

Service Delivery and Budget Implementation Plan (SDBIP)

4th Quarter Report for 16/17



GREATER TZANEEN MUNICIPALITY

Adjusted December 2017

Office of the Municipal Manager

Performance Management Section

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List of Acronyms

AC	Audit Committee
AFS	Annual Financial Statements
AG	Auditor General

CEO	Chief Executive Officer
CFO	Chief Financial Officer
COGHSTA	Cooperative Governance, Human Settlements and Traditional Affairs (Provincial Department)
COGTA	Cooperative Governance and Traditional Affairs (National Department)
CORP	Corporate Services Department
CWP	Community Works Programme
EED	Electrical Engineering Department
EEDG	Energy Efficiency Demand Grant
EPWP	Expanded Public Works Programme
ESD	Engineering Services Department
FBE	Free Basic Electricity
FMG	Finance Management Grant
GRAP	Generally Recognised Accounting Principles
GTEDA	Greater Tzaneen Economic Development Agency
GTM	Greater Tzaneen Municipality
IA	Internal Audit
IDP	Integrated Development Plan
INEP	Integrated National Electrification Programme
IT'S	Information Technology
KwH	Kilowatt Hour
LED	Local Economic Development
LEDA	Limpopo Economic Development Agency
LGSETA	Local Government Sector Education Training Authority
LLF	Local Labour Forum
MFMA	Municipal Finance Management Act
MFMP	Municipal Finance Management Programme

MM	Municipal Manager
MOU	Memorandum of Understanding
MPAC	Municipal Public Accounts Committee
MSCOA	Municipal Standard Charter of Accounts
NDPG	Neighbourhood Development Grant
OHS	Organisational Health and Safety
PED	Planning and Economic Development Department
PoE	Portfolio of Evidence
PT	Provincial Treasury
SANRAL	South African National Roads Agency Limited
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SMME	Small Medium and Micro Enterprise
SPLUMA	Spatial Planning and Land Use Management Act
TOR	Terms of Reference
YTD	Year to date

1. Introduction

The Service Delivery and Budget Implementation Plan (SDBIP) was approved by the Mayor on the 27th of June 2016 in line with the prescriptions of Section 53 (2) (ii) of the Municipal Finance Management Act (MFMA) (Act 56 of 2003) and subsequently approved by Council. The SDBIP serves as a tool which assists Council and the Municipal Manager to monitor the implementation of the budget and delivering on the Key Performance Indicators and projects as approved in the Integrated Development Plan (IDP).

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

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

Coding of Results

	KPI Not Yet Measured (not applicable this quarter)
	KPI Not Met
	KPI Almost Met
	KPI Met
	KPI Well Met
	KPI Extremely Well Met
	It must be noted that the 4 th Quarter SDBIP report presents only the information for the

last 3 months of the financial year and is not an evaluation of 12 month's performance. This, as required by the MSA, is presented in an Annual Performance Report which is submitted to the Auditor General, along with the Annual Financial Statements (AFS). Therefore, the financials in this report should be considered preliminary until such time that the audit on the AFS is completed.

2. Financial Performance

This section provides an overview of the performance in terms of quarterly revenue collection and expenditure in line with the approved budget for 2016/17.

2.1 Revenue Analysis

GTM revenue collection per line item, for the 4th Quarter, is presented in **Table 1** and **Table 2**.

Table 1: 4th Qtr Revenue Collection for 2016/17

Ref	Line Item	Apr-17		May-17		Jun-17		Total for the Period		% received for period
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	
RS1	Property rates	8 374 372	8 634 504	8 216 990	8 650 362	6 025 196	7 978 557	22 616 558	25 263 422	112%
RS2	Penalties imposed and collection charges on rates	440 942	711 494	499 471	723 451	454 389	719 544	1 394 802	2 154 489	154%
RS3	Service charges	39 364 970	37 701 873	40 416 839	36 034 572	57 701 518	30 095 232	137 483 326	103 831 676	76%
RS4	Rent of facilities and equipment	96 873	144 235	100 312	140 310	85 939	142 558	283 124	427 103	151%
RS5	Interest earned - external investments	39 025	309 074	290 284	567 749	336 415	3 910 626	665 724	4 787 449	719%
RS6	Interest earned - outstanding debtors	1 102 837	1 891 147	883 302	1 648 504	920 106	-3 943 520	2 906 245	-403 869	-14%
RS7	Fines	264 955	467 402	226 348	429 534	226 227	40 259 919	717 529	41 156 855	5736%
RS8	Licenses and Permits	102 980	40 410	55 287	53 014	44 398	82 131	202 665	175 556	87%

Table 1: 4th Qtr Revenue Collection for 2016/17

Ref	Line Item	Apr-17		May-17		Jun-17		Total for the Period		% received for period
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	
RS9	Income from Agency services	2 701 212	3 781 919	3 512 811	5 590 042	3 772 382	-41 195 151	9 986 405	-31 823 190	-319%
RS10	Operating grants and subsidies	0	0	0	0	-150	-15 639 759	-150	-15 639 759	10426506%
RS11	Other Revenue	4 661	6 164	60 828	184 360	13 242 666	42 292 944	13 308 156	42 483 468	319%
RS12	Gain on disposal of property, plant and equipment	0	0	0	0	2 129 450	0	2 129 450	0	0%
RS13	Income foregone	-797 617	-1 948 489	-2 211 934	-1 951 416	-2 212 824	-1 748 947	-5 222 374	-5 648 852	108%
Total:		51 695 209	51 739 732	52 050 538	52 070 483	82 725 712	62 954 134	186 471 460	166 764 348	89%

The reasons for deviations as per the budgeted revenue, for the 4th Quarter, are as follows:

- **RS 1 – Property rates:** Collection higher due to the increased value of properties, due to interim valuations for erven consolidated/subdivided or developed.
- **RS 2 – Outstanding debtors:** Increase in debt related to rates charges. Consumer accounts not linked to rates accounts and then only consumer accounts is paid because we can do credit control on services but not rates accounts.
- **RS 3 – Service Charges:** Challenges with meter reading and downloading of readings for new meters not recognized from reading file. Tampering of meters and many consumers moving to prepaid electricity, where no basic charges is applicable. Water infrastructure is not maintained and access to meters in Nkowankowa and Lenyenye restricted due to meters located in backyards and gates are closed.

Water cannot be disconnected in full but merely restricted. Since GTM does not supply in Nkowankowa and Lenyenye credit control capabilities are limited.

- **RS 4 – Rent of facilities and equipment:** The budget not adjusted to the previous year actual, with other property added for rental purposes.
- **RS 5 – Interest earned on external investment:** More investments made due to cashflow management.
- **RS 6 – Interest earned on outstanding debtors:** – Interest earned on water and sewer transferred to Mopani, our budget included water and sewer.
- **RS 7 - 9** – The public is free to apply for licenses throughout the province, the good service provided at GTM encourages people from other municipalities to utilize our facilities, thereby contributing to the income generated.
- **RS 11 – Other revenue:** Sources of other revenue includes applications for new/additional electrical installations on which we have no information beforehand to budget properly, it is based on the demand within a budget year.
- **RS 13 – Income forgone:** In direct relation to rates levied due to rebates applicable, increase in rates levied will contribute to increase in income forgone.

A summary of the revenue

2016/17 FY			30 Apr '17		31 May '17		30 Jun '17	
Revenue	Budget	Adjustment budget	Year to date receipt	% Receipt	Year to date receipt	% Receipt	Year to date receipt	% Receipt
Grants & Subsidies	416 697 000	n/a						
Rates & Taxes (billing)	657 689 965	n/a	498 901 465	75.86	550 428 405	83.70	594417399	90.38

Table 2: 4th Quarter Revenue Summary for 2016/17								
2016/17 FY			30 Apr '17		31 May '17		30 Jun '17	
Revenue	Budget	Adjustment budget	Year to date receipt	% Receipt	Year to date receipt	% Receipt	Year to date receipt	% Receipt
Rates & Taxes (collection rate)	591 920 968	n/a		91%		104%		82%
Debtors age analysis	n/a	n/a	460 366 805		458 298 624		465 164 738	
Bank Balance	0	0	85 125 071		48 916 564		31 839 163	

2.2 4th Quarter Expenditure Analysis

This section provides details regarding the expenditure in terms of the Operational Budget for the period 1 April to 30 June 2017. **Table 3** contains the expenditure for the 4th Quarter of 2016/17.

Ref	Department	17-Apr		17-May		17-Jun		Period to date			Year to date		
		Budget	Monthly Actual	Budget	Monthly Actual	Budget	Monthly Actual	Budget	Actual	% Spent	YTD Budget	YTD Actual	YTD % Spent
CF3	Office of the Municipal Manager	1 166 901	1 137 058	940 065	808 803	2 381 988	1 979 939	4 488 955	3 925 800	87%	14 178 047	11 763 747	83%
CF4	Financial Services	6 320 345	4 803 151	4 228 744	5 358 286	24 778 585	41 589 830	35 327 674	51 751 267	146%	82 309 675	95 991 470	117%
CF5	Corporate Services	8 646 538	6 715 615	5 540 972	10 973 291	14 327 576	12 848 615	28 515 086	30 537 521	107%	93 554 751	122 327 045	131%
CF7	Community Services	16 774 476	15 664 946	17 184 651	15 816 429	23 686 305	-896 847	57 645 433	30 584 528	53%	193 044 878	161 779 291	84%
CF9	Electrical Engineering	38 149 902	31 949 733	36 933 147	29 105 306	86 131 311	132 171 578	161 214 360	193 226 616	120%	485 394 009	480 800 130	99%
CF8	Engineering Services	8 241 746	6 566 119	13 662 947	8 100 215	11 655 363	183 069 402	33 560 056	197 735 736	589%	145 119 037	234 236 484	161%
CF6	Planning and Economic Development	1 601 500	2 437 946	1 917 485	2 778 151	2 588 330	-1 640 431	6 107 314	3 575 666	59%	26 601 992	26 007 991	98%
CF10	GTEDA	0	0	0	0	6 500 000	0	6 500 000	0	0%	6 500 000	0	0%
Total:		80 901 408	69 274 568	80 408 010	72 940 480	172 049 458	369 122 085	333 358 876	511 337 134	153%	1 046 702 390	1 132 906 158	108%

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

- Over-expenditure by Financial Services (at 117%) are due to: the provision of bad debts
- Over-expenditure reported for the Corporate Service Department (**at 131%**) are due to over expenditure on legal costs. However it should be noted that this includes settlements on successful claims.
- Over-expenditure by the Engineering Services Department (**at 161%**) are due to: the transferring the expenditure on RAL Roads from capital to operating expenses, these are roads that were built on behalf of RAL.

Table 4: 4th Quarter Expenditure Summary for 2016/17								
2016/17 FY			30 April '17		31 May '17		30 June '17	
Expenditure	Budget	Adjustment budget	Year to date exp	% Spent YTD	Year to date exp	% Spent YTD	Year to date exp	% Spent YTD
Salaries & Allowances	293 508 267	293 508 267	216 317 901	73.70%	241 876 466	82.41%	267 338 994	91.08%
Remuneration of Councilors	23 035 604	23 035 604	18 447 833	80.08%	20 348 574	88.34%	22 457 384	97.49%
Repairs & Maintenance	31 214 273	33 255 273	27 958 004	84.07%	31 403 656	94.43%	35 018 928	105.30%
Bulk Purchases	332 500 000	332 500 000	239 408 541	72.00%	260 343 390	78.30%	321 519 584	96.70%
Contracted Services	48 213 872	49 104 872	37 603 563	76.58%	41 617 335	84.75%	46 904 302	95.52%
Other Expenditure	311 730 370	318 293 956	151 107 752	47.47%	168 194 651	52.84%	421 004 564	132.27%
Operating Expenditure	1 040 202 386	1 049 697 972	690 843 593	65.81%	763 784 073	72.76%	1 114 243 756	106.15%

Capital Expenditure	133 453 430	220 547 252	122 479 069	55.53%	136 406 554	61.85%	150 508 289	68.24%
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Table 4 presents a summary of performance in terms of the planned expenditure for the 4th Quarter of 2016/17. Major variations to take note of is the following:

- The under expenditure on capital is due to the MIG bonus of R65 million received at the end of April 2017.

Table 5: 4th Quarter Grant Expenditure Summary for 2016/17

2016/17 FY		30 April '17		31 May '17		30 June '17		
Conditional Grant	Budget	Adjustment budget	Year to date Exp	% Spent	Year to date Exp	% Spent	Year to date Exp	YTD % Spent
FMG	1 810 000	1 810 000	1 515 916	84%	1 645 119	91%	1 810 000	100%
INEP	25 000 000	34 495 586	12 328 844	36%	14 637 439	42%	34 495 586	100%
EEDG	7 000 000	7 000 000	2 685 762	38%	3 956 839	57%	7 000 000	100%
MIG	89 797 000	154 797 000	104 066 054	67%	110 111 381	71%	141 566 692	91%
EPWP	1 949 000	1 949 000	1 843 722	95%	2 254 145	116%	1 949 000	100%
NDPG	0	8 200 000	5 227 394	64%	5 281 927	64%	5 361 114	65%

2.3 Capital Expenditure Analysis

This section provides an overview of capital expenditure during the 4th Quarter of 2016/17. **Table 6** below presents the capital expenditure per department.

Table 6: 4th Quarter Capital Expenditure per Vote (April to June '17)													
Ref	Dept	17-Apr		17-May		17-Jun		Period to date			Year to date		
		Monthly Budget	Monthly Actual	Monthly Budget	Monthly Actual	Monthly Budget	Monthly Actual	Budget	Actual	% Spent	YTD Budget	YTD Actual	YTD % Spent
CF3	Office of the Municipal Manager	0	9 329	0	0	200 000	-8 520	200 000	809	0%	200 000	15 727	8%
CF4	Financial Services	0	1 750	0	-8 446	200 000	11 447	200 000	4 750	2%	200 000	28 118	14%
CF5	Corporate Services	0	49 478	0	0	2 100 000	1 697 746	2 100 000	1 747 224	83%	2 100 000	2 804 581	134%
CF7	Community Services	0	0	0	80 297	1 100 000	-109 718	1 100 000	-29 421	-3%	1 100 000	10 077	1%
CF9	Electrical Engineering	1 403 675	640 212	0	2 663 216	1 000 421	10 816 322	2 404 096	14 119 750	587%	29 700 000	18 974 690	64%
CF8	Engineering Services	16 276 326	10 680 402	16 923 129	8 559 396	662 905	-81 902 446	33 862 360	-62 662 649	-185%	96 953 430	41 411 213	43%
CF6	Planning and Economic Development	0	771 144	0	2 633 023	2 050 000	8 523 558	2 050 000	11 927 725	582%	3 200 000	12 190 536	381%
CF10	GTEDA	0	0	0	0	235 000	0	235 000	0	0%	235 000	0	0%
Total:		17 680 001	12 152 315	16 923 129	13 927 485	7 548 326	-60 971 612	42 151 456	-34 891 813	-83%	133 688 430	75 434 942	56%

As can be seen from **Table 6** the expenditure incurred on Capital amounted to **R75 434 942** by end of June 2017, which is significantly less than the budgeted amount of R133 688 430. This is due to the transfer of capital expenditure on the upgrading of roads (belonging to the

Department of Roads and Transport) to operational expenditure. Although the capital was therefore spent on constructing the roads the assets has to be transferred to the relevant department and cannot be reflected as a GTM asset.

Table 7: 4th Quarter Expenditure on Capital projects as planned in the 2016/17 SDBIP

Ref	IDP Number	Project name	Funding source	Planned Completion Date	Wards	Apr-17		May-17		Jun-17					
						Monthly Financials		Monthly Financials		Monthly Financials		YTD Financials			
						Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Variance	% Spent
CP1	MM 151	Purchase of office furniture	Own Funds	30-Jun-17	All	50 000	9 329	50 000	0	50 000	0	200 000	24 247	175 753	12%
CP2	CFO 152	Purchase of office furniture	Own Funds	30-Jun-17	All	50 000	1 750	50 000	-8 446	50 000	1 480	200 000	18 152	181 848	9%
CP5	CORP 154	Purchase of office furniture	Own Funds	30-Jun-17	All	50 000	49 478	50 000	0	50 000	0	200 000	49 478	150 522	25%
CP3	CORP 145	Disaster Recovery Equipment	External Loans	30-Jun-17	All	0	0	0	0	0	1 077 123	700 000	1 077 123	-377 123	154%
CP4	CORP 149	Computers for employees	Own Funds	30-Jun-17	All	0	0	0	0	0	462 576	1 000 000	476 436	523 565	48%
CP6	CFO 150	Sound systems procurement	External Loans	30-Jun-17	All	0	0	0	0	0	0	200 000	0	200 000	0%

CP10	CSD 155	Purchase of office furniture	Own Funds	30-Jun-17	All	50 000	0	50 000	0	50 000	10 077	200 000	49 575	150 425	25%
CP32	EED 157	Purchase of office furniture (EED)	Own Funds	30-Jun-17	All	50 000	0	50 000	0	50 000	0	200 000	0	200 000	0%

Table 7: 4th Quarter Expenditure on Capital projects as planned in the 2016/17 SDBIP

Ref	IDP Number	Project name	Funding source	Planned Completion Date	Wards	Apr-17		May-17		Jun-17					
						Monthly Financials		Monthly Financials		Monthly Financials		YTD Financials			
						Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Variance	% Spent
CP31	EED 91	New electricity Connections (Consumer contributions)	Own Funds	30-Jun-17	All	2 000 000	550 478	3 000 000	416 207	2 000 000	2 261 892	15 000 000	5 442 961	9 557 039	36%
CP23	EED 103	Rebuilding of Lalapanzi 33 kv line (2km)	Own Funds	30-Jun-17	35	200 000	0	200 000	371 476	0	0	400 000	371 476	28 524	93%
CP24	EED 104	Rebuilding of Mashutti 11kv line (4km)	Own Funds	30-Jun-17	16	200 000	0	200 000	0	0	568 316	600 000	568 316	31 684	95%

CP25	EED 105	Rebuilding of Deeside 11kv line from Red Arc to Rooster and Woodside Farm (2.5km) Phase 1 of 2	Own Funds	30-Jun-17	13	0	0	0	0	0	0	400 000	0	400 000	0%
CP26	EED 106	Rebuilding of Yamorna/ Shivurali 11kv line (4km)	Own Funds	30-Jun-17	13	200 000	0	0	304 434	0	360 293	600 000	664 727	-64 727	111%

Table 7: 4th Quarter Expenditure on Capital projects as planned in the 2016/17 SDBIP

Ref	IDP Number	Project name	Funding source	Planned Completion Date	Wards	Apr-17		May-17		Jun-17					
						Monthly Financials		Monthly Financials		Monthly Financials		YTD Financials			
						Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Variance	% Spent
CP27	EED 107	Rebuilding of Ledzee 11kv line from LZ44 to Vandergrey Farm (3.5km)	Own Funds	30-Jun-17	13	200 000	0	0	282 553	0	241 473	525 000	524 026	974	100%
CP29	EED 116	Replacement of autoreclosers (11kv and 33kv)	Own Funds	30-Jun-17	13; 16	800 000	0	225 000	0	0	0	2 025 000	0	2 025 000	0%

CP22	EED 99	Provision of Capital Tools (outlying)	Own Funds	30-Jun-17	All	0	0	0	0	20 000	0	100 000	0	100 000	0%
CP11	EED 35	High mast lights at Traditional Authorities offices	Own Funds	30-Jun-17	All	400 000	0	700 000	524 699	246 280	0	2 546 280	524 699	2 021 581	21%
CP21	EED 98	Provision of Capital Tools (Urban)	Own Funds	30-Jun-17	All	0	0	0	17 468	20 000	0	100 000	17 468	82 532	17%

Table 7: 4th Quarter Expenditure on Capital projects as planned in the 2016/17 SDBIP

Ref	IDP Number	Project name	Funding source	Planned Completion Date	Wards	Apr-17		May-17		Jun-17					
						Monthly Financials		Monthly Financials		Monthly Financials		YTD Financials			
						Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Variance	% Spent
CP28	EED 114	Replacing of old SS1 electrical substation circuit breakers with compact switchgear	Own Funds	30-Jun-17	15	300 000	0	400 000	0	400 000	0	2 500 000	0	2 500 000	0%

CP19	EED 92	Energy efficiency and demandside management (Tzaneen, Nkowankowa & Lenyenyene)	DOE	30-Jun-17	14; 15; 16; 17; 19; 21; 31	800 000	81 555	800 000	1 271 078	800 000	1 508 540	7 000 000	5 501 727	1 498 273	79%
CP30	EED 93	Renewal, Repairs and Maintenance on prepaid meters	Own Funds	30-Jun-17	13; 14; 15	0	0	0	0	0	18 662	250 000	18 662	231 338	7%
CP45	ESD 156	Purchase of office furniture (ESD)	Own Funds	30-Jun-17	All	50 000	0	50 000	0	50 000	36 708	200 000	42 055	157 945	21%
CP34		Relela Community Hall	MIG	30-Jun-17	8	0	0	0	0	0	456 245	6 068 805	5 364 802	704 003	88%

Table 7: 4th Quarter Expenditure on Capital projects as planned in the 2016/17 SDBIP

Ref	IDP Number	Project name	Funding source	Planned Completion Date	Wards	Apr-17		May-17		Jun-17					
						Monthly Financials		Monthly Financials		Monthly Financials		YTD Financials			
						Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Variance	% Spent
CP33	ESD 125	Burgersdorp Sports Facility	MIG	30-Jun-17	28	0	0	0	0	0	0	673 436	0	673 436	0%

CP35	ESD 127	New Runnymede Sports facility	MIG	30-Jun-17	6	2 000 000	2 991 850	2 000 000	0	2 000 000	0	15 972 200	20 571 226	-4 599 026	129%
CP41	ESD 6	Rita, Khopo, Lefara, Zanghoma, Uhuru, Xipungu to Mariveni Tar Road (Phase 3 of 4)	MIG	30-Jun-17	22; 23; 24	2 000 000	0	2 000 000	1 271 020	1 000 000	0	20 153 138	16 107 784	4 045 354	80%
CP42	ESD 7	Tickyline, Myakayaka, Burgersdorp, Gavaza to Mafarana Tar Road	MIG	30-Jun-17	28; 29	2 000 000	6 072 053	2 000 000	4 653 583	1 000 000	3 370 700	19 599 882	62 150 534	-42 550 652	317%
CP40	ESD 8	Moruji to Matswi, Kheshokolwe Tar Road	MIG	30-Jun-17	7	2 000 000	867 263	2 000 000	309 705	1 000 000	463 075	22 839 889	7 677 932	15 161 957	34%
CP43	ESD 78	Construction of ablution facility for Parks Offices in Tzaneen	MIG; Own Funds	30-Jun-17	15	150 000	0	143 000	80 297	0	0	900 000	80 297	819 703	9%

Table 7: 4th Quarter Expenditure on Capital projects as planned in the 2016/17 SDBIP

Ref	IDP Number	Project name	Funding source	Planned Completion Date	Wards	Apr-17		May-17		Jun-17					
						Monthly Financials		Monthly Financials		Monthly Financials		YTD Financials			
						Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Variance	% Spent

CP37	ESD 11	Rikhotso low level bridge	External Loans	30-Jun-17	4	0	0	0	0	0	262 579	2 000 000	1 284 505	715 495	64%
CP38	ESD 12	Mokonyane low level bridge	External Loans	30-Jun-17	32	0	0	0	244 502	0	348 552	500 000	1 139 008	-639 008	228%
CP36	ESD 13	Kwekhwe Low Level Bridge	External Loans	30-Jun-17	9	200 000	0	200 000	0	0	0	1 300 000	0	1 300 000	0%
CP39	ESD 15	Khubu to Lwandlamu ni low level bridge	External Loans	30-Jun-17	12	300 000	0	300 000	541 570	300 000	0	2 600 000	2 150 379	449 621	83%
CP44	ESD 34	Tzaneen Airfield Refurbishment	External Loans	30-Jun-17	13	500 000	0	500 000	154 797	500 000	0	2 500 000	468 615	2 031 385	19%
CP50	PED 153	Purchase of office furniture (PED)	Own Funds	30-Jun-17	All	50 000	21 144	50 000	1 444	50 000	0	200 000	27 673	172 327	14%
CP47	PED 1	# of land parcels acquired for development	Own Funds	30-Jun-17	23	0	0	3 000 000	2 631 579	0	0	3 000 000	2 631 579	368 421	88%
CP51	GTED A 143	MSCOA equipment and programmes	Own Funds	30-Jun-17	All	0	0	0	0	0	0	235 000	0	235 000	0%
Total:						14 600 000	10 644 900	18 018 000	13 067 966	9 636 280	11 448 290	133 688 630	135 026 689	-1 338 059	101%

It should be noted that information presented in **Table 6** includes expenditure on the roll-over projects (which was included in the adjustment budget). Therefore, all though the expenditure on capital for the 4th quarter seems good, it is not in line with what was planned for the financial year. This since, as can be seen in **Table 7 23 (62%)** of the 37 projects planned in the IDP for 2016/17, reflects significant underspending by the end of the 4th quarter. The major causes for underspending relate to poor project management and delays in the procurement system.

Projects that were rolled over from 2015/16 or other financial years, for implementation in 2016/17 is presented in **Table 8**. It should be noted that these projects are not part of the approved SDBIP for 16/17.

Table 8: Roll-over Projects approved for finalisation during 2016/17									
Dept	Project Name	R-value rollover approved for 16/17	Source of funding	Expenditure to date (30 Jun '17)	4th Qtr Project Milestone	Actual Progress by 30 June '17	Reason for deviation	Efforts taken to improve performance	Supporting Documentation
EED	Electrification of 160 households at Sunnyside/ Myakayaka/ Sepacheng	R 744 004	DBSA Loan	R 372 350	Project completed and energized (100%)	Physical construction completed (97%).ENS updated. Awaiting energization.	Delays with delivery of meters that were purchased directly from Eskom.	GTM intervened to ensure that the meters are delivered. Meters delivered and installed. Project to be energized by end of first quarter in 2017/18 financial year.	Payment certificates and Progress reports
EED	Electrification of 350 households at Khopo/Civic	R 937 141	DBSA Loan	R 828 943.00	Project completed and energized (100%)	Project completed and energized (100%). 280 households connected. Outstanding house connections in progress. Infrastructure also provided for 22 empty stands.	Project delayed by delivery of material and procurement of meters	Material delivered. Procurement of meters resolved.	Payment certificates and Progress reports

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

Dept	Project Name	R-value rollover approved for 16/17	Source of funding	Expenditure to date (30 Jun '17)	4th Qtr Project Milestone	Actual Progress by 30 June '17	Reason for deviation	Efforts taken to improve performance	Supporting Documentation
EED	Electrification of 685 households at Thabina Valley	R 3 102 185	DBSA Loan	R 1 781 437	Project completed and energized (100%)	Project completed and energized (100%).398 households connected. Infrastructure also provided for 268 empty stands.	Project delayed by late appointment of service providers	None required	Payment certificates and Progress reports
EED	Electrification of villages 425 at Julesburg Area/ Private Farm/ Bordeaux	R 1 930 734	DBSA Loan	R 1 467 762	Project completed and energized (100%)	Project completed and energized (100%). 315 households connected Outstanding house connections in progress. Infrastructure also provided for 18 empty stands.	Project delayed by delivery of material and procurement of meters	Material delivered. Procurement of meters resolved.	Payment certificates and Progress reports
EED	Electrification of 788 households at Xihoko/ Radoo/ Mabele/ Thapane	R 3 950 654	DBSA Loan	R 2 203 341	Project completed and energized (100%)	Project completed and energized (100%).755 households connected. Infrastructure also provided for 33 empty stands.	Project delayed by late appointment of service providers	None required	Payment certificates and Progress reports
EED	New Protection Relays	R 300 000	Own	R -	Funds allocated to high mast lighting	Not implemented	Funds allocated to high mast lighting	None required	Awaiting confirmation of roll over
EED	Old Technology Main Circuit Breakers	R 700 000	Own	R -	Funds re-allocated to procure a crane.	Not implemented	Funds re-allocated to procure a crane.	None required	Awaiting confirmation of roll over
EED	Electrification of 400 households at Khujwana Phase 2	R 1 290 778	INEP	R 534 709	Project completed and energized (100%)	Project completed and energized. 275 households are connected. Outstanding house connections in progress.	Project delayed by delivery of material and procurement of meters	Material delivered. Procurement of meters resolved.	Payment certificates and Progress reports

EED	Electrification of 700 households at Mine View/Hospital View	R 4 783 713	INEP	R3 964 583	Project completed and energized (100%)	Project completed (100%). 456 households connected. Outstanding house connections in progress. Infrastructure also provided for 41 empty stands.	Delays with delivery of meters that were purchased directly from Eskom.	GTM intervened to ensure that the meters are delivered. Meters delivered and installed	Payment certificates and Progress reports
EED	Electrification of 160 households at Bonn/Lekutswi	R 677 952	INEP	R 511 507	Project completed and energized (100%)	Project completed and energized (100%). 148 households connected.	Delays with delivery of meters that were purchased directly from Eskom.	GTM intervened to ensure that the meters are delivered. Meters delivered and installed	Payment certificates and Progress reports

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

Dept	Project Name	R-value rollover approved for 16/17	Source of funding	Expenditure to date (30 Jun '17)	4th Qtr Project Milestone	Actual Progress by 30 June '17	Reason for deviation	Efforts taken to improve performance	Supporting Documentation
						Infrastructure also provided for 19 empty stands.			
EED	Electrification of 100 households at Madumane/ Mohlakong/ Moruji/ Botludi	R 660 966	INEP	R 1 815 940	Project completed and energized (100%)	Physical construction completed (95%). Meters installed. PCS File captured. Busy with updating of ENS. Awaiting energization.	Work stoppage by Eskom due to authorisations. Area not accessible.	Eskom authorisations resolved. Project to be energized by end of first quarter in 2017/18 financial year.	Payment certificates and Progress reports
EED	Electrification of 450 households at Motupa/ Marirone/ Kubjana	R 1 527 762	INEP	R 1 071 544	Project completed and energized (100%)	Project completed and energized (100%). 342 households connected. Outstanding house connections in progress. Infrastructure also provided for 12 empty stands.	Delays with delivery of meters that were purchased directly from Eskom.	GTM intervened to ensure that the meters are delivered. Meters delivered and installed	Payment certificates and Progress reports

EED	Electrification of 130 households at Morapalala	R 406 272	INEP	R 201 703	Project completed and energized (100%)	Project completed and energized (100%). 177 households connected. Infrastructure also provided for 27 empty stands.	Delays with delivery of meters that were purchased directly from Eskom.	GTM intervened to ensure that the meters are delivered. Meters delivered and installed	Payment certificates and Progress reports
EED	Electrification of 450 households at Wally	R 1 778 768	INEP	R 1 127 036	Project completed and energized (100%)	Project completed and energized (100%). 314 households connected. Infrastructure also provided for 103 empty stands.	Delays with delivery of meters that were purchased directly from Eskom.	GTM intervened to ensure that the meters are delivered. Meters delivered and installed	Payment certificates and Progress reports
EED	Electrification of 100 households at Mopye/ Sebabane	R 625 818	INEP	R 307 182	Project completed and energized (100%)	Physical construction completed (97%). Eskom busy finalising updating of ENS. Awaiting energization.	Work stoppage by Eskom due to authorisations. Area not accessible.	Eskom authorisations resolved. Project to be energized by end of first quarter in 2017/18 financial year.	Payment certificates and Progress reports
EED	Electrification of 231 households at Joppie/ Mabele/ Moroatshehla	R 2 026 773	INEP	R -	Project completed and energized (100%)	Project completed and energized (100%) 231 Households connected	None	None required	Hand over certificates

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

Dept	Project Name	R-value rollover approved for 16/17	Source of funding	Expenditure to date (30 Jun '17)	4th Qtr Project Milestone	Actual Progress by 30 June '17	Reason for deviation	Efforts taken to improve performance	Supporting Documentation
ESD	Nkowankowa Taxi Rank	R 8 227 880	Own	R 5 361 114	Project completed and handed over to the users	Project is 100% complete and handed over to the users.	None	None required	Cash flow projections & Program of works Hand over certificate
ESD	Marumofase Pedestrian Bridge	R 5 435 874	Own	R 3 282 501	N/A	Physical progress 99%	Project is on Practical completion.	Contractor busy with the snag list.	Cash flow projections & Program of works Hand over certificate

ESD	Low Level Bridge-Agatha cemetery Road	R 430 851	Own	R 112 877	Bridge completed 100%	Still waiting for the finalisation of EIA processes	Delay in finalisation of the EIA	Follow up on EIA progress with the environmental consultants	Cash flow projections & Program of works Hand over certificate
ESD	Mokonyane Low Level Bridge	R 1 751 448	Own	R 1 511 328	Project completed (100%)	Bridge completed	None	None required	Cash flow projections & Program of works Hand over certificate
ESD	Rikhotso Low Level Bridge	R 431 587	Own	R 1 077 296	Project completed (100%)	Bridge completed 100%	None	Not required	Cash flow projections & Program of works Hand over certificate
ESD	Khubu-Lwandlamuni Low Level Bridge	R 170 733	Own	R 1 501 612	Physical progress at 100%	Physical progress 99%	Project is on Practical completion.	Contractor busy with the snag list.	Cash flow projections & Program of works Hand over certificate
ESD	Speed Humps	R 1 594 833	Own	R 1 470 422	Completed 100%	Completed	None	None required	Cash flow projections & Program of works Hand over certificate
ESD	Politsi Road	R 1 251 806	Own	R -	Additional work completed and progress at 100%	Additional scope not implemented.	Rolled over budget was not required	None	Cash flow projections & Program of works Hand over certificate

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

Dept	Project Name	R-value rollover approved for 16/17	Source of funding	Expenditure to date (30 Jun '17)	4th Qtr Project Milestone	Actual Progress by 30 June '17	Reason for deviation	Efforts taken to improve performance	Supporting Documentation
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ESD	Disability Access Lift	R 600 000	Own	R -	Installation of lift at the stairs completed	Benchmarking was done with Greater Letaba And BaPhalaborwa Municipality and the proposed Lift that GTM was to install was found to be a waste of resources cause it has been non-operational for the past 24 months a decision was then taken by the EEC to rather budget for a normal lift and unfortunately it was not prioritised during the 2017/2018 budget review	The proposed temporary Lift to be installed was found not to be feasible as it was nonoperational for a period of more than 24 months, hence a decision was taken by the EEC task to rather budget for a normal lift	Council must prioritise budget for installation of New lift in the Civic centre	Q2: Attendance registers for stakeholder meetings and specification meeting. Q3: Appointment letter of service provider. Q4: Completion certificate
ESD	Construction of Lenyenye Drop Off Centre access road	R 600 000	Own	R 152 334	Not applicable this quarter	Access road Completed. Physical progress at 100%	None	None required	Cash flow projections & Program of works Hand over certificate
PED	Land Acquisition (Regional Cemetery)	R 4 644 996	Own	R 3 000 000	Payment for land finalised	100% 50ha land purchased at Mohlaba Location	None	None required	Minutes of Community Meetings Community resolution. Payments.
	Total	R 50 583 527		R 33 657 521					

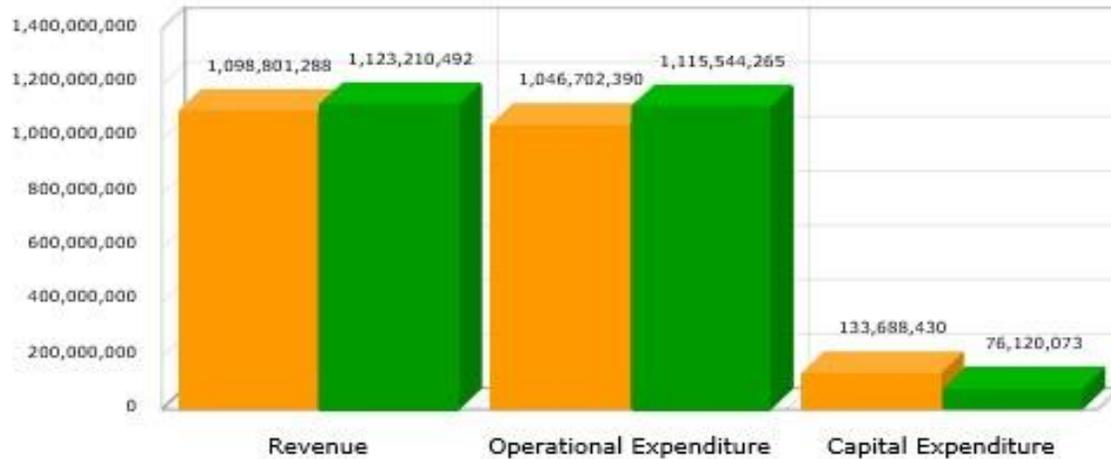
2.4 Summary of financial performance for the 4th Quarter of 2016/17

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

- a) Capital expenditure: GTM did well in spending MIG funding but the expenditure on own capital was very low resulting more project roll-overs. The roll-over of capital projects funded from own sources should not be considered by Council if there is insufficient cash at year-end to fund these.

b) Operational expenditure: Excessive expenditure on unplanned (not budgeted) items such as overtime, legal costs ect. Putting a strain on the cashflow to an extent where the cost coverage is below 1. Meaning that there is insufficient cash in the bank to cover 1 months' expenses.

Figure 1: Financial Performance Summary for 2016/17



	Budget	Actual	Variance
Revenue:	1,098,801,287.99	1,123,210,492.00	-24,409,204.01
Operational Expenditure:	1,046,702,389.90	1,115,544,265.37	-68,841,875.47
Capital Expenditure:	133,688,430.01	76,120,073.00	57,568,357.01
Total:	2,279,192,107.90	2,314,874,830.37	-35,682,722.47

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 4th Quarter of 2016/17 is presented below (see **Table 9**).

Table 9: 4th Quarter Performance on targets set for 2016/17 – Office of the Municipal Manager

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D1	Good Governance and Public Participation	Increase financial viability	Budget management	% of capital spent on projects as prioritised in IDP for specific year	Percentage	50%	100%	100%	99.33%	O	Performance Target not achieved	Invoices for contractors to be submitted on time for payment	Capital Expenditure report
D2	Good Governance and Public Participation	Effective and Efficient administration	Council Support	% of GTM Council resolutions implemented vs number passed	Percentage	100%	100%	100%	90.97%	O	Out of 38 resolutions, 37 were implemented and only one was outstanding.	The implementation of Council resolutions is a continuous process.	Council annual program Resolution register
D3	Good Governance and Public Participation	Effective and Efficient administration	Management and Administration	# Management meetings	Number	21	24	6	6	G	2 Management meetings were held during the month of June 2017.	None.	Invitations Minutes & Attendance Registers
D4	Good Governance and Public Participation	Effective and Efficient administration	Performance monitoring and reporting	Mid-year budget and performance report submitted to PT, COGHSTA, and AG by	Number	42393	1	0	0	N/A			Mid-year Performance Report Acknowledgement of Receipt

				25 Jan									
D5	Good Governance and Public Participation	Effective and Efficient administration	Performance monitoring and reporting	Draft Annual Report tabled in Council by 31 Jan	Number	42400	1	0	0	N/A			Draft Annual Report Council Minutes
D6	Good Governance and Public Participation	Effective and Efficient administration	Performance monitoring and reporting	Final Annual Report approved by Council by 31 March	Number	42460	1	0	0	N/A			Final Annual Report Council Minutes

Table 9: 4th Quarter Performance on targets set for 2016/17 – Office of the Municipal Manager

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D7	Good Governance and Public Participation	Effective and Efficient administration	Performance monitoring and reporting	# of Quarterly SDBIP reports submitted to Council	Number	4	4	1	2	B	3rd Quarter SDBIP report approved by Council on 30 June '17	Council Items must be considered as soon as they are available	Quarterly Performance Reports Council Minutes
D8	Good Governance and Public Participation	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 for May submitted on 9 June	None required	B2B Reports, Acknowledgement of receipt

D9	Good Governance and Public Participation	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			Acknowledgement of Receipt from AG, AC & Mayor
D10	Good Governance and Public Participation	Effective and Efficient administration	Performance monitoring and reporting	# of days taken to submit the SDBIP to the Mayor following budget approval	Number	20	28	28	28	G	17/18 SDBIP approved on 30 June '17	None required	Acknowledgement of receipt - Mayor
D11	Good Governance and Public Participation	Effective and Efficient administration	Performance monitoring and reporting	# of quarterly performance reports audited prior to submission to Council	Number	0	4	1	1	G	No deviation. Third quarter report late		Quarterly SDBIP Audit reports
D12	Good Governance and Public Participation	Improve stakeholder satisfaction	Customer Care	# of community protests	Number	Actual awaited	0	0	0	G	No protests	No Protests	Community Protest applications register
D13	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	# of AG audit queries	Number	94	0	0	0	G			Audit Report

Table 9: 4th Quarter Performance on targets set for 2016/17 – Office of the Municipal Manager

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	

D14	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	% of employees that Received paid overtime (12 month average)	Percentage	100%	10%	10%	64.30%	R	Overtime Management is not properly managed. Task Team appointed and special management meeting scheduled to deal with the report.	Municipal Manager to respond.	Monthly HR reports on overtime
D15	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	Unqualified Audit opinion obtained from AG	Number	Qualified	1	0	0	N/A			Audit Report
D16	Good Governance and Public Participation	Improve stakeholder satisfaction	Customer Care	% of complaints received on the Presidential and Premier hotlines resolved	Percentage	Actual awaited	100%	100%	33.33%	R	No deviation		Help desk register of resolutions
D17	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	# audit committee meetings held	Number	4	4	1	1	G	3rd quarter audit committee meeting		Agendas, Attendance register
D18	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	% of audit committee resolutions implemented	Percentage	New KPI	100%	100%	60%	R	Departments not updating progress on the resolutions register	Directors must on a quarterly basis check that the progress on implementation of the resolutions is updated	AC resolution register

Table 9: 4th Quarter Performance on targets set for 2016/17 – Office of the Municipal Manager

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D19	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	% of MPAC resolutions implemented	Percentage	New KPI	100%	100%	33.33%	R	No MPAC resolutions implemented for the month of June 2017.	Management should fast-track the implementation of resolutions and update the register circulated to them.	MPAC resolution register
D20	Local Economic Development	Develop a high performance culture for a changed, diverse, efficient and effective local government	Employee Performance Management	# of performance assessments for Sect 56/57 appointments	Number	0	2	0	0	N/A	Evaluation panel cannot be constituted because MM & CFO resigned, ESD vacant. CORP & EED newly appointed.	Evaluations to commence for 17/18 FY only	Mid-year and Annual Assessment reports
D21	Good Governance and Public Participation	Attract and retain best human capital to become employer of choice	Employee Performance Management	# of critical posts with signed performance agreements (MM, CFO, Engineer, Town Planner, CORP, Communications)	Number	4	6	6	3.33	R	MM & CFO resigned. Engineer on Suspension, CORP newly appointed. Communications vacant. Town Planning manager not signing due to salary disparity dispute.	CORP will sign for 17/18. ESD & Communications posts to be filled. Salary Disparities to be resolved	Signed Performance Agreements

Table 9: 4th Quarter Performance on targets set for 2016/17 – Office of the Municipal Manager

Ref	Strategic	Programme	KPI	Unit of	Baseline	Annual	Period-To-Date As At June 2017	Source of
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	Municipal KPA	Objective			Measurement		Target	Target	Actual	R	Reason for deviation	Corrective Measures	Evidence
D22	Local Economic Development	Develop a high performance culture for a changed, diverse, efficient and effective local government	Employee Performance Management	# of Senior Managers (MM & Directors) with signed performance agreements by 30 June	Number	6	7	7	4.67	R	MM & CFO & ESD resigned. CORP newly appointed.	Vacancies to be filled, all to sign for 2017/18	Performance Agreements for Sect 56/57 Managers
D23	Local Economic Development	Enhanced Integrated developmental planning	Integrated Development Planning	# of IDP Steering Committee meetings	Number	4	6	1	1	G			Invitations Minutes & attendance registers
D24	Local Economic Development	Enhanced Integrated developmental planning	Integrated Development Planning	# of IDP Rep forum meetings	Number	4	5	1	1	G			Invitations Minutes & attendance registers
D25	Local Economic Development	Enhanced Integrated developmental planning	Integrated Development Planning	Draft IDP approved by Council by 31 March annually	Number	42458	1	0	0	N/A			Draft IDP Council Minutes
D26	Local Economic Development	Enhanced Integrated developmental planning	Integrated Development Planning	Final IDP approved by Council by 31 May annually	Number	42521	1	1	1	G			Final IDP Council Minutes
D27	Good Governance and Public Participation	Increase financial viability	Revenue Management	% equitable share received	Percentage	0.93	100%	100%	99.56%	O			Bank Statement DORA
D28	Good Governance and Public Participation	Increase financial viability	Supply Chain Management	% of bids approved by MM within 90 days after close of tender	Percentage	0.6	100%	100%	82.57%	O	delay in Supply Chain Process	bid committee to sit regularly	Bids approval SCM process checklist

Table 9: 4th Quarter Performance on targets set for 2016/17 – Office of the Municipal Manager

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D29	Good Governance and Public Participation	Increase financial viability	Supply Chain Management	Demand Management Plan approved by Council by 30 June Annually	Number	0	1	1	2	B	other departments did not submit specification as per dates on procurement plan..	specifications to be submitted as per plan.	Demand Management Plan Council Minutes
D30	Good Governance and Public Participation	Increase financial viability	Expenditure Management	% of Capital Budget spent	Percentage	0.54	100%	30%	27%	O	Performance target to be updated once all payments have been reconciled	Spending on capital projects low due to late submission of invoices for payment	Budget Reports
D31	Good Governance and Public Participation	Increase financial viability	Budget management	% of Operational budget spent	Percentage	1.01	100%	25%	22.34%	O	Performance Target to be updated after allocation of depreciation costs	Depreciation costs to be allocated by end June 2017	Budget Reports
D32	Good Governance and Public Participation	Increase financial viability	Expenditure Management	% Operating budget spent on Personnel costs (excl Salaries of councillors)	Percentage	0.35	35%	35%	82%	R	Performance target achieved	No corrective measure required	Budget Reports
D33	Good Governance and Public Participation	Increase financial viability	Supply Chain Management	% of Bids awarded within 2 weeks after adjudication recommendation	Percentage	0.2	100%	100%	100%	G	not applicable	not applicable	SCM Submission register Bids approval by MM

D34	Good Governance and Public Participation	Increase financial viability	Financial Reporting	Submission of AG Action Plan to Council by 31 January	Number	1	1	0	1	B	AG Action plan submitted		Acknowledgement of receipt by AG & PT
D35	Good Governance and Public Participation	Increase financial viability	Financial Reporting	% of AG queries resolved	Percentage	1	100%	100%	100%	G	All audit queries resolved		Acknowledgement of receipt by AG & PT

Table 9: 4th Quarter Performance on targets set for 2016/17 – Office of the Municipal Manager

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D36	Good Governance and Public Participation	Increase financial viability	Revenue Management	Revenue enhancement strategy revised and approved by 30 June '17	Number	New KPI	1	1	1	G	Strategy available and to be implemented		Attendance register of consultation sessions Revenue Enhancement Strategy Council Minutes
D37	Basic Service Delivery	Enhance sustainable environmental management and social development	Disaster Management	Annual Disaster Management report submitted to Mopani District by 30 Sept	Number	3 September '15	1	0	0	N/A			Annual Report Acknowledgement of receipt from MDM
D38	Basic Service Delivery	Enhance sustainable environmental management and social development	Disaster Management	Annual Disaster Management report submitted to Council by 31 Aug	Number	42610	1	0	0	N/A			Disaster Management Report Council Resolution

D39	Basic Service Delivery	Enhance sustainable environmental management and social development	Disaster Management	% Disaster incidences responded to (relieved) within 72hours	Percentage	1	100%	100%	100%	G	All the disaster incidences were attended to	Non required	Relief forms
D40	Basic Service Delivery	Enhance sustainable environmental management and social development	Disaster Management	# of disaster awareness campaigns conducted	Number	15	9	2	1	R			Programme for Awareness Campaigns Attendance Register Agenda

Table 9: 4th Quarter Performance on targets set for 2016/17 – Office of the Municipal Manager

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D41	Good Governance and Public Participation	Effective and Efficient administration	Risk Management	# of Anti-corruption committee meetings	Number	1	4	1	1	G	Not applicable for this reporting period because the meetings are taking place on quarterly basis.	None	Agendas, Attendance register, Minutes
D42	Good Governance and Public Participation	Effective and Efficient administration	Risk Management	% of reported cases of fraud and corruption investigated	Percentage	100%	100%	100%	100%	G	Cases are reported to CoGHSTA by GTM residents in connection RDP houses disputes. Investigations are taking place at CoGHSTA level. No	Cases to be reported to GTM and then to CoGHSTA for easy trace and audit trial.	Register of Fraud & Corruption Cases Investigation Reports

											reports are available as yet.		
D43	Good Governance and Public Participation	Effective and Efficient administration	Risk Management	Risk Assessment report submitted to Council by 30 May	Number	1	1	1	2	B	Risk assessment report was submitted and approved by Council on the 30th June 2017. It is not possible to have approved risk assessment report on the 30th May each year.	Risk assessment report must be finalised by 30 June every year. Council must ensure that strategic risks are finalised by 30 May each year.	Risk Assessment Report Council Minutes
D44	Good Governance and Public Participation	Effective and Efficient administration	Risk Management	# of Risk committee meetings	Number	0	4	1	2	B	N/A	none	Appointment letter for chairperson & members Invitations Minutes & attendance registers

Table 9: 4th Quarter Performance on targets set for 2016/17 – Office of the Municipal Manager

Ref	Strategic	Programme	KPI	Unit of	Baseline	Annual	Period-To-Date As At June 2017			Source of
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	Municipal KPA	Objective			Measurement		Target	Target	Actual	R	Reason for deviation	Corrective Measures	Evidence
D45	Good Governance and Public Participation	Effective and Efficient administration	Risk Management	# of Risk monitoring reports submitted to Council	Number	4	4	1	2	B	3rd quarter risk monitoring report (which is the last quarter of 2017 FY) was approved by Council on the 30th June 2017	None	Risk Monitoring Reports Council Minutes
D46	Good Governance and Public Participation	Effective and Efficient administration	Risk Management	# of strategic risks identified	Number	10	10	10	11	R	Strategic risks identified are part of GTM risk assessment or risk profile approved by Council on the 30th June 2017.	To conduct strategic risk assessment at the planning session.	Strategic Risk Assessment Report
D47	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	3 year Strategic Risk Based Audit plan submitted to Audit Committee by 30 June	Number	1	1	1	0	R	The plan has been developed and awaiting 4th quarter meeting	The Risk register must be finalized by March in order to allow the Internal Audit plans to be submitted in the 3rd quarter Audit Committee meeting	3 Year Strategic Risk Plan AC minutes

D48	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	% of Departmental Internal Audit findings resolved (MM)	Percentage	100%	100%	100%	100%	G	No audit reports issued		Internal Audit Follow-up Reports for Department
D49	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	# of quarterly internal audit reports submitted to audit committee	Number	4	4	1	1	G			Quarterly Audit reports AC minutes

Table 9: 4th Quarter Performance on targets set for 2016/17 – Office of the Municipal Manager

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D50	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	Annual Audit Plan approved by Audit Committee by 30 June	Number	0	1	1	0	R	The plan is developed and waiting for fourth quarter audit committee meeting to submit	The risk register must be finalized by end of March to allow the plans to be submitted during the third quarter meeting	Audit Plan AC Minutes
D51	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	Revised Internal Audit Charter submitted & approved by Audit Committee by 30 June	Number	0	1	1	0	R	The Charter has been developed and will be submitted in the fourth quarter	The charter will be submitted during the fourth quarter audit committee meeting	Audit Charter AC Minutes

D52	Good Governance and Public Participation	Effective and Efficient administration	Office Administration	Purchase of office furniture (MM)	Q1: Not applicable this quarter (0%) Q2: Not applicable this quarter (0%) Q3: Procurement process for the acquisition of furniture (10%) Q4: Furniture procured for MM offices and delivered (100%)	New project	100%	100%	100%	G	Budget revoked and used as savings for service delivery departments	Quotations Proof of receipt of furniture
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Table 10 and the graph below presents a summary of the level of performance for the 4th Quarter of 16/17 for the Office of the Municipal Manager, indicating that **35%** of the targets set for the period were not met:

Table 10: Office of the Municipal Manager- Summary of Results (4th Quarter 2016/17)			
	Level of performance	Number of KPIs	% Performance at this level
	KPI Not Yet Measured	9	17%
	KPI Not Met	12	23%
	KPI Almost Met	6	12%
	KPI Met	19	37%
	KPI Well Met	0	0%

	KPI Extremely Well Met	6	12%
	Total KPIs	52	

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

1. *Organisational Performance Management:* Performance reports are delayed by inaccurate reporting. Directors should exercise their monitoring responsibilities to ensure that reporting, done on a monthly basis, is complete and accurate.
2. *Individual Performance Management:* The performance evaluations for senior personnel could, once again, not take place due to the high number of vacancies in strategic positions. The delays in the filling of these posts continue to impact on the performance of the entire organization.
3. *Overtime expenditure:* In spite of the fact that overtime is being monitored by HR, through the submission of pre-approvals, the amounts paid to individuals on a monthly basis remains excessive. This, to an extent were individuals are doubling their salaries every month. The monitoring of employee efficiency during working hours should improve to ensure that overtime is avoided.
4. Strategic activities planned by the Office of the Municipal manager are often postponed this results in strategic processes such as IDP, Budget, PMS and Risk Management being rushed to meet legislated deadlines. This effects the quality of the outputs of these processes and further delays other processes e.g. the approval of the 3 Year Audit Plan.
5. The high level of vacancies at senior level puts extreme pressure on the other staff in all departments to attempt to fill the vacuum. Too much time is being spent in meetings leaving very little time for Managers to oversee operations and improve efficiency.

3.2 Office of the Chief Financial Officer

The performance of the Office of the Chief Financial Officer (CFO) during the 4th Quarter of 2016/17 is presented below (see **Table 11**).

Table 11: 4th Quarter Performance on targets set for 2016/17 - Office of the Chief Financial Officer

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D53	Increase financial viability	Good Governance and Public Participation	Fleet Management	Fleet management policy revised and approved by Council by 30 December 2016	Percentage	Fleet management policy developed in 2006	100%	0%	80%	B	Draft Policy Developed but not approved and finalised because of a lack of segregation and allocation of duties between Engineering Services where currently is situated and Budget and Treasury where a portion of the activities is supposed to go	Management to decide on allocation of duties and responsibilities between ESD and CFO and to allocate staff accordingly.	Fleet Management Policy Council Resolution
D54	Improve access to sustainable and affordable	Basic Service Delivery	Free Basic Services	R-value of Free Basic Electricity to Households	R-value	3579960	R 4,000,000	R 1,000,000	R 867,808.71	O	June invoice from Eskom paid only in July	Updated indigent register and verification of indigents	FBE Payments

	services												
D55	Improve access to sustainable and affordable services	Basic Service Delivery	Free Basic Services	% of households earning less than R 1100 served with free basic electricity (total registered as indigents)	Percentage	100	100%	100%	100%	G	All indigents registered on Promis are receiving free basic electricity.	Verification of indigents ongoing	Indigent register Billing Report

Table 11: 4th Quarter Performance on targets set for 2016/17 - Office of the Chief Financial Officer

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D56	Improve access to sustainable and affordable services	Basic Service Delivery	Free Basic Services	% households earning less than R 1100 with access to free basic waste removal (total registered as indigents)	Percentage	7%	7%	7%	3.30%	R	All registered indigents on Promis do receive rebate. Villages included in indigent register but not measurable.	Set new target for formal towns only.	Indigent register Billing Report

D57	Improve access to sustainable and affordable services	Basic Service Delivery	Free Basic Services	Total number of registered indigent households who received free basic water and sanitation (5 formal towns)	Number	1400	1,380	1,380	1,329.33	O	Indigents registered on Promis receiving rebate	Validation of indigents	Indigent register Billing Report
D58	Effective and Efficient administration	Good Governance and Public Participation	Regulatory Framework	# of finance related policies revised annually	Number	17	17	17	17	G			Budget Policies Council Resolution
D59	Increase financial viability	Good Governance and Public Participation	Asset Management	Annual Asset verification report concluded by 30 August	Number	42551	1	0	0	N/A			Sign Off report on Asset Verification report Council Resolution
D60	Increase financial viability	Good Governance and Public Participation	Budget management	Draft Budget submitted to Council by 31 March	Number	42456	1	0	0	N/A			Draft Budget Council resolution
D61	Increase financial viability	Good Governance and Public Participation	Budget management	Annual Budget tabled by 31 May annually	Number	28 May '16	1	1	1	G			Budget Council resolution

Table 11: 4th Quarter Performance on targets set for 2016/17 - Office of the Chief Financial Officer

Ref	Strategic	Municipal	Programm	KPI	Unit of	Baseline	Annual	Period-To-Date As At June 2017			Source of
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	Objective	KPA	e		Measurement		Target	Target	Actual	R	Reason for deviation	Corrective Measures	Evidence
D62	Increase financial viability	Good Governance and Public Participation	Budget management	Annual Adjustment budget approved by Council by 28 Feb	Number	42427	1	0	0	N/A			Adjustment Budget Council resolution
D63	Increase financial viability	Good Governance and Public Participation	Budget management	Cost coverage	Ratio	0.2	1.6	1.6	0.43	R	The cost coverage demonstrates how many times the monthly fixed operating expenditure can be met. The actual is lower than the target which means that the target has not been met	The target can only be reached during and after the months that the equitable grant has been received. All departments will have to perform budget management to ensure that the target is reached.	Financial reports Financial viability calculations
D64	Increase financial viability	Good Governance and Public Participation	Budget management	Debt coverage	Ratio	19.2	18.3	18.3	24.13	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	N/A	Financial reports Financial viability calculations

											met. The debt payment on the INEP project resulted in the high actual.		
D65	Increase financial viability	Good Governance and Public Participation	Budget management	% of debt collected	Percentage	6	8%	8%	10.52%	G2	Service providers appointed collecting on a monthly basis	Monthly credit control and debt collection actions	Financial reports Financial viability calculations

Table 11: 4th Quarter Performance on targets set for 2016/17 - Office of the Chief Financial Officer

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D66	Increase financial viability	Good Governance and Public Participation	Expenditure Management	% creditors paid within 30 days	Percentage	95	100%	100%	99.36%	O	Performance Target not achieved	Invoice not yet submitted for payment	Monthly reports
D67	Increase financial viability	Good Governance and Public Participation	Financial Reporting	# of Section 71 (MFMA) reports submitted to NT & PT by no later than 10 working days after the end of the month	Number	12	12	3	3	G	The sect 71 reports were submitted to the Gov. Departments on 14 June 2017 . The reports were submitted within 10	N/A	Acknowledgement of receipt by NT & PT

											working days		
D68	Increase financial viability	Good Governance and Public Participation	Financial Reporting	Annual Financial statements submitted to AG, PT and NT by 31 August annually	Number	42247	1	0	0	N/A			Acknowledge ment of receipt by AG & PT
D69	Increase financial viability	Good Governance and Public Participation	Revenue Management	# of Households billed	Number	23066	23,500	23,500	22,728	○	Accounts consolidated and development not as planned	Not manageable, depends on demand	Billing reports
D70	Increase financial viability	Good Governance and Public Participation	Revenue Management	# of revenue generation policies reviewed and approved	Number	0	5	5	10	B	not applicable	not applicable	Credit Control, Debt Collection, Property rates, Indigent Policy & Cash management Policy, Debt impairment Budget Resolution

Table 11: 4th Quarter Performance on targets set for 2016/17 - Office of the Chief Financial Officer

Ref	Strategic	Municipal	Programm	KPI	Unit of	Baseline	Annual	Period-To-Date As At June 2017			Source of
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	Objective	KPA	e		Measurement		Target	Target	Actual	R	Reason for deviation	Corrective Measures	Evidence
D71	Increase financial viability	Good Governance and Public Participation	Revenue Management	% of revenue collected monthly	Percentage	95	92%	92%	90.33%	O	Lower due to non payment and economic climate	Credit control and debt collection on monthly basis	Budget report
D72	Increase financial viability	Good Governance and Public Participation	Revenue Management	Outstanding service debtors to revenue	Ratio	49.9	48	48	9	B	Payment rate 90%, debtors increase monthly	Credit control and debt collection done on a daily basis	Financial reports Financial viability calculations
D73	Increase financial viability	Municipal Financial Viability and Management	Expenditure Management	% of Finance Management Grant Spent	Percentage	1	100%	25.20%	21.11%	O	Performance target achieved	No corrective measure required	Monthly Expenditure Report
D74	Increase financial viability	Good Governance and Public Participation	Supply Chain Management	# of SCM reports submitted to national treasury	Number	12	12	3	3	G	not applicable	not applicable	Monthly SCM reports Acknowledgement of receipt from Treasury
D75	Effective and Efficient administration	Good Governance and Public Participation	Supply Chain Management	# of contract management reports submitted to Council	Number	0	12	3	3	G	not applicable	not applicable	Monthly Contract Management Report Council Minutes
D76	Increase financial viability	Good Governance and Public Participation	Revenue Management	# of indigents registered	Number	36732	36,732	36,732	36,732	G	Indigent register submitted to Council but referred back	Verification of indigent applications. Consider compiling new indigent register with assistance of service provider/Coghsta	Indigent register

Table 11: 4th Quarter Performance on targets set for 2016/17 - Office of the Chief Financial Officer

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D77	Effective and Efficient administration	Good Governance and Public Participation	Office Administration	Purchase of office furniture (CFO)	Q1: Not applicable this quarter (0%) Q2: Not applicable this quarter (0%) Q3: Procurement process for the acquisition of furniture (10%) Q4: Furniture procured for CFO offices and delivered (100%)	New project	100%	100%	50%	R	Furniture to the amount of R 18 151.40 was purchased. That was the only furniture needed.	All departments received the same allocation for the purchase of furniture.	Quotations Proof of receipt of furniture
D78	Effective and Efficient administration	Good Governance and Public Participation	Sound Governance	% of Departmental Internal Audit findings resolved (CFO)	Percentage	1	100%	100%	93.33%	O	Discussed with the Chief Internal Auditor who confirmed that the target should be for responses submitted and not findings resolved.	N/A	Internal Audit Follow-up Reports for Department

Table 12 below presents a summary of the level of performance for the 4th Quarter of 16/17 for the Office of the CFO, indicating that **38%** of the targets set for the quarter were not met.

Table 12: CFO - Summary of Results (4th Quarter 16_17)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	4	15%
Table 12: CFO - Summary of Results (4th Quarter 16_17)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Met	3	15%
	KPI Almost Met	7	12%
	KPI Met	7	27%
	KPI Well Met	2	27%
	KPI Extremely Well Met	3	8%
	Total KPIs	26	

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

1. The non-payment of the insurance service provider resulted in a financial loss to Council, due to claims not being paid.
2. The cashflow situation of the municipality is not as required, with unplanned expenses, especially those emanating from legal claims, placing resources under a severe strain.

3.3 Corporate Services Department

The performance of the Corporate Services Department (CORP) during the 4th quarter of 2016/17 is presented below (see **Table 13**).

Table 13: 4th Quarter Performance on targets set for 2016/17 - Corporate Services Department												
Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D79	Service Delivery	Capacity building and Training	# of employees successfully trained	Number	90	90	25	34	G2	Internal Audit and Councillors attendance training for the month of June. MFMP programme is ongoing and it will be finalized by August 2017	That Supply Chain Management process must finalize the appointment of pool of service provider.	WSP Approval by MM Attendance Register
D80	Service Delivery	Capacity building and Training	Work place skills plan submitted to LGSETA by 30 Apr	Number	1	1	1	1	G			WSP Acknowledgement of receipt
D81	Service Delivery	Capacity building and Training	% of municipal budget spent on implementing the Work Place Skills Plan	Percentage	0.01	1%	1%	0.12%	R	The actual percentage for training for the month of June is 79.2 %.	That the pool of service provider be appointed to appoint without delays in supply chain management process.	Municipal Budget Training Budget Spent

D82	Service Delivery	Capacity building and Training	# of Ward Committee members workshopped on municipal affairs	Number	340	350	0	0	N/A	Besides induction that took place after establishment of ward committees, no training was conducted due to late establishment of such structures.	Arrangements are being made to ensure training is conducted in the 2017/2018 financial year.	Training programme & attendance register
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Table 13: 4th Quarter Performance on targets set for 2016/17 - Corporate Services Department

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D83	Service Delivery	Labour Relations	# of Local Labour Forum meetings	Number	12	12	3	1	R	The Local Labour Forum scheduled for the 30th June 2017, was postponed due to special council to be held the same time with planned LLF Meeting.	That Management priorities Local Labour Forum as it maintain relations between management and labour union for effectiveness and efficiency.	LLF Invitations, Minutes and attendance registers
D84	Service Delivery	Youth, Gender & Disability support	# of Jobs created by Municipal Capital projects for youth	Number	160	473	120	629	B	Target met above the expectation.	No corrective measure is required.	Consolidated Job creation reports
D85	Service Delivery	Youth, Gender & Disability support	# of Jobs created by Municipal Capital projects for women	Number	422	473	120	449	B	Target met.	No corrective measure since the target is met.	Consolidated Job creation reports

D86	Service Delivery	Youth, Gender & Disability support	# of Jobs created by Municipal Capital projects for disabled persons	Number	2	17	6	2	R	There were no projects suitable for people with disability.	In a month where there will be projects suitable for people with disability, more numbers will be appointed.	Consolidated Job creation reports
D87	Good Governance	Human Resource Management	# of people from employment equity target groups employed in the 3 highest levels of management in compliance with EE plan	Number	27	27	27	28.33	G2	The appointment of section 56/ 57 managers will determine an increase or decrease in the next financial year.	Employment Equity plan target must be adhered to.	EE report

Table 13: 4th Quarter Performance on targets set for 2016/17 - Corporate Services Department

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D88	Good Governance	Human Resource Management	Number of MM & Director posts vacant for more than three months	Number	7	0	0	4	R	The position of MM, Director ESD and CFO are vacant.	The mayor must ensure that the post of municipal manager is filled as per municipal system act. Acting Municipal Manager must ensure that the 2 director's positions for ESD & CFO is filled.	Staff establishment
D89	Good Governance	Human Resource Management	Review of Institutional Plan finalised by 30 May	Number	1	1	1	1	G			HR Monthly Reports

D90	Good Governance	Human Resource Management	# of employees complying with financial minimum competency requirements	Number	22	22	22	0	R	The 22 Employees currently enrolled for the competency assessment complete the course end of August 2017. The result will only be released after all POE submitted. The dates will only be announced end of September 2017.	None as the schedule is on track.	HR Monthly Reports
D91	Good Governance	Council Support	# of days taken to make MPAC oversight reports available to the public following Council approval	Number	7	7	7	3	B			Council Minutes Copy of Adverts Proof of Website placement
D92	Good Governance	Council Support	# of Council meetings held	Number	Actual awaited	4	1	4	B			Minutes and attendance registers

Table 13: 4th Quarter Performance on targets set for 2016/17 - Corporate Services Department

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	

D93	Good Governance	Council Support	# of Exco meetings held	Number	26	26	7	6	O	1 EXCO meeting was held during the month of June.	All stakeholders should adhere to the approved schedule of EXCO meetings by preparing reports in time and ensuring that the meetings are held as planned.	Minutes and attendance registers
D94	Good Governance	Council Support	# of Portfolio Committee meetings held	Number	99	99	25	27	G2	9 Portfolio committee meetings were held during the month of June 2017.	None.	Committee meetings register
D95	Good Governance	Information Technology	Disaster Recovery Equipment	Q1: Specifications completed. Procurement process initiated (10%) Q2: Appointment of service provider finalised (20%) Q3: Delivery of Disaster Recovery equipment completed (100%) Q4: Not applicable	New project	100%	100%	100%	G	Late Approval of Procurement		Specifications Appointment Letter Delivery acceptance note

D96	Good Governance	Information Technology	Computers for employees	Q1: Specifications completed. Appointment of service provider finalised (20%) Q2: Delivery of computers as per SLA (100%) Q3: Not applicable Q4: Not applicable	New project	100%	100%	100%	G	Laptops and Desktop Computers Delivered.	Procured computers using SITA Transversal contract.	Specifications Appointment Letter Delivery acceptance note
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Table 13: 4th Quarter Performance on targets set for 2016/17 - Corporate Services Department

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D97	Good Governance	Legal support	% SLAs signed within 10 days after information is provided	Percentage	1	100%	100%	0%	R			SLA Register containing date of receipt of request & submission to MM for signature)
D98	Good Governance	Human Resource Management	% of budgeted positions on the organogram filled by end June 2017	Percentage	New KPI	100%	100%	88%	O	746 is the total number of positions budgeted for 2016/ 17 including filled positions. Total number of 659 is the workforce ending June 2017.	That positions be filled without management using the budget of vacancies to cover unplanned cost.	Personnel Budget Staff Establishment reports

D99	Good Governance	Human Resource Management	% of personnel budget spent	Percentage	100	100%	25.02%	23.70%	O	The total positions budgeted was 746. Total filled is 659.	That positions be filled without management using the budget of vacancies to cover unplanned cost.	Personnel Budget Staff Establishment reports
D100	Good Governance	Occupational Health and Safety	# of OHS committee meetings	Number	2	4	1	2	B	Community Services Department held their meeting. But Electrical and Engineering Services Department does not hold meeting.	Engineering Services and Electrical services don't hold their meeting. The Accounting Officer must held them accountable.	Notice of meeting Attendance Register Minutes

Table 13: 4th Quarter Performance on targets set for 2016/17 - Corporate Services Department

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D101	Good Governance	Office Administration	Purchase of office furniture (CORP)	Q1: Not applicable this quarter (0%) Q2: Not applicable this quarter (0%) Q3: Procurement process for the acquisition of furniture (10%) Q4: Furniture procured for CORP offices and delivered (100%)	New project	100%	100%	70%	R	Purchasing of the furniture finalised late due to delay of supply chain processes. Chairs have been delivered but a table is yet to be delivered.	The late purchase of the furniture happened after implementation of corrective steps.	Quotations Proof of receipt of furniture

D102	Good Governance	Sound Governance	% of Departmental Internal Audit findings resolved (CORP)	Percentage	100	100%	100%	6.67%	R			Internal Audit Follow-up Reports for Department
D103	Good Governance	Communication	# of media briefings arranged	Number	4	4	1	1	G			Notice of media briefing Attendance Register
D104	Good Governance	Communication	# of newsletters produced	Number	1	4	1	0	R			Publications
D105	Good Governance	Communication	# of statutory provisions (website) complied with as contained in Section 75 (a-l) of MFMA within 5 days of approval	Number	12	12	12	12	G	target met		Printscreen of placements Website update register

Table 13: 4th Quarter Performance on targets set for 2016/17 - Corporate Services Department

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D106	Good Governance	Communication	Sound systems procurement	Q1: Not applicable this quarter (0%) Q2: Not applicable this quarter (0%) Q3: Procurement process for sound system initiated (10%) Q4: Sound system delivered (100%)	New project	100%	100%	0%	R			Quotations Proof of receipt of sound system

D107	Good Governance	Public Participation	# of Mayoral (local) imbizos held	Number	4	16	4	6	B	Target met	None	Minutes and Attendance register (1 Imbizo per cluster per quarter)
D108	Good Governance	Human Resource Management	% Staff turnover	Percentage	1.8	1.80%	1.80%	1.66%	O	The turnover is due to pension, death and 2 resignation.	None as the two resignation are due to better opportunities.	Staff establishment
D109	Good Governance	Human Resource Management	% Employees that are female	Percentage	45	45%	45%	38.60%	O	The target set was not met due to interviews outcome.	The designated group must be considered during the interviews in order to comply with EE Plan.	Employment Equity report
D110	Good Governance	Human Resource Management	% Employees that are youth	Percentage	28	28%	28%	21.40%	O	The statistics for youth is regressing due to age progression.	Employment Equity plan must be adhered to in order to achieve target.	Employment Equity report
D111	Good Governance	Human Resource Management	% Employees that are disabled	Percentage	3	2%	2%	2.20%	G2	The status of disability is stable but there is room for improvement.	None	Employment Equity report

Table 13: 4th Quarter Performance on targets set for 2016/17 - Corporate Services Department

Ref	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D113	Good Governance	Ward Committees	# of monthly ward committee meetings	Number	408	420	105	6	R	The shortcomings in processing of information in the Public Participation Unit has led to underreporting in this area. The division is also under-resourced in as far as working tools are concerned.	A discussion on improvement in reporting and processing of documents from ward committees to be held. A practice for following up with ward councillors will be	Register of Ward Committee Meetings & Minutes

Table 14 below presents a summary of the level of performance for the 4th Quarter of 16/17 for the Corporate Services Department. From the table it can be seen that **53%** of the targets set for the Department were not met by the end of the quarter, with the performance showing a marked improvement from the previous quarter.

Table 14: CORP - Summary of Results 4th Quarter 16/17)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	1	3%
	KPI Not Met	13	36%
	KPI Almost Met	6	17%
	KPI Met	6	17%
	KPI Well Met	4	11%
	KPI Extremely Well Met	6	17%
	Total KPIs	36	

Areas of concern in the Corporate Services Department:

1. Although meetings are held at ward level on a monthly basis, there no analysis taking place of the main challenges raised by these committees. These should be reported to Management and Council to ensure that progress is made in addressing these.
2. Delays in the procurement of tools of trade and IT equipment due to procurement challenges.

3.4 Community Services Department

The performance of the Community Services Department (CSD) during the 4th Quarter of 2016/17 is presented below (see **Table 15**).

Table 15: 4th Quarter Performance on targets set for 2016/17 - Community Services Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D116	Effective and Efficient administration	Good Governance	Safety and Security	# of theft cases from council buildings	Number	2	0	0	3	R	Armed robbery of Cash In Transit (CIT) delivery vehicle which was robbed outside of the municipality after collecting cash and cheques the municipality. The matter was reported to the SAPS Bolobedu under CAS 04/06/2017.	We since changed collection times to be earlier in terms of the SLA that requires that immediately after cash was collected it must be banked.	Theft & damages register Police Case number
D117	Enhance sustainable environmental management and social development	Service Delivery	Environmental Health Management	# of contravention notices issued to improve level compliance to Environmental Management legislation (5 formal towns)	Number	112	112	28	48	B	more notices were written due to the autumn rains resulting in a number of overgrown stands.	None	Contravention Notices
D118	Enhance sustainable environmental management and social development	Service Delivery	Environmental Health Management	% compliance to the environmental legislation checklist	Percentage	85	90%	90%	95.40%	G2	The landfill site is audited to check compliance to the license conditions as stipulated in the Record of Decision. A team is assembled to ensure balanced auditing.	None	Environmental Checklist

D119	Enhance sustainable environmental management and social development	Service Delivery	Environmental Health Management	% of water samples that comply with SANS 0241	Percentage	85	85%	85%	86.90%	G2	Implementation of a water quality monitoring schedule.	None	Water quality lab reports
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Table 15: 4th Quarter Performance on targets set for 2016/17 - Community Services Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D120	Enhance sustainable environmental management and social development	Service Delivery	Waste Management	# of households with collection of waste once per week	Number	8537	8,537	8,537	8,844	G2	The Category-Tariff Report from C.F.O. is only available on hard-copy	Category-Tariff-Report from C.F.O. must be available on electronic-copy	Category Tariff Billing Report Monthly Example
D121	Enhance sustainable environmental management and social development	Service Delivery	Waste Management	R-value spent on waste management	R-value	71017213	R 77,560,766	R 19,390,191.50	R 5,837,967.56	R	(1) The C.F.O.'s office dealing with expenditure report did forward as per arrangement the exp.report in time. (2) The Divisional Waste Manager is accountable for less than 40% of expenditure line-items. (3) The control of the other 60 % of such line-items is vested @ Dept. of the C.F.O.	The C.F.O.'s office dealing with expenditure must also analyse the root-cause for the uneven monthly expenditure	Budget reports

D122	Enhance sustainable environmental management and social development	Service Delivery	Waste Management	# of Rural Waste Service Areas serviced (waste management)	Number	27	30	30	30	G	1) Oversight function is being done by Ward Cir. and Traditional Leader to ensure the Temp.Workers (T.o.w.'s) are working according to schedule (2) Fleet Management fail service delivery at present as only 3 of the 7 x R.E.L.'s is functional	(1)The Workshop must work on a Rapid-TurnAround time te ensure the Removal-Fleet is always functional (2) The Waste-Fleet should be replaced on a "round-robin" 5 x year plan (i.o.w.'s 20% of fleet to be replaced annually)	*EPWP Employee payroll Printout *1 Example of Timesheets signed off by Ward Committee and traditional authority
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Table 15: 4th Quarter Performance on targets set for 2016/17 - Community Services Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D123	Enhance sustainable environmental management and social development	Service Delivery	Waste Management	# of Urban Waste Service Areas serviced (waste management)	Number	5	5	5	5	G	To ensure more accurate P.o.E.'s an electronic routesheet / trackingsystem need to be installed in each vehicle with a sustainable monitoring as per a "unique-route" for each area	Budget provision by Fleet Management for vehicle-tracking systems	Waste Management Monthly statistical Report *Waste Service Route Maps

D124	Enhance sustainable environmental management and social development	Service Delivery	Waste Management	% Households with access to basic level of solid waste management services	Percentage	39	41%	41%	41%	G	(1) Urban numbers is validated by CategoryTariff-Billing-Report (2) Rural is validated by Maps (by Digicap) of which the nu. of H/h`s is not validated due to noformalized villages	(1) Rural areas had to be formalised to ensure ACCURATE figures (2) Vehicle fleet must be renewed as well as additional Rural-vehicles (3) Organogram for Rural Bulk collections must be established	*Removal service maps for rural service Areas *Category Tariff summary Billing reports for urban suburbs
D125	Improve access to sustainable and affordable services	Service Delivery	Traffic Services	Traffic fine collection rate [(Rand value received for fines/ R value of fines issued as %]	Percentage	40	70%	70%	46.67%	R	No deviation	We continue with road block and sending sms to encourage customers to come and pay	Revenue reports Traffic Fine system report
D126	Enhance sustainable environmental management and social development	Service Delivery	Library Services	# of library users	Number	95000	95,200	23,800	35,979	B	Users in June 2017: 12307 Library items circulated in June 2017: 6545	n/a	Tattletape statistics Monthly Reports

Table 15: 4th Quarter Performance on targets set for 2016/17 - Community Services Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	

D127	Enhance sustainable environmental management and social development	Service Delivery	Maintenance and upgrade of parks and open spaces	# of cemeteries developed or extended	Number	1	1	1	2	B	Water Use Licence Application on progress for cemetery development and construction of bridge	Non	Agatha Cemetery Extension Plans EIAc Project Progress Reports
D128	Enhance sustainable environmental management and social development	Service Delivery	Maintenance and upgrade of parks and open spaces	m ² of parks and openspaces maintained	Number	awaited	395,000	395,000	1,385,347.33	B	Grass cutting machines needs maintenance and workshop could not assist due to lack of funds. Only few machines worked. There were also no funds to do all areas where contractor is working as previously reported, while grass growth also slowed down.	All work will be back to normal next month July 2017	Grass cutting and garden maintenance sheets Monthly report
D129	Enhance sustainable environmental management and social development	Service Delivery	Maintenance and upgrade of parks and open spaces	# of developed parks maintained	Number	18	18	18	18	G	Work is happening as planned	Non	Parks maintenance sheets Monthly report

D130	Effective and Efficient administration	Good Governance	Sound Governance	% of Departmental Internal Audit findings resolved (CSD)	Percentage	100	100%	100%	91.67%	○	Security service provider obtained court interdict against municipality and was not defended. Contract cancelled again for continuous breach after service provider wrote letter that he withdrew all firearms. letter written to him tt he must rectify breach in terms of service level agreement and did not respond.	Cancellation of security contract which did not comply and another one appointed.	Internal Audit Follow-up Reports for Department
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Table 15: 4th Quarter Performance on targets set for 2016/17 - Community Services Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	

D131	Effective and Efficient administration	Good Governance	Office Administration	Purchase of office furniture (CSD)	Q1: Not applicable this quarter (0%) Q2: Not applicable this quarter (0%) Q3: Procurement process for the acquisition of furniture (10%) Q4: Furniture procured for CSD offices and delivered (100%)	New project	100%	100%	0%	R	Furniture budget transferred by accounting officer and used for other priorities.	Management to implement approved budget as prioritised ensuring compliance with SDBIP.	Quotations Proof of receipt of furniture
D132	Improve access to sustainable and affordable services	Service Delivery	Licensing and Testing services	% compliance with ENATIS legislative compliance (adhoc audits)	Percentage	New KPI	100%	100%	100%	G	No report received	N/A	Ad hoc Audit inspection reports by Department of Transport

Table 16 below presents a summary of the level of performance for the 4th Quarter of 16/17 for CSD indicating that **59%** of targets set were not met during the quarter under review, with the performance deteriorating since the 3rd quarter.

Table 16: CSD - Summary of Results (4th Qtr 16_17)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	0	0%
	KPI Not Met	9	53%

	KPI Almost Met	1	6%
	KPI Met	1	6%
	KPI Well Met	2	12%
	KPI Extremely Well Met	4	24%
	Total KPIs	17	

Areas affect the performance of the Community Services Department:

- a) A high number of theft cases especially the Cash-In-Transit robbery is a matter of concern.
- b) *Mechanical Workshop turnaround time:* The unavailability of vehicles and equipment to deliver services affect the ability of the Parks and Waste Management Divisions. Entire teams are at times stuck because they do not have the necessary vehicles or equipment to perform their duties. During the 4th quarter only 3 of the 7 Rear – end- loader trucks used for solid waste collection were in a working order.
- c) *Traffic law enforcement:* The payment rate of traffic fines are very low, warrants of arrest are not being issued for to those who are in default.

3.5 Electrical Engineering Services Department

The performance of the Electrical Engineering Services Department (EED) during the 4th Quarter of 2016/17 is presented below (see **Table 17**).

Table 17: 4th Quarter Performance on targets set for 2016/17 - Electrical Engineering Department													
Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	

D13 3	Improve access to sustainable and affordable services	Service Delivery	Electricity Infrastructure	% of households with access to electricity	Percentage	97	98%	98%	99%	G2	Project completed and energized. outstanding house connections in progress	None	Electrification reports
D13 4	Improve access to sustainable and affordable services	Service Delivery	Electricity Infrastructure	# of households with access to electricity	Number	105332	107,878	107,878	107,628	O	Project completed and energized except Dan/Lusaka and Sunnyside/Myakay aka/Sepacheng. Phycial construction for phase1 of the project completed. project to continue in 2017/18 financial year	Project not yet energized to be energized by end of first quarter.	Electrification reports
D13 5	Optimise and sustain infrastructure investment and services	Service Delivery	Cost Recovery	% Electricity loss (Kwh)	Percentage	18	18%	18%	21.92%	R	% percentage losses determined to be 21.92%	Unfortunately our losses have gone up, we have appointed a consultant in determining where our losses are coming from HAMSA Consulting Eng for auditing of meters	Eskom account Revenue reports

Table 17: 4th Quarter Performance on targets set for 2016/17 - Electrical Engineering Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	

D13 6	Optimise and sustain infrastructure investment and services	Service Delivery	Cost Recovery	Kilow Watt Hour Electricity loss (Kwh)	Kilow Watt Hour	42540860	42,540,860	42,540,860	99,452,442	R	Due to the increase in the Losses the Rand value will increase as well R 99 452 442.85 This value is determined as per attached excel spread sheet	HAMSA Consulting firm was appointed to determine the origin of the losses and meter audit	Eskom account Revenue reports
D13 7	Optimise and sustain infrastructure investment and services	Service Delivery	Electricity network upgrade and maintenance	Km of overhead lines rebuilt	Kilometres	28	16	16	29	B	Rebuilding of 20km line completed	None	Project Progress reports Completion certificates
D13 8	Optimise and sustain infrastructure investment and services	Service Delivery	Asset Management	R-value spent on maintenance of electricity infrastructure as % of asset value	Percentage	0.49	2.70%	2.70%	2.13%	O	Assets report	Asset report not yet finalised	Asset Register Expenditure Reports
D13 9	Optimise and sustain infrastructure investment and services	Service Delivery	Electricity network upgrade and maintenance	R-value electricity maintenance	R-value	13163820	R 51,083,568	R 12,770,892	R 6,427,955	R	Expenditure report not yet finalized	Expenditure report to be finalized	Budget expenditure, (Vote 162/066, 173/066 & 608 183/066)

Table 17: 4th Quarter Performance on targets set for 2016/17 - Electrical Engineering Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017				Source of Evidence
								Target	Actual	R	Reason for deviation	

D14 0	Improve access to sustainable and affordable services	Service Delivery	Electricity Infrastructure Development	High mast lights at Traditional Authorities offices	Q1: Tender process for appointment of contractor finalised. (5%) Q2: Construction of Apollo lights, physical progress at 5% (10%) Q3: Construction of Apollo lights, physical progress at 40% (50%) Q4: Apollo lights at Traditional Authorities completed (100%)	New project	100%	100%	95%	O	All 5 high mast is erected by the contractor Capotex, Eskom connections paid, We are waiting for Eskom to construct and install the transformers once that is done then Capotex contractor will do the final connection and COC and hand over to council	We are corresponding with Eskom for completion date	Progress reports Hand over certificate
D14 1	Improve access to sustainable and affordable services	Service Delivery	Electricity Infrastructure Development	Electrification of Khopo(Civic)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of 350 households at Khopo/civic completed (100%)	New project	100%	100%	100%	G	Project completed and energized.	None	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)

D14 2	Improve access to sustainable and affordable services	Service Delivery	Electricity Infrastructure Development	Electrification of Sunnyside/ Myakayaka/ Sepacheng	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of 160 households Sunnyside/ Myakayaka/ Sepacheng completed (100%)	New project	100%	100%	97%	O	Physical construction completed. PCS file captured. Eskom busy finalizing updating of ENS.	ENS to be updated in order to book outage to energize the project.	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
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Table 17: 4th Quarter Performance on targets set for 2016/17 - Electrical Engineering Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D14 3	Improve access to sustainable and affordable services	Service Delivery	Electricity Infrastructure Development	Electrification of Thabina Valley	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of 685 households in Thabina Valley completed (100%)	New project	100%	100%	100%	G	Project completed and energized. 398 households connected. Infrastructure also provided for 268 empty stands.	None	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)

D14 4	Improve access to sustainable and affordable services	Service Delivery	Electricity Infrastructure Development	Electrification of Xihoko/ Radoo/ Thapana/ Mavele Phase1	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4:Electrification of 247 households in Xihoko/ Radoo/ Thapana/ Mavele Phase1 completed (100%)	New project	100%	100%	100%	G	Project completed and energized. 247 households connected	None	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D14 5	Improve access to sustainable and affordable services	Service Delivery	Electricity Infrastructure Development	Electrification of KhayalamC/ Legobareng/ Shiluvane Ext15	Q1: Designs approved by ESKOM (10%) Q2: Appointment of contractor finalised (20%) Q3: Construction 50% (60%) Q4:Electrification of 190 households in KhayalamC/ Legobareng/ Shiluvane Ext15 completed (100%)	New project	100%	100%	100%	G	Project completed and energized. 136 households connected.	None	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)

Table 17: 4th Quarter Performance on targets set for 2016/17 - Electrical Engineering Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	

D14 6	Improve access to sustainable and affordable services	Service Delivery	Electricity Infrastructure Development	Electrification of Leolo/ Legobareng/Serare/ Mogabe/ Tshidinko Phase1	Q1: Designs approved by ESKOM (10%) Q2: Appointment of contractor finalised (20%) Q3: Construction 50% (60%) Q4:Electrification of 83 households in Leolo/ Legobareng/Serare/ Mogabe/ Tshidinko Phase1 completed (100%)	New project	100%	100%	100%	G	Phase1 of the project completed. Phase2 of the project will continue in 2017/18 financial year.	Phase2 of the project will continue in 2017/18 financial year	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D14 7	Improve access to sustainable and affordable services	Service Delivery	Electricity Infrastructure Development	Electrification of Dan/ Lusaka	Q1: Designs approved by ESKOM (10%) Q2: Appointment of contractor finalised (20%) Q3: Construction 50% (60%) Q4: Electrification of 130 households in Dan/ Lusaka completed (100%)	New project	100%	100%	94%	O	Physical construction completed. Eskom busy finalizing updating of ENS. Awaiting Energization	ENS to be updated in order to book outage to energize the project	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)

D14 8	Optimise and sustain infrastructure investment and services	Service Delivery	Electricity network upgrade and maintenance	Energy efficiency and demandside management (Tzaneen, Nkowankowa & Lenyenye)	Q1: Finalisation of appointment of consultant and contractor (10%) Q2: Installation and retrofitting of water purification equipment and aircons (20%) Q3: Installation and retrofitting of water purification equipment and aircons (70%) Q4: Installation and retrofitting of water purification equipment and aircons completed (100%)	Funding withheld due to slow spending	100%	100%	100%	G	Project completed	Not Applicable	DOE Reports Close-up report Verification Report
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Table 17: 4th Quarter Performance on targets set for 2016/17 - Electrical Engineering Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D14 9	Optimise and sustain infrastructure investment and services	Service Delivery	Electricity network upgrade and maintenance	Electrical Master Plan Development	Q1: Consultant appointed field work conducted (25%) Q2: Draft Master Plan developed (50%) Q3: Final Master Plan available for submission to Council (100%) Q4: Not applicable this quarter	Service Provider appointed	100%	100%	100%	G	Project completed	Not Applicable	Revised Electricity Master Plan Progress Reports Council Resolution

D150	Optimise and sustain infrastructure investment and services	Service Delivery	Electricity network upgrade and maintenance	Provision of Capital Tools (Urban)	Q1: Procurement of capital tools as and when required, report acquisitions to Council (25%) Q2: Procurement of capital tools as and when required, report acquisitions to Council (50%) Q3: Procurement of capital tools as and when required, report acquisitions to Council (75%) Q4: Procurement of capital tools as and when required, report acquisitions to Council (100%)	Procured 6 Links Sticks, Drills, 8 Ladders, 4 Radios, 2 digital clamp meters, 3 crimping tools, 3 magnetic GTM signs and 1 ACER laptop was procured	100%	100%	100%	G	Capital tools and equipment is only purchased when it is needed	No capital tools and equipment were needed to be purchase	Proof of purchase Asset register update
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Table 17: 4th Quarter Performance on targets set for 2016/17 - Electrical Engineering Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	

D15 1	Optimise and sustain infrastructure investment and services	Service Delivery	Electricity network upgrade and maintenance	Provision of Capital Tools (outlying)	Q1: Procurement of capital tools as and when required, report acquisitions to Council (25%) Q2: Procurement of capital tools as and when required, report acquisitions to Council (50%) Q3: Procurement of capital tools as and when required, report acquisitions to Council (75%) Q4: Procurement of capital tools as and when required, report acquisitions to Council (100%)	No funding	100%	100%	100%	G	Tools purchased as and when required	None	Proof of purchase Asset register update
D15 2	Optimise and sustain infrastructure investment and services	Service Delivery	Electricity network upgrade and maintenance	Rebuilding of Lalapanzi 33 kv line (2km)	Q1: Determine scope of work and source quotations (10%) Q2: Issue orders to service providers, physical construction at 10% (20%) Q3: Physical progress at 50% (60%) Q4: Rebuilding of Lines-Greenfog - Haenertsburg (12km) completed (100%)	New project	100%	100%	100%	G	Rebuilding of line completed	None	Scope of Work Quotations Project Progress Reports Final payment certificate

Table 17: 4th Quarter Performance on targets set for 2016/17 - Electrical Engineering Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	

D15 3	Optimise and sustain infrastructure investment and services	Service Delivery	Electricity network upgrade and maintenance	Rebuilding of Mashutti 11kv line (4km)	Q1: Determine scope of work and source quotations (10%) Q2: Issue orders to service providers, physical construction at 10% (20%) Q3: Physical progress at 50% (70%) Q4: Rebuilding of Mashutti 11kv line (4km) completed (100%)	New project	100%	100%	100%	G	Rebuilding of 5km line at Mashuti Completed.	None	Scope of Work Quotations Project Progress Reports Final payment certificate
D15 4	Optimise and sustain infrastructure investment and services	Service Delivery	Electricity network upgrade and maintenance	Rebuilding of Deeside 11kv line from Red Arc to Rooster and Woodside Farm (2.5km) Phase 1 of 2	Q1: Determine scope of work and source quotations (10%) Q2: Issue orders to service providers, physical construction at 50% (60%) Q3: Rebuilding of Deeside 11kv line from Red Arc to Rooster and Woodside Farm (2.5km) completed (100%) Q4: Not applicable this quarter (100%)	New project	100%	100%	100%	G	Rebuilding of 3.5km line completed	none	Scope of Work Quotations Project Progress Reports Final payment certificate

D15 5	Optimise and sustain infrastructure investment and services	Service Delivery	Electricity network upgrade and maintenance	Rebuilding of Yamorna/ Shivurali 11kv line (4km)	Q1: Determine scope of work and source quotations (10%) Q2: Issue orders to service providers, physical construction at 10% (20%) Q3: Physical progress at 50% (70%) Q4: Rebuilding of Yamorna/ Shivurali 11kv line (4km) completed (100%)	New project	100%	100%	100%	G	Rebuilding of 5km line completed	None	Scope of Work Quotations Project Progress Reports Final payment certificate
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Table 17: 4th Quarter Performance on targets set for 2016/17 - Electrical Engineering Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D15 6	Optimise and sustain infrastructure investment and services	Service Delivery	Electricity network upgrade and maintenance	Rebuilding of Ledzee 11kv line from LZ44 to Vandergrey Farm (3.5km)	Q1: Determine scope of work and source quotations (10%) Q2: Issue orders to service providers, physical construction at 10% (20%) Q3: Physical progress at 50% (70%) Q4: Rebuilding of Ledzee 11kv line from LZ44 to Vandergrey Farm (3.5km) completed (100%)	New project	100%	100%	100%	G	Rebuilding of 4.5 km line completed	None	Scope of Work Quotations Project Progress Reports Final payment certificate

D15 7	Optimise and sustain infrastructure investment and services	Service Delivery	Electricity network upgrade and maintenance	Replacing of old SS1 electrical substation circuit breakers with compact switchgear	Q1:Initiate the appointment of a consultant (10%) Q2: Appointment of consultant and contractor finalised. (25%) Q3: Construction of Switching station 1 commencing, physical progress at 50%. (50%) Q4: Construction of Switching station 1 completed (100%)	New project	100%	100%	25%	R	Project in Tender stage: Tenders exceeded the budget amount. The Budget will be utilized for a much needed crane and Project SS1 to be moved to the next financial year with increased budget.	Project Budget insufficient. Project to be moved to the next financial year.	Appointment letters Progress reports Handing over certificate
D15 8	Optimise and sustain infrastructure investment and services	Service Delivery	Electricity network upgrade and maintenance	Replacement of auto-reclosers (11kv and 33kv)	Q1: Identify strategic location of autoreclosers (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%	40%	R	Autoreclosers withdrawn from stores. Awaiting outage to install A/R	Planned outage to be scheduled to install autoreclosers	Sketches Payment certificate Delivery Certificate Asset Register

Table 17: 4th Quarter Performance on targets set for 2016/17 - Electrical Engineering Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	

D159	Optimise and sustain infrastructure investment and services	Service Delivery	Electricity network upgrade and maintenance	Renewal, Repairs and Maintenance on pre-paid meters	Q1: Acquire quotations for the procurement of pre-paid meters and data concentrators (10%) Q2: Placing of orders by end November (35%) Q3: Meters and data concentrators received (50%) Q4: Installation of data concentrators and meters as and when required (100%)	Funds revoked during adjustment budget	100%	100%	100%	G	158 Conversions done to date. 8 new 20Amp customers done at Tarentaalrand. Stores received meters from ACTOM that was on backorder	No deviation	Quotation Proof purchase Asset register *AMI registry file
D160	Optimise and sustain infrastructure investment and services	Service Delivery	Electricity network upgrade and maintenance	New electricity Connections (Consumer contributions)	Q1: Funds received for services contributions spent on recapitalisation of the network (10%) Q2: Funds received for services contributions spent on recapitalisation of the network (20%) Q3: Funds received for services contributions spent on recapitalisation of the network	Minisubstations procured	100%	100%	100%	G	New connections in progress. Ongoing	None	New connections register Job card sign off

					(30%) Q4: Funds received for services contributions spent on recapitalisation of the network (100%)								
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Table 17: 4th Quarter Performance on targets set for 2016/17 - Electrical Engineering Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D16 1	Effective and Efficient administration	Good Governance	Office Administration	Purchase of office furniture (EED)	Q1: Not applicable this quarter (0%) Q2: Not applicable this quarter (0%) Q3: Procurement process for the acquisition of furniture (10%) Q4: Furniture procured and delivered (100%)	New project	100%	100%	100%	G	Furniture to be purchased as and when required. Not applicable this financial year. Budget not available.	Not applicable this financial year. Budget not available	Quotations Proof of receipt of furniture

D16 2	Effective and Efficient administration	Good Governance	Sound Governance	% of Departmental Internal Audit findings resolved (EED)	Percentage	100	100%	100%	100%	G	No outstanding internal findings	None	Internal Audit Follow-up Reports for Department
D16 3	Attract and retain the best human capital to become employer of choice	Good Governance	Human Resource Management	# of employees with technical skills/capacity (engineers & technicians - EED)	Number	19	20	20	19	O	Manager Outlying areas promoted to Director Electrical Engineering services	Manager Outlying areas position to be advertised and filled	EED Monthly reports

Table 18 below presents a summary of the level of performance for the 4th Quarter of 16/17 for EED indicating that **35%** of the targets set were not yet achieved by the end of the quarter.

Table 18: EED - Summary of Results (4th Quarter 16_17)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	0	0
	KPI Not Met	5	16%
	KPI Almost Met	6	19%
Table 18: EED - Summary of Results (4th Quarter 16_17)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Met	18	58%

	KPI Well Met	1	3%
	KPI Extremely Well Met	1	3%
	Total KPIs	31	

Areas that affect the performance of the Electrical Engineering Department:

1. *Turnaround time of the mechanical workshop:* The ability of the electrical department to attend to power outages were severely affected by the non-availability of vehicles.
2. *Fleet management:* the electrical department does not have a crane truck which can be used to move transformers, this affects the ability of the department to operate efficiently.
3. Delays in the appointment of service providers and the supply of materials delays project implementation.
4. Theft of electrical infrastructure is a major concern as it is increasing, with theft from the GTM stores being a major concern.

3.6 Engineering Services Department

The performance of the Engineering Services Department during the 4th Quarter of 2016/17 is presented below (see **Table 19**).

Table 19: 4th Quarter Performance on targets set for 2016/17 - Engineering Services Department													
Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	

D164	Effective and Efficient administration	Good Governance	Sound Governance	% of Departmental Internal Audit findings resolved (ESD)	Percentage	100	100%	100%	66.67%	R	No deviation		Internal Audit Follow-up Reports for Department
D165	Increase financial viability	Good Governance	Budget management	% MIG funding spent	Percentage	71	100%	100%	87%	O	Because of the received bonus the total allocation for 2016/17 fy increased.	Application for roll over to Treasury is done for the remaining balance.	Budget printout
D166	Increased investment in the GTM economy	Economic Growth	Expanded Public Works	# of jobs created through municipal EPWP initiatives (FTE)	Number	715	860	216	1,080	B	Performance is above the targeted value of 72		Project reports, EPWP reports
D167	Enhance sustainable environmental management and social development	Service Delivery	Sport and Recreation	Burgersdorp Sports Facility	Q1: Designs completed (5%) Q2: Specifications completed (25%) Q3: Appointment of contractor finalised (50%) Q4: Physical Construction at 15% (100%)	New project	100%	100%	90%	O	The Supply chain processes were slow and the contractor was appointed late.	The demand management plan must be followed in future	*Approval of preliminary & detailed designs *Minutes of Specifications Committee *Project Progress Reports

Table 19: 4th Quarter Performance on targets set for 2016/17 - Engineering Services Department

Ref	Strategic	Municipal	Programme	KPI	Unit of	Baseline	Annual	Period-To-Date As At June 2017			Source of
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	Objective	KPA			Measurement		Target	Target	Actual	R	Reason for deviation	Corrective Measures	Evidence
D168	Enhance sustainable environmental management and social development	Service Delivery	Sport and Recreation	Relela Community Hall	<p>Q1: Physical progress at 5%</p> <p>Q2: Construction, Physical Progress at 30% (50%)</p> <p>Q3: Construction, Physical Progress at 100% (100%)</p> <p>Q4: Not applicable this quarter</p>	Physical progress at 5%	100%	0%	0%	N/A			Project Progress Reports Completion Certificate
D169	Enhance sustainable environmental management and social development	Service Delivery	Sport and Recreation	New Runnymede Sports facility	<p>Q1: Physical construction at 25% (25%)</p> <p>Q2: Physical construction at 40% (40%)</p> <p>Q3: Physical construction at 75% (75%)</p> <p>Q4: Sports facility at Runnymede completed (100%)</p>	Designs completed. Draft Tender document to be approved by BSC	100%	100%	75%	○	Delay was due to re-alignment of layout which resulted in increased earthworks and blasting	Extension of time is being processed and a catch up plan will be submitted	Project progress Report Completion Certificate
D170	Improve access to sustainable and affordable services	Service Delivery	Building Control	# of contravention notices issued to decrease noncompliance to building regulations	Number	20	50	14	11	○	The performance is slightly higher than the target of 6 and the actual is 8 of which is acceptable	The building control system have been on the budget for so long and it's not	Register of contraventions

D172	Improve access to sustainable and affordable services	Service Delivery	Roads and Storm water Infrastructure Development	Kwekhwe Low Level Bridge	Q1: Advertisement for the appointment of a contractor (15%) Q2: Appointment finalised, contractor on site. (25%) Q3: Physical construction at 50% (75%) Q4: Construction of Kwekhwe low level bridge completed (100%)	New project	100%	100%	25%	R	Contractor's appointment was delayed and was only appointed in June.	Fast tracking progress on site	Appointment letter Site meeting minutes (Progress report) Completion certificate
D173	Improve access to sustainable and affordable services	Service Delivery	Roads and Storm water Infrastructure Development	Rikhotso low level bridge	Q1: Construction of low level bridge, physical progress at 50% (50%) Q2: Construction of low level bridge at Rikhotso completed (100%) Q3: Not applicable this quarter Q4: Not applicable this quarter	Contractor onsite	100%	100%	100%	G	Bridge completed	Not required	Appointment letter Site meeting minutes Completion certificate

Table 19: 4th Quarter Performance on targets set for 2016/17 - Engineering Services Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	

D174	Improve access to sustainable and affordable services	Service Delivery	Roads and Storm water Infrastructure Development	Mokonyane low level bridge	Q1: Construction of low level bridge, physical progress at 50% (50%) Q2: Construction of low level bridge at Mokonyane completed (100%) Q3: Not applicable this quarter Q4: Not applicable this quarter	Contractor onsite	100%	100%	100%	G	Bridge completed	Not required	Appointment letter Site meeting minutes Completion certificate
D175	Improve access to sustainable and affordable services	Service Delivery	Roads and Storm water Infrastructure Development	Khubu to Lwandlamuni low level bridge	Q1: Advertisement for the appointment of a contractor (15%) Q2: Appointment finalised, contractor on site. (25%) Q3: Physical construction at 50% (75%) Q4: Construction of Khubu to Lwandlamuni low level bridge completed (100%)	New project	100%	100%	90%	O	Contractor's physical project is 90%. Target was not met due to additional scope of works which was identified during practical completion.	Fast tracking additional works motivation for approval.	Appointment letter Site meeting minutes (Progress report) Completion certificate
D176	Improve access to sustainable and affordable services	Service Delivery	Roads and Storm water Infrastructure Development	Moruji to Matswi, Kheshokolwe Tar Road	Q1: Physical construction at 9% (25%) Q2: Physical construction at 18% (50%) Q3: Physical construction at 27% (75%) Q4: Physical construction at	Tender readvertised	100%	100%	74%	R	The contractor delayed by rock blasting at 4km.	Rock blasting has since being done and the contractor is busy with the subgrade preparations	Project Progress Reports

					35% (100%)								
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Table 19: 4th Quarter Performance on targets set for 2016/17 - Engineering Services Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D177	Improve access to sustainable and affordable services	Service Delivery	Roads and Storm water Infrastructure Development	Rita, Khopo, Lefara, Zanghoma, Uhuru, Xipungu to Mariveni Tar Road (Phase 3 of 4)	Q1: Physical construction at 53% (25%) Q2: Physical construction at 71% (60%) Q3: Physical construction at 90% (80%) Q4: Physical construction at 100%, 12km completed (100%)	Contractor appointed, physical progress at 44% (25%)	100%	100%	69%	R	A minor group in the community of Zanghoma is stopping the contractor to work through the village.	The PMT is attending to the matter. They have recently met with RAL to resolve the matter. An MOU is still being prepared by RAL for the parties to sign.	Project Progress Reports Completion Certificate

D178	Improve access to sustainable and affordable services	Service Delivery	Roads and Storm water Infrastructure Development	Tickyline, Myakayaka, Burgersdorp, Gavaza to Mafarana Tar Road	Q1: Physical construction at 30% (25%) Q2: Physical construction at 50% (50%) Q3: Physical construction at 75% (75%) Q4: Physical construction at 100% (100%)	Project readvertised, physical progress at 21%	100%	100%	85%	O	The project was delayed by nondelivery of storm water pipes.	The last batch of storm water pipes were delivered late in mid-July and the contractor will fast track laying of the pipes.	Project Progress Reports Completion Certificate
D179	Optimise and sustain infrastructure investment and services	Service Delivery	Maintenance and upgrading of municipal buildings	Construction of ablution facility for Parks Offices in Tzaneen	Q1: Appointment of consultant (10%) Q2: Specifications and procurement of service provider (20%) Q3: Construction, physical progress at 50% (70%) Q4: Construction of ablution facilities completed. (100%)	New project	100%	100%	10%	R	There was delays in appointment of consultant and contractor and the site was only handed over in July	The rollover of funds has been forwarded to finance and they must prepare an item for roll over of funds to complete the project of which is	*Appointment letter *Specifications committee minutes *Appointment letter for service provider *Completion Certificate

Table 19: 4th Quarter Performance on targets set for 2016/17 - Engineering Services Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
												subjected to council	

												approval	
D180	Optimise and sustain infrastructure investment and services	Service Delivery	Maintenance and upgrading of municipal road infrastructure	Tzaneen Airfield Refurbishment	Q1: Finalise specifications. (5%) Q2: Appointment of contractor finalised (10%) Q3: Physical construction underway at 50% (50%) Q4: Refurbishment of runway at airfield completed (100%)	New project	100%	100%	10%	R	Contractor's appointment was delayed due to supply chain processes and the contractor was only appointed in June 2017.	Fast tracking progress on site	Specifications Appointment Letter Completion Certificate Progress Payment Completion Certificate
D181	Effective and Efficient administration	Good Governance	Office Administration	Purchase of office furniture (ESD)	Q1: Not applicable this quarter (0%) Q2: Not applicable this quarter (0%) Q3: Sourcing of quotations and initiate procurement process (10%) Q4: Procurement of furniture for ESD completed (100%)	New project	100%	100%	0%	R	Supply was supposed to have centralized the procurement of office furniture for the department and it never happened	Supply chain to apply for roll over of the budget	Quotations Proof of receipt of furniture
D182	Optimise and sustain infrastructure investment and services	Service Delivery	Asset Management	R-value spent on maintenance of roads infrastructure as % of asset value	Percentage	0.66	3.20%	3.20%	3.50%	G2	Performance has exceeded the target	NONE	Asset Register Expenditure Reports

D183	Optimise and sustain infrastructure investment and services	Service Delivery	Asset Management	R-value spent on maintenance of municipal buildings as % of asset value	Percentage	0.06	5%	5%	3.30%	R	Could not meet the target due to insufficient budget and adjustment	Provision of sufficient budget to meet the target	Asset Register Expenditure Reports
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Table 19: 4th Quarter Performance on targets set for 2016/17 - Engineering Services Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D184	Optimise and sustain infrastructure investment and services	Service Delivery	Asset Management	R-value spent on fleet maintenance as % of asset value	Percentage	0.65	10%	10%	34%	B	Target exceeded due to age of vehicles	Replacement of vehicles	Asset Register Expenditure Reports
D185	Attract and retain the best human capital to become employer of choice	Good Governance	Human Resource Management	# of employees with technical skills/capacity (engineers & technicians - ESD)	Number	5	8	8	5.33	R	8 employees with technical skills appointed	Not required.	ESD Monthly reports

Table 20 and the graph below presents a summary of the level of performance for the 4th Quarter of 16/17 for ESD indicating that **73%** of the targets set were not met by the end of the quarter, a marked deterioration in performance since the 3rd quarter.

	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	1	5%

	KPI Not Met	10	45%
	KPI Almost Met	6	27%
	KPI Met	2	9%
	KPI Well Met	1	5%
Table 20: ESD - Summary of Results (4th Quarter 16_17)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Extremely Well Met	2	9%
	Total KPIs	22	

Issues that affected the performance of the Engineering Services Department:

1. *Project management* - Delays in the procurement process resulted in various projects falling behind schedule. A contributing factor is that the demand management plan is not being adhered to. As a result various contractors were only appointed in June, once again contributing to requests for the roll-over of funds.
2. *Increased expenditure on fleet maintenance* – the aging fleet is contributing to the expenditure on fleet maintenance. Budget provision should be made to replace vehicles that has exceeded their useful life.
3. MIG expenditure is reflected as “under expenditure”, while in fact GTM managed to secure a MIG bonus (of R65 million), due to the fact that MIG was being spent better than planned. This bonus was however received late in the financial year.
4. *Project Management Challenges*: Most of the projects allocated to ESD for 2016/17 were not implemented as planned.

3.7 Planning and Economic Development Department

The performance of the Planning Economic Development Department during the 4th Quarter of 2016/17 is presented below (see **Table 21**).

Table 21: 3rd Quarter Performance on targets set for 2016/17 - Planning and Economic Development Department													
Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017				Corrective Measures	Source of Evidence
								Target	Actual	R	Reason for deviation		
D186	Create a stable and an enabling environment by attracting suitable investors	Economic Growth	Marketing and Investor Targeting	Investment Incentive Policy.	Q 1: Finalise TOR with GTEDA. (25%) Q 2: Consultations with internal and external stakeholders (50%) Q3: Draft Investor Incentive Policy ready for Management consideration (75%) Q 4: Investor Incentive Policy submitted to Cluster and Council for approval (100%)	New initiative	100%	100%	75%	O	No Performance Comment	No Corrective Measures	*Minutes of GTM consultations *Incentive Policy Draft & Final Document *Attendance Registers of engagement sessions with stakeholders *Council Resolution
D187	Enhanced Integrated developmental planning	Economic Growth	Spatial Development	Integrated Sustainable Human Settlements Plan (ISHSP) reviewed by 30 May '17	Percentage	Not done	100%	100%	100%	G	ISHSP completed.	None	Council minutes Revised ISHSP

D188	Enhanced Integrated developmental planning	Economic Growth	Spatial Development	# of land parcels acquired for development	Number	1	1	1	1	G	Community resolution signed and money transferred .	None	Deed of sale
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Table 21: 3rd Quarter Performance on targets set for 2016/17 - Planning and Economic Development Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D189	Improve access to sustainable and affordable services	Service Delivery	Integrated Human Settlements	Land Acquisition at Letsitele	Q1:Negotiations with land owners for GTM to buy land (50%) Q2: Agreement on sale of land, contract finalised. (75%) Q3: Budgeted amount transferred. (85%) Q 4: Budget for the payment of the outstanding balance on land at Letsitele. (100%)	New project	100%	100%	100%	G	deed of sale signed and money is paid to the Attorneys trust account.	None	Communicues with land owners Deed of Sale Signed Purchase contract/agreement Budget submission for 17/18
D190	Increased investment in the GTM economy	Economic Growth	Community Works Programme	Nr of cooperatives established and still functional in wards where the CWP is implemented	Number	4	2	2	2	G	No Performance Comment	No Corrective Measures	CWP reports Minutes & Attendance register of CWP meetings

D191	Increased investment in the GTM economy	Economic Growth	Community Works Programme	Number of job opportunities created through the CWP	Number	2000	3,400	3,400	2,104.67	R	No Performance Comment	The number has drop from 2168 to 2108 they move for greener pasture	CWP Employment register
D192	Increased investment in the GTM economy	Economic Growth	Marketing and Investor Targeting	# of Agricultural Expos held	Number	1	1	0	0	N/A			Agricultural EXPO Advert & Programme List of exhibitors

Table 21: 3rd Quarter Performance on targets set for 2016/17 - Planning and Economic Development Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D193	Increased investment in the GTM economy	Economic Growth	Marketing and Investor Targeting	# of jobs created through agricultural programmes	Number	150	200	50	1	R	No Performance Comment	No Corrective Measures	Employment register Minutes and Attendance Registers of meetings with agricultural programmes
D194	Increased investment in the GTM economy	Economic Growth	Marketing and Investor Targeting	# of jobs created through municipal LED initiatives including Capital Projects	Number	500	400	138	46	R	No Performance Comment	No Corrective Measures	*Consolidated LED monthly job creation report *MIG Monthly Reports *EPWP Monthly Reports

D195	Increased investment in the GTM economy	Economic Growth	Marketing and Investor Targeting	LED strategy revised by 30 June 2017	Q1: Develop terms of reference and submission to SCM for advertisement by July (10%) Q2: Evaluation and Adjudication of tenders. Appointment of Service provider. (20%) Q3: Review of the LED strategy in consultation with stakeholders. (75%) Q4: LED strategy submitted to Cluster and Council for approval by 30 June '17 (100%)	n/a	100%	100%	95%	O	No Performance Comment	No Corrective Measures	*TOR *Invitations Minutes & Attendance Register (stakeholder engagements) *Revised LED Strategy *Council minutes
D196	Increased investment in the GTM economy	Economic Growth	Marketing and Investor Targeting	# of GTM LED forum meetings arranged	Number	4	4	1	2	B	No Performance Comment	No Corrective Measures	Invitations Minutes & Attendance Register

Table 21: 3rd Quarter Performance on targets set for 2016/17 - Planning and Economic Development Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D197	Increased investment in the GTM economy	Economic Growth	SMME support	# of meetings held with informal traders	Number	4	4	1	3	B	No Performance Comment	No Corrective Measures	Invitations Minutes & Attendance Register
D198	Increased investment in the GTM	Economic Growth	SMME support	# of Local Tourism Association	Number	4	4	1	3	B	No Performance Comment	No Corrective Measures	Invitations Minutes & Attendance

	economy			Meetings									Register
D199	Increased investment in the GTM economy	Economic Growth	Tourism	# of Tourism SMMEs exposed to the market	Number	30	40	2	36	B	No Performance Comment	No Corrective Measures	Itinerary Events report
D200	Enhanced Integrated developmental planning	Economic Growth	Integrated Development Planning	Spatial Development Framework review	Q1: Status quo report available from Service Provider. Public Participation process concluded (40%) Q2: Analysis and proposals for draft SDF ready for consideration by Council. (60%) Q3: Public Participation on the draft SDF and adoption by Council (80%) Q4: Identification of programmes and projects for implementation by Council (100%)	Service Provider appointed	100%	100%	95%	O	Final Draft Spatial Development Framework and secondary policies ready for adoption by council Steering committee in place for facilitation of SDF, secondary policies and land use scheme	Council to convene in October for adoption of Tribunal Members	*Status Quo Report *Minutes of Steering Committee *Minutes of Public Participation *Draft and Final SDF *Council Minutes

Table 21: 3rd Quarter Performance on targets set for 2016/17 - Planning and Economic Development Department

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	

D201	Enhanced Integrated developmental planning	Economic Growth	Spatial Development	SPLUMA implementation	Q1: Gazetting of By-laws into SPLUMA. (25%) Q2: Finalisation of specifications for appointment of service provider to formulate a Land Use Management Scheme (50%) Q3: Appointment of service provider (75%) Q4: Status quo report available for consultations (100%)	Awaited appointment of Tribunal by MDM	100%	100%	90%	O	Greater Tzaneen Municipal Planning Tribunal Interviews conducted, waiting for item adoption by council By-Law review finalised to accommodate changes, pending gazetting	Council to convene in October for adoption of Tribunal Members	Govt Gazette *Specifications *Status Quo Report
D202	Effective and Efficient administration	Good Governance	Sound Governance	% of Departmental Internal Audit findings resolved (PED)	Percentage	100	100%	100%	66.67%	R	No audit queries	No audit queries	Internal Audit Follow-up Reports for Department
D203	Effective and Efficient administration	Good Governance	Office Administration	Purchase of office furniture (PED)	Q1: Not applicable this quarter (0%) Q2: Not applicable this quarter (0%) Q3: Procurement process for the acquisition of furniture (10%) Q4: Furniture procured for PED offices and delivered (100%)	New project	100%	100%	100%	G	furniture required was purchased with no additional needs	Any new needs will be dealt with in the new financial year	Quotations Proof of receipt of furniture

Table 22 below presents a summary of the level of performance for the 4th Quarter of 2016/17 for PED, indicating that **45%** of the targets set were not met by the end of the quarter.

Table 22: PED - Summary of Results (4th Qtr 16_17)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	1	6%
	KPI Not Met	4	22%
	KPI Almost Met	4	22%
	KPI Met	5	28%
	KPI Well Met	0	0%
	KPI Extremely Well Met	4	22%
	Total KPIs	18	

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

1. *The Mopani district planning tribunal* was not established therefore GTM started the process of appointing a local tribunal to ensure that all planning applications are processed.
2. *Irregular Reporting on LED activities:* there is uncertainty regarding the method of setting targets for and reporting on job creation on a monthly basis.

3.8 Greater Tzaneen Economic Development Agency

The performance of the Greater Tzaneen Economic Development Agency (GTEDA) during the 4th Quarter of 2016/17 is presented below (see Table 23).

Table 23: 4th Quarter Performance on targets set for 2016/17 - Greater Tzaneen Economic Development Agency													
Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D204	Effective and Efficient administration	Good Governance	Sound Governance	Unqualified Audit opinion for GTEDA	Audit opinion	Unqualified	1	0	0	N/A	Not applicable		Audit Report
D205	Effective and Efficient administration	Good Governance	Sound Governance	% of Departmental Internal Audit findings resolved (GTEDA)	Percentage	100	100%	100%	0%	R	No internal audit conducted	Appointed internal auditors end of June and will report in July 2017	Internal Audit Follow-up Reports for Department
D206	Increase financial viability	Good Governance	Budget management	% of GTEDA budget spent	Percentage	86%	100%	100%	94%	O	MSCOA budget carried over to 2017/18	Timing of expenditure, MSCOA budget will be used in July 2017.	Monthly financial reports
D207	Create a stable and an enabling environment by attracting suitable investors	Economic Growth	Economic Growth and Investment	# of committed investors attracted through GTEDA	Number	0	3	3	3	G	Vexospark funded by IDC Motupa library funded by Rand Water foundation Moolman group for Tzaneen		Investment reports (LADC, MDDA, Premiers Office & SEDA)

					quarter (100%)								
D210	Create a stable and an enabling environment by attracting suitable investors	Economic Growth	Marketing and Investor Targeting	Resource mobilisation	<p>Q1: Investors Data base developed & Signed SLAs with funders (25%)</p> <p>Q2: 5 Enterprises assisted (50%)</p> <p>Q3: 4 funding applications submitted (75%)</p> <p>Q4: 2 funding applications concluded successfully (100%)</p>	New initiative	100%	100%	100%	G	<p>Facilitated funding of Monye-le-shako by DRDLR. Facilitated funding of GTFSC training by Bankseta.</p> <p>Funding pending Baltiva. Gold dust farm</p>		<p>*Investor Database Printscreen</p> <p>*SLAs/MoUs concluded (x5)</p> <p>*Enterprise assistance programme & proof of assistance (x5) *4</p> <p>Funding applications</p> <p>*Signed funding agreements (x2)</p>

Table 23: 4th Quarter Performance on targets set for 2016/17 - Greater Tzaneen Economic Development Agency

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	

D211	Create a stable and an enabling environment by attracting suitable investors	Economic Growth	Marketing and Investor Targeting	Greater Tzaneen Investment Promotion	<p>Q1: Design Audio visual and print promotional material, Appoint service provider, Organise investor conference (30%)</p> <p>Q2: Audio visual and print promotional material developed. Investor Conference hosted (60%)</p> <p>Q3: Investor Conference Feedback, Exhibit at Tzaneen Agri Expo (80%) *Q4: Exhibit at 2 trade fares/ expo's (100%)</p>	New initiative	100%	100%	100%	G	Investor conference hosted. Agri-expo facilitated. Flee market facilitated.	<p>*Audio visual & print promo material</p> <p>*Appointment letter</p> <p>*Investor conf programme & attendance register</p> <p>*Investor conf report</p> <p>*Project prioritisation list</p> <p>*Exhibition report & pictures</p>
D212	Create a stable and an enabling environment by attracting suitable investors	Economic Growth	Marketing and Investor Targeting	Partnerships with economic development roleplayers (5)	<p>Q1: Conduct research and compile database of potential economic development agencies in SA and abroad. (10%) Q2: Facilitate signing of partnership agreements with identified agencies. (25%)</p> <p>Q3: Facilitate signing of partnership agreements with identified agencies (50%)</p> <p>Q4: Facilitate the LED forum</p> <p>*5 Partnership agreements finalised (100%)</p>	New initiative	100%	100%	100%	G	LED forum facilitated. Signed MOUs with *SEDA-joint MOU with GTM. *FABCO. *KJK development and monitoring agency. *GTFSC. *Astir Holdings.	<p>*Research report on investors</p> <p>*Database on development agencies</p> <p>*Partnership agreements (x5)</p>

Table 23: 4th Quarter Performance on targets set for 2016/17 - Greater Tzaneen Economic Development Agency

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D213	Create a stable and an enabling environment by attracting suitable investors	Economic Growth	Marketing and Investor Targeting	Office park development	<p>Q1: Develop and submit a proposal to GTM to transfer/ allocate vacant municipal land/derelict properties to GTEDA to develop (20%) Q2: Obtain Council resolution for transfer/ allocation of land. (30%) Q3: Obtain title deeds and commence with land registration processes. Develop plans to utilise land for revenue generation. (50%) Q4: Develop plans to utilise land for revenue generation (100%)</p>	New initiative	100%	100%	100%	G	Land development plan done. Utilisation of ERF 89 granted by GTM. Proposals for Vexospark and Jetty 3 approvals in progress.		*Disposal of land proposal & proof of submission to GTM *Council Resolution on GTEDA mandate to develop land *Title deeds *Vacant Land development plan

D214	Increased investment in the GTM economy	Economic Growth	Enterprise Development	Agroprocessing businesses based on 3 commodities	<p>Q1: Review/ conduct feasibility study on agroprocessing. Engagement of stakeholders (25%)</p> <p>Q2: Conduct value propositions and business plans (Agro-processing of Tomato, Mango and Marula). (60%)</p> <p>Q3: Engage potential investors, Sign MOUs/SLA with identified co-ops/farms and investors (80%)</p> <p>Q4: Appoint transactional advisors to facilitate implementation of the proposed initiatives. (100%)</p>	New initiative	100%	100%	100%	G	Potential investors engaged. Transactional advisors facilitated. Agro-processing and other value chains business plans in progress.	* Feasibility study on agroprocessing *Minutes of stakeholder engagements *Value propositions & Business Plans *Appointment letters for advisors
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Table 23: 4th Quarter Performance on targets set for 2016/17 - Greater Tzaneen Economic Development Agency

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	

D215	Increased investment in the GTM economy	Economic Growth	Enterprise Development	Entrepreneurship career guidance and mentorship programme	<p>Q1: Develop an Entrepreneurship career guidance & mentorship project plan in consultation with stakeholders. Develop material/content to be presented. Identify 5 successful entrepreneurs to motivate and mentor youth. (25%)</p> <p>Q2: Implement the Entrepreneurship career guidance and mentorship programme, Develop a concept document on a school entrepreneurship competition. (50%)</p> <p>Q3: Implement the Entrepreneurship the career guidance programme (60%)</p> <p>Q4: Implement the programme, Award ceremony conducted (100%)</p>	New initiative	100%	100%	100%	G	Entrepreneurship career guidance and mentorship programme conducted. Debate competition facilitated at 12 schools. Award ceremony held 2017.		<p>*Entrepreneurship project plan</p> <p>*School Entrepreneurship competition concept document</p> <p>*School Entrepreneurship programme and awards results</p>
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Table 23: 4th Quarter Performance on targets set for 2016/17 - Greater Tzaneen Economic Development Agency

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	

D216	Increased investment in the GTM economy	Economic Growth	Enterprise Development	SMMEs Incubation	<p>Q1: Develop an incubation model, Incubation of Greater Tzaneen Financial Services Cooperative (GTFSC) through a diagnostic assessment (25%)</p> <p>Q2: Incubation model finalised, Incubation of Greater Tzaneen Financial Services Cooperative (GTFSC) through board training. (50%)</p> <p>Q3: Incubation of Greater Tzaneen Financial Services Cooperative (GTFSC) through committees training (75%)</p> <p>Q4: Incubation of Greater Tzaneen Financial Services Cooperative (GTFSC) through staff training. (100%)</p>	New initiative	100%	100%	100%	G	Incubation of GTFSC facilitated through Bankseta. Trainings conducted by Bankseta.	<p>*Incubation Model</p> <p>*Community Bank incubation M&E report</p> <p>*Incubation monthly activity report.</p>
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Table 23: 4th Quarter Performance on targets set for 2016/17 - Greater Tzaneen Economic Development Agency

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Period-To-Date As At June 2017					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	

D217	Increased investment in the GTM economy	Economic Growth	Enterprise Development	Community dialogue / ideas hub	<p>Q1: Consultative meeting with community to establish an Ideas Hub programme. Appoint service provider to resuscitate radio station. (25%)</p> <p>Q2: Develop criteria to ID projects from Ideas Hub & milestone checklist. Develop, business & implementation plan for GTFM. (50%)</p> <p>Q3: Identify potential partners/funders for Ideas Hub programme. Monitor & support radio station activities (75%)</p> <p>Q4: Sign MOUs/SLAs with potential partners/funders for Ideas Hub programme. Monitor & support radio station activities. (100%)</p>	New initiative	100%	100%	100%	G	Facilitated radio station funding through MDDA. Sponsored an entrepreneurial show. Supported the administrative unit of GTFM with compliance matters and budgets.	<p>*Minutes & Attendance register of community consultation sessions</p> <p>*App letter for service provider</p> <p>*Ideas Hub project dev plan</p> <p>*List of investors in Ideas hub</p> <p>*Radio Station monthly reports on support</p>
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Table 24 below presents a summary of the level of performance for the 4th Quarter of 16/17 for GTEDA reflecting that **21%** of the targets set were not met by the end of the period, a marked improvement from the previous quarter.

Table 24: GTEDA - Summary of Results (4th Qtr 16_17)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	1	7%

Table 24: GTEDA - Summary of Results (4th Qtr 16_17)

	Level of performance	Number of KPIs	% performance at this level
	KPI Not Met	1	7%
	KPI Almost Met	2	14%
	KPI Met	9	64%
	KPI Well Met	0	0%
	KPI Extremely Well Met	1	7%
	Total KPIs	14	

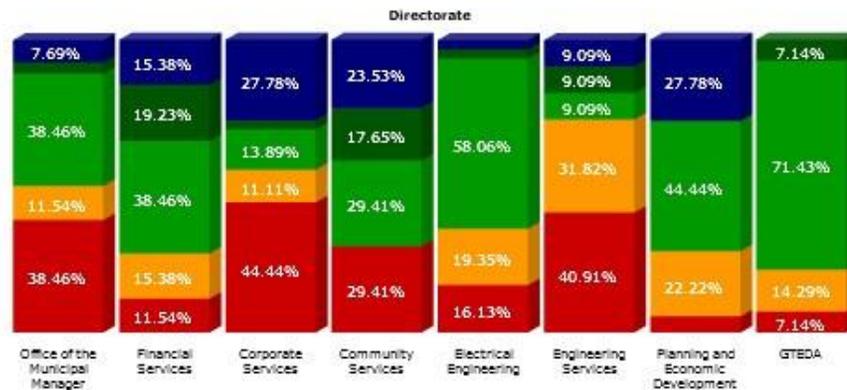
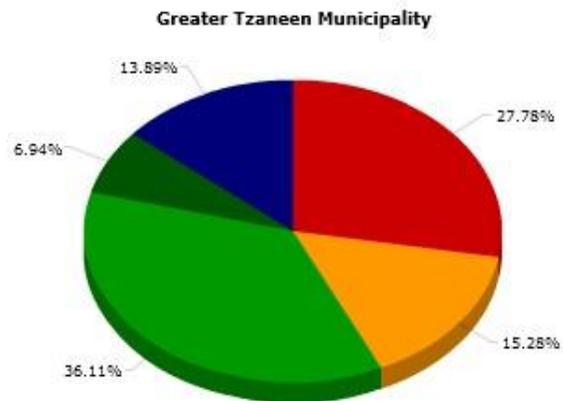
Areas of affected the performance of the Greater Tzaneen Economic Development Agency:

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.

4.9 4th Quarter Organisational Performance 2016/17 (1 April to 30 June '17)

Figure 2 below, illustrates the performance of the organization during the 4th quarter for 2016/17. From the graph below it is clear that the Engineering Services Department fared the worst in achieving the targets set, while GTEDA were the best. Overall **43%** of the targets set for the quarter were not met, achievement level of 57%.

Figure 2: Organisational Performance during the 4th Quarter of 2016/17



	Greater Tzaneen Municipality	Directorate							
		Office of the Municipal Manager	Financial Services	Corporate Services	Community Services	Electrical Engineering	Engineering Services	Planning and Economic Development	GTEDA
KPI Not Met	60 (27.8%)	20 (38.5%)	3 (11.5%)	16 (44.4%)	5 (29.4%)	5 (16.1%)	9 (40.9%)	1 (5.6%)	1 (7.1%)
KPI Almost Met	33 (15.3%)	6 (11.5%)	4 (15.4%)	4 (11.1%)	-	6 (19.4%)	7 (31.8%)	4 (22.2%)	2 (14.3%)
KPI Met	78 (36.1%)	20 (38.5%)	10 (38.5%)	5 (13.9%)	5 (29.4%)	18 (58.1%)	2 (9.1%)	8 (44.4%)	10 (71.4%)
KPI Well Met	15 (6.9%)	2 (3.8%)	5 (19.2%)	1 (2.8%)	3 (17.6%)	1 (3.2%)	2 (9.1%)	-	1 (7.1%)
KPI Extremely Well Met	30 (13.9%)	4 (7.7%)	4 (15.4%)	10 (27.8%)	4 (23.5%)	1 (3.2%)	2 (9.1%)	5 (27.8%)	-
Total:	216	52	26	36	17	31	22	18	14

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

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

Table 25: 4th Quarter Evaluation of Service Provider Performance for 2016/17												
Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
MM	Electronic Performance Reporting System	ActionIT	Own funds	1/07/2015	1/04/2018	SDBIP & Individual PM modules being utilised	None	4	4	4	4	System supports Performance Reporting and auditing. Other modules may be considered for future use
MM	Travel agency services	Uniglobe travel agency	Own funds	1/02/2017	31/01/2020	Providing travel agency services to GTM	Quotations received from the service provider more expensive than when sourcing self. Contract will exhaust S&T votes if not managed since agency adds own levy	n/a	n/a	2	2	Outsourcing of service is not affordable and should be reconsidered in future.

CFO	Credit control and debt collection	Physon Business solutions	Own funds	4/2015	3/2018	Continuous credit control actions	Supplier not professional	1	1	2	3	Service improved, reports are received regularly. The professionalism still to be addressed by the supplier.
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Table 25: 4th Quarter Evaluation of Service Provider Performance for 2016/17

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
CFO	Debt collection	Altimax Zandile Monene Business	Own funds	10/2015	9/2018	Altimax withdrawn pending dispute resolution	Reporting system to be re-defined internally by the Revenue division.	4	3	3	3	Will continue with the service provider with manually updated report on debtor's payments.
CFO	Meter reading	Electrocuts	Own funds	7/2015	7/2018	updated readings monthly	Meter readers went on strike, late receiving of information, inconsistent reading dates.	4	4	4	2	Reconsider appointment
CFO	Valuation roll	DDP Valuers	Own funds	7/2012	6/2017	Valuations done on request within time frames	None, contract ended	4	4	4	4	Contract ended
CFO	Valuation roll	Uniquenco	Own funds	1/2017	6/2022	General Valuation roll submitted	None	n/a	n/a	4	4	Will continue with the service provider

CFO	Insurance	Lateral Unison (Insurance Brokers)	Own funds	7/2015	6/2018	Lateral Unison handle claims as received with regular feedback	Due late premium payment, no claims will be paid out from the 1/07/16 - 26/04/17	4	4	2	3	Report to Council to be tabled to the next EXCO and Council meetings.
CFO	Assets Management Consultants	ARMS	Own funds	04/2017	04/2020	The audit outcome is Unqualified Company was reappointed	Contract ended in November	4	4	n/a	4	The service provider was reappointed.
CFO	MSCOA	SEBATA	Own funds	06/2017	06/2020	Start-up of MSCOA process, convert on budget and submission of budget strings to be MSCOA compliant	Late appointment of service provider and therefore project is far behind schedule	n/a	n/a	n/a	4	Late appointment made the process difficult

Table 25: 4th Quarter Evaluation of Service Provider Performance for 2016/17

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
CFO	VAT Consultants	PK Consulting	Own funds	02/2017	01/2020	Compile and submit VAT claims on behalf of GTM	No advice provided on optimising claims, claims submitted omits items causing a loss of VAT income to Council.	2	2	2	2	Outsourcing of this service should be reconsidered

CORP	Telephone Exchange System	Gijima	GTM	1-Dec-00	30-Nov-05	Services Terminated	Contract ended in 30 June 2016	4	3	2	1	The service at the end of the Contract was inadequate as the switchboard and many extensions were not operational.
CORP	Managed printing service	Nashua Limpopo	GTM	2012/07/01	2015/06/30	Printing Services contract was extended until the 30th of October 2016. The Services were also terminated with effect from the 1st of November 2016	None.	3	3	n/a	n/a	None
CORP	Managed printing service	Phinnet Communications	GTM	2016-1101	30-Oct-19	The service provider has since promised to change the MFPs at Records and Administration office and to date that was not done. Some of the MFPs take time to be maintained due slow supply of parts and toners.	Records and Administration staff cannot perform their duties as required.	n/a	n/a	3	2	The service are fair but there is room for improvement if the service provider can delivered required printers and services.

Table 25: 4th Quarter Evaluation of Service Provider Performance for 2016/17

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
CORP	Paperless Council Meetings	Telkom Mobile	GTM	1-Apr-15	31-Mar-17	Mobile services provided. The Contract was upgraded with another 24 Months.	Some simcards were not activated.	4	4	4	3	Services average as some of the simcards were not activated.
CORP	Mimecast : Unified Email Management System	EOH	GTM	1-Jun-15	30-Jun-17	Services are rendered effectively.	None	4	4	4	3	To consider utilizing other security feature of the system in the coming financial years.
CORP	Website Services	SITA	GTM	1-May-15	31-May-17	The website is up to date with the relevant information that the municipality send to SITA for publication.	The service provider did not submit reports are required.	4	4	4	3	Services provided by SITA are good as they respond promptly to requests for publications, their problem is submission of monthly reports.
CORP	Provision of Legal Services	Mahowa Inc Attorney	GTM	1-Feb-13	28-Feb-17	The law firm has date performed satisfactorily and has exhausted all the mandate given to it	no challenges have been encountered	4	4	4	3	Service provider may be used in future

CORP	Provision of Legal Services	Magabe Inc Attorneys	GTM	1-Feb-13	28-Feb-17	The services rendered are professional and all the mandate has been satisfactorily executed	no challenges to date	4	4	4	3	Service provider may be used in future
CORP	Provision of Legal Services	Mushwana Inc Attorneys	GTM	1-Feb-13	28-Feb-17	All work assigned to them has been well executed	no challenges	4	4	4	3	Service provider may be used in future

Table 25: 4th Quarter Evaluation of Service Provider Performance for 2016/17

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
CORP	Provision of Legal Services	Talane & Ass	GTM	01-Feb-13	28-Feb-17	All mandate given has been well executed	no challenges encountered	4	4	4	3	Service provider may be used in future
CORP	Provision of Legal Services	Baloyi Shirinda Inc	GTM	1-Feb-13	28-Feb-17	All work assigned has been well executed	no challenges	4	4	4	3	Service provider may be used in future
CORP	Provision of Legal Services	Ramothwala M. attorneys	GTM	1-Feb-13	28-Feb-17	Mandate well carried	no challenges	4	4	4	3	Service provider may be used in future
CORP	Provision of Legal Services	Modjadji Raphesu Attorneys	GTM	1-Feb-13	28-Feb-17	All work assigned has been well executed	no challenges to date	4	4	4	3	Service provider may be used in future

CORP	MFMA Training	Kamanga Skills Projects	GTM	28-Jun-16	18-Aug-17	In progress	None	4	4	4	4	Service provider may be used in future
CORP	PowerPoint Training	Avuxeni Computer Academy	GTM	10-Oct-16	15-Oct-16	Completed	None	4	4	4	N/A	Service provider may be used in future
CORP	Electronic Records Management System (Collaborator)	Business Engineering	GTM	01-Aug-06	Automatic renewal after 3 years	Day-to-day support is provided to the users. The system is well maintained and functional.	None	4	4	4	4	Support is provided as per the SLA and the services of the service provider are still required.
CORP	VMWARE VSPHERE: install, Configure, Manage v6.5 Training	Torque IT	GTM	13-Mar-17	17-Mar-17	Training Completed	None	N/A	N/A	4	N/A	Service provider may be used in future
CORP	Municipal Governance Training For Councillors	South African Institute of Learning	GTM	29-Mar-17	17-Feb-18	Training Completed	None	N/A	N/A	4	N/A	Service provider may be used in future
CORP	Office Management Training	Staff Training	GTM	29-Mar-17	30-Mar-17	Training Completed	None	N/A	N/A	4	N/A	Service provider may be used in future

Table 25: 4th Quarter Evaluation of Service Provider Performance for 2016/17

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
CORP	Auditing the process utilized by Management to improve their External Audit Opinion on the Financial statement of the public Training	Institute of Internal Auditors South Africa	GTM	8-Mar-17	9-Mar-17	Training Completed	None	N/A	N/A	4	N/A	Service provider may be used in future
CORP	Fundamental of Internal AuditING Supply Chain Process Training	Institute of Internal Auditors South Africa	GTM	23-Mar-17	24-Mar-17	Training Completed	None	N/A	N/A	4	N/A	Service provider may be used in future
CORP	Purchase of office furniture	Cathu Holdings	GTM	30-Jun-17	30-Jun-17	Furniture supplied	None	N/A	N/A	N/A	4	Service provider may be used in future
CORP	Purchase of office furniture	Red Pencil Group	GTM	30-Jul-17	30-Jul-17	Awaiting for delivery of furniture	The Service Provider is still to order some of the furniture which was not clearly specified.	N/A	N/A	N/A	3	There are delays experienced from the Service Provider's site, hence uncertain to

													use the service provider in future.
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 underperformance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	3	3	3	3		Service provider must be subjected to a "Waste Management Skills-rating" by the B.A.C. during procurement. Awaiting regulations by Minister i.t.o. Section 7 of Act 59/2008 (Nat. Waste Act)

Table 25: 4th Quarter Evaluation of Service Provider Performance for 2016/17

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5)				Assessment comments <i>(future utilisation of service provider)</i>	
								1 - Poor	2 - Fair	3 Average	4 - Good		5 - Excellent
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		

CSD	Litterpicking RegionNorth	Molebogeng Trading Enterprise C.C.	GTM	1/08/2015	31/07/2018	Service is being provided, regular penalties applied in areas of underperformance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	3	3	3	3	Service provider must be subjected to a "Waste Management Skills-rating" by the B.A.C. during procurement. Awaiting regulations by Minister i.t.o. Section 7 of Act 59/2008 (Nat. Waste Act)
CSD	Litterpicking RegionSouth	Selema Planthire Construction C.C.	GTM	1/08/2015	31/07/2018	Service is being provided, regular penalties applied in areas of underperformance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	3	3	3	3	Service provider must be subjected to a "Waste Management Skills-rating" by the B.A.C. during procurement. Awaiting regulations by Minister i.t.o. Section 7 of Act 59/2008 (Nat. Waste Act)

CSD	Collection & Transportation Nkowankowa	Ingwe Waste Management	GTM	1/08/2014	31/07/2017	Service is being provided, regular penalties applied in areas of underperformance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	3	3	3	3	Service provider must be subjected to a "Waste Management Skills-rating" by the B.A.C. during procurement. Awaiting regulations by
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Table 25: 4th Quarter Evaluation of Service Provider Performance for 2016/17

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 Average 4 - Good 5 - Excellent				Assessment comments <i>(future utilisation of service provider)</i>
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
												Minister i.t.o. Section 7 of Act 59/2008 (Nat. Waste Act)

CSD	Collection & Transportation Lenyenye	Selema Planthire Construction C.C.	GTM	1/08/2015	31/07/2018	Service is being provided, regular penalties applied in areas of underperformance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	3	3	3	3	Service provider must be subjected to a "Waste Management Skills-rating" by the B.A.C. during procurement. Awaiting regulations by Minister i.t.o. Section 7 of Act 59/2008 (Nat. Waste Act)
CSD	Grass Cutting	Shidila Trading Enterprise	GTM	1/08/2015	31/07/2018	Grass cutting is done on areas where order is issued.	Grass cutting is done when order is issued	4	4	4	4	They can be utilised, they doing great work.
CSD	Garden Maintenance	Tshandukos Consultation and Projects	GTM	1/08/2015	31/07/2018	Garden maintenance is done weekly	Work is done weekly	4	4	4	4	They can be utilised.

Table 25: 4th Quarter Evaluation of Service Provider Performance for 2016/17

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	

CSD	Physical Security	Mapheto Business Services CC	GTM	01/01/2016	31/12/2018	Contract terminated	Breach of SLA and several thefts of Council assets	2	2	2	1	No Firearms as per Tender Specifications and some guards do not report for duty. No penalties despite several requests to impose by the department. Conducted an unlawful act by protesting against the Municipality on the 7th June 2017 and 11th July 2017. Locking employees out and blocking Council clients who wanted to do business with the Municipality.
CSD	Physical Security	Malwandla Security Services CC	GTM	01/02/2017	31/04/2017	3 months contract expired	no challenges	5	5	n/a	n/a	All Tools of trade provided.
CSD	Cash In Transit	Letaba Security	GTM	01/10/2009	31/12/2015	Contract expired	Contract expired	3	3	4	n/a	Service provider can be utilised in future

Table 25: 4th Quarter Evaluation of Service Provider Performance for 2016/17

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
CSD	Surveillance Cameras	Bravospan	GTM	01/10/2014	31/10/2016	Contract expired and service provider left site in November 2016.	Contract expired and left premises	5	3	n/a	n/a	There is no Monitoring of sites and no evidence will be provided if there are thefts in Council buildings
CSD	Electronic Morpho Access Control	Prosatelite	GTM	01/07/2013	to date	No Contract, service provider maintains system on request	Delays in payment after Call Up which is frustrating the service provider and the department	5	5	5	5	Maintenance Service Agreement must be entered into asap
CSD	Parking	BCIT	GTM	31/09/2013	01/08/2017	Managing parking in CBD	Work satisfactory. Work on the project began almost a year after the signing of the service level agreement.	3	3	3	3	Contractor performs well
CSD	Speed Law Enforcement	Mavamboits	GTM	01/04/2017	30/06/2017	Daily speed lawenforcement	Work satisfactory. Contract ended in June 2017 and has been extended until 31st September 2017	4	4	4	4	Contractor performs well with own back office

CSD	Physical Security	Letaba Security	GTM	12/07/2017	31/08/2017	Service delivery conducted as expected in the SLA	Work satisfactory	n/a	n/a	n/a	5	Contractor performs well
CSD	Cash In Transit	Fidelity Cash Solutions	GTM	01/03/2017	31/03/2020	Service satisfactory	Service satisfactory	n/a	n/a	n/a	4	Contractor performs well and can be recommended for future service
EEM	Specialist emergency services for GTM (electrical department)	Motla	GTM	02/12/2013	1/12/2016	Service satisfactory - Contract expired December 2016	Service satisfactory	5	5	n/a	n/a	Service Provider performed above standard

Table 25: 4th Quarter Evaluation of Service Provider Performance for 2016/17

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
EEM	Specialist emergency services for GTM (electrical department)	Rhino Consulting Engineers	GTM	2017/03/22	2020/03/22	Service satisfactory	Service satisfactory	n/a	n/a	4	4	Service Provider performed on standard
EEM	Energy and Efficiency and Demand Side Management Phase3	MVM Africa Consulting Engineers	DOE	2016/08/01	2017/06/30	Construction phase, material ordered.	None	4	4	4	4	Performance above standard. Services may be utilised in future

EEM	Energy and Efficiency and Demand Side Management Phase3	Rivisi Electrical Contractors	DOE	2016/08/01	2017/06/30	Construction phase, material ordered.	None	4	4	4	4	Performance above standard. Services may be utilised in future
EEM	Electrical Master Plan Phase 2	Royal Haskoning Consulting Engineers	Own Funds	2016/07/01	2017/06/30	Inception report completed for phase 1 and phase 2 report due end November 2016	None	4	4	5	5	Performance above standard. Services may be utilised in future
EEM	Electrification of Sunnyside/Myakayaka/Spacheng	Bawelile Consulting Engineers And MPTJ Construction	DOE	01-072016	30-06-2017	Physical construction completed (96%). Meters installed. Busy with updating of ENS and capturing of PCS file	Delays with delivery of meters. GTM personnel to intervene and ensure that the meters are delivered.	4	4	3	3	Average performance due to delays with delivery of meters purchased directly from Eskom. Service providers may be utilised in future.
EEM	Electrification of Khopo Civil	Mogalemole Consulting Engineers and Rivisi Electrical	DOE	01-072016	30-06-2017	Physical construction completed (95%) Busy with updating of ENS and capturing of PCS file	Delays with procurement of meters	4	4	3	4	Good performance. Service providers may be utilised in future.

Table 25: 4th Quarter Evaluation of Service Provider Performance for 2016/17

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
EEM	Electrification of Thabina Valley	Superior Quality Engineering & Technologies And Mdina Engineering	DOE	01-072016	30-06-2017	Project completed and energised on 23 December 2016(100%). 398 households connected. Infrastructure also provided for 268 empty stands.	None	4	5	4	4	Good performance. Service providers may be utilised in future.
EEM	Electrification of Xihoko/Radoo/Thapane/Mavele Phase 1 & 2	Calibre Consulting Engineers And Tshabalala Multipurpose Workshop	DOE	01-072016	30-06-2017	Project competed and energized (100%).737 households connected. Infrastructure provided for empty stands and unfinished households.	None	4	5	5	5	Outstanding Performance. Service providers may be utilised in future.
EEM	Electrification of Leolo/Serare	Izwe Engineering and Investments	DOE	01-072016	30-06-2017	Project at construction phase (40%)	None	4	4	4	4	Good Performance. Service providers may be utilised in future.

EEM	Electrification of Leolo/Serare	Kedibone Construction	DOE	01-072016	30-06-2017	Project at construction phase (40%)	None	n/a	n/a	4	4	Good Performance. Service providers may be utilised in future.
EEM	Electrification of Dan/Lusaka	Izwe Engineering and Investments	DOE	01-072016	30-06-2017	Project at construction phase (45%)	None	4	4	4	4	Good Performance. Service providers may be utilised in future...

Table 25: 4th Quarter Evaluation of Service Provider Performance for 2016/17

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
EEM	Electrification of Dan/Lusaka	Modikeng Electrical	DOE	01-072016	30-06-2017	Project at construction phase (45%)	None	n/a	n/a	4	4	Good Performance. Service providers may be utilised in future...
EEM	Electrification of Khayalam/Legobareng/Shiluvane Ext	Izwe Engineering and Investments	DOE	01-072016	30-06-2017	Project at construction phase (71%)	None	4	4	5	5	Outstanding Performance. Service providers may be utilised in future.

EEM	Electrification of Khayalam/Legobareng/Shiluvane Ext	Omphile Electrical	DOE	01-072016	30-06-2017	Project at construction Phase (71%)	None	n/a	n/a	5	5	Outstanding Performance. Service providers may be utilised in future.
EEM	Rebuilding of lines-Mashuti 11kv (4km)	Rivisi Electrical Contractors	Own Funds	01-072016	30-06-2017	Scope of work determined. Quotation received. Order issued to Service Provider. Bush clearing completed. Awaiting delivery of material to start with rebuilding of line	Delay with delivery of material	n/a	n/a	3	4	Good Performance. Service providers may be utilised in future...
EEM	Rebuilding of lines-Lalapanzi to Waterbok (2km)	Rivisi Electrical Contractors	Own Funds	01-072016	30-06-2017	Rebuilding of lines in progress (75%)	None	n/a	n/a	4	4	Good Performance. Service providers may be utilised in future...
EEM	Rebuilding of Deeside 11kv line from Red ARC to Rooister and Woodside Farm (2.5km)	Rivisi Electrical Contractors	Own Funds	01-072016	30-06-2017	Rebuilding of line completed	None	n/a	5	5	5	Outstanding Performance. Service providers may be utilised in future...

Table 25: 4th Quarter Evaluation of Service Provider Performance for 2016/17

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 3 Average 5 Excellent	2 - Fair 4 - Good 5 -	Assessment comments (future utilisation of
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						<u>required</u>						<i>service provider)</i>
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
EEM	Rebuilding of Yamorma/ Shivurali 11kv line (4km)	Rivisi Electrical Contractors	Own Funds	01-072016	30-06-2017	Scope of work determined. Quotation received. Order issued to Service Provider. Bush clearing completed. Awaiting delivery of material to start with rebuilding of line	Delays with delivery of material	n/a	n/a	3	4	Good Performance. Service providers may be utilised in future...
EEM	Rebuilding of Ledzee 11kv line from LZ 44 to Van der Gryp Farm (3.5km)	Rivisi Electrical Contractors	Own Funds	01-072016	30-06-2017	Scope of work determined. Quotation received. Order issued to Service Provider. Bush clearing completed. Awaiting delivery of material to start with rebuilding of line	Delays with delivery of material	n/a	n/a	3	4	Good Performance. Service providers may be utilised in future...

EEM	Highmast Lights , Motupa, Moruji, Moloko, Pelana Mawa Block 8 & 9	Simmolola Engineering Services	Own Funds	01- 072016	30-06- 2017	All High mast are up and working except Mawa Block 9 waiting for Eskom to build Connection	Eskom connections are time consuming, Consultant not always helpful	3	3	3	3	Performance are below standard for a Consultant, needs to gain more exposure, can be recommended
EEM	Highmast Lights , Motupa, Moruji, Moloko, Pelana Mawa Block 8 & 9	Lefamafa Electrical and Construction	Own Funds	01- 072016	30-06- 2017	All High mast are up and working except Mawa Block 9 waiting for Eskom to build Connection	Eskom connections are time consuming, Consultant not always helpful	5	5	5	5	Excellent Performance Contractor can be recommended in the future

Table 25: 4th Quarter Evaluation of Service Provider Performance for 2016/17

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 Average 4 - Good 5 - Excellent				Assessment comments (<i>future utilisation of service provider</i>)
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
EEM	Highmast Lights , Dan, Nyagalani, Tickyline, Burgersdorp, Khopo	AES Consulting engineers	Own Funds	01-072016	30-06- 2017	All High mast are up and working except Nyagalani waiting for Eskom to build Connection	Eskom connections are time consuming, Consultant not always helpful	3	3	3	3	Performance are below standard for a Consultant, needs to gain more exposure, can be recommended

EEM	Highmast Lights , Dan, Nyagalani, Tickyline, Burgersdorp, Khopo	Ettshipota Contractors	Own Funds	01-072016	30-06- 2017	All High mast are up and working except Nyagalani waiting for Eskom to build Connection	Eskom connections are time consuming, Consultant not always helpful	3	3	3	3	Performance are below standard for a Contractor but can improve with proper management and can be recommended
ESD	Supply and delivery of water treatment chemicals	Zamangwane	GTM	01/04/2016	30/04/2019	Supply and delivery	none	4	4	4	4	We are happy with the performance of the service provider and can be utilised in future
ESD	Supply and delivery of water treatment chemicals	Zamandlambili Trading	GTM	01/04/2016	30/04/2019	Supply and delivery	none	4	4	4	4	We are happy with the performance of the service provider and can be utilised in future
ESD	Supply and delivery of water treatment chemicals	Indlela Construction	GTM	01/04/2016	30/04/2019	Supply and delivery	none	4	4	4	4	We are happy with the performance of the service provider and can

Table 25: 4th Quarter Evaluation of Service Provider Performance for 2016/17

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 Average 4 - Good 5 - Excellent				Assessment comments (<i>future utilisation of service provider</i>)
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	

													be utilised in future
ESD	Supply and delivery of water treatment chemicals	Ifa Lethu	GTM	01/04/2016	30/04/2019	Supply and delivery	none	4	4	4	4		We are happy with the performance of the service provider and can be utilised in future
ESD	Re Advert-Construction of Mokonyane low level bridge	Muavuli Trading	GTM	20/06/2016	20/10/2016	Completed	Contractor's progress was initially very slow	1	1	1	3		The performance of the service is poor and it only improved in the 4th quarter
ESD	Re Advert-Construction of Rikhotso low level bridge.	Zacks Business	GTM	24/05/2016	24/09/2016	Completed	None	4	4	4	N/A		We are happy with the performance of the service provider and can be utilised in future
ESD	Construction of Agatha Cemetery low-level bridge	Mosomo Consulting Engineers	GTM	28/07/2015	Depends on the contractor's appointment	Awaiting EIA approval	None	4	4	4	4		We are happy with the performance of the service provider and can be utilised in future

Table 25: 4th Quarter Evaluation of Service Provider Performance for 2016/17

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 Average 4 - Good 5 - Excellent	Assessment comments (future utilisation of
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						<u>required</u>						<i>service provider)</i>
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
ESD	Construction of Khubu to Lwandlamuni lowlevel bridge	Sky High	GTM	30/03/2015	14/06/2017	75%. The Contractor is busy with placing of prefabricated culverts	None	4	4	4	4	We are happy with the performance of the service provider and can be utilised in future
ESD	Construction of Khubu to Lwandlamuni lowlevel bridge	Ndoni Properties	MIG	2-Feb-17	14/06/2017	75%. The Contractor is busy with placing of prefabricated culverts	None	4	4	4	4	We are happy with the performance of the service provider and can be utilised in future
ESD	Refurbishment of Tzaneen Airfield runway	AES Consulting Engineers	GTM	08/2016	Depends on the contractor's appointment	Contractor has just been appointed	None	4	4	4	4	We are happy with the performance of the service provider and can be utilised in future
ESD	Rita to Mariveni: Upgrading of Road from Gravel to Tar: Phase 3 of 4	Tangos Engineering Consultant	MIG	22/09/2015	31/09/2018	The supervision team of the consultants is executing duties well as the contractor is well ahead of schedule at 65%.	None	4	4	4	4	We are happy with the performance of the service provider and can be utilised in future

Table 25: 4th Quarter Evaluation of Service Provider Performance for 2016/17

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
ESD	Rita to Mariveni: Upgrading of Road from Gravel to Tar: Phase 3 of 4	Selby Construction	MIG	22/09/2015	31/09/2018	65%-The Contractor is busy with Asphalt surfacing for another 1.5km and the Contractor is ahead of schedule. And awaits	The community of Zangoma had interdicted the implementation of the 6.7km of the internal streets in Zangoma. The court ruled in favour of the Municipality. The Contractor will resume the works on Thursday as there were still some challenges with the disgruntled members of the community.	4	4	4	4	We are happy with the performance of the service provider and can be utilised in future
ESD	Moruji to Maswi: Upgrading of Road from Gravel to Tar: Phase 3 of 4	Mtema Mashao Engineering Consultants	MIG	05/09/2016	04/09/2018	The Supervision team couldn't supervise the works as the SLA wasn't signed.	None	4	4	4	4	We are happy with the performance of the service provider and can be utilised in future

ESD	Moruji to Maswi: Upgrading of Road from Gravel to Tar: Phase 3 of 4	Quality Plant Hire/Expectra 388 CC JV	MIG	05/09/2016	04/09/2018	18%- The Contractor has done site establishment and busy with bypasses.	Rainfall and deep cuts and fills	4	4	4	4	We are happy with the performance of the service provider and can be utilised in future
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Table 25: 4th Quarter Evaluation of Service Provider Performance for 2016/17

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
ESD	Upgrading of Mafarana to Burgersdorp Road From Gravel to Tar	Southern Ambition Consulting Engineers	MIG	28/02/2018	28/02/2018	The supervision team of the consultants is executing duties well as the contractor is well ahead of schedule at 70%.	None	4	4	4	4	We are happy with the performance of the service provider and can be utilised in future
ESD	Upgrading of Mafarana to Burgersdorp Road From Gravel to Tar	Selby Construction	MIG	28/02/2018	28/02/2018	70%-The Contractor is busy with construction of the base, subbase and prime coat.	None	4	4	4	4	We are happy with the performance of the service provider and can be utilised in future

ESD	Tickyline to Makhwibidung Tar Road	Southern Ambition Consulting Engineers	MIG	23/11/2015	03/06/2016	Complete	None	4	4	4	4	We are happy with the performance of the service provider and can be utilised in future
ESD	Tickyline to Makhwibidung Tar Road	Makasana Construction	MIG	23/11/2015	03/06/2016	Complete	None	4	4	4	4	We are happy with the performance of the service provider and can be utilised in future
ESD	Upgrading of Runnymede Cluster Sports Facility: Phase 2 of 2	Uranus Consulting ENGINEERS CC	MIG	14/03/2016	12/03/2017	70% Progress- Contractor is busy with brickwork for ablution facilities under the grandstands	excessive blasting and the realignment of the soccer pitch has caused delays	4	4	4	4	We are happy with the performance of the service provider and can

Table 25: 4th Quarter Evaluation of Service Provider Performance for 2016/17

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
												be utilised in future

ESD	Upgrading of Runnymede Cluster Sports Facility: Phase 2 of 2	Selby Construction	MIG	14/03/2016	12/03/2017	70% Progress- Contractor is busy with brickwork for ablution facilities under the grandstands	excessive blasting and the realignment of the soccer pitch has caused delays	4	4	4	4	We are happy with the performance of the service provider and can be utilised in future
ESD	Relela Community Hall: Phase 2 of 2	Melco Consulting and Projects	MIG	24/11/2016	24/11/2016	Complete	None	4	4	4	4	We are happy with the performance of the service provider and can be utilised in future
ESD	Relela Community Hall: Phase 2 of 2	Masrik Social Development Consultancy	MIG	24/11/2016	24/11/2016	Complete	None	4	4	4	4	We are happy with the performance of the service provider and can be utilised in future
ESD	Upgrading of Nkowankowa Taxi Rank	Ryntex /G&C Consulting Engineers JV	NDPG	04/05/2016	06/12/2016	Complete- the contractor is attending to the snag list	None	4	4	4	4	We are happy with the performance of the service provider and can be utilised in future

Table 25: 4th Quarter Evaluation of Service Provider Performance for 2016/17

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	

ESD	Upgrading of Nkowankowa Taxi Rank	Uyapo Engineering	NDPG	04/05/2016	06/12/2016	Complete- the contractor is attending to the snag list	None	4	4	4	4	We are happy with the performance of the service provider and can be utilised in future
ESD	Marumofase Pedestrian Bridge	Sky High Consulting Engineers	Own Funds	29/07/2016	29/11/2016	The supervision team of the consultants is executing duties well.	None	4	4	4	4	We are happy with the performance of the service provider and can be utilised in future
ESD	Marumofase Pedestrian Bridge	Versatex jv Cttj Properties	Own Funds	29/07/2016	29/11/2016	85%-The Contractor is waiting for the subcontractor to complete the outstanding works	None	4	4	4	4	We are happy with the performance of the service provider and can be utilised in future
ESD	Refurbishment and Upgrading of Lenyenye Stadium	SSA Consultants	MIG	08/09/2014	30/11/2016	The supervision team of the consultants is executing duties well.	None	4	4	4	4	We are happy with the performance of the service provider and can be utilised in future
ESD	Refurbishment and Upgrading of Lenyenye Stadium	Makgetsi Construction	MIG	08/09/2014	30/11/2016	The Contractor is completing the outstanding works.	None	4	4	4	4	We are happy with the performance of the service provider and can be utilised in future

Table 25: 4th Quarter Evaluation of Service Provider Performance for 2016/17

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
ESD	Upgrading of Juliesburg Sports Complex	Sky High Consulting Engineers	MIG	13/01/2014	to be determined	Newly appointed contractor, consultant in the process of drafting of contractual documentation	None	4	4	4	4	We are happy with the performance of the service provider and can be utilised in future
ESD	Upgrading of Juliesburg Sports Complex	Moepeng Trading 40	MIG	29/06/2017	to be determined	Newly appointed contractor	Appointed late in June '17	n/a	n/a	n/a	n/a	Implementation not yet commenced
ESD	Upgrading of Burgersdorp Sports Complex	Sky High Consulting Engineers	MIG	13/01/2014	to be determined	Newly appointed contractor, consultant in the process of drafting of contractual documentation	None	4	4	4	4	We are happy with the performance of the service provider and can be utilised in future
ESD	Upgrading of Burgersdorp Sports Complex	Leb P	MIG	29/06/2017	to be determined	Newly appointed contractor	Appointed late in June '17	n/a	n/a	n/a	n/a	Implementation not yet commenced
ESD	New ablution block and upgrading of existing at parks	F And A Consulting engineers	own	24/07/2017	24/10/2017	Consultant is monitoring of the contractor	none	n/a	n/a	n/a	4	The performance is good up to so far

ESD	New ablution block and upgrading of existing at parks	Mandebele and family	own	24/07/2017	24/10/2017	physical progress is at 10%	The project will require a roll over, due to late appointment of service providers	n/a	n/a	n/a	4	The performance is good up to so far
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Table 25: 4th Quarter Evaluation of Service Provider Performance for 2016/17

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 Average 4 - Good 5 - Excellent				Assessment comments (future utilisation of service provider)
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
P E D	Review of the SDF	Diudla Development Consultant	Own	01/04/2016	01/03/2017	SDF review completed	None	4	4	4	4	May be considered for future appointment if need arises.
PED	Review of the LED Strategy	Urban-Econ	Own	15/03\2017	30/06/2017	LED Strategy review completed	None	n/a	n/a	5	n/a	Yes highly recommended

The major issues, relating to the performance of service providers (as presented in **Table 25**), are the following:

- a) The poor performance of the meter reading service provider is a major concern as it directly impacts on the revenue collected by Council. Herein, the replacement of the service provider every three year further poses a major risk, since manual reading of meters in a geographically challenging area will repeatedly result in a loss of income during the first few months of appointment.

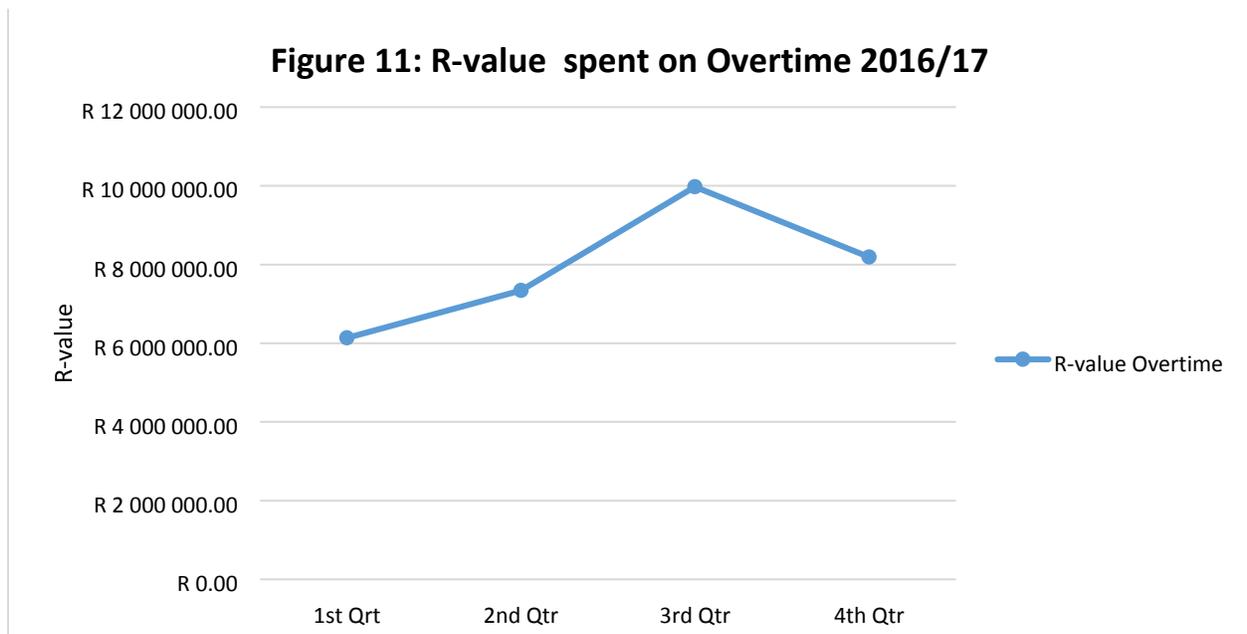
- b) The poor performance by the service provider responsible for printing services impacts on the efficiency of administration, contributes to additional costs incurred for printing services its overtime (since the records division cannot efficiently perform their duties) and also the re-printing of documents when the machines jam. The printers provided, especially in records section, where high volume printing is being done, is not in line with the specifications provided.
- c) The challenges experienced with the security company, that did not adhere to the requirements in terms of tools and equipment, resulted in financial loss to council (through an increase in theft at e.g. stores and deterred the public from paying for services). The appointment of security service providers, who are not complying with the required standards, poses a major risk to Council property and personnel safety.
- d) In general the following should be attended to:
 - A. The evaluation of the service provider performance should take place in line with the deliverables agreed to in the Service Level Agreement (SLA). Services are being compromised where the SLA's does not contain measurable performance milestones.
 - B. The process of evaluating the performance of service providers is not regulated by a policy, making the rating of the service providers questionable.
 - C. The outsourcing of activities which should be done by internal staff and for which the capacity exists, resulting in an unnecessary expense, especially if the SLA's are not specific in terms of the value to be added.
 - D. Internal personnel are not appointed in areas where consultants are currently being utilised e.g. Asset Management. This creates a dependency on service providers as no skills can be transferred during the contract period.

3. 4th Quarter Performance Evaluation.

This section contains an analysis of overall performance focusing on the key areas where performance did not improve towards the end of the 4th Quarter. These areas must be attended to in order to improve performance during the coming financial year.

5.1 Human Resource Management

The abuse of overtime has been a long reported matter which has not yet been resolved. As can be seen from **Figure 11**, the R-value spent on overtime did reduce during the 4th Quarter to R 8 million, from almost R10 million in the previous quarter.



Management appointed a Task Team to investigate the matter and make proposals on how to end the mismanagement of overtime. Divisions responsible for a high number of hours overtime claimed should consider:

- a) The efficiency of employees during working hours should be closely monitored by supervisors to ensure that employees who work overtime are at their work stations during normal working hours.

- b) Service departments should consider alternatives such as shift-work to discourage the high payments of overtime.
- c) Time off be granted to those employees who are required to be on duty of weekends for Council purposes e.g. CDWs & cemetery and stadium attendants
- d) Vacancies in service departments must be filled, especially in areas where that is the reason for working over weekends.
- e) The urgency of work done during weekends should be carefully considered.

5.2 Procurement of goods and services

Council should annually approved the Demand Management Plan (DMP) by 30 June. During the 2016/17 financial year this was done, but monthly progress reports were not submitted to Management as required. Resulting in the procurement process not being monitored. At the time of this report being drafted (August 2017) the DMP for 2017/18 was not yet submitted to Council, predicting a delay in the procurement process once again.

5.3 Contract Management

Contract Management is a function that requires various departments to contribute to the process. Herein the owner Department (who requested the advertisement of the service), the Supply Chain Management Unit, Legal Services and Performance Management have a role to play. During the course of the 4th quarter various shortcomings in this process has come to the fore:

- a) Service providers are appointed but the SLAs are not signed within a reasonable time, exposing Council to a major risk should these activities be challenged by the AG or in Court (should legal challenges arise);
- b) The performance of service providers are not being evaluated to determine the cost effectiveness of outsourcing the service, the service providers' overall efficiency, effectiveness and the impact made, in order to inform future appointments.
- c) Management has resolved that the Supply Chain Management Unit should submit Contract Management reports to Management on a monthly basis, but since information should be sourced from various departments and consolidated, this has not yet happened.

5.4 Performance Management – Individual and Organisational.

- a) Quarterly performance reports, which reflects the progress with the implementation of the budget and IDP, should be presented to Council within 30 days of the close of the quarter to enable Council to fulfill its oversight role. Currently performance reports are not reaching Council on time, affecting the usefulness of these reports e.g. 3rd Qtr SDBIP report only served before Council on 29 June 2017. The following issues must be addressed:
 - I. None-compliance to reporting timeframes;
 - II. None-compliance to reporting requirements, in that incomplete information is submitted and reasons for not achieving the set targets are not provided;
 - III. Council Items proceeding to Exco, Clusters & Council without Management discussing them.
- b) The individual assessments of the Municipal Manager and Directors did not take place during the 2016/17 financial year. The main causes were, the non-compliance to reporting timeframes as well as the instability in Management with the various positions becoming vacant. The 4th quarter assessment for 2016/17 can also not be arranged since only one of the officials, that signed a performance agreement for that financial year, remains in office.

Council should assist in this instance in ensuring that senior positions such as the MM and Directors do not remain vacant for extended periods of time as it results in the following:

- I. Loss of institutional memory
- II. Instability in Management
- III. Inability to ensure accountability, as performance evaluations for individuals that are in an acting capacity is extremely difficult as these acting periods do not necessarily align to the quarters of the financial year as captured in the performance agreements.
- IV. Additional pressure on the Performance Management office to manage the Performance Reporting system in that the reporting responsibilities of acting Directors/Managers must be consistently updated on the system. Increasing the margin of error (and thus increasing the likelihood of non-adherence to reporting timeframes) since the office is manned by only one individual.

5.5 MSCOA Implementation

The implementation of MSCOA progressed during the 4th Quarter of 2016/17 with the appointment of a service provider to ensure that the 2017/18 budget complies with the MSCOA requirements. This was coupled with the required change in financial systems since the system utilized by GTM did not comply with MSCOA. The following challenges arose from this process:

- a) The GTM IT network (internet access as well as desktop computers) needs to be upgraded to enable users to access the web based financial system
- b) The GTM billing and HR/Payroll data needs to be cleansed (errors corrected and gaps filled) prior to the upload on the new system. GTM does however not have the human resource capacity to handle this cleansing process internally and this must therefore be done by the service provider.

Even though progress has been made with implementing MSCOA, administration is still far from ready to transact on the new financial system. It is of concern that little progress has been made to date in the cleansing of the billing and HR data.

5.5 Asset Management

In 2015/16 GTM spent MIG funding to the amount of **R86 025 860** and in 16/17 a further **R90 973 278** on the upgrading of roads from gravel to tar. Although these were to the benefit of the community, the specific roads are supposed to be upgraded by the Limpopo Provincial Government, as they are receiving funds to do so. The result is that the expenditure incurred results in a “loss” of capital for GTM since the new assets created (tar roads) are transferred to the Provincial Department, while GTM is left with no capital to spend on upgrading our own infrastructure. It should be noted that the specifications for a provincial/national road are different from that of a local road and therefore GTM in the end has to cofund projects for upgrading roads which is not our responsibility. The result of this is that capital which should have extended GTM assets are being channeled to provincial assets. If the community therefore identifies the upgrading of a provincial road as a priority during the IDP process this project should be referred to the Department of Roads and Transport for prioritization, with GTM capital reserved for the upgrading and refurbishment of own assets. (Refer to **Table 6** to see the net effect on the Engineering Services Capital budget).

5.6 Fleet Management

The service department efficiency is highly dependent on the availability of vehicles and equipment. During the 4th quarter the following issues severely affected service delivery in terms of parks maintenance, road maintenance, electricity maintenance and solid waste collection:

- a) *Turnaround time of the mechanical workshop* – with vehicles and equipment not available for departments to use for extended periods of time. Some vehicles are repeatedly in for repairs.
- b) *Replacement of redundant vehicles and equipment* – vehicles and equipment that have exceeded their useful life are not being replaced. Capital funds needs to be set aside to replace vehicles and equipment.
- c) *Non-availability of specialized vehicles* – the electrical department is in need of a crane truck with the capability to move heavy transformers. Projects such as these have not been prioritized.

6. Recommendations

- 6.1 Management should take decisive action to stop the abuse of paid overtime, based on the recommendations of the task team.
- 6.2 Projects prioritised for upgrading by the community during the IDP process, but which are the competency of another sphere of government, should be referred to the relevant department for implementation.
- 6.3 The turnaround time on each vehicle taken, to the GTM mechanical workshop, for service and repairs must be included in the monthly reports of the Engineering Services Department.
- 6.4 The vacant positions in top management should be filled within the required period, to avoid a decline in performance.
- 6.5 That Management identify and advise Council on cost saving measures to improve the cashflow situation.
- 6.6 That vehicles that have exceeded their useful life be replaced.
- 6.7 Access control and other security measures at the GTM stores must be improved to ensure that theft of equipment is contained.
- 6.8 That the public participation unit capacitated to analyse ward committee reports and advice management on areas where intervention is required.

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