and have implemented a Call Centre System for the Anti-Fraud Hotline, Electrical Department and Engineering Department.	The network not stable due to obsolescence. Council in the process of procuring network equipment to address all network issues.	3	3	3	4	The service provider can be utilized by the Municipality as their services are good.	
CORP	Website Services	SITA	GTM	01-May-15	31-May-18	Website maintenance services on going	None.	4	4	4	4	The service provider can be utilized by the Municipality as their services are good.	
CORP	MFMA Training	Kamanga Skills Projects	GTM	28-Jun-16	31-Dec-17	MFMA training Finalised waiting for Certificates	None	4	n/a	n/a	n/a	Service provider meet all expectation during the course	R966 000
CORP	Truck Monuted Crane Training	Gumela Projects	GTM	01-Nov-17	11-Nov-17	Once off training service: Truck Mounted Crane Training	None	n/a	4	n/a	n/a	Service provider meet expectations and all certificates are back	R120 000
CORP	OHS Training	Gumela Projects	GTM	09-Nov-17	10-Nov-17	Once off OHS training service	None	n/a	4	n/a	n/a	Service provider meet expectations and all certificates are back	R70 000.00
CORP	Firefighting Training	Gumela Projects	GTM	09-Nov-17	10-Nov-17	Once off firefighting training service	None	n/a	4	n/a	n/a	Service provider meet expectations and all certificates are back	R75 000.00
CORP	First Aid Training	Gumela Projects	GTM	09-Nov-17	10-Nov-17	Once off First Aid training service	None	n/a	4	n/a	n/a	Services can be utilised in the future their services are excellent	R100 000

Table 24: Evaluation of Service Provider Performance for the 4 <sup>th</sup> Qtr of 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				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
CORP	Linux Administrator Training	Torque IT	GTM	12-Feb-18	16-Feb-18	Training - Once off service ( 1 employee trained as Linux System administrator)	None	n/a	n/a	4	n/a	Services can be utilised in the future their services are excellent	R14 986.01
CORP	EC-Council Certified Security Analyst / LPT Bootcamp Training	Torque IT	GTM	05-Feb-18	09-Feb-18	Electronic Council Training - Once off service (1 employee trained)	None	n/a	n/a	4	n/a	Services can be utilised in the future their services are excellent	R28 386.00
CORP	Windows Server Administration Training	Business Optimization Training Institute (BOTI)	GTM	19-Feb-18	21-Feb-18	Windows server Training - Once off service (1 employee trained)	None	n/a	n/a	4	n/a	Services can be utilised in the future their services are excellent	R18 012. 00
CORP	Linux Essential Training	Torque IT	GTM	05-Mar-18	09-Mar-18	Linux server Training - Once off service (1 employee trained)	None	n/a	n/a	4	n/a	Services can be utilised in the future their services are excellent	R9 058
CORP	Advanced Report Writing Training	Imisimbi Training	GTM	13-Mar-18	16-Mar-18	Advanced report writing Training - Once off service (2 employees trained)	None	n/a	n/a	4	n/a	Services can be utilised in the future their services are excellent	R17 111.40
CORP	Events Management Training	CBM Training	GTM	11-Mar-18	12-Mar-18	Events management Training - Once off service (2 employees trained)	None	n/a	n/a	4	n/a	Services can be utilised in the future their services are excellent	R9 006
CORP	Customer Care Training	Staff Training	GTM	27-Feb-18	28-Feb-18	Customer care Training - Once off service (1 employee trained)	None	n/a	n/a	4	n/a	Services can be utilised in the future their services are excellent	R4 590
CORP	Electronic Records Management System (Collaborator)	Business Engineering	GTM	23-May-18	22-May-21	The support service is rendered according to the signed SLA with no challenges experienced.	None	4	4	4	4	The service provider can be utilized by the Municipality as their services are good.	R7 650 908
CORP	Municipal Governance	South African Institute of Learning	GTM	29-Mar-17	31-Dec-17	Municipal Governance Training For Councillors	None	4	4	n/a	n/a	The services provider meet expectations and	R13 859 064

Table 24: Evaluation of Service Provider Performance for the 4 <sup>th</sup> Qtr of 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				Assessment comments (future utilisation of service provider)	R-value of contract (total period)	
								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average			4 - Good
	Training For Councillors												councillors waiting for Results	
CORP	MFMA Training	Gumela Projects	GTM	09-Apr-18	31-Jul-19	Classes in progress	n/a	n/a	n/a	n/a	4		Yes the Service Provider is recommended to be used in future.	R1,309,985
CORP	Protocol and Etiquette Training	DTM Consulting	GTM	19-Jun-18	20-Jun-18	Protocol and Etiquette Training	n/a	n/a	n/a	n/a	4		Yes the Service Provider is recommended to be used in future.	R55 000
CORP	Facilitation Training	Paseka Business Enterprise	GTM	09-Apr-18	11-Apr-18	Facilitation Training		n/a	n/a	n/a	4		Yes the Service Provider is recommended to be used in future.	R 67 500.00
CSD	Treatment & Disposal Management	Mmatshope J.V. Theuwedi C.C.	GTM	1/08/2014	31/07/2017	Service is being provided, regular penalties applied in areas of under performance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	4	n/a	n/a	n/a		Service provider must be subjected to a "Waste Management Skills-rating" by the BAC during procurement.	R20 060 640
CSD	Treatment & Disposal Management	Theuwedi Trading Enterprise	GTM	1/12/2017	30/11/2020	They are responsible for landfill management at Tzaneen Landfill site	None	4	4	4	4		Municipal services providers must be subjected to a waste management skills-rating during SCM-processes. Norms & standard regulations had to be promulgated (sec. 7 of Nat waste management Act 59/2008)	R20 060 640

Table 24: Evaluation of Service Provider Performance for the 4 <sup>th</sup> Qtr of 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				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
CSD	Litterpicking Region-North	Molebogeng Trading Enterprise C.C.	GTM	1/08/2015	31/07/2018	They are responsible for litterpicking in Tzaneen Town and Industrial sites	None	4	4	4	4	Municipal services providers must be subjected to a waste management skills-rating during SCM-processes. Norms & standard regulations had to be promulgated (sec. 7 of Nat waste management Act 59/2008)	R20 060 640
CSD	Litterpicking Region-South	Selema Planthire Construction C.C.	GTM	1/08/2015	31/07/2018	Responsible for Litterpicking at the Southern Region	None	4	4	4	4	Municipal services providers must be subjected to a waste management skills-rating during SCM-processes. Norms & standard regulations had to be promulgated (sec. 7 of Nat waste management Act 59/2008)	R8 675 726
CSD	Collection & Transportation Nkowankowa	Ingwe Waste Management	GTM	1/08/2014	31/07/2017	Contract has expired and a new service provider has been appointed	None	4	4	4	n/a	n/a tender expired	R17 458 429
CSD	Collection & Transportation Nkowankowa & Rural Bulk-waste	Molebogeng Trading Enterprise C.C.	GTM	01/03/2018	28/02/2021	Collection of waste at Nkowankowa	None	n/a	n/a	n/a	4	Municipal services providers must be subjected to a waste management skills-rating during SCM-processes. Norms & standard regulations had to be promulgated (sec. 7 of Nat waste management Act 59/2008)	R15 913 917



Table 24: Evaluation of Service Provider Performance for the 4 <sup>th</sup> Qtr of 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				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
CSD	Collection & Transportation Lenyenye	Selema Planthire Construction C.C.	GTM	1/08/2015	31/07/2018	Collection of waste at Lenyenye Township	None	4	4	4	4	Municipal services providers must be subjected to a waste management skills-rating during SCM-processes. Norms & standard regulations had to be promulgated (sec. 7 of Nat waste management Act 59/2008)	R12 502 952
CSD	Grass Cutting	Shidila Trading Enterprise	GTM	1/08/2015	31/07/2018	Contract expired and waiting to be advertised.	None	5	4	4	4	They have done well	0.15
CSD	Garden Maintenance	Tshandukos Consultation and Projects	GTM	1/08/2015	31/07/2018	Contract expired and waiting to be advertised.	None	5	4	4	4	They have done well	R1 386 000
CSD	Physical Security	Letaba Security	GTM	12/07/2017	31 /01/2018	Provision of Physical Security at all Municipal premises to ensure safety of assets and human capital.	None	5	4	5	n/a	Reliable service provider GTM can utilise them in future	R 9 820 000
CSD	Physical Security	Goerge B Security LTD Pty	GTM	01/13/2017	03/03/2020	Physical security to protect employees, municipal assets and clients	Service providers lack some security equipment like firearm and torches	n/a	n/a	n/a	3	The Municipality can utilise their services in future	R1,014 300,00 pm
CSD	Cash in transit	Fidelity cash solutions	GTM	01/07/2013	31/06/2018	Collect and bank money for the Municipality	They do their collections late leaving the Municipality at risk	5	4	5	4	The Municipality can utilise their services in future	R665 751
CSD	Parking	BCIT	GTM	31/09/2013	01/08/2017	Collecting payment for parking in CBD	None	3	3	3	2	Their contract has expired and their payment rate is low	R5
CSD	Speed Law Enforcement	Mavamboits	GTM	2017/01/07	30/06/2017	Provision of speed cameras and sending tickets to transgressors	None	4	4	4	4	Their support toward service delivery is great and appreciated	R69.54

Table 24: Evaluation of Service Provider Performance for the 4 <sup>th</sup> Qtr of 2017/18													
Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - ( <i>Narrative required</i> )	Challenges and interventions	Assessment of service provider				Assessment comments ( <i>future utilisation of service provider</i> )	R-value of contract ( <i>total period</i> )
								(Scale 1-5)	1 - Poor	2 - Fair	3 -Average		
EEM	Specialist emergency services for GTM (electrical department)	Rhino Consulting Engineers	GTM	2017/03/22	2020/03/22	Maintenance of electricity network	Shortage of vehicles and personnel caused the Electrical Department to rely more on this service contract	4	4	4	4	Consultant is on standard with excellent service	R4 871 577
EEM	Metering Audit and determining causes for Revenue losses (NERSA directive)	HAMSA	GTM	2017/03/17	2019/06/30	Metering Audit and determining causes for Revenue losses (NERSA directive) The 1st year of the 2 year scope is completed. The second phase will start in July 2018	Access to properties to audit meters was a challenge in many areas	4	4	4	4	Consultant is on standard with excellent service	R8 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 households energised (100%)	None	5	5	5	5	Performed above standard. Service Providers can 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	Project completed and households energised (100%)	None	5	5	5	5	Performed above standard. Service Providers can be utilised in future	R4 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 households energised (100%)	None	4	4	4	4	Good performance. Service Providers can be utilised in future	R5 951 952
EEM	Electrification of 25 units at Canners Settlement	AES Consulting and Manco Business Enterprise	DoE Grant	01-07-2017	30-06-2018	Physical construction completed. Project energized (98%)	Busy with house connections. House connections to be completed by end of July 2018.	4	4	4	4	Good performance. Service Providers can be utilised in future	R385 612

Table 24: Evaluation of Service Provider Performance for the 4 <sup>th</sup> Qtr of 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				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
EEM	Electrification of 100 units at the Schultz Settlement	AES Consulting and Manco Business Interprise	DoE Grant	01-07-2017	30-06-2018	Service providers appointed. Designs completed. Material Delivered. Physical Construction on hold	Physical construction on hold due to delay with approval to electrify the area by the new owner of the land. Project to be rolled over to 2018/19 Financial year	4	4	4	4	Good performance. Service Providers can be utilised in future	R1 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	Physical Construction Completed. Busy with updating of ENS (92%)	Delays with updating of ENS. Project to be rolled over to 2018/19 Financial year.	4	4	4	3	Average performance. Service Providers can be utilised in future	R2 483 345
EEM	Electrification of 20 units at Pulaneng	AES Consulting and Manco Business Enterprise	DoE Grant	01-07-2017	30-06-2018	Physical construction completed. Awaiting Energization (97%)	Rejected power outages by Eskom. Busy negotiating with Eskom to speed up energization processes.	4	4	4	4	Good performance. Service Providers can be utilised in future	R925 470
EEM	Electrification of 218 units at Vento Park	AES Consulting Moagi Electrical and Building	DoE Grant	01-07-2017	30-06-2018	Physical construction completed. Project energized. Busy with house connections. (97%)	Additional households outside the designs. Project to be rolled over to 2018/19 financial year	4	4	4	4	Good performance. Service Providers can be utilised in future	R2 313 675
EEM	Upgrading of Waterbok 33/11kV substation	Chule Projects	DBSA	01-07-2017	30-06-2018	Designs were completed. Project on hold till DBSA loan is approved.	Project to be rolled over to 2018/19 Financial year	4	4	4	4	Consultant is on standard with excellent service	R1 000 000
EEM	Upgrading of Blacknoll 33/11kV substation	Chule Projects	DBSA	01-07-2017	30-06-2018	Designs were completed. Project on hold till DBSA loan is approved.	Project to be rolled over to 2018/19 Financial year	4	4	4	4	Consultant is on standard with excellent service	R130 434
EEM	Replace 2x20 MVA 66/11 kV	Chule Projects	DBSA	01-07-2017	30-06-2018	Designs were completed. Project on hold till DBSA loan is approved.	Project to be rolled over to 2018/19 Financial year	4	4	4	4	Consultant is on standard with excellent service	R332 608 696

Table 24: Evaluation of Service Provider Performance for the 4 <sup>th</sup> Qtr of 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				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
EEM	Substation fencing (Tarentaal rand Main, Letsitele Main)	Chule Projects	DBSA	01-07-2017	30-06-2018	Designs were completed. Project on hold till DBSA loan is approved.	Project to be rolled over to 2018/19 Financial year	4	4	4	4	Consultant is on standard with excellent service	R130 434
EEM	Replacing of old SS1 electrical substation circuit breakers with compact switchgear	Chule Projects	DBSA	01-07-2017	30-06-2018	Designs were completed. Project on hold till DBSA loan is approved.	Project to be rolled over to 2018/19 Financial year	4	4	4	4	Consultant is on standard with excellent service	R782 608
EEM	Substation tripping batteries	Chule Projects	DBSA	01-07-2017	30-06-2018	Designs were completed. Project on hold till DBSA loan is approved.	Project to be rolled over to 2018/19 Financial year	4	4	4	4	Consultant is on standard with excellent service	R52 174
EEM	Replacing 11kV cables for increased capacity	Chule Projects	DBSA	01-07-2017	30-06-2018	Designs were completed. Project on hold till DBSA loan is approved.	Project to be rolled over to 2018/19 Financial year	4	4	4	4	Consultant is on standard with excellent service	R130 434
EEM	Rebuilding of Valencia 11Kv lines (6km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs were completed. Project on hold till DBSA loan is approved.	Project to be rolled over to 2018/19 Financial year	4	4	4	4	Consultant is on standard with excellent service	R130 344
EEM	Rebuilding of Lushof South 11kv line (3km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs were completed. Project on hold till DBSA loan is approved.	Project to be rolled over to 2018/19 Financial year	4	4	4	4	Consultant is on standard with excellent service	R65 217
EEM	Rebuilding of Rooikoppies 11kv lines (6km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs were completed. Project on hold till DBSA loan is approved.	Project to be rolled over to 2018/19 Financial year	4	4	4	4	Consultant is on standard with excellent service	R130 344
EEM	Rebuilding of Mabiet 11kv line (6km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs were completed. Project on hold till DBSA loan is approved.	Project to be rolled over to 2018/19 Financial year	4	4	4	4	Consultant is on standard with excellent service	R130 344
EEM	Rebuilding of Haenersburg 11kV lines (6km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs were completed. Project on hold till DBSA loan is approved.	Project to be rolled over to 2018/19 Financial year	4	4	4	4	Consultant is on standard with excellent service	R130 344
EEM	Rebuilding of Campsies Glen 11kV lines (6km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs were completed. Project on hold till DBSA loan is approved.	Project to be rolled over to 2018/19 Financial year	4	4	4	4	Consultant is on standard with excellent service	R130 344

Table 24: Evaluation of Service Provider Performance for the 4 <sup>th</sup> Qtr of 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				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
EEM	Rebuilding of Politsi Valley 11kV lines (6km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs were completed. Project on hold till DBSA loan is approved.	Project to be rolled over to 2018/19 Financial year	4	4	4	4	Consultant is on standard with excellent service	R130 344
EEM	Rebuilding of CP Minnaar 11kV lines (2km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs were completed. Project on hold till DBSA loan is approved.	Project to be rolled over to 2018/19 Financial year	4	4	4	4	Consultant is on standard with excellent service	R52 174
EEM	Rebuilding of Mieliekloof/Deerpark 11kV lines (3km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs were completed. Project on hold till DBSA loan is approved.	Project to be rolled over to 2018/19 Financial year	4	4	4	4	Consultant is on standard with excellent service	R65 217
EEM	Houtbosdorp 11kv Ring (10km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs were completed. Project on hold till DBSA loan is approved.	Project to be rolled over to 2018/19 Financial year	4	4	4	4	Consultant is on standard with excellent service	R195 652
EEM	Refurbishment of the Ebenezer 33kv Feeder (5km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs were completed. Project on hold till DBSA loan is approved.	Project to be rolled over to 2018/19 Financial year	4	4	4	4	Consultant is on standard with excellent service	R130 344
EEM	New Entrance Street R36 streetlights	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs were completed. Project on hold till DBSA loan is approved.	Project to be rolled over to 2018/19 Financial year	4	4	4	4	Consultant is on standard with excellent service	R143 478
EEM	Area Lighting at Tarentaal rand crossing	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs were completed. Project on hold till DBSA loan is approved.	Project to be rolled over to 2018/19 Financial year	4	4	4	4	Consultant is on standard with excellent service	R39 130.00
ESD	Construction of Agatha Cemetery low-level bridge	Mosomo Consulting Engineers	GTM	28/07/2015	Depends on the approval of the WULA	Clearing and grubbing of access road, clearing for graves, Excavations for culvert slab and foundations	None	5	5	n/a	5	We are happy with the performance of the service provider and can be utilised in future	R255 259.54
ESD	Construction of Khubu to Lwandlamuni low-level bridge	Sky High	GTM	30/03/2015	14/06/2017	Bridge Complete	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	

**Table 24: Evaluation of Service Provider Performance for the 4<sup>th</sup> Qtr of 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				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
ESD	Construction of Khubu to Lwandlamuni low-level bridge	Ndoni Properties	MIG	02-Feb-17	14/06/2017	Bridge is Complete	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	R2 138 556
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	Project is 86% in progress	None	5	5	5	5	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	Project is 86% in progress	None	5	5	5	5	We are happy with the performance of the service provider and can be utilised in future	R104 474 437.40
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	Project is 80% in progress	Shortage of funds. To request for additional funds	5	5	5	5	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/Expectra 388 CC JV	MIG	05/09/2016	04/09/2018	Project is 80% in progress	Shortage of funds. To request for additional funds	5	5	5	5	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	Upgrading of road is Completed	None	5	5	n/a	5	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	Upgrading of road is Completed	None	5	5	n/a	5	We are happy with the performance of the service provider and can be utilised in future	R70 713 306.75
ESD	Tickyline to Makhwibidung Tar Road	Southern Ambition	MIG	23/11/2015	03/06/2016	Upgrading of road is Completed	None	5	5	n/a	n/a	The Project is complete	17% of the contract value

**Table 24: Evaluation of Service Provider Performance for the 4<sup>th</sup> Qtr of 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				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
		Consulting Engineers											
ESD	Tickyline to Makhwibidung Tar Road	Makasana Construction	MIG	23/11/2015	03/06/2016	Upgrading of road is Completed	None	5	5	n/a	n/a	The Project is complete	R14 474 173.12
ESD	Upgrading of Runnymade Cluster Sports Facility: Phase 2 of 2	Uranus Consulting ENGINEERS CC	MIG	14/03/2016	30/08/2017	Sport Facility is Completed	None	5	5	5	5	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Upgrading of Runnymade Cluster Sports Facility: Phase 2 of 2	Selby Construction	MIG	14/03/2016	30/08/2017	Sport Facility is Completed	None	5	5	5	5	We are happy with the performance of the service provider and can be utilised in future	R30 008 546.00
ESD	Relela Community Hall: Phase 2 of 2	Melco Consulting and Projects	MIG	15/11/2013	24/11/2016	Community Hall is Completed	N/A	5	n/a	n/a	n/a	The Project is complete	17% of the contract value
ESD	Relela Community Hall: Phase 2 of 2	Masrik Social Development Consultancy	MIG	24/11/2016	24/11/2016	Community Hall is Completed	N/A	5	n/a	n/a	n/a	The Project is complete	17% of the contract value
ESD	Upgrading of Juliesburg Sports Complex	Sky High Consulting Engineers	MIG	13/01/2014	5/12/2017	Sport Facility is Completed	N/A	5	5	5	5	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	Moepeng Trading 40	MIG	29/06/2017	5/12/2017	Sport Facility is Completed	N/A	5	5	5	5	We are happy with the performance of the service provider and can be utilised in future	R11 561 753
ESD	Upgrading of Burgersdorp Sports Complex	Sky High Consulting Engineers	MIG	13/01/2014	2017/12/06	Sport Facility is Completed	N/A	5	5	5	5	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value

**Table 24: Evaluation of Service Provider Performance for the 4<sup>th</sup> Qtr of 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				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
ESD	Upgrading of Burgersdorp Sports Complex	Leb P	MIG	29/06/2017	2017/12/06	Sport Facility is Completed	N/A	5	5	5	5	We are happy with the performance of the service provider and can be utilised in future	R10 820 101
ESD	New ablution block and upgrading of existing at parks	F And A Consulting engineers	own	24/07/2017	24/10/2017	New ablution block and the upgrading of existing ablution are completed	N/A	4	4	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	New ablution block and upgrading of existing at parks	Mandebele and family	own	24/07/2017	24/10/2017	New ablution block and the upgrading of existing ablution are completed	N/A	4	4	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	R700 000
ESD	Refurbishment of Tzaneen Airfield runway	AES Consulting Engineers	own	08/2016	Depends on the contractor's appointment	Project at 70% physical progress and behind schedule due to contractor's poor performance	Contractor's contract terminated	n/a	3	3	3	Performance affected by challenged involving the contractor	R340 940
ESD	Refurbishment of Tzaneen Airfield runway	Modulaodira Trading Enterprise	own	01/10/2017	31/01/2018	Project at 70% physical progress and behind schedule	Contract terminated	n/a	2	1	1	We are not happy with the performance of the service provider	R1 786 249
ESD	Maintenance of tarred roads	Moepeng Trading 40	own	05/2017	05/2020	Tarred roads patching on request	None	5	5	5	5	We are happy with the performance of the service provider	Orders issued as need arise
ESD	Maintenance of tarred roads	Makasana Construction	own	05/2017	05/2020	Tarred roads patching on request	None	3	4	4	5	We are happy with the performance of the service provider	Orders issued as need arise
ESD	Maintenance of tarred roads	Selby Construction	own	05/2017	05/2020	Tarred roads patching on request	None	4	4	4	4	We are happy with the performance of the service provider	Orders issued as need arise
ESD	Maintenance of tarred roads	Kamojoe Trading & Projects	own	05/2017	05/2020	Tarred roads patching on request	None	3	4	4	4	We are happy with the performance of the service provider	Orders issued as need arise
ESD	Machine hire	Selby Construction	Own	05/2017	05/2020	Grading of gravel roads, regravelling and TLB hire on request	None	4	4	4	4	We are happy with the performance of the service provider	Orders issued as need arise



Table 24: Evaluation of Service Provider Performance for the 4 <sup>th</sup> Qtr of 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				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
ESD	Machine hire	Kamojoe Trading & Projects	Own	05/2017	05/2020	Grading of gravel roads, regravelling and TLB hire on request	None	4	4	4	4	We are happy with the performance of the service provider	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 on request	None	4	4	4	4	We are happy with the performance of the service provider	Orders issued as need arise
ESD	Machine hire	Bukuta BK	Own	05/2017	05/2020	Grading of gravel roads, regravelling and TLB hire on request	None	4	4	4	4	We are happy with the performance of the service provider	Orders issued as need arise
ESD	Supply and delivery of water treatment chemicals	Zamangwane	GTM	01/04/2016	30/04/2019	Supply chemicals to purify water at the water and waste water treatment plants.	None	5	5	5	5	We are happy with the performance of the service provider and can be utilized in future	36 months contract. Orders issued as and when needed.
ESD	Supply and delivery of water treatment chemicals	Zamandlambili Trading	GTM	01/04/2016	30/04/2019	Supply chemicals to purify water at the water and waste water treatment plants.	None	5	5	5	5	We are happy with the performance of the service provider and can be utilized in future	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	Supply chemicals to purify water at the water and waste water treatment plants.	None	5	5	5	5	We are happy with the performance of the service provider and can be utilized in future	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	Supply chemicals to purify water at the water and waste water treatment plants.	None	5	5	5	5	We are happy with the performance of the service provider and can be utilized in future	36 months contract. Orders issued as and when needed.
ESD	Water tankers hire	Hulelasi	Own	05/2017	05/2020	Delivering/ supplying water to villages, schools clinics and crèches.	None	3	5	5	5	We are happy with the performance of the	R0

**Table 24: Evaluation of Service Provider Performance for the 4<sup>th</sup> Qtr of 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				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
												service provider and can be utilized in future	
ESD	Water tankers hire	Selby Construction	Own	05/2017	05/2020	Delivering/ supplying water to villages, schools clinics and crèches.	None	3	5	5	4	We are happy with the performance of the service provider and can be utilized in future	R0
ESD	Water tankers hire	Bukuta BK	Own	05/2017	05/2020	Delivering/ supplying water to villages, schools clinics and crèches'.	None	4	5	5	5	We are happy with the performance of the service provider and can be utilized in future	R562 787
ESD	Water tankers hire	Mathothoka	Own	05/2017	05/2020	Delivering/ supplying water to villages, schools clinics and crèches'.	None	3	5	5	5	We are happy with the performance of the service provider and can be utilized in future	R0
ESD	Repair and Maintenance of all Equipment	BMK Electro mechanical (PTY) Ltd	Own	09/2017	09/2020	The contractor are used as and when there are pumps breakdown and for emergency work.	None	4	5	5	5	We are happy with the performance of the service provider and can be utilized in future	R520 245
ESD	Repair and Maintenance of all Equipment	TLM Engineering services	Own	09/2017	09/2020	The contractor are used as and when there are pumps breakdown and for emergency work.	The company did not complete the job order	5	5	1	0	We are happy with the performance of the service provider and can be utilized in future	R245 065
ESD	Repair and Maintenance of all Equipment	CLS-Rodecon JV	Own	09/2017	09/2020	Not yet utilised	None	N/a	N/a	N/a	N/a	N/a	R0
ESD	Repair and Maintenance of all Equipment	Mlindela water solution	Own	09/2017	09/2020	Not yet utilised	None	N/a	N/a	N/a	N/a	N/a	R0
ESD	Repair and Maintenance of all Equipment	MM Industries Lindokuhle JV	Own	09/2017	09/2020	Not yet utilised	None	N/a	N/a	N/a	N/a	N/a	R0
ESD	Repair and Maintenance of all Equipment	Akhon-Kha projects management TV Mafundzwani	Own	09/2017	09/2020	Not yet utilised	None	N/a	N/a	N/a	N/a	N/a	R0

**Table 24: Evaluation of Service Provider Performance for the 4<sup>th</sup> Qtr of 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				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
ESD	Repair and Maintenance of all Equipment	Belta Services cc	Own	09/2017	09/2020	Not yet utilised	None	N/a	N/a	N/a	N/a	N/a	R0
ESD	Repair and Maintenance of all Equipment	Eternity Star Investment 231	Own	09/2017	09/2020	Not yet utilised	None	N/a	N/a	N/a	N/a	N/a	R0
ESD	Repair and Maintenance of all Equipment	Wanga Power projects cc	Own	09/2017	09/2020	Not yet utilised	None	N/a	N/a	N/a	N/a	N/a	R0
ESD	Repair and Maintenance of all Equipment	MancoBusiness Enterprise (PTY) Ltd	Own	09/2017	09/2020	Not yet utilised	None	N/a	N/a	N/a	N/a	N/a	R0
ESD	Repair and Maintenance of all Equipment	Magnavolt Trading 819 cc	Own	09/2017	09/2020	Not yet utilised	None	N/a	N/a	N/a	N/a	N/a	R0
ESD	Supply and delivery of water treatment chemicals	Zamangwane	GTM	01/04/2016	30/04/2019	Supply and delivery of water treatment chemicals	None	5	5	5	5	We are happy with the performance of the service provider and can be utilized in future	R 81 841.08
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	R449 559

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

The Annual Performance Report (APR) is compiled annual along with the Annual Financial Statements. The report contains recommendations to improve the performance of the organisation. **Table 25** below reflects the progress made with the implementation of the recommendations.

<b>Table 25: Progress with the implementation of APR recommendations (4th Qtr of 2017/18)</b>						
<b>Recommendation</b>		<b>Department</b>	<b>Timeframe</b>	<b>Progress made by 30 June 2018</b>	<b>Challenges in implementing the recommendation</b>	<b>Required interventions</b>
<b>1</b>	<b>1.</b> 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 organisational structure for 2018/19 was approved by Council, and changes in roles, responsibilities and reporting lines were clarified.	Budget constraints to make provision for certain positions.	To do a thorough scientific review of the structure to ensure that it adhere to municipal mandate and is affordable.
<b>2</b>	<b>2.</b> That the Fleet Management Policy be finalised and submitted to Council.	CFO	30 June 2018	Implementation delayed. Investigations identified the need for a Fleet audit to be undertaken and process engineering prior to creating fleet policy	Fleet audit required. Policy Review to be concluded by October 2018	Secure an external consultant to asses fleet controls and fleet cost audit and measures which will guide policy reforms, prior to implementing fleet systems
<b>3</b>	<b>3.</b> 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-Mar-18	Consolidated ward committee report not yet being compiled	Only two cluster submitted reports and the third report from Bulamahlo is ready to be submitted	Speaker to do oversight in all cluster - Joint meetings of cluster heads to be convened.

**Table 25: Progress with the implementation of APR recommendations (4th Qtr of 2017/18)**

Recommendation		Department	Timeframe	Progress made by 30 June 2018	Challenges in implementing the recommendation	Required interventions
4	4. That quarterly Financial Statements be submitted to the Audit Committee.	CFO	30-Mar-18	Not implemented due to capacity constraints	Capacity challenges on accountants	Vacant accountant posts to be filled
5	5. That reports on the implementation of the MSCOA Process Plan be submitted to Council on a monthly basis.	CFO	Monthly	MSCOA steering Committee meetings considered progress reports. Report to Council in July 2018.	Reporting to Council only quarterly	Reports to be submitted to Council on a quarterly basis.
6	6. That the attendance of IDP steering committee meetings be monitored through the Performance Plans for Directors.	MM	30-Jun-18	Issues was discussed during drafting of Performance Plans but indicated that it is to operational.	None	IDP office will monitor attendance and report non-compliance to the Accounting Officer
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	Cost benefit analysis not done. A Meeting was held with GTEDA to raise the matter.	Budget to appoint the Service Provider to conduct the assessment	Budget and appointing an independent Service Provider to conduct the analysis
8	8. That the Managers: Risk and Legal be represented in the Bid Evaluation Committee meetings.	MM	30 January '18	Risk and Legal offices not yet represented on the BEC. Bid committees implementing a checklist to ensure compliance with procedures. Risk Manager requested to attend Bid evaluation meetings on an ad-hoc basis to monitor compliance	None	None
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	Implemented. Framework approved by Council	None	None

<b>Table 25: Progress with the implementation of APR recommendations (4th Qtr of 2017/18)</b>						
<b>Recommendation</b>		<b>Department</b>	<b>Timeframe</b>	<b>Progress made by 30 June 2018</b>	<b>Challenges in implementing the recommendation</b>	<b>Required interventions</b>
<b>10</b>	<b>10.</b> That measurable deliverables be included in all the Service Level Agreements to enable monitoring and evaluation to take place.	MM	30 January '18	Not yet implemented	Generic Service Level Agreements is being used for service providers	Legal office to ensure measurable deliverables contained in the Bid Specifications must be included in SLAs.
<b>11</b>	<b>11.</b> 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-Mar-18	Advert delayed to accommodate the official launch of the Fraud Hotline. The hotline was launched in June.	None	Advert to be publicised by end July 2018.

From **Table 25** it can be seen that only 2 of the 11 of the recommendations made in 2016/17 were fully implemented by 30 June 2018. The challenges relating to the recommendations therefore are not yet resolved and were included in the APR for 2017/18

## 6. 4<sup>th</sup> Quarter Performance Evaluation of overall performance

Considering the performance reported by the Departments for the 4<sup>th</sup> Quarter of 2017/18 the following matters needs to be attended to in order to avoid a repeat in underperformance at year-end.

### 6.1 Internal Controls deficient

Various areas were identified where the internal controls are not effective in ensuring that these processes are managed efficiently and within the legislated framework. Herein it is proposed that the internal controls in the following processes be tested.

- a) Registration of Indigents
- b) Capital expenditure management
- c) Credit control
- d) Acquisition Management (especially quality checks upon receipt)
- e) Movable asset management

### 6.2 Ward Committee feedback to Council

Although the 35 wards successfully established ward committees, not all these committees are meeting on a monthly basis. Minutes of these meetings are supposed to be submitted to the Public Participation Division for processing to Council in the form of quarterly reports. These quarterly reports are not being compiled, leaving a vacuum wherein critical matters, raised at community level do not receive the attention of Management or Council. This is an important mechanism to address community concerns pro-actively.

### 6.3 Human Resource Management

The delays in the filling of vacancies at Director level affected the overall performance of the organisation during the 2017/18 financial year. These positions were however all filled by the

end of June '18. There are however various Human Resource Management processes that needs to be improved:

- Job evaluations commenced in 2015 and have not yet been concluded.
- The review of the organogram to reduce the vacancy rate to a reasonable level of no more than 10%.
- Workload assessments should be conducted to inform the review of the organogram
- Filling of vacancies in service departments

#### 6.4 Availability of vehicles, tools and equipment

The performance of various service departments were negatively affected by the absence of sufficient vehicles, tools and equipment. Provision has been made on the 2018/19 budget to procure vehicles (4x4s for the electrical Department and Rear-end loaders for Solid Waste Removal) and also equipment (lawnmowers for Parks Division) but the procurement process needs to fast tracked to avoid further challenges with service delivery.

#### 6.5 Reporting on community consultations

GTM has various initiatives to consult the community on a continuous basis, this includes the Mayors Imbizo's, IDP Representative Forum, Ward Committee meetings, Community Feedback meetings etc. It is of utmost importance that issues raised by the community at these engagements are analysed to identify critical matters that should be brought to the attention of Management and Council. It is required that quarterly reports be compiled by the Public Participation Unit and submitted to Council but this is not being done.

#### **Recommendations:**

- Public Participation Unit to be capacitated to analyse inputs raised by the community and ward committees in order to report to Management and Council.



## 6.6 GTEDA value for money

GTEDA was established to attract investment into the municipal area in order to create jobs. Since GTM is investing in excess of R6 million in the Agency annually (increasing to R7.6 million for 2018/19) it is essential that the efficiency of the agency in achieving these objectives are monitored and evaluated to determine value for money. Of concern is that R5,3 million of the total expenditure of GTEDA represents salaries and an amount of R1,6 million of total expenditure represents general expenditure. The reported performance does however not reflect major investment attracted to the area in order to justify the investment in the Agency.

### **Recommendations:**

- PED to conduct a “value for money” evaluation on GTEDA.
- PED to assist in ensuring that the activities planned by GTEDA contribute to attracting major investment to the municipal area.

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