

2018/19

3rd Quarter Progress Report

Service Delivery and Budget Implementation Plan
(SDBIP)



GREATER TZANEEN MUNICIPALITY

March 2019

Office of the Municipal Manager

Performance Management Section

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List of Acronyms

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

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

1. Introduction

The Service Delivery and Budget Implementation Plan (SDBIP) was approved by the Mayor on the 22th of June 2018 in line with the prescriptions of Section 53 (2) (ii) of the Municipal Finance Management Act (MFMA) (Act 56 of 2003) and subsequently approved by Council. The SDBIP serves as a tool which assists Council and the Municipal Manager to monitor the implementation of the budget and delivering on the Key Performance Indicators and projects as approved in the Integrated Development Plan (IDP).

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

GTM utilizes an electronic system to manage performance information. The performance reported by Departments are rated in terms of the level on which the targets set have been achieved. The actual performance for the quarter is therefore colour coded as presented below. **Note that grey items were not measured during the 3rd Quarter, since these are planned for other quarters.**

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

2. 3rd Quarter Financial Performance

This section provides an overview of the performance in terms of quarterly revenue collection and expenditure in line with the approved budget for 2018/19.

2.1 Revenue Analysis

GTM revenue collection for the 3rd Quarter, is presented in **Table 1** and **Table 2**. **Table 1** presents the actual collection per source of revenue.

Table 1: 3rd Quarter Revenue Collection by Source for 2018/19												
Ref	Line Item	Jan-19		Feb-19		Mar-19		Total for the period Jan-Mar '19		YTD Total		
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	% Collected
RS1	Property rates	10 038 479	12 262 713	10 249 317	12 286 702	10 133 681	12 271 022	30 421 477	36 820 437	91 431 717	110 595 791	121%
RS2	Penalties imposed and collection charges on rates	614 008	893 454	590 628	813 846	655 735	865 422	1 860 371	2 572 722	4 903 070	7 292 818	149%
RS3	Service charges	41 503 236	41 083 477	36 109 204	38 523 880	37 641 040	39 845 969	115 253 480	119 453 325	390 616 690	407 505 675	104%
RS4	Rent of facilities and equipment	134 760	164 593	153 526	132 377	164 347	299 255	452 633	596 226	1 304 285	1 817 659	139%
RS5	Interest earned - external investments	217 567	631 868	259 329	520 100	364 107	465 577	841 003	1 617 545	2 597 166	4 248 955	164%
RS6	Interest earned - outstanding debtors	1 495 248	1 970 676	1 425 271	2 141 133	1 506 525	2 084 248	4 427 044	6 196 057	12 882 821	17 774 957	138%
RS7	Fines	286 535	270 200	202 332	156 655	526 325	70 780	1 015 192	497 635	3 639 166	1 939 952	53%
RS8	Licenses and Permits	42 879	80 703	43 521	74 781	83 064	71 730	169 464	227 215	537 353	776 309	144%

Table 1: 3rd Quarter Revenue Collection by Source for 2018/19

Ref	Line Item	Jan-19		Feb-19		Mar-19		Total for the period Jan-Mar '19		YTD Total		
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	% Collected
RS9	Income from Agency services	6 966 436	6 235 312	6 035 753	11 299 798	5 172 016	-1 378 829	18 174 205	16 156 281	40 853 249	44 449 055	109%
RS10	Operating grants and subsidies	0	2 145 000	1 653 848	4 649 000	133 471 370	98 534 600	135 125 218	105 328 600	454 310 000	451 735 913	99%
RS11	Other Revenue	1 439 359	21 245	859 782	56 528	11 126	204 138	2 310 267	281 912	5 069 480	1 656 147	33%
RS12	Gain on disposal of property, plant and equipment	0	0	0	0	0	0	0	0	0	0	#DIV/0!
RS13	Income foregone	-2 541 784	-3 302 135	-3 035 326	-3 307 658	-3 006 689	-3 290 652	-8 583 799	-9 900 446	-27 300 506	-29 558 044	108%
Total:		60 196 723	62 457 105	54 547 185	67 347 143	186 722 647	150 043 261	301 466 555	279 847 509	980 844 491	1 020 235 188	

The reasons for deviation from the planned revenue collection for the 3rd Quarter (as presented in **Table 1**) are:

- Property rates (121%): The implementation of the new valuation roll contributed to a higher receipt
- Penalties imposed and collection charges on rates (149%): Due to credit control initiatives
- Rent of facilities and equipment (139%): Higher rate of use of facilities than anticipated
- Interest earned - external investments (164%): Higher interest on investment than anticipated
- Interest earned - outstanding debtors (138%): Debt on service charges increased and therefore also the interest on debtors
- Fines (53%): Low payment rate for traffic fines
- Licenses and Permits (144%): Higher than expected income from licensing services
- Other Revenue (33%): Insurance refunds for the period was less than provision made

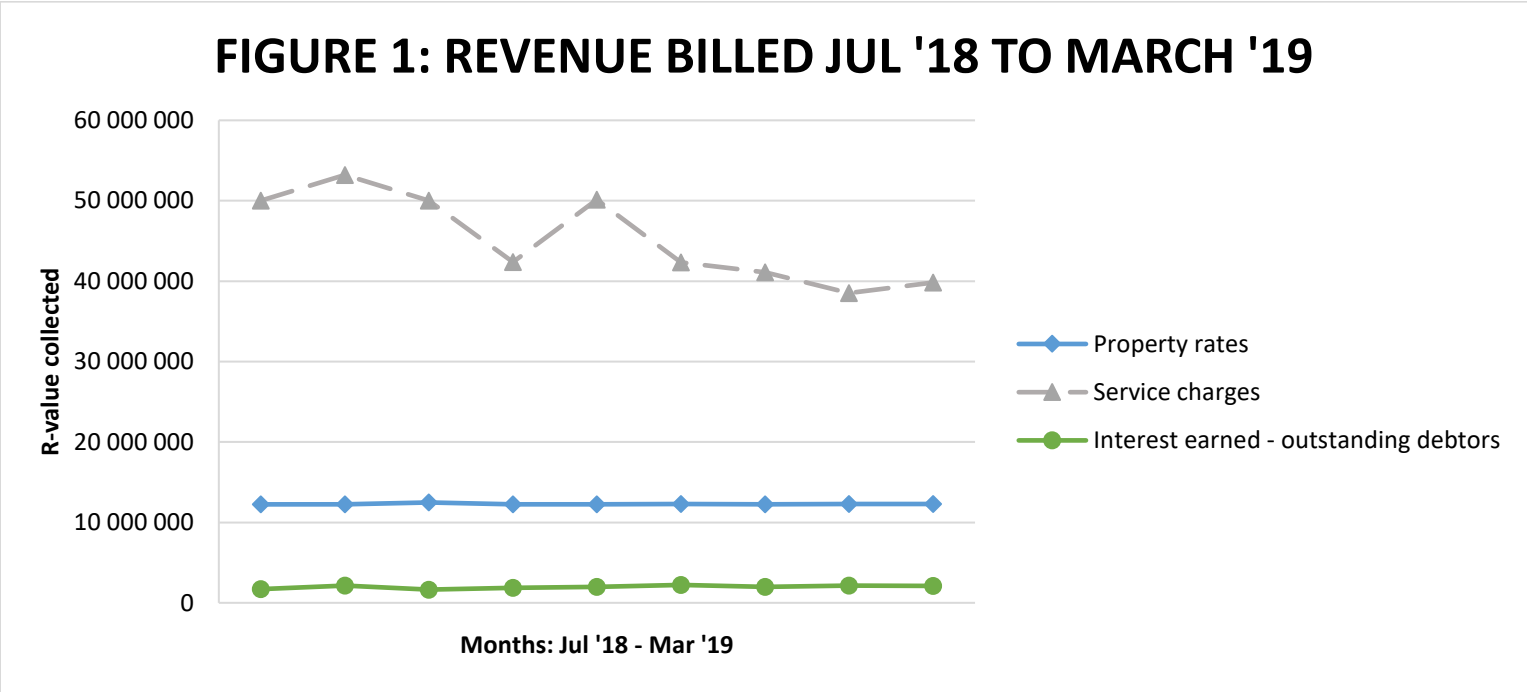
Table 2 gives an overview of the overall status of revenue collection vs debtors for the 3rd Quarter of 2018/19.

2018/19 FY			31 Jan '19		28 Feb '19		31 March '19		Reasons for deviation
Revenue	Budget	Adjusted Budget	Monthly receipt	% Receipt (YTD)	Monthly receipt	% Receipt (YTD)	Monthly receipt	% Receipt (YTD)	
Grants & Subsidies	343 854 000	454 310 000	0	74.13%	1 653 000	74.60%	84 586 000	99.20%	Equitable share is not received in equal trenches
Rates & Taxes (billing)	656 437 140	656 437 140	57 321 150	66.02%	54 710 691	74.35%	57 730 750	83.15%	Increased billing data verification, meter audit contributing
Rates & Taxes (collection rate)	623 615 283	623 615 283	53 609 057	65.89%	53 986 792	74.55%	56 ,633,549	83.63%	Increased credit control and debt collection
Debtors age analysis			605 674 688		609 546 687		607 656 652		Increased payment rate March 19
Bank Balance			66 316 422		59 654 782		106 958 747		

Considering the month to month revenue billed from (presented in **Figure 1**) it is evident that although the revenue from service charges remained stable the revenue generated from property rates gradually declined from R50 million in July to only R39 million by March. Factors that impact on the monthly billing are:

- The appointment of a new company to provide meter reading services resulted in some meters not being read for a few months and averages being used to bill customers.
- Prolonged periods of loadshedding reducing electricity consumption and households energy saving initiatives and moves to alternative energy may have contributed

- Seasonal electricity service charges which impact on the larger user accounts, with rates increasing during winter.



2.2 3rd Quarter Operational Expenditure Analysis

This section provides details regarding the expenditure in terms of the Operational Budget. **Table 3** contains the expenditure for the first 3 quarters of 2018/19.

Table 3: 3 rd Quarter operational expenditure per Directorate (2018/19 FY)										
Ref	Directorate	Total budget	1st Qtr ending 30 Sept '18		2nd Qtr (1 Sept - 31 Dec '18)		3 rd Qtr (1 Jan – 31 Mar '19)			Year Total
			Quarterly Actual	% Spent	YTD actual	% Spent	Accumulated Budget	YTD Actual	ACC % Spent	% Total Spent
CF3	Office of the Municipal Manager	30 146 709	11 515 089	197%	20 951 263	185%	15 824 188	28 966 453	183%	96%
CF4	Financial Services	101 488 570	19 333 523	112%	38 397 202	106%	53 560 671	58 883 717	110%	58%
CF5	Corporate Services	102 190 103	20 624 766	88%	41 647 938	89%	73 991 678	64 996 340	88%	64%
CF7	Community Services	216 416 168	50 313 744	105%	100 347 247	98%	151 667 350	153 351 439	101%	71%
CF9	Electrical Engineering	506 151 608	58 138 642	51%	193 580 737	84%	332 523 661	292 775 403	88%	58%
CF8	Engineering Services	174 347 970	12 986 253	30%	33 632 935	37%	131 516 559	46 659 501	35%	27%
CF6	Planning and Economic Development	31 729 993	7 025 065	116%	14 188 030	100%	24 709 970	19 762 433	80%	62%
Total:		1 162 471 121	179 937 081	70%	442 745 352	83%	783 794 077	665 395 285	85%	83%

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

- *Office of the Municipal Manager* (183%): Legal fees paid were higher than anticipated with **R16 834 953.82** spent during the first 3 quarters (initial budget was only R10 million)
- *Office of the Chief Financial Officer* (110%): - The overspending is due to the payment of interest on electricity bulk purchases account that was not budgeted for
- *EED* (88%) & *ESD* (35%): Underspending is reported due to the non-allocation of internal labour and depreciation costs, by finance.

It is evident from **Table 3** that the level of expenditure in the Offices of the MM, CFO and CSD has been contained to address the over expenditure reported by the 1st Quarter. However, the high expenditure on legal costs remain a concern as it continues to be a reason for high level of over expenditure in the Office of the Municipal Manager.

2018/19 FY		Monthly Exp Jan '19		Monthly Exp Feb '19		Monthly Exp March '19		3rd Quarter ending 31 March		18/19 Total		
Expenditure	Budget	Adjusted budget	Monthly Budget	Monthly Exp	Monthly Budget	Monthly Exp	Monthly Budget	Monthly Exp	Third quarter exp	% quarter spent	Exp YTD	% of YTD Total budget spent
Salaries & Allowances	343 017 085	336 958 091	28 771 549	25 258 342	28 081 649	24 501 959	27 426 524	24 640 494	74 400 796	88%	222 178 841	66%
Remuneration of Councillors	27 425 152	27 389 733	2 388 172	2 519 828	2 289 614	2 185 191	2 310 115	2 194 987	6 900 006	99%	19 562 449	71%
Repairs & Maintenance	51 180 125	74 115 138	3 220 034	6 332 467	2 614 692	4 532 251	3 472 697	4 719 902	15 584 621	167%	44 032 674	59%
Bulk Purchases	340 000 000	340 000 000	15 333 568	23 047 996	31 006 523	4 347 826	23 270 901	44 489 484	71 885 306	103%	222 384 671	65%
Contracted Services	54 066 372	57 066 372	4 089 249	3 817 083	4 329 873	3 851 301	4 798 741	4 102 122	11 770 506	89%	34 528 025	61%
Other Expenditure	346 782 387	348 610 282	25 173 381	17 181 692	21 184 069	10 989 859	28 486 724	14 984 770	43 156 322	58%	125 451 092	36%
Operating Expenditure	1 162 471 121	1 184 139 616	78 975 952	78 157 409	89 506 420	50 408 388	89 765 702	95 131 759	223 697 556	87%	668 137 752	56%
Capital Expenditure	195 199 250	153 718 018	1 433 708	2 583 016	9 389 271	10 959 702	13 059 476	5 548 375	19 091 092	80%	68 754 331	45%

Table 4 presents a summary of performance in terms of the planned expenditure for the first 9 months of 2018/19, the following are the reasons for major deviations:

- *Salaries and Allowances:* Vacant positions not all filled to alleviate cashflow challenges

- *Underspending on Repairs and Maintenance:* slow spending on the following items: gravel roads, Council owned buildings and Council owned vehicles
- *Bulk purchases:* Eskom invoices not paid results in interest payments.
- *Other Expenditure:* Non allocation of depreciation
- Capital Expenditure: Slow spending on MIG and electricity projects funded through the DBSA loan.

Table 5: 3rd Quarter Grant Expenditure Summary for 2018/19								
2018/19FY			31 Jan '19		28 Feb '19		31 March '19	
Conditional Grant	Budget	Adjusted budget	Monthly Exp	% Exp (YTD)	Monthly Exp	% Exp (YTD)	Monthly Exp	% Exp (YTD)
FMG	2 145 000	2 145 000	205 688	74.95%	344 972	94%	93 636	98%
INEP	15 996 000	15 996 000	434 783	2.72%	0	3%	1 805 718	14%
MIG	92 315 000	92 315 000	1 954 582	44.93%	7 571 933	53%	2 282 091	56%
EPWP	5 510 000	5 510 000	970 462	49.67%	1 367 611	74%	676 484	87%

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

- **INEP:** Delays in the approval of designs by ESKOM
- **MIG:** Projects were re-advertised given advice by COGHSTA to, not appoint the advertised panel of contractors.
- **EPWP:** Majority of beneficiaries were appointed in the start of the financial year

2.3 Capital Expenditure Analysis – 3rd Quarter 2018/19

This section provides an overview of capital expenditure during the 3rd Quarter of 2018/19. **Table 6** below presents the capital expenditure per department.

Directorate	Total Budget	Adjusted Budget	1 st Quarter ending 30 Sept '18		2 nd Quarter ending 31 Dec '18		3 rd Qtr ending 31 Mar '19	
			YTD Actual	YTD % Spent	YTD Actual	YTD % Spent	YTD Actual	YTD % Spent
Office of the Municipal Manager	100 000	0	6 059	#DIV/0!	6 059	6%	6 059	#DIV/0!
Financial Services	100 000	96 143	26 622	#DIV/0!	2 020 721	2021%	2 040 270	2122.12%
Corporate Services	100 000	38 299	14 780	#DIV/0!	38 298	38%	38 298	100.00%
Community Services	400 000	585 366	2 130	1%	7 365	2%	353 248	60.35%
Electrical Engineering	56 600 000	55 000 000	922 502	19%	3 667 833	15%	9 277 966	16.87%
Engineering Services	137 799 250	97 978 260	31 269 666	142%	43 909 072	77%	57 024 599	58.20%
Planning and Economic Development	335 000	248 891	9 741	#DIV/0!	13 891	14%	13 891	5.58%
Total:	195 434 250	153 946 959	32 251 500	118%	49 663 239	60%	68 754 331.07	44.66%

The Capital Expenditure reflected in **Table 6** presents the expenditure as incurred on the adjusted Capital Budget as approved by Council by end February: Of concern are the following deviations:

- i. *Office of the CFO (2021%)*: 2nd Quarter expenditure on capital reflects R2 million. These funds were spent on procuring vehicles for the Electricity Department. Initially the funds were budgeted for under operational but, since the Finance Lease was not taken up to fund the vehicles, they were procured with own Capital. This transaction was not correctly captured in the adjusted budget since the capital allocation was done under the Engineering Services and not Finance (who incurred the expense).
- ii. *Community Services (60%)*: Additional funding secured by the Department (allocated during the adjustment to the budget) as prize money for the Greenest Town Competition still needs to be spent.
- iii. *Electrical Engineering (16%)*: Capital allocated to Electricity Department was intended for the upgrade of the electricity network which is experiencing and increase in outages due to the ageing infrastructure. These projects were however dependent on the securing of the DBSA loan, which were only received in November, although service providers have been appointed expenditure will only improve during the 4th Quarter.
- iv. *Engineering Services (58%)*: Although the level of expenditure is not far off target, it should be noted that the expenditure incurred are mostly on MIG projects (also refer to **Table 8**). All Capital projects funded through own sources were removed during the budget adjustment.

The detailed expenditure per projects (from July '18 to March 19) is presented below in **Table 7**:

Capital Expenditure incurred by end of March '19 on projects as contained in the Adjusted Budget									
Ward	IDP Ref No	Project Name	Estimated end date	Original	Adjusted budget	3rd Qtr ending 31 March		Source of funding	Reason for deviation
				2018/19	18/19	YTD Actual Exp	% YTD Spent		
Civic Centre	MM 161	Purchase of office furniture and equipment for the Office of the Municipal Manager	30-Jun-2019	R 100 000	R 6 059	R 6 059	100%	Own	None, project completed
Civic Centre	CFO 153	Purchase of office furniture and equipment for CFO Department	30-Jun-2019	R 100 000	R 96 143	R 83 355	87%	Own	None, project completed

Capital Expenditure incurred by end of March '19 on projects as contained in the Adjusted Budget									
Ward	IDP Ref No	Project Name	Estimated end date	Original	Adjusted budget	3rd Qtr ending 31 March		Source of funding	Reason for deviation
				2018/19	18/19	YTD Actual Exp	% YTD Spent		
Civic Centre	CORP 162	Purchase of office furniture and equipment for Corporate Services Department	30-Jun-2019	R 100 000	R 38 299	R 38 298	100%	Own	None, project completed
All	EED 115	New electricity Connections (Consumer contributions spent)	30-Jun-2019	R 15 000 000	R 15 000 000	R 2 972 758	20%	Own	Expenditure not allocated to the projects implemented YTD EED received R9,452,878 from consumers
15	EED 116	Renewal, Repairs and Maintenance on pre-paid meters and infrastructure in phases (Talana, Politsi & Mieliekloof & Tarentaalrand)	30-Jun-2019	R 300 000	R 300 000	R 224 618	75%	DBSA Loan	None, exp on target
14,15	EED 117	Miniature Substation Urban distribution networks (In phases)	30-Jun-2019	R 800 000	R 1 000 000	R -	0%	DBSA Loan	DBSA funds received late
15	EED 118	Replacing 11kv cables due to required increase in capacity in Tzaneen CBD (In phases)	30-Jun-2019	R 750 000	R 1 200 000	R 3 219 588	268%	DBSA Loan	Contractor not yet appointed, expenditure allocated to the incorrect project
15	EED 119	Substation tripping batteries (In phases)	30-Jun-2019	R 100 000	R 400 000	R -	0%	DBSA Loan	DBSA funds received in October '18
All	EED120	Provision of Electrical Capital Tools (Customer Retail)	30-Jun-2019	R 150 000	R 200 000	R -	0%	DBSA Loan	DBSA funds received in October '18
All	EED121	Provision of Electrical Tools (Operations and Maintenance)	30-Jun-2019	R 200 000	R 200 000	R -	0%	Loan	DBSA funds received in October '18
All wards	EED122	Replacement of Existing Air conditioners in Municipal Buildings (In phases)	30-Jun-2019	R 150 000	R 250 000	R -	0%	Loan	DBSA funds received in October '18
16	EED 130	Rebuilding of lines Letsite Valley Substation - Bosbou and all T- off's (In phases)	30-Jun-2019	R 500 000	R 500 000	R -	0%	Loan	DBSA funds received in October '18
19	EED 153	Rebuilding of Valencia 11Kv lines (In phases))	30-Jun-2019	R 500 000	R 1 000 000	R -	0%	Loan	DBSA funds received in October '18
15	EED131	Rebuilding of Lushof South 11kv line (In Phases)	30-Jun-2019	R 500 000	R 500 000	R -	0%	Loan	DBSA funds received in October '18

Capital Expenditure incurred by end of March '19 on projects as contained in the Adjusted Budget									
Ward	IDP Ref No	Project Name	Estimated end date	Original	Adjusted budget	3rd Qtr ending 31 March		Source of funding	Reason for deviation
				2018/19	18/19	YTD Actual Exp	% YTD Spent		
16	EED 132	Rebuilding of Rooikoppies 11kv lines (In phases)	30-Jun-2019	R 1 000 000	R 1 000 000	R -	0%	Loan	DBSA funds received in October '18
N/A Ba-Phalaborwa ward	EED 133	Rebuilding of Mabiet 11kv line (In phases)	30-Jun-2019	R 1 000 000	R 1 000 000	R -	0%	Loan	DBSA funds received in October '18
16	EED134	Rebuilding of Haenertsburg 11kv lines (In phases)	30-Jun-2019	R1 000 000	R 1 000 000	R -	0%	Loan	DBSA funds received in October '18
14	EED 135	Rebuilding of Campsies Glen 11kv lines (In phases)	30-Jun-2019	R 1 000 000	R 1 000 000	R -	0%	Loan	DBSA funds received in October '18
14	EED 136	Rebuilding of Politsi Valley 11kv lines (In phases)	30-Jun-2019	R 1 000 000	R 1 000 000	R -	0%	Loan	DBSA funds received in October '18
N/A Ba-Phalaborwa ward	EED 137	Rebuilding of CP Minnaar 11kv lines (In phases)	30-Jun-2019	R-	R 400 000	R -	0%	Loan	DBSA funds received in October '18
13, 15	EED 139	Rebuilding of Mieliekloof/ Deerpark 11kv lines (In phases)	30-Jun-2019	R 500 000	R 500 000	R -	0%	Loan	DBSA funds received in October '18
N/A Ba-Phalaborwa ward	EED 141	Upgrading of Waterbok 33/11kv substation	30-Jun-2019	R 1 000 000	R 2 000 000	R -	0%	Loan	DBSA funds received in October '18
15	EED142	Upgrading of Blacknoll 33/11kv substation	30-Jun-2019	R 1 000 000	R 2 000 000	R -	0%	Loan	DBSA funds received in October '18
13	EED143	Substation fencing at major substations (In phases)	30-Jun-2019	R 500 000	R 1 000 000	R -	0%	Loan	DBSA funds received in October '18
15	EED 144	Replace 2x 15 MVA 66/11kv transformers with 2x 20 MVA at Tzaneen main sub (Phase 1and 2)	30-Jun-2019	R 5 000 000	R 6 550 000		0%	Loan	DBSA funds received in October '18
15	EED 145	Replacing of old SS1 electrical substation circuit breakers with compact switchgear	30-Jun-2019	R 4 000 000	R 10 000 000	R 2 861 000	29%	Loan	DBSA funds received in October '18
13,14,16,19	EED146	Replace 5X 11kv and 33kv auto-reclosers	30-Jun-2019	R 1 500 000	R 3 000 000		0%	Loan	DBSA funds received in October '18
15,16	EED 148	Refurbishment of the Ebenezer 33kv Feeder (2.5lm)	30-Jun-2019	R 1 000 000	R 1 000 000		0%	Loan	DBSA funds received in October '18

Capital Expenditure incurred by end of March '19 on projects as contained in the Adjusted Budget									
Ward	IDP Ref No	Project Name	Estimated end date	Original	Adjusted budget	3rd Qtr ending 31 March		Source of funding	Reason for deviation
				2018/19	18/19	YTD Actual Exp	% YTD Spent		
14,15	EED (17/18) 1	New Entrance R36 streetlights (at High Grove Lodge and MacDonalds)	30-Jun-2019	R-	R 1 100 000		0%	DBSA Loan	DBSA funds received in October '18
13	EED 2 (17/18) 2	Area Lighting at Tarentaalrand crossing	30-Jun-2019	R-	R 400 000		0%	DBSA Loan	DBSA funds received in October '18
16	EED (17/18) 3	Houtbosdorp 11kv Ring (10km)	30-Jun-2019	R-	R 1 500 000		0%	DBSA Loan	DBSA funds received in October '18
All	ESD 60	Upgrading of old fire station building and Civic centre	30-Jun-2019	R 11 756 765	R 2 500 000	R 1 057 151	42%	OWN	Funding source changed during adjustment planned loan not taken up
ALL	ESD MV1	Purchase of 9 LDV's (4x4) for Electricity dept	30-Jun-2019	R -	R 1 956 687	R 1 956 915	100%	Own	Expenditure is reflecting under CFO's Dept
All	ESD 45	Purchase of Crane for Electrical Engineering	30-Jun-2019	R 1 500 000	R1 400 000	R -	0%	Own	Crane has been delivered but expenditure not allocated to the project because the Payment was not processed as the remote controller device was not fitted
9	ESD 11	Mopye High School Access Road Phase 1 of 1 and 2 of 2	30-Jun-2019	R 6 500 000	R4 613 000	R 1 780 814	39%	MIG	Contractor appointed in February
30	ESD 12	Paving of Nelson Ramodike High School Access road to school (Phase 1)	30-Jun-2019	R 4 445 038	R 4 000 000	R 2 794 166	70%	MIG	Bid only advertised on 8 March, expenditure allocated for professional fees only.
21	ESD 25	Upgrading of Access Road to Mbambamencisi (Phase 1 of 3 and 2 of 3)	30-Jun-2019	R 8 768 065	R5 000 000	R 4 242 750	85%	MIG	Multi-year project
7	ESD 14	Moruji to Matswi/ Kheshokolwe road from Gravel to tar (Phase 5 of 5)	30-Jun-2019	R 32 689 259	R 38 003 591	R 14 473 182	38%	MIG	Multi-year project
26	ESD 31	Relela Access Road (Phase 1of 4) upgrade from gravel to paving	30-Jun-2019	R 2 000 000	R 3 887 000	R 1 640 532	42%	MIG	Multi-year project

Capital Expenditure incurred by end of March '19 on projects as contained in the Adjusted Budget									
Ward	IDP Ref No	Project Name	Estimated end date	Original	Adjusted budget	3rd Qtr ending 31 March		Source of funding	Reason for deviation
				2018/19	18/19	YTD Actual Exp	% YTD Spent		
34	ESD 32	Matapa to Leseka Access road to school	30-Jun-2019	R 2 000 000	R 5 180 049	R -	0%	MIG	Budget increased during the adjustment
19	ESD 15	Tarring Nkowankowa A Codesa and Hani Streets	30-Jun-2019	R 9 212 232	R 2 613 000	R 3 631 745	139%	MIG	Project completed, expenditure incorrectly allocated
25	ESD 19	Mulati Access road Paving (Phase 1 of 3 and 2 of 3 & 3 of 3)	30-Jun-2019	R 3 253 000	R 8 332 414	R 3 799 701	46%	MIG	Budget increased during the adjustment
31	ESD 26	Upgrading of Khujwana to Lenyenyene Access Road Phase 1 of 1, 2 of 2 and 3 of 3	30-Jun-2019	R 3 253 000	R 11 291 540	R 4 650 742	41%	MIG	Budget increased during the adjustment
2	ESD 34	Mawa B12 Low level bridge	30-Jun-2019	R 3 100 234	R 1 100 234	R 102 253	9%	MIG	Project was re-advertised
15	ESD 33	Low Level bridge at Agatha Cemetery	30-Jun-2019	R 3 488 768	R 3 488 768	R 5 020 923	144%	Own	Project completed, expenditure incorrectly allocated
31	ESD 101	New Lenyenyene Taxi Rank (Phase 1)	30-Jun-2019	R 6 478 422	R 3 678 422	R 1 409 594	38%	MIG	Project has been re-advertised for appointment of a Contractor.
15	ESD 102	Upgrading of Tzaneen Ext.13 internal streets from gravel to paving	30-Jun-2019	R 900 000	R 900 000	R -	0%	Own	Appointment of the consultant finalised. The consultant is currently busy with the scoping report.
All	ESD 160	Purchase of office furniture and equipment for Engineering Services Dept	30-Jun-2019	R 100 000	R 33 555	R 33 555	100%	Own	None, project completed
Civic Centre	CSD 165	Purchase of office furniture and equipment for Community Services Department	30-Jun-2019	R 100 000	R 7 366	R 7 365	100%	Own	None, project completed
All	CSD 98	Procurement of Grasscutting machines for Nkowankowa, Lenyenyene and Tzaneen	30-Jun-2019	R 300 000	R 348 000	R 345 883	99%	Loan	None, project completed
15	CSD G1	Construction of a bundwall at Erf 2990 Koedoe street	30-Jun-2019	R-	R 200 000	R-	0%	Prize money	Specifications complete, Awaiting finalisation of SCM processes.

Capital Expenditure incurred by end of March '19 on projects as contained in the Adjusted Budget									
Ward	IDP Ref No	Project Name	Estimated end date	Original	Adjusted budget	3rd Qtr ending 31 March		Source of funding	Reason for deviation
				2018/19	18/19	YTD Actual Exp	% YTD Spent		
15	CSD G2	Installation of oil and grease trap.	30-Jun-2019	R-	R 30 000	R-	0%	Prize money	Researching on the appropriate all weather oil and grease trap took longer than expected.
Civic Centre	PED 164	Purchase of office furniture and equipment for Planning and Economic Development Dpt	30-Jun-2019	R 100 000	R 13 891	R 13 891	100%	Own	None, project completed
GTEDA	GTEDA 157	MSCOA equipment and programmes	30-Jun-2019	R 235 000	R 235 000	R-	0%	Own	Awaiting finalization of GTEDA IT audit report.
Sub Total				R 195 434 250	R 153 953 018	R 56 366 838			
Projects not included in the 18/19 Budget									
28	17/18 IDP	Construction of Burgersdorp Sports Ground	30 Jun '18	R0	R0	R 949 832	Not in budget	MIG	Expenditure incurred on projects in budget for 17/18. Not included in the Adjustment budget.
26	17/18 IDP	Construction of Julesburg Sports Ground	31 Jun '18	R0	R0	R 2 656 146	Not in budget	MIG	
26	17/18 IDP	Upgrading of Burgersdorp to Mafarana Road	32 Jun '18	R0	R0	R 1 744 468	Not in budget	MIG	
26	17/18 IDP	Upgrading of Rita to Mariveni Road	33 Jun '18	R0	R0	R 7 037 047	Not in budget	MIG	
Sub-total						R 12 387 493			
Total Capital Exp by 30 March '19						R 68 754 329			

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

- Expenditure on projects not in line with the physical progress reported by Departments
- Capital expenditure not allocated to the correct projects
- MIG project milestones were not adjusted to accommodate the increase in budget allocation as in the case of Khujwana to Lenyenye Access Road.

- Capital expenditure on MIG not corresponding between Finance and PMU
- Capital Expenditure incurred on MIG projects which are not included in the 18/19 Budget and IDP. More than R12 million of MIG funds was spent on prior year projects without including these projects in the adjustment Budget, IDP and SDBIP.
- The Procurement plan was not adjusted to align with the adjustment to the budget. The status of the progress made with the implementation of the procurement plan therefore reflects that very few of the planned bids were finalised.

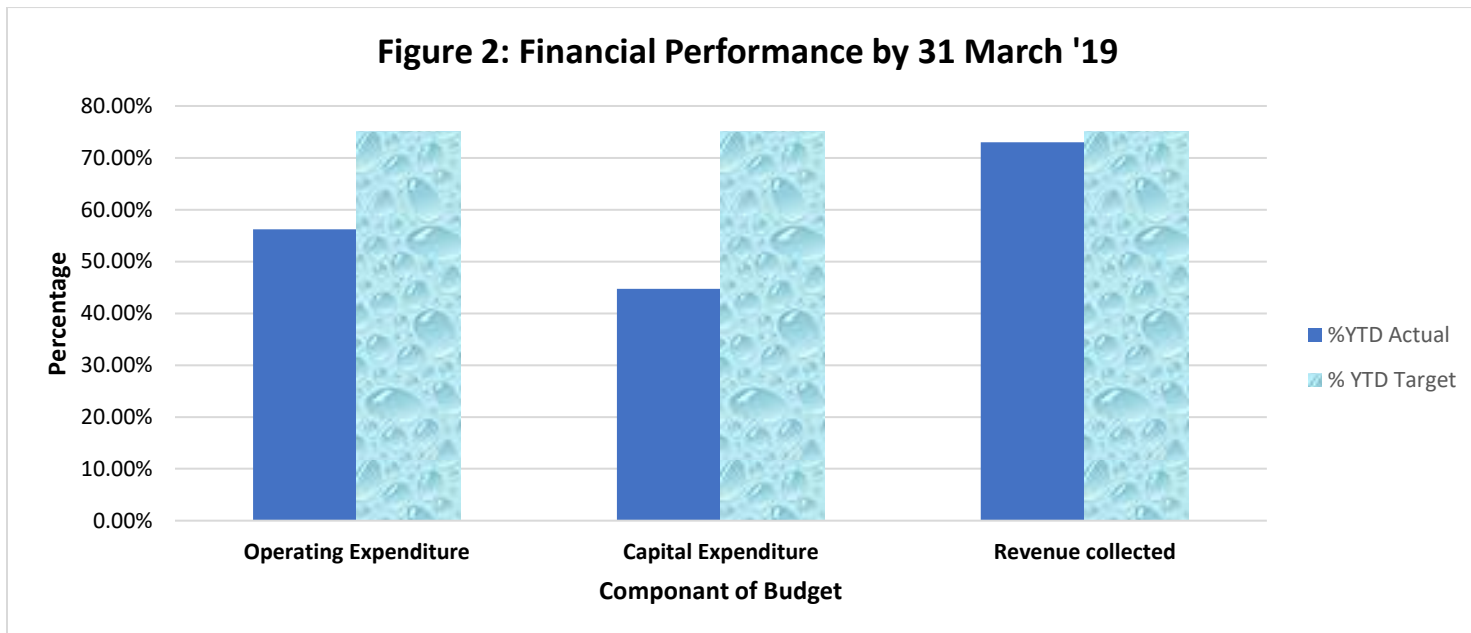
2.4 Summary of financial performance for the period 1 Jan'19 to 31 Mar '19 of 2018/19

The following matters should also be taken note of:

- a) Revenue collection: Of the **108.52%** (% of budgeted amount) of the revenue which were **billed** during the year-to-date, only 73% was collected.
 - i. Outstanding debtors are increasing month on month
 - ii. Challenges with the meter reading services continues to be a challenge, every time a new service provider is appointed.
- b) Operational Expenditure: The year-to-date actual operational expenditure represents 59% of the budgeted operational expenditure.
 - i. Management's cost saving measures is having an influence on the operational expenditure, was required to improve cashflow.
 - ii. The payment of interest on ESKOM accounts is concerning as it is an indication of cashflow challenges.
- c) Expenditure on conditional grants: INEP expenditure remains very low due to delays with ESKOM approving designs and the low expenditure on MIG is due to the re-advertisement of various projects.

- i. Unauthorised expenditure incurred on MIG (due to failure to include “roll-over” projects in the adjusted budget) for 18/19 is a major concern.
- d) Capital Expenditure: Only 45% of the capital budget was spent by 31 March '19 mainly due to slow expenditure on MIG and Electricity projects.
 - i. Although the total expenditure on Capital reported by the CFO is accurate the allocation of the expenditure to the respective projects are a concern. ESD and EED have reported that expenditure has been allocated to the incorrect projects, this leads to inconsistency between expenditure reporting and physical progress reported.

The overall pattern of expenditure vs the budget for the first 9 months of the financial year is presented below in **Figure 2**.



3. Delivery on Key Performance Indicators & Projects

3.1 Office of the Municipal Manager

The performance of the Office of the Municipal Manager (MM) by the end of the 3rd Quarter of 2018/19 is presented below.

Table 9: Performance on targets set for the 3 rd Quarter of 2018/19 – Office of the Municipal Manager												
Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D1	Economic Growth	Develop a high performance culture for a changed, diverse, efficient and effective local government	# of performance assessments for Sect 56/57 appointments	Number	tbd	2	2	1	R	Delays due to the re-opening of the system for Directors to complete their reporting on Individual KPIs	Mid-year assessment scheduled for 10 April	Mid-year and Annual Assessment reports
D2	Economic Growth	Develop a high performance culture for a changed, diverse, efficient and effective local government	# of Senior Managers (MM & Directors) with signed performance agreements by 30 June	Number	tbd	7	0	0	N/A			Performance Agreements
D3	Economic Growth	Enhanced Integrated developmental planning	# of IDP Steering Committee meetings	Number	tbd	6	5	6	G2	Meeting held on 5 & 12 March to prepare for the Strategic Planning session	Adherence to IDP process plan must improve	Invitations Minutes & attendance registers
D4	Economic Growth	Enhanced Integrated developmental planning	# of IDP Rep forum meetings	Number	0	5	4	1	R	Postponement of the IDP strategic planning session	Adherence to the IDP process plan to be monitored	Invitations Minutes & attendance registers
D5	Economic Growth	Enhanced Integrated developmental planning	Draft IDP approved by Council by 31 March annually	Number	2	1	1	1	G	No deviation	None Required	Draft IDP Council Minutes
D6	Economic Growth	Enhanced Integrated developmental planning	Final IDP approved by Council by 31 May annually and submitted to CoGHSTA & Treasury	Number	1	1	0	0	N/A			Final IDP Council Minutes Acknowledgement of receipt by

Table 9: Performance on targets set for the 3rd Quarter of 2018/19 – Office of the Municipal Manager

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
												CoGHSTA & Treasury
D8	Good Governance	Effective and Efficient administration	% of GTM Council resolutions implemented	Percentage	1	100%	100%	100%	G			Resolution register
D9	Good Governance	Effective and Efficient administration	% SLAs signed within 10 days after acceptance of appointment	Percentage	100	100%	100%	88.89%	O	There is no reason for Deviation	None	*SLA Register containing date of receipt of request & submission to MM for signature)
D11	Good Governance	Effective and Efficient administration	# Management meetings	Number	1	26	19	39	B	3 meetings were held during the month of March 2019. The fourth meeting could not be held as per Management resolution, due to the public holiday and commitments of other senior managers.	Meetings should be held as per Management's resolution.	Minutes & Attendance Registers
D12	Good Governance	Effective and Efficient administration	Mid-year budget and performance report submitted to PT, COGHSTA, and AG by 25 Jan	Number	17	1	1	1	G			Mid-year Performance Report Acknowledgement of Receipt
D13	Good Governance	Effective and Efficient administration	Draft Annual Report tabled in Council by 31 Jan	Number	0	1	1	1	G			Draft Annual Report Council Minutes
D14	Good Governance	Effective and Efficient administration	Final Annual Report approved by Council by 31 March	Number	tbd	1	1	1	G	Final Annual Report approved on 28 March '19	None required	Final Annual Report Council Minutes
D15	Good Governance	Effective and Efficient administration	# of Quarterly SDBIP reports submitted to Council	Number	0	4	3	3	G			Quarterly Performance Reports Council Minutes

Table 9: Performance on targets set for the 3rd Quarter of 2018/19 – Office of the Municipal Manager

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D16	Good Governance	Effective and Efficient administration	# of Back to Basics statistical reports submitted to CoGTA by the 15th of each month	Number	10%	12	9	9	G	No deviation	None required	B2B Reports, Acknowledgement of receipt
D17	Good Governance	Effective and Efficient administration	Draft Annual Performance Report submitted to the AG, Audit Committee and the Mayor by 31 August	Number	Unqualified	1	1	1	G			Acknowledgement of Receipt from AG, AC & Mayor
D18	Good Governance	Effective and Efficient administration	# of days taken to submit the SDBIP to the Mayor following budget approval	Number	tbd	28	0	0	N/A			SDBIP approved by the Mayor
D19	Good Governance	Effective and Efficient administration	# of quarterly performance reports audited	Number	tbd	4	3	3	G			Quarterly SDBIP Audit reports
D20	Good Governance	Effective and Efficient administration	# of Anti-corruption and fraud committee meetings	Number	New KPI	4	3	2	R	Not applicable for this reporting period	Not applicable	Agendas, Attendance register, Minutes
D21	Good Governance	Effective and Efficient administration	Strategic Risk Assessment report submitted to Council by 31 May	Number	tbd	1	0	0	N/A	Not applicable for this reporting	not applicable	Risk Assessment Report Council Resolution
D22	Good Governance	Effective and Efficient administration	# of Risk management progress reports submitted to Council	Number	0	4	3	3	G	not applicable	none	Risk Management progress Reports Council Minutes
D23	Good Governance	Effective and Efficient administration	# of UIF Investigation reports submitted to Public Accounts Committee (MPAC)	Number	5	4	3	1	R	MPAC meeting is scheduled to take place on the 24th April 2019 to discuss the UIF report. MPAC meetings are not consistent. There is no proper	MPAC meetings to be consistent.	Quarterly investigation reports (1 quarter delay) Acknowledgement of receipt

Table 9: Performance on targets set for the 3rd Quarter of 2018/19 – Office of the Municipal Manager

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
										schedule/plan of meetings.		
D25	Good Governance	Effective and Efficient administration	# of compliance monitoring reports submitted to Council	Number	4	4	3	3	G	not applicable	none	Compliance monitoring Reports Council Minutes
D26	Good Governance	Effective and Efficient administration	# of risk committee meetings	Number	1	4	3	3	G	not applicable	none	Invitations Agenda Attendance Register Minutes
D28	Good Governance	Effective and Efficient administration	Contracted Internal Audit services (Panel)	Q1: Advertisement for the appointment of a pool of service providers (10%) Q2: Appointment of pool of service providers finalised (15%) Q3: Source quotations and appoint auditors (30%) Q4: Outsourced audits completed (100%)	93%	100%	30%	5%	R	Consultation and research on drafting specifications	Fast track advert and appointment process	Advertisement Appointment letter Audit Reports
D29	Good Governance	Effective and Efficient administration	Procurement of Electronic Audit System	Q1: Advertisement for the appointment of a service provider (10%) Q2: Appointment finalised (30%) Q3: System configuration and training (75%) Q4: System fully functional and utilised by Division (100%)	54%	100%	75%	5%	R	Consultation and research on drafting specifications	Fast track advert and appointment process	Advertisement Appointment letter System reports

Table 9: Performance on targets set for the 3rd Quarter of 2018/19 – Office of the Municipal Manager

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D30	Good Governance	Effective and Efficient administration	Unqualified Audit opinion obtained from AG	Number	101%	1	1	0	R	Qualified Audit outcome due to handling of INEP	Audit Action Plan drafted and implementation monitored weekly	AG Audit Report
D31	Good Governance	Effective and Efficient administration	# audit committee meetings	Number	35%	4	3	4	G2			Agendas, Attendance register
D32	Good Governance	Effective and Efficient administration	# of Audit Committee packs distributed 7 days before the meeting	Number	60%	4	3	1	R			Acknowledgement of receipt from external AC members
D33	Good Governance	Effective and Efficient administration	3 year Strategic Audit plan approved by Audit Committee by 30 June	Number	tbd	1	0	0	N/A			3 Year Strategic Risk Audit Plan AC minutes
D34	Good Governance	Effective and Efficient administration	Reviewed Internal Audit Charter submitted & approved by Audit Committee by 30 June	Number	0	1	0	0	N/A			Audit Charter AC Minutes
D35	Good Governance	Improved stakeholder satisfaction	# of Mayoral (local) imbizos held	Number	1	4	3	3	G	No deviation	NONE	Minutes and Attendance register (1 Imbizo per cluster per quarter)
D36	Good Governance	Increase financial viability	% of Operational budget spent	Percentage	100%	100%	75%	57%	B	Performance target not achieved	Allocation of Depreciation and Labour costs to be processed monthly	Budget Reports
D38	Good Governance	Increase financial viability	% of Capital Budget spent	Percentage	1	100%	70%	45%	R	Performance target achieved	Performance target achieved	Budget Reports
D39	Good Governance	Increase financial viability	% equitable share received	Percentage	1	100%	75%	99.19%	G2	Third trench received 18 March 2019.	The total amount is spread over the year and will be paid out in full unless we do not comply with reporting standards	Bank Statement DORA

Table 9: Performance on targets set for the 3rd Quarter of 2018/19 – Office of the Municipal Manager

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D40	Good Governance	Increase financial viability	Draft Revenue Enhancement Strategy developed	Number	100%	1	0	0	N/A			Appointment letter for service provider or Partnership agreement Draft Revenue Enhancement Strategy
D41	Good Governance	Increase financial viability	% of Bids awarded within 2 weeks after adjudication resolution	Percentage	tbd	100%	100%	77.78%	O	not applicable	not applicable	SCM Submission register Bids approval by MM
D42	Good Governance	Increase financial viability	# of Tenders awarded that deviated from the adjudication committee recommendation	Number	tbd	0	0	0	G	not applicable	not applicable	SCM Bid register Deviation Forms
D43	Economic Growth	Enhanced Integrated developmental planning	% of capital spent on projects as prioritised in IDP for specific year	Percentage	tbd	100%	100%	84.93%	O	Performance target achieved	None Required	Capital Expenditure report 17/18 IDP project list
D44	Good Governance	Effective and Efficient administration	Purchase of office furniture and equipment for Office of the MM	Q1: Not applicable this quarter Q2: Procurement process for the acquisition of furniture (10%) Q3: Furniture procured for MM's offices and delivered (100%) Q4: Not applicable this quarter	tbd	100%	100%	100%	G	not applicable		Quotations Proof of receipt of furniture
D45	Service Delivery	Enhance sustainable environmental management and social development	# of disaster awareness campaigns conducted	Number	tbd	9	7	10	G2	Awareness campaign were attended to as planned	Non required	Programme for Awareness Campaigns Attendance Register Agenda

Table 9: Performance on targets set for the 3 rd Quarter of 2018/19 – Office of the Municipal Manager												
Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D46	Service Delivery	Enhance sustainable environmental management and social development	Annual Disaster Management report submitted to Mopani District by 30 Sept	Number	1	1	1	1	G			Annual Report Acknowledgement of receipt from MDM
D47	Service Delivery	Enhance sustainable environmental management and social development	Annual Disaster Management report submitted to Council by 31 Aug	Number	1	1	1	1	G			Disaster Management Report Council Resolution
D48	Service Delivery	Enhance sustainable environmental management and social development	% Disaster incidences responded to (relieved) within 72-hours	Percentage	1	100%	100%	100%	G	All the incidences of disasters were attended to	Non-required	Disaster Relief forms
D49	Service Delivery	Enhance sustainable environmental management and social development	# of new Jobs created by Municipal Capital projects for youth	Number	tbd	596	448	88	R	Very few job opportunities were created in the month of March.	More young people will be appointed when new job opportunities are created.	Consolidated Job creation reports Beneficiary List
D50	Service Delivery	Enhance sustainable environmental management and social development	# of new Jobs created by Municipal Capital projects for women	Number	tbd	596	448	578	G2	Very few job opportunities were created in the month of March.	More job opportunities will be offered to women in the future.	Consolidated Job creation reports Beneficiary List
D51	Service Delivery	Enhance sustainable environmental management and social development	# of new Jobs created by Municipal Capital projects for disabled persons	Number	1	22	16	0	R	No job opportunity was created for people with disability.	More job opportunities will be given to people with disability.	Consolidated Job creation reports Beneficiary List

Table 10 presents a summary of the level of performance for the 3rd Quarter of 2018/19 only, for the Office of the Municipal Manager, indicating that 64% of the targets set were met an improvement from the 56% achieved for the 2nd Quarter.

Table 10: Office of the Municipal Manager- Summary of Results (3 rd Quarter of 2018/19)			
	Level of performance	Number of KPIs	% Performance at this level
	KPI Not Yet Measured	7	

Table 10: Office of the Municipal Manager- Summary of Results (3rd Quarter of 2018/19)			
	Level of performance	Number of KPIs	% Performance at this level
	KPI Not Met	11	28%
	KPI Almost Met	3	8%
	KPI Met	18	46%
	KPI Well Met	5	13%
	KPI Extremely Well Met	4	5%
	Total KPIs measured this period	39	

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

- *IDP process:* The IDP process plan is not being followed with the Representative forum meetings, as a key stakeholder in the process not taking place each quarter.
- *Individual Performance Management:* The mid-year assessments for the MM and Directors were postponed to April.
- *Internal Audit:* The projects aimed at strengthen the capacity of the Internal Audit unit (D28 & D29) have not yet been implemented and reasons for this deviation is not supplied.
- *Performance reporting for the Department must improve:* Reasons for deviation and efforts taken to improve are not consistently provided to inform the audit process.
- *Special Programmes:* The mainstreaming of Youth, Gender and Disability issues should improve, jobs created for Youth and Disabled are not on target.
- *Capital projects* were not yet implemented as planned

3.2 Office of the Chief Financial Officer

The performance of the Office of the Chief Financial Officer (CFO) during the second quarter of 2018/19 is presented below.

Table 11: Performance on targets set for the 3 rd Quarter of 2018/19 - Office of the Chief Financial Officer												
Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D52	Good Governance	Effective and Efficient administration	Implementation of Assets Management (R2 831 000)	Q1: Investigations into assets not found, Verification and impairment of assets, Calculation of depreciation and unbundling of assets. Ongoing - Reconciliation of assets with the general ledger, Asset register updates, recording of assets for disposals and preparation of journals (clearing of suspense accounts) (40%) Q2: Reconciliation of assets with the general ledger, Asset register updates, recording of assets for disposals and preparation of journals (clearing of suspense accounts) (60%) Q3: Reconciliation of assets with the general ledger, Asset register updates, recording of assets for disposals and preparation of journals (clearing of suspense accounts) (80%) Q4: Reconciliation of assets with the general ledger, Asset register updates, recording of assets for disposals and preparation of journals (clearing of suspense accounts) (100%)	Actual awaited	100%	80%	80%	G	The KPA were not relevant/applicable	Change KPA	*Asset Management annual Plan *Asset Verification Report *Asset Management Reports from ARMS *Monthly reconciliations of suspense accounts

Table 11: Performance on targets set for the 3rd Quarter of 2018/19 - Office of the Chief Financial Officer

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D53	Good Governance	Effective and Efficient administration	Purchase of office furniture and equipment for Office of the CFO	Q1: Not applicable this quarter Q2: Procurement process for the acquisition of furniture (10%) Q3: Furniture procured for CFO offices and delivered (100%) Q4: Not applicable this quarter	New KPI	100%	100%	100%	G	no furniture purchased in march ,only Feb 2019 approved and delivered	no furniture purchased in march ,only Feb 2019 approved and delivered	Quotations Proof of receipt of furniture
D54	Good Governance	Effective and Efficient administration	# of finance related policies revised annually	Number	17	17	0	0	N/A			Budget Policies Council Resolution
D55	Good Governance	Effective and Efficient administration	# of MSCOA progress reports submitted to Council	Number	actual awaited	4	3	1	R	Agreement is to present at management level weekly MSCOA progress and that's the report which is attached	Agreement is to present at management level weekly MSCOA progress and that's the report which is attached	Minutes & attendance Register
D56	Good Governance	Effective and Efficient administration	# of MSCOA Steering Committee meetings	Number	actual awaited	12	9	7	O	Agreement is to present at management level weekly MSCOA progress and that's the report which is attached	Agreement is to present at management level weekly MSCOA progress and that's the report which is attached	*MSCOA Process Plan *Quarterly MSCOA reports *Council Resolution
D58	Good Governance	Increase financial viability	Annual Asset verification report concluded by 30 August '18	Number	1	1	1	0	R			Annual Asset Verification report

Table 11: Performance on targets set for the 3rd Quarter of 2018/19 - Office of the Chief Financial Officer

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D59	Good Governance	Increase financial viability	Draft Budget submitted to Council by 31 March annually	Number	28-Mar	1	1	1	G	The draft budget was submitted to and approved by council on 28 March 2019 compared to the target date of 31 March 2019.	N/A	Draft Budget Council resolution
D60	Good Governance	Increase financial viability	Annual Budget tabled by 31 May annually	Number	25 May '18	1	0	0	N/A			Budget Council resolution
D61	Good Governance	Increase financial viability	Annual Adjustment budget approved by Council by 28 Feb	Number	28-Feb	1	1	1	G			Adjustment Budget Council resolution
D62	Good Governance	Increase financial viability	Cost coverage	Ratio	1.6	1.6	1.6	0.31	R	The target has not been reached due to the fact that council did not budget for a 3 Month additional funding.	During the budget assessment of Prov. Treasury GTM agreed that the required additional budget funding will be phased in over a period of time.	Financial reports Financial viability calculations
D63	Good Governance	Increase financial viability	Debt coverage	Ratio	18.3	18.3	18.3	37.26	B			Financial reports Financial viability calculations

Table 11: Performance on targets set for the 3rd Quarter of 2018/19 - Office of the Chief Financial Officer

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D64	Good Governance	Increase financial viability	% creditors paid within 30 days	Percentage	Actual awaited	100%	100%	98.02%	O	Performance target not achieved Trade creditors not paid end Mar 2019 = 13 Trade Creditors Paid end Mar 2019 = 126	Payment Arrangement with Eskom in place. Cash Flow Management Report is a standing item on monthly meetings for Top Management.	Monthly reports Creditors Age Analysis Report
D65	Good Governance	Increase financial viability	% of Finance Management Grant Spent	Percentage	Actual awaited	100%	75%	98%	G2	Performance target achieved	Business Plan to be revised	Monthly Expenditure Report
D66	Good Governance	Increase financial viability	# 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	9	9	G	The section 71 reports were submitted to Government Departments on 14 March 2019. The reports were submitted within 10 days	N/A	Acknowledgement of receipt by NT & PT
D67	Good Governance	Increase financial viability	Annual Financial statements submitted to AG, PT and NT by 31 August annually	Number	31-Aug-18	1	1	1	G			Acknowledgement of receipt by AG & PT
D68	Good Governance	Increase financial viability	# of Households billed	Number	25500	26,000	26,000	20,341.89	O	Anticipate new development for residential properties for proclaimed extensions did not yet realized. Accounts consolidated and accounts closed.	Property transfers to take place for properties in Municipality name already allocated and selling of stands. Infrastructure development for new extensions	Billing reports

Table 11: Performance on targets set for the 3rd Quarter of 2018/19 - Office of the Chief Financial Officer

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D69	Good Governance	Increase financial viability	Outstanding service debtors to revenue	Ratio	39.4	39.4	39.4	59.92	R	Debtors increased from June 2018 to December 2018 with R 62m due to increased tariffs and lower payment rate.	New service provider appointed for meter reading and credit control systems, effective from January 2019 will assist in data integrity and debt collection.	Financial reports Financial viability calculations
D70	Good Governance	Increase financial viability	# of indigents registered on indigent register	Number	36732	25,764	25,764	25,963	G2	New applications for 2017-2018 still to be validated and approved by Council	Updated validated indigent register need to be finalized and approved by Council. Proposal received from service provider to start whole new process and validate.	Indigent register
D71	Good Governance	Increase financial viability	% Accuracy of Contracted meter reading and credit control services	Percentage	Actual awaited	95%	95%	82.17%	O	New service provider appointed from 1 November 2018. They experienced trouble with the creation of the files for import, they did not read all the meters.	Verify that all meters book readings is returned to Municipality for import purposes for April 19 billing purpose. Follow up on meters not read and reasons.	Billing report Invoice & Report from Service Provider

Table 11: Performance on targets set for the 3rd Quarter of 2018/19 - Office of the Chief Financial Officer

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D72	Good Governance	Increase financial viability	Contracted services valuation roll (R2,000,000)	Q1: Monitor the re-valuation of properties in line with land use changes approved by PED, ensure capturing of new values on financial system, monitor expenditure (25%) Q2: Monitor the re-valuation of properties in line with land use changes approved by PED ensure capturing of new values on financial system, monitor expenditure (50%) Q3: Monitor the re-valuation of properties in line with land use changes approved by PED ensure capturing of new values on financial system, monitor expenditure (75%) Q4: Monitor the re-valuation of properties in line with land use changes approved by PED ensure capturing of new values on financial system, monitor expenditure (100%)	Actual awaited	100%	75%	57.92%	O	Ad Hoc valuation requests, monthly maintenance contract invoices not yet received.	Request re-valuation of properties in line with land use changes approved by PED. Monthly fixed contract for maintaining the valuation roll, invoices to be followed up	*Monthly updated Register of requests for adhoc valuations Service provider Monthly Reports
D73	Good Governance	Increase financial viability	Demand Management Plan approved by Council by 30 June Annually	Number	Plan approved but not on time	1	0	1	B	other Departments did not submit specifications as per dates in the procurement plan	all department must submit specifications as per procurement plan dates	Demand Management Plan Council Minutes
D75	Service Delivery	Improve access to sustainable and affordable services	% of households earning less than R1100 served with free basic electricity (registered as indigents in formal towns)	Percentage	100% (25764)	100%	100%	88.89%	O	All households indicated as indigent on Promis receive rebate for electricity. Eskom manage	Ongoing validation of indigent register. Eskom to verify issue of tokens and follow up on those who do not collect.	Indigent register Billing Report For Tzaneen, Nkawkawa, Lenyenye, Haenertsburg, Letsitele

Table 11: Performance on targets set for the 3rd Quarter of 2018/19 - Office of the Chief Financial Officer

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence	
							Target	Actual	R	Reason for deviation	Corrective Measures		
											rural areas and townships	Compiling of new indigent register	
D76	Service Delivery	Improve access to sustainable and affordable services	% households earning less than R 1100 with access to free basic waste removal (total registered as indigents)	Percentage	7%	10%	10%	3.74%	R	All indigents on Promis receive free basic waste services. No record of villages that is included in total indigent register. Less indigents registered, new applications still to be validated and approved	Ongoing validation of indigent register. New applications to be approved, this will increase amount of beneficiaries. Compiling of new indigent register.	Indigent register Billing Report	
D77	Service Delivery	Improve access to sustainable and affordable services	Total number of registered indigent households who received free basic water and sanitation (GTM service area)	Number	1380	1,525	1,525	1,149.33	O	All indigents on Promis receive free basic water. Indigents were disqualified and the number decreased from the previous year	Ongoing indigent validation, new applications should be approved and processed. Increased number of indigents will assist in reaching the target. Compiling of new indigent register.	Indigent register Billing Report	
D78	Service Delivery	Optimise and sustain infrastructure investment and services	R-value spent on maintenance of electricity infrastructure as % of asset value	Percentage	Actual awaited	2%	0%	0%	N/A			Indigent register Billing Report	
D79	Service Delivery	Optimise and sustain infrastructure investment and services	R-value spent on maintenance of municipal buildings as % of asset value	Percentage	Actual awaited	7.50%	0%	0%	N/A			Indigent register Billing Report	

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D80	Service Delivery	Optimise and sustain infrastructure investment and services	R-value spent on maintenance of roads as % of asset value	Percentage	Actual awaited	2.10%	0%	0%	N/A			Indigent register Billing Report
D81	Service Delivery	Optimise and sustain infrastructure investment and services	R-value spent on maintenance of the fleet as % of asset value	Percentage	Actual awaited	32.50%	0%	0%	N/A			Indigent register Billing Report
D82	Service Delivery	Improve access to sustainable and affordable services	R-value of Free Basic Electricity to Households	R-value	Actual awaited	R 4,400,000	R 3,300,000	R 2,098,298	R	Payment as per invoice received from Eskom for tokens issued to indigents. Amount is less than target due to less amount of indigents approved 2016/2017 and possible tampering by existing users.	Ongoing validation of indigents and Eskom to inspect on bridging of electricity. Compiling of new indigent register validating all.	Indigent register Billing Report

Table 12 below presents a summary of the level of performance for the third quarter of 18/19, during which the Office of the CFO only met **43%** of the targets set for the quarter.

	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	6	
	KPI Not Met	6	26%

Table 12: CFO - Summary of Results (3rd Qtr of 2018/19)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Almost Met	7	30%
	KPI Met	6	26%
	KPI Well Met	2	9%
	KPI Extremely Well Met	2	9%
	Total KPIs measured this quarter	23	

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

- *MSCOA programme:* Targets set to monitor the progress of the implementation of MSCOA are not met.
- *Financial viability ratios:* The outstanding service debtors to revenue is increasing
- *Indigent management:* Reporting on the number of indigents with access to free basic services is a challenge since this is dependent on the registration process as well as the GTM service areas. The majority of indigent reside in the MDM service area (for water & sanitation).
- Rand value spent on the provision of free basic electricity is less than anticipated as invoices from Eskom are received late.
- *Revenue management:* A new service provider was appointed for meter reading and credit control which resulted in estimates being billed.

3.3 Corporate Services Department

The performance of the Corporate Services Department (CORP) during the 3rd quarter of 2018/19 is presented below.

Table 13: Performance on targets set for the 3 rd Quarter of 2018/19 - Corporate Services Department												
Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D83	Good Governance	Attract and retain best human capital to become employer of choice	% Staff turnover	Percentage	actual awaited	6.60%	0%	4.91%	B			Staff establishment
D84	Good Governance	Attract and retain best human capital to become employer of choice	# of people from employment equity target groups employed in the 3 highest levels of management in compliance with EE plan	Number	actual awaited	27	27	31.33	G2	None as Target met	None as Target	Employment Equity report
D85	Good Governance	Attract and retain best human capital to become employer of choice	% Employees that are female	Percentage	actual awaited	35%	35%	39.60%	G2			Employment Equity report
D86	Good Governance	Attract and retain best human capital to become employer of choice	% Employees that are youth	Percentage	actual awaited	35%	35%	17.80%	R			Employment Equity report
D87	Good Governance	Attract and retain best human capital to become employer of choice	% Employees that are disabled	Percentage	actual awaited	2.2	2.2	2.7	G2			Employment Equity report

Table 13: Performance on targets set for the 3rd Quarter of 2018/19 - Corporate Services Department

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D90	Good Governance	Effective and Efficient administration	# of days taken to publicise MPAC reports, following Council approval	Number	actual awaited	7	7	9.22	R	The MPAC oversight reports were publicized 4 days earlier on 3 April 2019 after the Council meeting held on 28 March 2019.	None.	Council Minutes Copy of Adverts Proof of Website placement
D91	Good Governance	Effective and Efficient administration	# of Council meetings held	Number	actual awaited	4	3	9	B	A special Council meeting was held on 28 March 2019 to adopt the draft IDP and Budget for 2019/20 financial year and MPAC recommendations on the 17/18 Annual Report.	Special Council meetings are from time to time held to resolve on compliance reports	Minutes and attendance registers
D92	Good Governance	Effective and Efficient administration	# of Exco meetings held	Number	actual awaited	26	19	14	R	2 EXCO meetings were held during the month of March 2019.	None.	Minutes and attendance registers
D93	Good Governance	Effective and Efficient administration	# of Portfolio Committee meetings held	Number	actual awaited	108	81	68	O	Some of the Portfolio Committees were postponed due to commitments of other stakeholders.	All portfolio committee members should adhere to the approved schedule of meetings.	Committee meetings register

Table 13: Performance on targets set for the 3rd Quarter of 2018/19 - Corporate Services Department

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D94	Good Governance	Effective and Efficient administration	% of personnel budget spent	Percentage	actual awaited	100%	75%	65.25%	O	No appointment made due to cash flow.	Cash flow improvement.	Personnel Budget Staff Establishment reports
D96	Good Governance	Effective and Efficient administration	# Of ICT Steering Committee Meetings	Number	New KPI	4	3	3	G	ICT Steering committee meeting held on the 05th February 2019	None Required	Minutes and Attendance Register
D97	Good Governance	Effective and Efficient administration	Internet services procured by 30 Dec	Number	New KPI	1	1	1	G			SLA with Vodacom
D99	Good Governance	Effective and Efficient administration	Leasing of Desktops and Laptops & Councillor Tablets	Q1: Develop Specifications, procurement process concluded (90%) Q2: Delivery of desktops (160) and laptops (60) completed	New Project	100%	100%	90%	O			Specifications Appointment Letter Delivery acceptance note
D100	Good Governance	Effective and Efficient administration	Leasing and installation of Network switches, Routers and Firewall	Q1: Develop Specifications, procurement process concluded (90%) Q2: Delivery of network switches (20) and Routers & Firewall (9) completed	New Project	100%	100%	100%	G	The 3x 48-Port switches that were swapped for 6x 24-port switches were delivered and ready for installation. One must be installed in ground floor (Cashiers Switch cabinet), 2nd one must be installed in the first floor switch		Specifications Appointment Letter Delivery acceptance note

Table 13: Performance on targets set for the 3rd Quarter of 2018/19 - Corporate Services Department

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
											cabinet and the 3rd one must replace the two core switches in the server room. All these installations must happen after working hours as they will involve several hours of down time.	
D10 1	Good Governance	Effective and Efficient administration	Leasing and installation of Servers	Q1: Develop Specifications, procurement process concluded (90%) Q2: Delivery and installation of 2 servers completed	New Project	100%	100%	100%	G	Migration of Mailboxes from Exchange 2010 to Exchange 2016 is still in progress.		Specifications Appointment Letter Delivery acceptance note
D10 3	Good Governance	Effective and Efficient administration	# of OHS inspections conducted	Number	actual awaited	140	105	51	R	Due to OHS/ EAP awareness and limitation of personnel.	That additional OHS Officer must be created on the ORG Structure	Site Inspection Forms and/or OHS inspection reports
D10 7	Good Governance	Improved stakeholder satisfaction	# of media engagements (briefings and media sessions)	Number	4	4	3	3	G	No deviation		Notice of media briefing Attendance Register

Table 13: Performance on targets set for the 3rd Quarter of 2018/19 - Corporate Services Department

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D108	Good Governance	Improved stakeholder satisfaction	# of newsletters produced	Number	1	4	3	2	R	No deviation		Publications Website publication
D109	Good Governance	Improved stakeholder satisfaction	# of statutory provisions (website) complied with as contained in Section 75 (a-i) of MFMA within 5 days of approval	Number	actual awaited	12	12	8	R	No deviation		Print screen of placements Website update register
D110	Good Governance	Improved stakeholder satisfaction	# Of community feedback meetings held	Number	actual awaited	140	105	79	O	Cllrs could not attend because of lack of service delivery	Cllrs to Consult communities regardless of lack of services	Attendance Register Notice of meeting Minutes of meeting
D111	Good Governance	Improved stakeholder satisfaction	# Fully functional ward committees (Ward committees holding monthly meetings)	Number	34	35	35	32.22	O	Cllrs busy with door to door campaign	Cllrs to reschedule their programmes	Minutes of Ward committee meetings, Consolidated Monthly Ward reports
D112	Good Governance	Improved stakeholder satisfaction	# of summarised quarterly ward reports submitted to Council	Number	0	4	3	3	G	Other cluster reports not yet received	To be compiled in time	Summarised Ward Reports (quarterly) Council Minutes
D114	Good Governance	Attract and retain best human capital to become employer of choice	# of Sect 56/57 positions vacant for more than 3 months	Number	3	0	0	0	N/A			Staff establishment

Table 13: Performance on targets set for the 3rd Quarter of 2018/19 - Corporate Services Department

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D11 5	Good Governance	Effective and Efficient administration	Purchase of office furniture and equipment for Corporate Services Department	Q1: Not applicable this quarter Q2: Procurement process for the acquisition of furniture (10%) Q3: Furniture procured for CORP offices and delivered (100%) Q4: Not applicable this quarter	New Project	100%	100%	38.05%	R	Outstanding budget balance was transferred to assist with payment for fleet. No further expenditure on furniture could be incurred.	No corrective measure could be effected.	Quotations Invoices
D11 6	Service Delivery	Develop and build skilled and knowledgeable workforce	# of senior managers complying with the minimum competency levels (MFMP)	Number	3	7	0	0	N/A			Qualifications of MM & Directors
D11 7	Service Delivery	Develop and build skilled and knowledgeable workforce	Work place skills plan submitted to LGSETA by 30 Apr	Number	1	1	0	0	N/A			WSP Acknowledgement of receipt
D11 8	Service Delivery	Develop and build skilled and knowledgeable workforce	% of municipal budget spent on implementing the Work Place Skills Plan	Percentage	actual awaited	1%	0%	0%	N/A			Municipal Budget Training Budget Spent

Table 13: Performance on targets set for the 3rd Quarter of 2018/19 - Corporate Services Department

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D119	Service Delivery	Develop and build skilled and knowledgeable workforce	# of Local Labour Forum meetings	Number	actual awaited	12	9	4	R	None as the meeting was held on the 27 March 2019	The LLF Meeting must be held as per schedule of LLF.	LLF Invitations, Minutes and attendance registers
D155	Good Governance	Attract and retain best human capital to become employer of choice	# of employees with technical skills/capacity (engineers & technicians - EED & ESD)	Number	19	20	19	19	G	19 Employees with technical skill/capacity employed.	All 19 position filled.	HR Monthly Reports Compliance Certificates

Table 14 below presents a summary of the level of performance for the third quarter of 2018/19 wherein only **52%** of the targets set for the department were met during this period. The performance of the Department remain below expectation.

Table 14: CORP - Summary of Results (3rd Qtr of 2018/19)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	4	
	KPI Not Met	8	32%
	KPI Almost Met	5	20%
	KPI Met	7	28%
	KPI Well Met	3	12%
	KPI Extremely Well Met	2	8%
	Total KPIs measured this quarter	25	

Areas affecting the performance of the Corporate Services Department:

- *Human Resource Management:* Targets met for the training of employees were not met, LLF and OHS meetings are not taking place as planned and vacancies are not being filled.
- *Committee meetings:* The number of meetings held by the Executive Committee and Portfolio Committees were less than planned.
- *IT:* Targets set for the procurement of laptops were not met, this is an increasing concern as new computers will become essential when converting to the MSCOA financial system.
- *Public Participation:* Community feedback meetings were not held as planned, Ward level reports are not consolidated for submission to Council.

3.4 Community Services Department

The performance of the Community Services Department (CSD) during the 3rd quarter of 2018/19 is presented below.

Table 15: Performance on targets set for the 3 rd Quarter of 2018/19 - Community Services Department												
Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D120	Good Governance	Effective and Efficient administration	Purchase of office furniture and equipment for Community Services Department	Q1: Not applicable this quarter Q2: Procurement process for the acquisition of furniture (10%) Q3: Furniture procured for CSD offices and delivered (100%) Q4: Not applicable this quarter	New Project	100%	100%	100%	G	Community Services developed specifications and sent them to Supply Chain. When the process of supply chain was to unfold it was found that the budget is no more there in the vote.	In future there should be discussions before the budget can be moved to other departments.	Quotations Invoices
D121	Good Governance	Effective and Efficient administration	# of theft cases from council buildings	Number	actual awaited	0	0	3	R	Theft of Cash by Municipal Employees at the Budget & Treasury Department. Case reported at the Tzaneen SAPS under police investigation. CAS 167/03/2019.	Three (03) Municipal employees currently on suspension pending internal labour processes and criminal case consideration.	Theft & damages register Police Case number
D122	Good Governance	Effective and Efficient administration	# community safety forum meetings	Number	actual awaited	4	3	16	B	None, CSF held the meeting on the 07/03/2019	None, CSF held the meeting on the 07/03/2019	Invitation Agenda Attendance Register
D123	Service Delivery	Optimise and sustain infrastructure investment and services	# of cemeteries maintained	Number	actual awaited	8	8	6.22	O			Monthly Reports Checklists

Table 15: Performance on targets set for the 3rd Quarter of 2018/19 - Community Services Department

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D124	Service Delivery	Enhance sustainable environmental management and social development	# of environmental contravention pre compliance and compliance notices issued	Number	actual awaited	60	45	164	B	Improved compliance monitoring and complaint investigation has resulted in improved performance.	None	Pre compliance Notices Contravention Notices
D125	Service Delivery	Enhance sustainable environmental management and social development	% compliance to the environmental legislation checklist	Percentage	actual awaited	92%	0%	93%	B			Environmental Checklist
D127	Service Delivery	Enhance sustainable environmental management and social development	Hosting of GTM Cleanest School competition by 30 Jun	Number	actual awaited	1	0	0	N/A			Entry forms Assessment forms Programme and attendance Register for the Awards Ceremony
D128	Service Delivery	Enhance sustainable environmental management and social development	% of water samples that comply with SANS 0241	Percentage	actual awaited	85%	85%	77.98%	O	Implementation of the Water Quality monitoring schedule.	None	Register of sampling results Sampling points Map
D133	Service Delivery	Enhance sustainable environmental management and social development	# of Environmental Management Inspectorate (EMI) forum meetings	Number	actual awaited	4	3	4	G2	None, invitation to the Provincial AQOF was honoured.	None	EMI forum invitations Minutes Attendance Register

Table 15: Performance on targets set for the 3rd Quarter of 2018/19 - Community Services Department

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D135	Service Delivery	Enhance sustainable environmental management and social development	# of library users	Number	actual awaited	96,200	72,149	96,180	G2	10668 Library users 5120 Books circulated 11 Book-related special events arranged and hosted 93 Assignment topics assisted with 1719 Library users accessed the free internet	None required	Tattletape statistics Monthly Reports
D139	Service Delivery	Enhance sustainable environmental management and social development	Greening Greater Tzaneen Municipality (tree planting)	Q1: Procurement of 100 trees completed (30%) Q2: Planting of trees at schools and RDP (100%) Q3: n/a Q4: n/a	new project	100%	100%	100%	G			Distribution list Invoices
D141	Service Delivery	Enhance sustainable environmental management and social development	Internal Sports Activities coordinated	Q1: 2 x Mass meetings in August. Preparatory games are coordinated. Coordinate participation in SAIMSA games in September. (50%) Q2: n/a Q3: Ensure that practise for all sporting codes starts. 1 X Executive meeting by end March. Preparatory games are coordinated for SAIMSA & IMSA (75%) Q4: Facilitate participation in provincial SAIMSA games (100%)	actual awaited	100%	75%	90%	G2	No deviation done. We prepared and sent out invite for friendly games	We will continue prepare request and seek approval to host meeting if need be. We requested approval in preparation for June provincial Games. Prepared, and got approval to host Internal sport Executive meeting and lastly prepared request and hosted Internal Sport Mass meeting after approval	Annual Programme Weekly plan Minutes & Attendance registers of meetings Results of SAIMSA National and Provincial Games

Table 15: Performance on targets set for the 3rd Quarter of 2018/19 - Community Services Department

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D142	Service Delivery	Enhance sustainable environmental management and social development	Coordination of Local, District, Provincial and National Sports, Arts & Culture activities	Q1: Preparatory meeting for Arts and Culture event by Aug. Coordinate Arts & Culture events by end September (50%) Q2: n/a Q3: n/a Q4: Coordinate indigenous games. Golden Games cluster events arranged (100%)	actual awaited	100%	50%	50%	G			Annual Programme of events Minutes and attendance registers of cluster meetings Results of the Indigenous games
D143	Service Delivery	Enhance sustainable environmental management and social development	R-value spent on waste management	R-value	actual awaited	87,341,959	65,506,468	50,232,274.26	O	It is a management decision to decrease our spending on use of vehicles, overtime etc. The Division has decreased the spending.	Appointments for the budgeted positions should be done	Budget Expenditure-reports
D144	Service Delivery	Enhance sustainable environmental management and social development	# of Rural Waste Service Areas serviced (Level 2 service))	Number	40	40	40	40	G	Budget constraints:- Absence of project-prioritization to operationalize all 66 x W.S.A.'s	1) Fleet Management:- * Renewal of the removal Vehicles ensuring functional a functional fleet * 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 Transporter of Waste (ToW) Payment-advices 1 x approved T.o.W.- Timesheet signed off by Ward Committee & Traditional Authority

Table 15: Performance on targets set for the 3rd Quarter of 2018/19 - Community Services Department

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D145	Service Delivery	Enhance sustainable environmental management and social development	Number of Urban Waste Service areas serviced	Number	5	5	5	5	G	1) No deviations 2) Periodic disruptions in the frequency of removals due to "old-& dilapidated" Fleet	1) To ensure more accurate P.o.E.'s an electronic routesheet / tracking-system need to be installed in each vehicle with a sustainable monitoring as per a "unique-route" for each area	? 1 x Removal-map for each urban suburb ? Category Tariff Summary reports for urban suburbs ?Monthly Stats.-report
D146	Service Delivery	Enhance sustainable environmental management and social development	# of Households with access to basic level of solid waste management services	Number	actual awaited	47,822	47,822	47,822	G	Budget-constraints:- * No IDP & Budget to Project alignment	1) Budget:- * Project-prioritization to operationalize all 66 x W.S.A.'s 2) URGENT Work-study:- * a Proper organogram to operationalize the Rural Waste Management project	"Informal-demarcated" removal scheduled-maps @ rural Waste Service Areas (W.S.A.'s)
D148	Service Delivery	Enhance sustainable environmental management and social development	Urban Waste Kerbside collection	Q1: Kerbside collections on a weekly basis for 8580 urban Households (100%) Q2: Kerbside collections on a weekly basis for 8580 urban Households (100%) Q3: Kerbside collections on a weekly basis for 8580 urban Households (100%) Q4: Kerbside collections on a weekly basis for 8580 urban Households (100%)	actual awaited	100%	100%	100%	G	1) Periodic disruptions occur in removal sustainability due to "old & dilapidated" fleet	1) To ensure more accurate P.o.E.'s an electronic routesheet / tracking-system need to be installed in each vehicle with a sustainable monitoring as per a "unique-route" for each area 2) Renewal of the fleet to be prioritized during IDP // Process during the projects-phase	? Category-Tariff-Summary report for urban suburbs

Table 15: Performance on targets set for the 3rd Quarter of 2018/19 - Community Services Department

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D149	Service Delivery	Enhance sustainable environmental management and social development	Solid Waste Litter picking in GTM area	Q1: Monthly monitoring of 140 litter picking routes (100%) Q2: Monthly monitoring of 140 litter picking routes (100%) Q3: Monthly monitoring of 140 litter picking routes (100%) Q4: Monthly monitoring of 140 litter picking routes (100%)	new project	100%	100%	100%	G	1) Non alignment- & prioritization of IDP-projects to inform appropriate budget-figures	1) Budget- * Project-prioritization to operationalize all the necessary route as identified 2) URGENT Work-study:- * a Proper organogram to operationalize the project 3) Quick-turn-around to fill vacancies sooner	? Litter-picking Routes ?1 example of a Litter picking Team leader's Timesheet/Score card p.m.
D150	Service Delivery	Enhance sustainable environmental management and social development	Public Toilet Management	Q1: Monthly monitoring of 10 public toilets blocks (100%) Q2: Monthly monitoring of 10 public toilets blocks (100%) Q3: Monthly monitoring of 10 public toilets blocks (100%) Q4: Monthly monitoring of 10 public toilets blocks (100%)	new project	100%	100%	100%	G	1) Vacancies are not filled in a short-space-of-time 2) Formal Training is needed to "skill" the Labourers on quality cleansing activities 3) Lack of structural "Repairs & Maintenance" create "sanitary" problems egg. proper cleansing of buildings and utensils	1) Public toilets are actually part of the Building & Maintenance programmes and must be transferred to the relevant Department and/or Division 2) Internal Audit Section to do an Audit to transfer the function to the relevant unit	? Public Toilet's Cleansing-schedule ?1 example of a Public Toilet Team leader's Timesheet/Visitation-checklist p.m.
D151	Service Delivery	Improve access to sustainable and affordable services	# of compliance assessments on the conditions as set out in the SLA with Dept. of Transport (RA & DLTC)	Number	actual awaited	12	9	107	B	Potholes not fixed by relevant department	Report of DOT scanned in and information was given to relevant departments Monthly report	1 SLA tick list per station (1x Registration Authority & 2xTesting Stations)
D152	Service Delivery	Improve access to sustainable and affordable services	Procurement of Grasscutting machines for Nkowankowa, Lenyenyene and Tzaneen	Q1: Draft specifications and advertisement for appointment of service provider (10%) Q2: Appointment of service provider finalised (20%)	New project	100%	100%	100%	G	project is implemented by CSD	no corrective measure	Specifications Advertisement Appointment letter Delivery note

Table 15: Performance on targets set for the 3rd Quarter of 2018/19 - Community Services Department

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
				Q3: Delivery of Grasscutting machines (8 Heavy duty Bush cutters, 5 industrial brush cutters, 1 chainsaw industrial, 2 heavy-duty pole pruner, 1 industrial lawn mower, 4 industrial rotary lawn mowers) completed (100%) Q4: N/A								
D153	Service Delivery	Improve access to sustainable and affordable services	Traffic fine collection rate [(Rand value received for fines/ R value of fines issued as %]	Percentage	actual awaited	35%	35%	4.70%	R			Revenue reports Traffic Fine system report
D154	Service Delivery	Improve access to sustainable and affordable services	# of roadblocks	Number	New project	4	3	3	G			Programme of Roadblocks Weekly plans Monthly report
D290	Service Delivery	Enhance sustainable environmental management and social development	Construction of a bundwall at Erf 2990 Koedoe street	Q1: N/A Q2: N/A Q3: Procurement of a service provider completed (10%) Q4: Construction of a Bund wall completed (100%)	New Project - Cleanest Town award money	100%	10%	6%	R	Specifications have been done, awaiting finalisation of SCM processes.	Sticking to the project time lines to ensure completion.	Appointment letter Project Progress Report Completion certificate
D291	Service Delivery	Enhance sustainable environmental management and social development	Installation of oil and grease trap.	"Q1: N/A Q2: N/A Q3: Procurement of a service provider completed (10%) Q4: Construction of Installation of oil and	New project - Cleanest town award funds	100%	10%	6%	R	Specifications done with the Building section in the Engineering services department. Awaiting finalization of the SCM processes.	Researching on the appropriate all weather oil and grease trap took longer than expected.	Appointment letter Project Progress Report Completion certificate

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
				grease trap completed (100%)"								

Table 16 below presents a summary of the level of performance for the third quarter of 2018/19 for CSD indicating that **72%** of the targets set were met, a reduction in overall performance if compared to 84% achieved during the 1st and 2nd Qtr Quarter.

	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	1	
	KPI Not Met	4	16%
	KPI Almost Met	3	12%
	KPI Met	11	44%
	KPI Well Met	3	12%
	KPI Extremely Well Met	4	16%
	Total KPIs measured this quarter	25	

Areas affecting the performance of the Community Services Department:

1. *Theft from Council buildings:* This period was marked with theft of cash by municipal officials all which are still under investigation.
2. *Water quality:* The reduction in the percentage of water samples that meet the required standards are a concern.

3. *Traffic Law Enforcement*: The collection rate on the traffic fines issued remains very low and needs to be addressed.
4. *Environmental Management*: Projects identified to address environmental pollution (funded through the Cleanest Town Competition award) are not on target.

3.5 Electrical Engineering Services Department

The performance of the Electrical Engineering Services Department (EED) during the third quarter of 2018/19 is presented below.

Table 17: Performance on targets set for the 3 rd Quarter of 2018/19 - Electrical Engineering Department												
Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D156	Good Governance	Effective and Efficient administration	Purchase of office furniture and equipment for Electrical Engineering Dpt	Q1: Not applicable this quarter Q2: Procurement process for the acquisition of furniture (10%) Q3: Furniture procured for EED offices and delivered (100%) Q4: Not applicable this quarter	No furniture procured	100%	100%	0%	R	KPI Moved to CFO	No corrective measures required	Quotations Proof of receipt of furniture
D158	Service Delivery	Improve access to sustainable and affordable services	% of households with access to electricity	Percentage	Actual Awaited	98%	0%	0%	N/A			Electrification reports
D159	Service Delivery	Improve access to sustainable and affordable services	# of households with access to electricity	Number	Actual Awaited	107,878	0	0	N/A			Electrification reports
D167	Service Delivery	Improve access to sustainable and affordable services	Electrification of Mariveni C (123 units)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of Mariveni C (123 units) completed (100%)	New project	100%	60%	70.30%	G2	No deviation	Project will be completed by June 2019	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D168	Service Delivery	Improve access to sustainable and affordable services	Electrification of Zanghoma (13 units)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of Zanghoma (13 units) completed (100%)	New project	100%	60%	69.40%	G2	No deviation	Finalization will be done by June 2019	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)

Table 17: Performance on targets set for the 3rd Quarter of 2018/19 - Electrical Engineering Department

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D170	Service Delivery	Improve access to sustainable and affordable services	Electrification of Mandlhakazi Marikani Extension 2 (138 units)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of Mandlhakazi Marikani Extension 2 (138 units) completed (100%)	New project	100%	60%	37%	R	Contractor delayed by labour issues	Project will be completed by end June 2019	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D171	Service Delivery	Improve access to sustainable and affordable services	Electrification of Mbhekwana (53 units)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of Mbhekwana (53 units) completed (100%)	New project	100%	60%	10%	R	Project approved late. Due to increased scope	Contractor to fast track project execution. Possible roll over	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D172	Service Delivery	Improve access to sustainable and affordable services	Electrification of Relela (41 units)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of Relela (41 units) completed (100%)	New project	100%	60%	10%	R	Delays with appointment of local labourers	Local labourers to be appointed during April and project will be completed by end June 2019	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D177	Service Delivery	Improve access to sustainable and affordable services	Electrification of Mackery Ext 7 (68 units)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of Mackery Ext 7 (68 units) completed (100%)	New project	100%	60%	41.50%	R	Project implementation started late	Project will be completed by June 2019	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)

Table 17: Performance on targets set for the 3rd Quarter of 2018/19 - Electrical Engineering Department

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D178	Service Delivery	Improve access to sustainable and affordable services	Electrification of Nabane (22 units)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of Nabane (22 units) completed (100%)	New project	100%	60%	5%	R	Late approval of design to increased scope of work	Busy finalizing technical specification for appointment of contractor	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D179	Service Delivery	Improve access to sustainable and affordable services	Electrification of Marumofase (22 units)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of Marumofase (22 units) completed (100%)	New project	100%	60%	5%	R	Design not approved by Eskom	Project will be executed as post connection	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D181	Service Delivery	Improve access to sustainable and affordable services	Electrification of Motlawa (78 units)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of Motlawa (78 units) completed (100%)	New project	100%	60%	5%	R	Delays with approval of designs due to feeder split project to be completed before the village can be connected	Eskom committed to approving designs. Contractor to send planning proposals	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D182	Service Delivery	Improve access to sustainable and affordable services	Electrification of Gavaza (16 units)	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of Gavaza (16 units) completed (100%)	New project	100%	60%	5%	R	Design not approved, until Eskom complete feeder split projects	Eskom committed that design will be approved. Consultant to send planning proposal to Eskom	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)

Table 17: Performance on targets set for the 3rd Quarter of 2018/19 - Electrical Engineering Department

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D183	Service Delivery	Optimise and sustain infrastructure investment and services	Replacement of Existing Air conditioners in Municipal Buildings (in phases)	Q1: Identify faulty aircons and prioritise (10%) Q2: Procurement of airconditioners (20%) Q3: Installation of air-conditioners in progress (60%) Q4: Replacement of 4 Air conditioners in Municipal Buildings completed (100%)	New project	100%	60%	60%	G	Replacement of Air conditioners at Municipal building is complete is complete	N/A	Progress report Completion certificate
D184	Service Delivery	Optimise and sustain infrastructure investment and services	% Electricity loss (Kwh)	Percentage	Actual Awaited	18%	0%	0%	N/A			Eskom account Revenue reports
D185	Service Delivery	Optimise and sustain infrastructure investment and services	Kilow Watt Hour Electricity loss (Kwh)	Kilow Watt Hour	tbd	37,814,098	0	0	N/A			Eskom account Revenue reports
D186	Service Delivery	Optimise and sustain infrastructure investment and services	Km of overhead lines rebuilt	Kilometres	tbd	71	0	0	N/A	Not applicable this month.		Project Progress reports Completion certificates
D187	Service Delivery	Optimise and sustain infrastructure investment and services	Km of Electrical underground High Tension (11kv) cable replaced	Kilometres	tbd	0.5	0	0	N/A	Not applicable for this month.		Project Progress reports Completion certificates
D188	Service Delivery	Optimise and sustain infrastructure investment and services	R-value electricity maintenance	R-value	Actual Awaited	R 53,790,875	R 40,343,157	R 20,199,719	R	Target amount is not correct	CFO department to indicate votes used to reach target amount	Budget expenditure, (Vote 162/066, 173/066 & 608 183/066)

Table 17: Performance on targets set for the 3rd Quarter of 2018/19 - Electrical Engineering Department

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D189	Service Delivery	Optimise and sustain infrastructure investment and services	Provision of Electrical Capital Tools (Customer Retail)	Q 1: Determine capital tool requirements for new appointees and status of current equipment (25%) Q2: Determine specifications for capital tools (50%) Q3: Procurement of capital tools in progress (75%) Q4: Procurement of 1 Notebook, 3x Earth sets, 2x 12m stepladders, 3x 6m stepladders, 2x Electrical cordless drill and 3x linebuilding equipment completed (100%)	Actual Awaited	100%	75%	60%	O	Procuring of capital tool for new appointees is in progress	earth set, stepladder and cordless drill will be procured	Quotations Proof of purchase Asset register update
D190	Service Delivery	Optimise and sustain infrastructure investment and services	Provision of Electrical Tools (Operations and Maintenance)	Q 1: Determine capital tool requirements for new appointees and status of current equipment (25%) Q2: Determine specifications for capital tools (50%) Q3: Procurement of capital tools in progress (75%) Q4: Procurement of 1 Notebook, 3x Earth sets, 2x 12m stepladders, 3x 6m stepladders, 2x Electrical cordless drill and 3x linebuilding equipment completed (100%)	Actual Awaited	100%	75%	56%	R	No deviation	There was no capital tools purchased for March 2019	Quotations Proof of purchase Asset register update
D198	Service Delivery	Optimise and sustain infrastructure investment and services	Rebuilding of lines Letsitele Valley Substation - Bosbou and all T- off's (In phases)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding Letsitele Valley Substation - Bosbou and all T- off's (2.5Km) completed. (100%)	New project	100%	60%	27%	R	Late approval of DBSA loan	During the meeting with contractors it was agreed that the project will be completed by 14/06/19	Progress report Completion Certificate
D199	Service Delivery	Optimise and sustain infrastructure investment and services	Rebuilding of Valencia 11Kv lines (In phases)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Valencia 11Kv lines (5km) completed (100%)	New project	100%	60%	41%	R	Late approval of DBSA loan.	Contractor committed to complete project by 30/05/2019	Progress report Completion Certificate

Table 17: Performance on targets set for the 3rd Quarter of 2018/19 - Electrical Engineering Department

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D200	Service Delivery	Optimise and sustain infrastructure investment and services	Rebuilding of Lushof South 11kv line (In phases)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Lushof South 11kv line (2.5km) completed (100%)	New project	100%	60%	16%	R	Late approval of DBSA loan	Contractor committed to complete project by 14/06/2019. During the service provider engagement.	Progress report Completion Certificate
D201	Service Delivery	Optimise and sustain infrastructure investment and services	Rebuilding of Rooikoppies 11kv lines (In phases)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Rooikoppies 11kv lines (5km) completed (100%)	New project	100%	60%	13.60%	R	Late approval of DBSA loan. Challenging of securing long lead materials	Contractor committed to complete project by 14/06/2019. During the service provider engagement.	Progress report Completion Certificate
D202	Service Delivery	Optimise and sustain infrastructure investment and services	Rebuilding of Mabiet 11kv line (In phases)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Mabiet 11kv line (5km) completed (100%)	New project	100%	60%	13.60%	R	Late approval of DBSA loan	Contractor committed to complete project by 14/06/2019. During the service provider engagement.	Progress report Completion Certificate
D203	Service Delivery	Optimise and sustain infrastructure investment and services	Rebuilding of Haenertsburg 11kv lines (In phases)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Haenertsburg 11kv lines (5km) completed (100%)	New project	100%	60%	21%	R	Late approval of DBSA loan	Contractor committed to complete project by 14/06/2019. During the service provider engagement.	Progress report Completion Certificate
D204	Service Delivery	Optimise and sustain infrastructure investment and services	Rebuilding of Campsies Glen 11kv lines (In phases)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Campsies Glen 11kv lines (5km) completed (100%)	New project	100%	60%	21.70%	R	Late approval of DBSA loan	Contractor committed to complete project by 14/06/2019. During the service provider engagement.	Progress report Completion Certificate

Table 17: Performance on targets set for the 3rd Quarter of 2018/19 - Electrical Engineering Department

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D205	Service Delivery	Optimise and sustain infrastructure investment and services	Rebuilding of Politsi Valley 11kv lines (5km) (In phases)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Politsi Valley 11kv lines (5km) completed (100%)	New project	100%	60%	27%	R	Late approval of DBSA loan	Contractor committed to complete project by 14/06/2019. During the service provider engagement.	Progress report Completion Certificate
D206	Service Delivery	Optimise and sustain infrastructure investment and services	Rebuilding of Mieliekloof/ Deerpark 11kv lines (In phases)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Mieliekloof/ Deerpark 11kv lines (2.5km) completed (100%)	New project	100%	60%	13.60%	R	Late approval of DBSA loan	Contractor committed to complete project by 14/06/2019. During the service provider engagement.	Progress report Completion Certificate
D208	Service Delivery	Optimise and sustain infrastructure investment and services	Upgrading of Waterbok 33/11kv substation (from 2 MVA to 4MVA)	Q1: Procurement of a contractor (10%) Q2: Construction of substation (physical construction at (25%) (35%) Q3: Construction at 40% (50%) Q4: Project completed (100%)	New project	100%	50%	20%	R	Late approval of DBSA loan Challenges with suppliers not excepting sessions	Have constant engagements with contractor to monitor progress	Progress report Completion Certificate
D209	Service Delivery	Optimise and sustain infrastructure investment and services	Upgrading of Blacknoll 33/11kv substation from 2 MVA to 4MVA	Q1: Procurement of a contractor (10%) Q2: Construction substation (physical construction at (25%) (35%) Q3: Construction physical progress at 40% (50%) Q4: Project completed (100%)	New project	100%	50%	20%	R	Late approval of DBSA loan Challenges with suppliers not accepting session agreements	Regular engagement with contractor to discuss alternatives.	Progress report Completion Certificate
D210	Service Delivery	Optimise and sustain infrastructure investment and services	Replace 2 x 15 MVA 66/kv transformers (with 2x 20 MVA) at Tzaneen main sub (Phase 1 and 2)	Q1: Finalise Specifications to appoint contractor (10%) Q2: Order transformers and switchgear (15%) Q3: Ordering of Transformers and material: (30%), Q4: Project progress at 30%. Run over 3 financial years (100%)	New project	100%	30%	20%	R	Late approval of DBSA loan	Consultant finalizing transformer specification	Specifications Order Progress report

Table 17: Performance on targets set for the 3rd Quarter of 2018/19 - Electrical Engineering Department

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D212	Service Delivery	Optimise and sustain infrastructure investment and services	Substation fencing at major substations (In phases)	Q1: Procurement process and appointment of consultant (10%) Q2: Appointment of contractor completed (20%) Q3: Construction phase, physical construction at 50% (60%) Q4: Substation fencing at Tarentaal rand Main completed (100%)	New project	100%	60%	99%	B	Late approval of DBSA loan	Fencing completed. Busy fixing snag list	Progress report Completion Certificate
D213	Service Delivery	Optimise and sustain infrastructure investment and services	Refurbishment of the Ebenezer 33kv Feeder (2.5km) (Phase 1)	Q1: Procurement process and appointment of contractor (10%) Q2: Construction phase, physical construction at 25% (40%) Q3: Construction phase, physical progress at 50% (60%) Q4: Refurbishment of the Ebenezer 33kv Feeder of 2.5km completed (100%)	New project	100%	60%	10%	R	Late approval of DBSA loan	Engagement with contractor it was agreed that all line projects will be completed by 30 June 2019	Progress report Completion Certificate
D214	Service Delivery	Optimise and sustain infrastructure investment and services	Replacing of old SS1 electrical substation circuit breakers with compact switchgear	Q1: Procurement of contractor (10%) Q2: Order switchgear, circuit breaker and mini-sub (25%) Q3: Construction of civil works Switching station SS1 commencing, physical progress at 25%. (50%) Q4: Construction of Switching station SS1 and installation of 11kv minisub completed (100%)	New project	100%	50%	20%	R	Late approval of DBSA loan Waiting for delivery of long lead materials	Engagement with contractor and consultant to try and fast track progress.	Appointment letters Progress reports Completion certificate
D215	Service Delivery	Optimise and sustain infrastructure investment and services	Substation tripping batteries (in phases)	Q1: Procurement process and appointment of consultant (20%) Q2: Appointment of contractor completed (30%) Q3: Construction, physical progress at 30% (50%) Q4: Project completed batteries installed at Aqua sub, Tzaneen Main, and Skirling & Peace (100%)	New project	100%	55%	0%	R	Late approval of DBSA loan/ SCMU to appoint contractor	Engagement with contractor to negotiate with supplier to fast track delivering of materials.	Progress report Completion certificate

Table 17: Performance on targets set for the 3rd Quarter of 2018/19 - Electrical Engineering Department

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D216	Service Delivery	Optimise and sustain infrastructure investment and services	Replacement of auto-reclosers (11kv and 33kv)	Q1: Identify strategic location of auto-reclosers and place order (10%) Q2: Delivery of auto reclosers (20%) Q3: Installation of auto reclosers in progress (50%) Installation of 11 x 11kv and 4 X 33kv Auto Reclosers completed (100%)	New project	100%	50%	20%	R	Late approval of DBSA.	Project will be completed by 30 June 2019	Sketches Payment certificate Delivery Certificate Asset Register
D217	Service Delivery	Optimise and sustain infrastructure investment and services	Replacing 11kv cables for increased capacity in Tzaneen CBD (In phases)	Q1: Procurement process and appointment of consultant (10%) Q2: Procurement of contractor completed (20%) Q3: Construction, physical progress at 30% (50%) Q4: Project completed from Old SAR to SS1 subs (100%)	New project	100%	50%	0%	R	Late approval of DBSA loan/ Waiting for appointment of contractor	Once contractor appointed will engage to identify viable options of fast tracking project.	Progress report Completion certificate
D218	Service Delivery	Optimise and sustain infrastructure investment and services	Miniature Substation for Urban distribution network (In phases)	Q1: Tender process and appointment of contractor (10%) Q2: Order submitted for Minisubs (20%) Q3: Project implementation, physical progress at 50% (70%) Q4: Miniature Substation for Urban distribution network (AVBOB and old Cash& Carry) completed (100%).	New project	100%	50%	20%	R	Late approval of DBSA	Physical installation of Minisub to be done by 22 April 2019	Progress report Completion certificate
D219	Service Delivery	Optimise and sustain infrastructure investment and services	Renewal, Repairs and Maintenance on pre-paid meters and infrastructure in phases (Talana, Politsi & Mieliekloof & Tarentaalrand)	Q1: Specifications submitted to SCMU and order prepaid meters (10%) Q2: Appointment of service provider (25%) Q3: Retrofitting of prepaid meters in progress, physical progress at 30% (55%) Q4: Replacement of prepaid meters at Talana Hostel complete (100%)	Ongoing Project	100%	50%	50%	G	Replacement of pre-paid meters at Talana hostel is completed	N/A	Completion Certificate; Specifications; Appointment letter

Table 17: Performance on targets set for the 3rd Quarter of 2018/19 - Electrical Engineering Department

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D220	Service Delivery	Optimise and sustain infrastructure investment and services	New electricity Connections (Consumer contributions spent on network feeder lines)	Q1: Funds received as services contributions spent on new connections and upgrade of 66kv wooden feeder line (Tarentaalrand to Tzaneen) (10%) Q2: Funds received as services contributions spent on new connections and upgrade of 66kv wooden feeder line (Tarentaalrand to Tzaneen) (20%) Q3: Funds received as services contributions spent on new connections and upgrade of 66kv wooden feeder line (Tarentaalrand to Tzaneen) (30%) Q4: Funds received as services contributions spent on new connections and upgrade of 66kv wooden feeder line (Tarentaalrand to Tzaneen) (100%)	Actual Awaited	100%	30%	0%	R	Project not allocated to budget	Projects to be allocated to the budget	New connections register Job card sign off Project progress reports
D292	Service Delivery	Improve access to sustainable and affordable services	New Entrance Street R36 streetlights (at High Grove Lodge and MacDonalds)	Q1: Specifications completed (10%), Q2: Procurement process completed (20%), Q3: Construction in progress at 30% (50%), Q4: Traffic lights at R36 completed (100%)		100%	50%	40%	O	Late approval of DBSA loan	Contractor committed to complete project by 14/06/2019. During the service provider engagement. Installation of will start on the 15/04/2019	Progress reports Completion Certificate
D293	Good Governance	Improve access to sustainable and affordable services	Area Lighting at Tarentaal rand crossing	Q1: Specifications completed (10%) Q2: Procurement process completed (20%) Q3: Construction in progress at 30% (50%) Q4: Area Lighting at Tarentaalrand crossing completed (100%)	New project	100%	50%	58%	G2	Late approval of DBSA loan		Progress reports Completion Certificate

Table 17: Performance on targets set for the 3 rd Quarter of 2018/19 - Electrical Engineering Department												
Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D294	Service Delivery	Optimise and sustain infrastructure investment and services	Rebuilding of CP Minnaar 11kv lines (In phases)	Q1: Appointment of Consultant (10%) Q2: Approval of Designs (5%) and Appointment of Contractor (5%) (20%) Q3: Construction, physical progress at 30% (50%) Q4: 2km of lines rebuilt, Project completed (100%)	New Project	100%	50%	31%	R	Late approval of DBSA loan	Contractor committed to complete project by 14/06/2019. During the service provider engagement.	Progress reports Completion Certificate
D295	Service Delivery	Optimise and sustain infrastructure investment and services	Houtbosdorp 11kv Ring (10km)	Q1: Appointment of Consultant (10%) Q2: Approval of Designs (5%) and Appointment of Contractor (5%) (20%) Q3: Construction, physical progress at 30% (50%) Q4: Project completed (100%)	New project	100%	50%	20%	R	Late approval of DBSA loan	Contractor committed to complete project by 14/06/2019. During the service provider engagement.	Progress reports Completion Certificate

Table 18 below presents a summary of the level of performance for the third quarter of 2018/19 for EED indicating that **85%** of the targets set for the period were not met, as was the case during the previous quarters.

Table 18: EED - Summary of Results (3 rd Qtr of 2018/19)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	6	
	KPI Not Met	32	80%
	KPI Almost Met	2	5%
	KPI Met	2	5%
	KPI Well Met	3	8%
	KPI Extremely Well Met	1	3%

Table 18: EED - Summary of Results (3rd Qtr of 2018/19)			
	Level of performance	Number of KPIs	% performance at this level
	Total KPIs measured this quarter	40	

Areas that affect the performance of the Electrical Engineering Department:

1. Capital projects funded through a DBSA were delayed by the late approval of the loan.
2. Projects for the electrification of villages have been delayed since ESKOM is delaying the approval of the designs.

3.6 Engineering Services Department

The performance of the Engineering Services Department by the end of the third quarter of 2018/19 is presented below (see **Table 19**).

Table 19: Performance on targets set for the 3 rd Quarter of 2018/19 - Engineering Services Department												
Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D157	Service Delivery	Improve access to sustainable and affordable services	Purchase of Crane for Electrical Engineering	Q3: Delivery of Heavy duty crane completed (100%) Q4: N/a	New project	100%	100%	100%	G	No deviation the crane. has been delivered	no corrective required	Appointment letter Delivery note
D221	Economic Growth	Increased investment in the GTM economy	# of jobs created through municipal EPWP initiatives (FTE)	Number	tbd	1,084	810	1,161	G2	The figure reported for the month of July 2018 is high because most of the beneficiaries commenced work with the new financial year for the multi-year projects/programmes	Not required	Project reports, EPWP reports
D223	Good Governance	Effective and Efficient administration	Purchase of office furniture and equipment for Engineering Services Dept	Q1: Not applicable this quarter Q2: Procurement process for the acquisition of furniture (10%) Q3: Furniture procured for ESD offices and delivered (100%) Q4: Not applicable this quarter	No furniture procured	100%	100%	100%	G	No deviation	Not required	Quotations Proof of receipt of furniture
D224	Good Governance	Increase financial viability	% MIG funding spent	Percentage	100%	100%	75%	193.29%	B	Late appointment of service providers.	Five (5) tenders were advertised	Budget printout
D225	Service Delivery	Improve access to sustainable and affordable services	# of contravention notices issued to decrease non-compliance to building regulations	Number	34	40	30	55	R	A total of 17 notices were issued. Five (5) are new notices and the rest of the 12 is follow-up notices of 14 days	no corrective measure is required	Register of contraventions

Table 19: Performance on targets set for the 3rd Quarter of 2018/19 - Engineering Services Department

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D226	Service Delivery	Improve access to sustainable and affordable services	% of availability of Fleet.	Percentage	Actual awaited	60%	60%	54.08%	O	39 out of 152 vehicles were attended to	no corrective measure is required	Request for repair forms Workflow Register (Total no of fleet vs functional fleet) Monthly report
D228	Service Delivery	Improve access to sustainable and affordable services	Upgrading of old fire station building and Civic centre	Q1: Appointment of consultant to do design. Advertisement for contractor (10%) Q2: Appointment of contractor finalised (20%) Q3: Designs completed and presented to Executive Committee (40%) Q4: Advertise and appoint contractor for installation of passenger lift (100%)	New project	100%	40%	40%	G	design stage for the lift is completed	no corrective measures required	Appointment letters Project progress reports
D230	Service Delivery	Improve access to sustainable and affordable services	Km of roads tarred	Kilometers	tbd	8	0	0	N/A			Road Progress Reports
D231	Service Delivery	Improve access to sustainable and affordable services	Mopye High School Access Road Phase 1	Q1: Specifications completed (10%) Q2: Advert for the appointment of a contractor (15%) Q3: Appointment of contractor finalised (20%) Q4: Construction, Physical construction of paving at 40% (100%)	New project	100%	20%	25%	G2	No deviation	Not required	*Specifications *Appointment letter of the contractor *Project Progress Reports

Table 19: Performance on targets set for the 3rd Quarter of 2018/19 - Engineering Services Department

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D232	Service Delivery	Improve access to sustainable and affordable services	Paving of Nelson Ramodike High School Access road (Phase 1)	Q1: Specifications completed (10%) Q2: Advert for the appointment of a contractor (15%) Q3: Appointment of contractor finalised (20%) Q4: Construction, Physical construction of paving at 15% (100%)	New project	100%	20%	15%	O	Delays in tender advert	Tender was advertised	*Specifications *Appointment letter of the contractor *Project Progress Reports
D233	Service Delivery	Improve access to sustainable and affordable services	Upgrading of Access Road to Mbambamencisi	Q1: Appointment of contractor completed (10%) Q2: Construction phase, Physical construction at 35% (45%) Q3: Physical progress at 70% (70%) Q4: Upgrading of Access Road to Mbambamencisi (1.3km) completed (100%)	New project	100%	70%	55%	O	Tender was advertised	Speed-up construction progress	*Evaluation Report *Appointment letter of the contractor *Project Progress Reports *Completion certificate
D234	Service Delivery	Improve access to sustainable and affordable services	Moruji to Matswi/ Kheshokolwe Gravel to tar Road (Phase 5 of 5)	Q 1: Physical construction at 90% (50%) Q2: Moruji to Matswi/ Kheshokolwe Gravel to tar Road (12.5km) completed (100%) Q3: n/a Q4: n/a	Tender re-advertised	100%	100%	88%	O			Project Progress Reports Completion Certificate
D236	Service Delivery	Improve access to sustainable and affordable services	Relela Access Road upgrade from gravel to tar (Phase 1)	Q1: Appointment of consultant. Design and specifications completed (50%) Q2: Design and specifications completed (80%) Q3: Advertisement for the appointment of a contractor (90%) Q4: Appointment of a contractor (100%)	New project	100%	90%	90%	G	No deviation	Not required	Appointment letter for Consultant & Contractor Designs Specifications Advertisement

Table 19: Performance on targets set for the 3rd Quarter of 2018/19 - Engineering Services Department

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D237	Service Delivery	Improve access to sustainable and affordable services	Matapa to Leseka Access road to school	Q1: Appointment of consultant. Design and specifications completed (50%) Q2: Design and specifications completed (80%) Q3: Advertisement for the appointment of a contractor (90%) Q4: Appointment of a contractor (100%)	New project	100%	90%	90%	G	No deviation	Not required	Appointment letter for Consultant & Contractor Designs Specifications Advertisement
D240	Service Delivery	Improve access to sustainable and affordable services	Tarring Nkowankowa A Codesa and Hani Streets	Q1: Appointment of contractor completed (10%) Q2: Construction phase, Physical construction at 35% (45%) Q3: Physical progress at 70% (70%) Q4: Tarring Nkowankowa A Codesa and Hani Streets (1.7km) completed (100%)	New project	100%	70%	30%	R	Project is 25% in progress due to delays in SCM processes	Speed-up construction progress	Appointment letter Project Progress Reports Completion certificate
D241	Service Delivery	Improve access to sustainable and affordable services	Mulati Access road Paving (Phase 1)	Q1: n/a Q2: Specifications completed (10%) Q3: Advertisement for a contractor (20%) Q4: Appointment of contractor finalised (100%)	New project	100%	20%	100%	B	No deviation	Not required	Specifications Advertisement Appointment letter
D242	Service Delivery	Improve access to sustainable and affordable services	Upgrading of Khujwana to Lenyenye Access Road Phase 1	Q1: n/a Q2: Specifications completed (10%) Q3: Advertisement for a contractor (20%) Q4: Appointment of contractor finalised (100%)	New project	100%	20%	100%	B	No deviation	Not required	Specifications Advertisement Appointment letter

Table 19: Performance on targets set for the 3rd Quarter of 2018/19 - Engineering Services Department

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D244	Service Delivery	Improve access to sustainable and affordable services	Mawa B12 Low level bridge	Q1: Advertisement for the appointment of a contractor (10%) Q2: Appointment of contractor completed (25%) Q3: Construction phase, Physical construction at 35% (70%) Q4: Mawa B12 Low level bridge completed (100%)	New project	100%	70%	15%	R	The project was re-advertised due to the expiry of the validity period.	Fast track the awarding of contract	Advertisement Appointment letter Project progress report Completion certificate
D245	Service Delivery	Improve access to sustainable and affordable services	Low Level bridge at Agatha Cemetery	Q1: Physical construction at 50% (10%) Q2: Physical construction at 75% (60%) Q3: Low Level bridge at Agatha Cemetery completed (100%) Q4: n/a	New project	100%	100%	100%	G	No deviation	Not required	Project progress report Completion certificate
D246	Service Delivery	Improve access to sustainable and affordable services	New Lenyenye Taxi Rank (Phase 1)	Q1: Specifications completed (10%) Q2: Advert for the appointment of a contractor (15%) Q3: Appointment of contractor finalised (20%) Q4: Construction, Physical construction at 40% (100%)	New project	100%	20%	15%	O	Contractor not appointed. Tender was re-advertised	Tender was advertised and awarding process must be fast tracked	Specifications Advertisement Appointment letter Project progress reports
D247	Service Delivery	Optimise and sustain infrastructure investment and services	Upgrading of Tzaneen Ext.13 internal streets from gravel to paving	Q1: n/a Q2: n/a Q3: Appointment of consulting engineer (30%) Q4: Designs finalised (100%)	New project	100%	30%	25%	O	Internal memorandum to request for appointment of consultant was done in March 2019. Waiting for the finalization of the appointment of the consultant by Budget and Treasury Department.	Fast-tracking appointment of the consultant by Supply Chain Division.	Scope of work report Appointment Letter Completion Certificate

Table 19: Performance on targets set for the 3 rd Quarter of 2018/19 - Engineering Services Department												
Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D296	Service Delivery	Improve access to sustainable and affordable services	Purchase 9 LDV's (4x4) for Electrical dept	Q3: n/a Q4: Procurement and delivery of 4 LDVs for Electrical Engineering completed (100%)	New Project	100%	0%	0%	N/A			Appointment letter Delivery note Vehicle Licence registrations

Table 20 and the graph below presents a summary of the level of performance for the third quarter of 2018/19 for ESD indicating that **55%** of the targets set for the period were not met, a slight improvement from the previous quarters, as a result the changes made during the adjusted budget.

Table 20: ESD - Summary of Results (3 rd Qtr of 2018/19)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	2	
	KPI Not Met	3	15%
	KPI Almost Met	6	30%
	KPI Met	6	30%
	KPI Well Met	2	10%
	KPI Extremely Well Met	3	15%
	Total KPIs	20	

Issues that affected the performance of the Engineering Services Department:

- *Fleet Management:* The target set for the availability of the fleet is not reached.
- *Roads:* Various projects are being schedule due to delay in the procurement process.
- No measures to determine the efficiency of the water and sanitation services provided by GTM.

3.7 Planning and Economic Development Department

The performance of the Planning Economic Development Department during the third quarter of 2018/19 is presented below.

Table 21: Performance on targets set for the 3 rd Quarter of 2018/19 - Planning and Economic Development Department												
Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D259	Economic Growth	Enhanced Integrated developmental planning	# of SPLUMA tribunal sittings	Number	6	4	3	7	B	no deviation	not applicable	Invitations Minutes & Attendance Register
D261	Economic Growth	Enhanced Integrated developmental planning	Formulation of land use scheme for GTM area	Q1: Appointment of a service provider. (10%), Q2: Status quo report available (50%) Q3: Formulation of a land use scheme in progress (75%) Q4: Draft Land use scheme for GTM area available (100%)	New Project	100%	75%	50%	R	Service provider is lacking behind the signed services level agreement.	Service provider was summoned to meeting wherein comments for draft land use scheme were crafted for incorporation to the documents, and workshop is scheduled to take place on the 25th April 2019.	Appointment Letter Status Quo Report Draft Land-use Scheme
D262	Economic Growth	Enhanced Integrated developmental planning	Land audit for GTM area	Q1: Specifications and advert for service provider (10%) Q2: Appointment of service provider finalised (20%) Q3: Data collection and status report available (60%) Q4: Draft Land Audit Report available (100%)	New Project	100%	60%	100%	B	No reason for deviation	none	Specifications and advert. Appointment letter. Status Quo report. Draft Land Audit Report
D265	Economic Growth	Increased investment in the GTM economy	# of Agricultural Expos held	Number	1	1	1	1	G			Agricultural EXPO Advert & Programme List of exhibitors
D266	Economic Growth	Increased investment in the GTM economy	# of jobs created through municipal LED initiatives including Capital Projects	Number	tbd	2,400	1,800	1,162	R	Expected number of jobs were not created due budget constrain.	More Jobs to be created through municipal LED initiatives	*Consolidated LED monthly job creation report *Project progress Reports -EPWP monthly reports Sustained & New jobs to be reflected

Table 21: Performance on targets set for the 3 rd Quarter of 2018/19 - Planning and Economic Development Department												
Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D268	Economic Growth	Increased investment in the GTM economy	# of LED forum meetings	Number		16	12	11	O	No Reason for Deviation	No Corrective Measures	Programme for LED Cluster meetings Attendance Registers
D270	Economic Growth	Increased investment in the GTM economy	# of meetings held with informal traders	Number	tbd	4	3	6	B			Invitations Minutes & Attendance Register
D271	Economic Growth	Increased investment in the GTM economy	# of Local Tourism Association Meetings	Number	4	4	3	5	B	No Reason for Deviation	No Corrective Measures	Invitations Minutes & Attendance Register
D272	Economic Growth	Increased investment in the GTM economy	# of Tourism SMMEs exposed to the market	Number	actual awaited	50	35	356	B	No Reason for Deviation	No Corrective Measures	Attendance Register Events report Training Reports
D273	Good Governance	Attract and retain best human capital to become employer of choice	# of employees with spatial planning capacity	Number	5	5	0	0	N/A			HR Monthly Reports Compliance Certificates
D274	Good Governance	Effective and Efficient administration	Purchase of office furniture and equipment for Planning and Economic Development Dpt	Q1: Not applicable this quarter Q2: Procurement process for the acquisition of furniture (10%) Q3: Furniture procured for PED offices and delivered (100%) Q4: Not applicable this quarter	New Project	100%	100%	100%	G	Furniture purchased	Not applicable	Quotations Invoices

Table 22 below presents a summary of the level of performance for the second quarter of 2018/19 for PED, indicating that **70%** of the targets set for the quarter were met a decline from the **86%** met by mid-year.

Table 22: PED - Summary of Results (3rd Qtr of 2018/19)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	1	
	KPI Not Met	2	20%
	KPI Almost Met	1	10%
	KPI Met	2	20%
	KPI Well Met	0	0%
	KPI Extremely Well Met	5	50%
	Total KPIs measured this period	10	

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

1. LED: Targets set for the Local Economic Development were not all met e.g. cluster forum did not take place as planned.
2. The Project aimed at formulating a Land Use Scheme for the area is behind schedule.

3.8 Greater Tzaneen Economic Development Agency

The performance of the Greater Tzaneen Economic Development Agency (GTEDA) by the end of the 3rd quarter of 2018/19 is presented below (see **Table 23**).

Table 23 Performance on targets set for the 3 rd Quarter of 2018/19 - Greater Tzaneen Economic Development Agency												
Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D275	Economic Growth	Increased investment in the GTM economy	Nkowankowa Industrial Park	Q1: Facilitate and monitor the utilisation of local labour and SMME's in the renovation of the factories (50%) Q2: Facilitate and monitor the utilisation of local labour and SMME's in the renovation of the factories (100%) Q3: n/a Q4: n/a	Actual awaited	100%	75%	75%	G	-project has been completed successfully. -Preparation for Phase 2 is in planning stage.	None required.	*Reports on local re-investment and jobcreation PSC Reports
D276	Economic Growth	Increased investment in the GTM economy	Training of 50 SMMEs in generic business management	Q1: Facilitate training of SMMEs on Financial Management and Marketing (50%) Q2: Facilitate training of SMMEs on Business Management and Business Plan development (100%) Q3: n/a Q4: n/a	Actual awaited	100%	100%	80%	O			Attendance Register Training programme Assessment Report on the training provided to 50 SMME's
D277	Economic Growth	Increased investment in the GTM economy	SMME Incubation	Q1: Facilitate business management and marketing training for GTEDA HUB and GT Services Cooperatives (Village Bank) (25%) Q2: Monitor performance of the GTEDA Hub and GT Services Cooperatives (50%) Q3: Monitor performance of the GTEDA Hub and GT Services Cooperatives (75%) Q4: Monitor performance of the GTEDA Hub and GT Services Cooperatives (100%)	Actual awaited	100%	75%	75%	G	-Training of co-operatives members concluded. -projects are operating well	None required	Training schedule and Attendance Register Monitoring Report

Table 23 Performance on targets set for the 3rd Quarter of 2018/19 - Greater Tzaneen Economic Development Agency

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D278	Economic Growth	Increased investment in the GTM economy	Community Radio station (GTFM)	Q1: Facilitate business management and marketing training for Community Radio station (25%) Q2: Monitor performance of the Community Radio station (50%) Q3: Monitor performance of the Community Radio station (75%) Q4: Monitor performance of the Community Radio station (100%)	Actual awaited	100%	75%	60%	O	The station was closed by ICASA, after meetings and discussions with ICASA, the radio station is broadcasting online while awaiting renewal of the license with ICASA. Online link samcast.co.za/gtffm	Application for renewal of license submitted and SACRO is assisting with the process.	Training schedule and Attendance Register Monitoring Report
D279	Economic Growth	Increased investment in the GTM economy	Training and development (Cooperatives)	Q1: Facilitate opportunity assessment for 20 cooperatives (10 new and 10 existing). Facilitate registration of 10 new cooperatives. Training on How to Access Financial Institutions (50%) Q2: Training on Business and technical skills, Facilitation applications for discretionary grants, and Business plan development (100%) Q3:n/a Q4:n/a	Actual awaited	100%	100%	90%	O			Assessment report Registration certificates Training schedule and Attendance Register
D280	Economic Growth	Increased investment in the GTM economy	Training and development (Unemployed learners)	Q1: Induction of learners. Training on Business communications, Professional behaviour, Financing new venture (50%) Q2: Training on Innovation and Creativity, Managing resources and marketing management (100%) Q3: n/a Q4:n/a	Actual awaited	100%	100%	30%	R			Training schedule and Attendance Register Recruitment report Induction Report

Table 23 Performance on targets set for the 3rd Quarter of 2018/19 - Greater Tzaneen Economic Development Agency

Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D281	Economic Growth	Increased investment in the GTM economy	Makgoba Dieplaagte	Q1: Conclude MOU with stakeholders (10%) Q2: Identified SMMEs to be trained (25%) Q3: Participate in project steering committee, training of SMME's completed (60%) Q4: Participate in project steering committee (100%)	Actual awaited	100%	60%	50%	O	-Project Steering committee (PSC) meeting scheduled for 25 April 2019. -Report on role of GTEDA in the project compiled.	-GTEDA's participation in the project will be intensified through an MOU at the upcoming meeting.	MOU with stakeholders Minutes of Steering Committee meetings Attendance Register of trainings
D282	Economic Growth	Increased investment in the GTM economy	Lenyenye Vexospark (Training centre)	Q1: Physical construction at 50% (50%) Q2: Physical construction at 100% (80%) Q3: Official launch of the project (90%) Q4: Official launch of the project (90%)	Actual awaited	100%	90%	60%	R	-Construction has commenced after challenges were resolved. -There is no regular supply of water in Lenyenye which is delaying the construction process.	-The project steering committee resolved to engage GTM to assist with water supply through use of tankers.	Project Progress Reports Monitoring report
D283	Economic Growth	Increased investment in the GTM economy	Tourism promotion	Q1: Review of the Implementation plan (25%) Q2: Monitor roll out of the implementation plan for Barotswi cultural village (50%) Q3: Monitor roll out of the implementation plan for Barotswi cultural village (75%) Q4: Monitor roll out of the implementation plan for Barotswi cultural village (100%)	Actual awaited	100%	75%	75%	G	Project is on schedule but ran out of funds for completion of phase2	GTEDA assisted the Barotswi Cultural village steering committee to compile and send funding application to IDC (outcome pending)	Monitoring Reports Revised Implementation Plan for Barotswi Cultural Village
D285	Economic Growth	Increased investment in the GTM economy	Entrepreneurship career guidance and mentorship	Q1: Identification of schools to partake in the debate competition. Develop roll-out plan (25%) Q2: Induction of participants (50%) Q3: Conduct 18/19 schools entrepreneurship debate competition (75%) Q4: 18/19 Award ceremonies conducted by 30 June (100%)	New initiative	100%	75%	75%	G	-Debate competition in progress. -Award ceremonies held	None required	*Training programme. *Communiques with Mentors *18/19 Debate report.

Table 23 Performance on targets set for the 3 rd Quarter of 2018/19 - Greater Tzaneen Economic Development Agency												
Ref	Municipal KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Overall Performance for Jul 2018 to Mar 2019					Source of Evidence
							Target	Actual	R	Reason for deviation	Corrective Measures	
D286	Economic Growth	Increased investment in the GTM economy	# of SMMEs capacitated through GTEDA	Number	4	35	30	31	G2	-Training of SMMEs on New Venture Creation training concluded.	None required	*Training Programme *Assessment Report on the training provided to 15 SMME's Attendance Registers
D287	Economic Growth	Increased investment in the GTM economy	# of committed investors attracted through GTEDA	Number	3	3	2	1	R	Facilitated funding of Bolobathaba Media Group (BMG) by the MICT SETA. -20 learnerships on sound technology. -30 learnerships on TV and film production. All learnerships come with a stipend of R1800 per month for 12 months.	None required	Service Level Agreement/ MOU (Makgoba Dieplaagte, Manufacturing and Agro processing)
D288	Good Governance	Effective and Efficient administration	MSCOA equipment and programmes	Q1: Not applicable this quarter, Q2: Source quotations. (10%), Q3: Procurement of MSCOA equipment (server, computers) finalised (100%), Q4: Not applicable this quarter	Not implemented	100%	100%	40%	R	Server and MSCOA equipment not yet procured pending finalization of GTEDA IT audit report.	Requested GTM to assist as GTEDA budget is insufficient for full implementation of the project.	Quotations Invoice

Table 24 below presents a summary of the level of performance for the first six months of 2018/19 for GTEDA reflecting that **62%** of the targets set for the period were not met.

Table 24: GTEDA - Summary of Results (3rd Qtr of 2018/19)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	0	
	KPI Not Met	4	31%
	KPI Almost Met	4	31%
	KPI Met	4	31%
	KPI Well Met	1	8%
	KPI Extremely Well Met	0	0%
	Total KPIs measured this quarter	13	

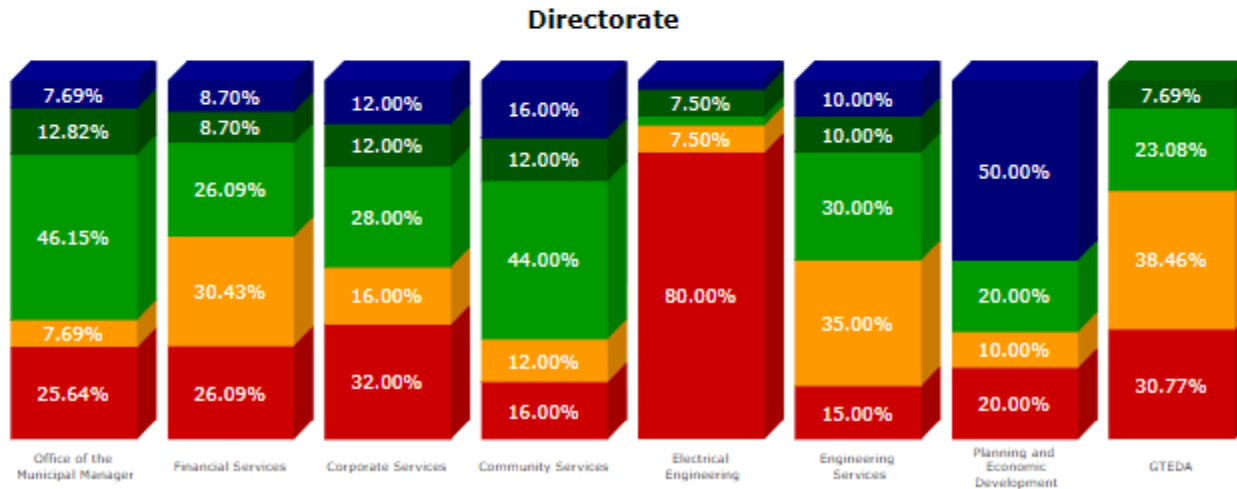
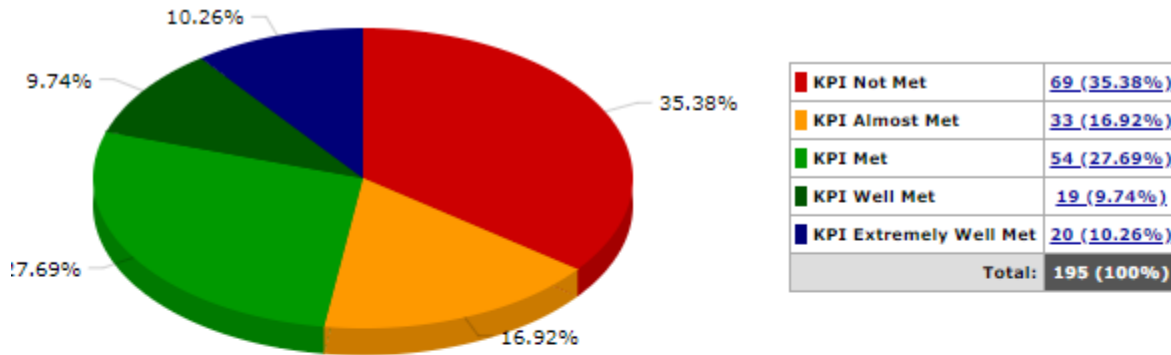
Areas of affected the performance of the Greater Tzaneen Economic Development Agency:

- The mandate of GTEDA remains job creation and the attraction of investors into the GTM area the targets set have not been met.
- The projects milestones set are not measurable to an extent where the actual output can be determined. The role of GTEDA in many of the initiatives are hidden, making it extremely difficult to gauge the performance of the Agency.
- The reporting of learnerships secured by GTEDA as investments should be corrected. Council expects investments that attract sustainable job creation with a major impact on the local economy, over time. Herein the securing of learnerships and training contributes only to short term capacity building.

3.9 Overall Organisational Performance 2018 /19 (1 Oct – 31 Mar '19)

During the 3rd Quarter of 2018/19 GTM achieved on only **49%** of the targets set for the period met, a slight increase from the **44%** achieved by the 2nd Quarter.

Figure 2: 3rd Quarter Performance for 2018/19 for GTM (Overall organizational performance)



It was expected that the adjustments made to the capital budget (removal of un-funded projects) would have resulted in a major improvement of the results but delay in the implementation of the Electricity refurbishment programme and MIG project impacted negatively on the overall performance on implementing the budget.

4. 3rd Quarter Assessment of the performance of Service providers for 2018/19

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

Table 25: Evaluation of Service Provider Performance for the Period 1 July '18 – 31 March '19 (2018/19 FY)													
Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <i>(Narrative required)</i>	Challenges and interventions	Assessment of service provider				Assessment comments <i>(future utilisation of service provider)</i>	R-value of contract <i>(total period)</i>
								(Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent					
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
MM	Electronic Performance Reporting System	ActionIT	Own funds	Expired	Month to month renewal	ActionAssist is utilised for monthly performance reporting on the SDBIP and Individual KPIs, for extracting reports and auditing performance information.	None	5	5	5	n/a	Continued use of the system is advisable to ensure data security, consistent reporting and cost saving	R21 000 pm
MM	Legal services	Mahumani Inc. Attorneys	Own funds	2017/10/01	Three Year Contract	The Municipality appointed Developers to Develop relevant portions of the land belonging to the Municipality. The Developments were not moving the institution decided to appoint the attorneys from our panel of attorneys to put the developers on terms so that the Developments can be concluded, the meetings with the attorney and the developers are currently underway.	None	3	3	4	4	The Service Provider is discharging the services as instructed by the Municipality and improving very well every quarter	36 Months
MM	Legal services	Modjadjji Raphesu Attorneys	Own funds	2017/10/01	Three Year Contract	The Service Provider was appointed to liquidate the Phadima Phadima Group Holding Company which	None	2	3	3	3	The Service Provider is discharging the services as instructed by the Municipality.	36 Months

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								(Scale 1-5)	1 - Poor	2 - Fair	3 -Average		
						was unable to pay a debt owed to the Municipality. The liquidation case is underway in the High Court.							
MM	Legal services	Talane & Associates	Own funds	2017/10/01	Three Year Contract	The Service Provider was appointed to defend the cases of Bravospan, Phinnet Communications, Letaba Pakkers, Malunga Tax Consultants and the Disciplinary Hearing of an employee.	None	4	4	4	4	The Service Provider is doing exceptionally well and have 100% record of all the disputes referred to them.	36 Months
MM	Legal services	Mateme Inc. Attorneys	Own funds	2017/10/01	Three Year Contract	The Service Provider was appointed to defend the case of Siphwe Engineering and to do the Transfers of Properties for the Municipality and to chair a Disciplinary Hearing	None	4	4	4	4	The Service Provider is doing exceptionally well and have 100% record of all the disputes referred to them.	36 Months
MM	Legal services	Machaba Inc Attorney	Own funds	2017/10/01	Three Year Contract	The Service Provider was appointed to defend the Municipality in the case of Greater Tzaneen Municipality and its Managers, and to do the Transfers of Properties, to be the Peosecutor in Disciplinary Hearings.	None	4	4	4	4	The Service Provider is doing exceptionally well and have 100% record of all the disputes referred to them.	36 Months
MM	Legal services	Ntuli Attorneys	Own funds	2017/10/01	Three Year Contract	The Service Provider was appointed to defend the case of Mapheto Business Enterprise and to Chair Disciplinary Hearings.	None	5	5	5	5	The Service Provider has done 100% excellently well and the cases were completed succesfully with ease in record time.	36 Months
MM	Legal services	Adv Mohlamonyane	Own funds	2017/10/01	Three Year Contract	The Service Provider is an Advocate assisting MC	None	5	5	5	5	The Service Provider did exceptionally very well by	36 Months

Table 25: Evaluation of Service Provider Performance for the Period 1 July '18 – 31 March '19 (2018/19 FY)													
Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <i>(Narrative required)</i>	Challenges and interventions	Assessment of service provider				Assessment comments <i>(future utilisation of service provider)</i>	R-value of contract <i>(total period)</i>
								(Scale 1-5)	1 - Poor	2 - Fair	3 -Average		
						Rathelele Attorneys. He assisted in defending the case of PK Financials Services.						completing the case in record time.	
MM	Legal services	Musa Baloyi Attorney	Own funds	Once Off	Once Off	The Service Provider was used as a corpondent attorney by our Panel Member M Ramothwala Attorneys in the case of Mapheto Enterprise which was removed from both attorneys due to extmrly poor performance.	The Service Providers were extmrly poor in discharging their services.	1	1	1	1	The Service Provider performed poorly and unethically to extend that the Municipality was forced by the poor performance and the unethical behaviour to withdraw all the cases from the Service Providers.	36 Months
CFO	General Valuation Roll and maintenance	Uniqueco	Own funds	01-Jul-17	30-Jun-21	General valuation roll was submitted on time. Received supplementary and maintain valuation roll	None	5	5	4	n/a	Service provider deliver on requirements as per SLA	7m
CFO	Meterreading service	Electro cuts		Expired	30-Oct-18	Reading cycle end 20 October, new company then took services over, that why dates is overlapping	N/a	3	n/a	n/a	n/a	None	
CFO	Meterreading service	Baatshuma (Pty)ILtd	Own funds	01-Oct-18	30-Sep-21	Physical service delivery start 21 October 2018	IT systems integration only finalised in December '18. Estimated billing done for November and December 2018	n/a	3	3	n/a	Actual interface with our financial system were delayed due to IT system integration. Still not getting 95% + readings per month, KVA meters not 100%. Meters read March 76%	10m
CFO	Disconnection and reconnection of services	Physon Business solutions		Expired		Contract- Ended new SP commences November	illegal connections continuing with no auctioning	2	n/a	n/a	n/a	None	

Table 25: Evaluation of Service Provider Performance for the Period 1 July '18 – 31 March '19 (2018/19 FY)													
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								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
CFO	Disconnection and reconnection of services	Baatshuma (Pty)Ltd	Own funds	01-Oct-18	30-Sep-21	Project only commence in October, nothing to report	IT systems integration finalised and system will operate from January 2019	n/a	4	4	n/a	Satisfactory taken into account the challenges. Extract from Promis not yet customised fully to be used with the credit control system	5m
CFO	Debt collection	Monene Business solutions Zandile Management Trifecta	Own funds	Oct-15	31-Oct-18	Request extension on month to month awaiting appointment on new tender advertised.	None	4	4	3	n/a	Reporting from service providers insufficient to properly assess their performance. Recovery rate 16% overall.	11.36% on recovery amount
CFO	Electrical Pre-paid system	Contour (Pty)Ltd	Own funds		No termination date	Managing prepaid through closed vending system, compatible with current electrical infrastructure	Sec 32 appointment to be finalised and SLA signed	5	5	5	n/a	User friendly system, well maintained and reports available on system. Receive reconciliations monthly.	5% Commission fee.
CFO	Printing of account statements	Focus Forms	Own funds		No termination date	Monthly printing of account statements for distribution.	Advert for tender postponed due to new financial system Sebata that might have built-in capacity to do printing in-house or challenges unknown at this stage.	5	5	5	n/a	We do not experience any delays or problems with current service provider.	Depending on amount of accounts billed per month-operational expenditure under postage vote
CFO	Consultants for Assets	ARMS	Own funding	Apr-16	Nov-19	2017/18 Audit was finalised and is clean on Assets	Some of Electrical Infrastructure which were installed without proper locations were submitted to the Assets Division	5	5	5	n/a	Focusing on electrical Infrastructure assets which has been giving problems during Audit and also updating the location with GPS coordinator as GRAP and MSCOA requirements.	R 7,199,291

Table 25: Evaluation of Service Provider Performance for the Period 1 July '18 – 31 March '19 (2018/19 FY)													
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								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
CFO	VAT	PK Consulting	own funding	2018/03/16	19-Feb-18	VAT 201 returns for January and February 2019 were submitted on time and the return for March will be submitted in April 2019	skills transfer not yet implemented	5	4	4	n/a	Refunds are received from SARS timeously. Payments to SARS are also made timeously.	Rates
CFO	Insurance Broker	Kunene Magopo	Own funds	01-Oct-18	01-Sep-21	In contact through e-mail and visits	A challenge to get a monthly claims report	3	2	2	n/a	Turnaround time on urgent requests too slow and feedback on claims submitted regularly.	R1 942 469
CFO	MSCOA	SEBATA	Own funds	06/2017	06/2020	EMS monthly reporting is being done to National and Provincial treasury ,progress delayed on training of user modules for SCM and system review of user interphase	Delayed implementation of MSCOA because of system readiness of Sebata	3	3	3	n/a	Project implementation plan was reviewed and updated with services provider to have a go live 1 July 2019.	Costs covered only on monthly licensing for EMS usage only
CORP	Microsoft Products	Microsoft Corporation	Own funds	2017/11/28	2020/10/28	Usage of Microsoft products ongoing.	None.	5	5	n/a	n/a	The service provider can be used in the future.	\$ 92 642 Dollars Annually
CORP	Mimecast : Unified Email Management System	Mimecast	Own funds	2018/06/30	31/05/2021	Mimecast protects the Municipal systems by blocking malwares, ransomware and other related security vulnerabilities and attacks launched through email.	None.	5	5	n/a	n/a	The system can be used in the future.	R 23 115 PM
CORP	Managed Printing Services	Phinnet Communications/ Nashua Limpopo	Own funds	01-Aug-18	31-Jul-21	Managed printing services ongoing without challenges.	None.	4	4	n/a	n/a	The service provider can be used in the future.	R 278 307 PM
CORP	Paperless Council	Telkom	Own funds			Some areas that did not have coverage are now able to receive 3G or 4G.		3	3	n/a	n/a	The service provider can be used in the future.	R 46 865
CORP	Disaster Recovery Plan	Afrocentric IP	Own funds	1/01/2019	31/12/2019	A new SLA was signed for maintenance and support of the DR equipment.	None.	4	4	n/a	n/a	The services be utilised in the future.	R15 828.00

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								(Scale 1-5)	1 - Poor	2 - Fair	3 -Average		
CORP	Unified Communication System	Least Cost (Callsave)	Own funds	01-May-17	30-Apr-20	The telephone system is operating very well in all municipal offices except for those that have connectivity problems as a result of damages caused by power outages and storms.	None.	4	4	n/a	n/a	The service provider can be used in the future.	R115 000
CORP	Internet Services	Vodacom	Own funds	30-May-18	30-Apr-18	Internet services running well.	None.	4	4	n/a	n/a	The service provider can be used in the future.	R9 580
CORP	Leasing of Servers and storage equipment.		GTM	1/01/2019	31/12/2022	Servers and storage devices installed, configurations on going.	None	n/a	n/a	4	n/a	The service provider can be used in the future.	R 1 246 884
CORP	Leasing of ICT LAN Equipment	CHM Vuwani Computer Solutions	GTM	1/01/2019	31/12/2022	Firewalls and Switches delivered, configurations and testing on going.	None.	n/a	n/a	4	n/a	The service provider can be used in the future.	R 2 503 799
CORP	Website Services	SITA	Own funds	01-Jul-18	30-Jun-21	Website maintenance services and support are on-going.	None.	4	4	n/a	n/a	The service provider can be used in the future.	R5 553
CORP	Municipal Finance Management Act	Gumela Projects	Own Funding	01/10/2018	30/09/2018	Attending classes for MFMA and submitting PoE's for better understanding on how Municipality operates	None	5	5	n/a	n/a	Training Provider offer accredited training interventions and future utilization of the service provider would be beneficial to both the organization and employees.	R59 630 per delegate
CORP	Comptia Security +Security	Torque IT	Own Funds	26-Nov-18	30/11/2018	Completed	None	n/a	4	n/a	n/a	The service provider can be utilized by the Municipality as their services are good.	R15 870.00

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								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
CORP	Communication and Presentation Skills	Umsimbi Training	Own Funds	15-Nov-18	16-Nov-18	Completed	None	n/a	4	n/a	n/a	The service provider can be utilized by the Municipality as their services are good.	R22 315
CORP	Powerpoint and Presentation Training	CBM Training Pty Ltd	own Funds	22-Oct-18	23-Oct-18	Completed	None	n/a	4	n/a	n/a	The service provider can be utilized by the Municipality as their services are good.	R4 503
CORP	Advanced Archives and Records Management	UNISA	Own Funds	01-Oct-18	05-Oct-18	Completed	None	n/a	4	n/a	n/a	The service provider can be utilized by the Municipality as their services are good.	R23 800
CORP	Certified chief information Security Officer Training	Torque IT	Own Funds	22-Aug-18	26-Aug-18	Completed	None	n/a	4	n/a	n/a	The service provider can be utilized by the Municipality as their services are good.	R40 135
CORP	ITIL Foundation Training	Torque IT	Own Funds	05-Nov-18	07-Nov-18	Completed	None	n/a	4	n/a	n/a	The service provider can be utilized by the Municipality as their services are good.	R 8 165.00
CORP	MFMA Training	Gumela Projects	Own Funding	01/10/2018	30/09/2018	Attending classes for MFMA and submitting PoE's for better understanding on how Municipality operates	None	5	5	n/a	n/a	Training Provider offer accredited training interventions and future utilization of the service provider would be beneficial to both the organization and employees.	R59 630 per delegate
CORP	Supply Chain Management Training	Nyankavi Training	Own Funding	15/08/2018	15/08/2018	Assist in managing the supply chain processes	None	4	n/a	n/a	n/a	Training Provider offer accredited training interventions and future utilization of the service provider would be beneficial to both the organization and employees.	R197 156

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								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
CORP	Electronic Records Management System (Collaborator)	Business Engineering	GTM	01-Jul-17	30-Jun-18	Support Services are provided as per the SLA.	None	5	5	n/a	n/a	The Service Provider meets the expectations in terms of the SLA and is recommended for future utilisation.	R34 300 pm
CORP	MFMA Training	Gumela Projects	Own Funding	01/04/2018	31/03/2019	On going	None	4	4	n/a	n/a	The Service Provider can be utilized in future	R 1 900 575
CORP	Electronic Records Management System (Collaborator)	Business Engineering	GTM	01-Jul-17	30-Jun-20	Support Services are provided as per the SLA.	None	5	5	n/a	n/a	The Service Provider meets the expectations in terms of the SLA and is recommended for future utilisation.	R34 300 pm
CORP	Training Supply Chain Management	Nyankwavi Investment	Own Funding	24/07/2018	25/07/2018	Completed	None	4	n/a	n/a	n/a	The Service Provider can be utilized in future	R 197 156
CSD	Turnkey Red-light and speed law enforcement	Mavambo Intelligent Transport Solution	GTM	01/12/2017	31/12/2020	Daily Capturing and filling of fines. Receiving payments & notifying offenders	Not all offenders pay their fines	4	4	4	n/a	They doing great job	Determined by number of tickets proceed and or paid
CSD	Treatment & Disposal Management	Theuwedi Trading Enterprise	GTM	1/12/2017	30/11/2020	●Sustainable Disposal Management service are provided @ Tzaneen Landfill-site.	●Constant supervision are conducted by the Regional Waste Management Officer ensuring sustainable "compliance" with norms; standards & specifications. Penalties apply in areas of under performance.	4	4	4	n/a	●It is recommendable for GTM to use the service provider in future. It is however advisable that MSP's in future (during Tender Evaluation) ALWAYS be subjected to an experience & skills-rating to ensure norms; standards & specifications compliance	R 20 236 610.52

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								(Scale 1-5)	1 - Poor	2 - Fair	3 -Average		
CSD	Litterpicking Region-North	Theuwedi Trading Enterprise	GTM	1/10/2018	30/092021	●Sustainable Litter picking services are provided within the Northern Services-area in Tzaneen-suburb & Main Roads.	●Constant supervision are conducted by the Regional Waste Management Officer ensuring sustainable "compliance" with norms; standards & specifications. Penalties apply in areas of under performance.	n/a	4	4	n/a	●It is recommendable for GTM to use the service provider in future. It is however advisable that MSP' s in future (during Tender Evaluation) ALWAYS be subjected to an experience & skills-rating to ensure norms; standards & specifications compliance	R 21 613 616
CSD	Litterpicking Region-North	Molebogeng Trading Enterprise C.C.	GTM	1/07/2015	30/09/2018 (New MSP on site on 01 Oct.'18)	●Sustainable Litterpicking services are provided within the Northern Services-area in Tzaneen-suburb & MainRoads.	●Constant supervision are conducted by the operational Regional Waste Management Officer ensuring sustainable "compliance" with norms; standards & specifications. Penalties apply in areas of under performance.	4	n/a		n/a	●It is recommendable for GTM to use the service provider in future. It is however advisable that MSP' s in future (during Tender Evaluation) ALWAYS be subjected to an experience & skills-rating to ensure norms; standards & specifications compliance	R 21 403 417
CSD	Litterpicking Region-South	Theuwedi Trading Enterprise	GTM	1/01/2019	31/12/2021	●Sustainable Litter picking services are provided within the Southern Services-area in Nkowankowa-suburb.	●Constant supervision are conducted by the Regional Waste Management Officer ensuring sustainable "compliance" with norms; standards & specifications. Penalties apply in areas of under performance.	n/a	n/a	4		●It is recommendable for GTM to use the service provider in future. It is however advisable that MSP' s in future (during Tender Evaluation) ALWAYS be subjected to an experience & skills-rating to ensure norms; standards & specifications compliance	R 15 024 704

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								(Scale 1-5)	1 - Poor	2 - Fair	3 -Average		
CSD	Litterpicking Region-South	Selema Planthire Construction C.C.	GTM	1/07/2015	31/07/2018 (BAC extended Jan.'19)	●Sustainable Litter picking services are provided within the Southern Services-area in Nkowankowa-suburb.	●Constant supervision are conducted by the operational Regional Waste Management Officer ensuring sustainable "compliance" with norms; standards & specifications. Penalties apply in areas of under performance.	4	4	n/a	n/a	●It is recommendable for GTM to use the service provider in future. It is however advisable that MSP' s in future (during Tender Evaluation) ALWAYS be subjected to an experience & skills-rating to ensure norms; standards & specifications compliance	R 9 876 527.28
CSD	Collection & Transportation Lenyenye	Molebogeng Trading Enterprise	GTM	1/01/2019	31/12/2021	Sustainable waste removal-services are provided within the Southern Services-area in Lenyenye-suburb.	Constant supervision are conducted by the Regional Waste Management Officer ensuring sustainable "compliance" with norms; standards & specifications. Penalties apply in areas of under performance.	n/a	n/a	4	n/a	It is recommendable for GTM to use the service provider in future. It is however advisable that MSP' s in future (during Tender Evaluation) ALWAYS be subjected to an experience & skills-rating to ensure norms; standards & specifications compliance	R 12 988 091.00
CSD	Collection & Transportation Lenyenye	Selema Planthire Construction C.C.	GTM	1/08/2015	31/07/2018 (BAC extended Jan.'19)	Sustainable waste removal-services are provided within the Southern Services-area in Lenyenye-suburb.	Constant supervision are conducted by the operational Regional Waste Management Officer ensuring sustainable "compliance" with norms; standards & specifications	4	4	n/a	n/a	It is recommendable for GTM to use the service provider in future. It is however advisable that MSP' s in future (during Tender Evaluation) ALWAYS be subjected to an experience & skills-rating to ensure norms; standards & specifications compliance	R 13 824 380.16

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								(Scale 1-5)	1 - Poor	2 - Fair	3 -Average		
CSD	Collection & Transportation Nkowankowa & Rural Bulk-waste	Molebogeng Trading Enterprise C.C.	GTM	01/03/2018	28/02/2021	Sustainable waste removal-services are provided within the Southern Services-area in Nkowankowa-suburb & Region-South (Rural)	Constant supervision are conducted by the Regional Waste Management Officer ensuring sustainable "compliance" with norms; standards & specifications. Penalties apply in areas of under performance.	4	4	4	n/a	It is recommendable for GTM to use the service provider in future. It is however advisable that MSP's in future (during Tender Evaluation) ALWAYS be subjected to an experience & skills-rating to ensure norms; standards & specifications compliance	R 16 053 512.40
CSD	Physical security	George B Security (PTY) LTD	GTM	01/04/2018	28/02/2019	Provision of Physical Security to protect Municipal Assets and Employees	The contract is on a month to month basis pending finalisation of litigation.	4	5	5	n/a	Service provider can be used in future as thefts of municipal assets where they provide physical security has dropped tremendously.	1014300 pm
CSD	Cash In Transit (CIT)	Fidelity Cash Solutions	GTM	01/03/2017	31/03/2020	Collect and Bank Municipal Cash	They collect as per SLA, unfortunately the Cash is not deposited daily at the bank and against the Municipal Policy.	5	5	4	n/a	There are days which they did not collect citing poor condition of their vehicles and this caused municipal money not to be deposited.	R665 750,88 Contract value for 36 Months.
CSD	Access Control	Pro Satellite Systems	GTM	01/07/2013	to date	Provision of Access Control using Morpho (Finger Prints) for Employees and Visitors (Cards) at Civic Centre and Tzaneen Municipal Stores.	There is no signed Repair and Maintenance Plan, we use Call Up which is sometimes very expensive.	5	5	5	n/a	The Municipality can utilise their services in future.	R 0
EED	Replace 2 x 20 MVA 66/11 kV at Tzaneen main sub	Chule Projects	LOAN	01/07/2018	30/06/2019	Designs completed and supported by GTM. Material ordered. Awaiting delivery of material to replace transformers	Delays with Approval of DBSA loan. Project implemented in phases	4	4	n/a	n/a	Service Provider to be utilized in future	R 3 494 865

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								(Scale 1-5)	1 - Poor	2 - Fair	3 -Average		
EED	Replace 2 x 20 MVA 66/11 kV at Tzaneen main sub	Rems Electrical	LOAN	01/07/2018	30/06/2019	Designs completed and supported by GTM. Material ordered. Awaiting delivery of material to replace transformers	Delays with Approval of DBSA loan. Project implemented in phases	n/a	n/a	n/a	n/a	Service Provider to be utilized in future	R 3 055 135
EED	Design and Supervision for Replacing of old SS1 electrical substation circuit breakers with compact switchgear	Chule Projects	LOAN	01/07/2018	30/06/2019	Designs completed and supported by GTM. Material ordered. Awaiting delivery of material to replace C/B with compact switchgear	Delays with Approval of DBSA loan	4	4	n/a	n/a	Service Provider to be utilized in future	R 211 519
EED	Replacing of old SS1 electrical substation circuit breakers with compact switchgear	Rivisi Electrical	LOAN	01/07/2018	30/06/2019	Designs completed and supported by GTM. Material ordered. Awaiting delivery of material to replace C/B with switchgear	Delays with Approval of DBSA loan	n/a	n/a	n/a	n/a	Service Provider to be utilized in future	R 8 695 652
EED	Design and supervision for Upgrading of Waterbok 33/11 Substation	Chule Projects	LOAN	01/07/2018	30/06/2019	Designs completed and supported by GTM. Material ordered. Awaiting delivery of material to upgrade the substation	Delays with Approval of DBSA loan	4	4	n/a	n/a	Service Provider to be utilized in future. Promote engagement with GTM during design review	R 224 973
EED	Upgrading of Waterbok 33/11 Substation	Khakhi Electrical	LOAN	01/07/2018	30/06/2019	Designs completed and supported by GTM. Material ordered. Awaiting delivery of material to upgrade the substation	Delays with Approval of DBSA loan	n/a	n/a	n/a	n/a	Service Provider to be utilized in future	R 1 739 130
EED	Design and supervision for Upgrading of Blacknoll 33/11	Chule Projects	LOAN	01/07/2018	30/06/2019	Designs completed and supported by GTM. Material ordered. Awaiting delivery of material to upgrade the substation	Delays with Approval of DBSA loan	4	4	n/a	n/a	Service Provider to be utilized in future	R 224 973

Table 25: Evaluation of Service Provider Performance for the Period 1 July '18 – 31 March '19 (2018/19 FY)													
Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <i>(Narrative required)</i>	Challenges and interventions	Assessment of service provider				Assessment comments <i>(future utilisation of service provider)</i>	R-value of contract <i>(total period)</i>
								(Scale 1-5)	1 - Poor	2 - Fair	3 -Average		
EED	Upgrading of Blacknoll 33/11	Khakhi Electrical	LOAN	01/07/2018	30/06/2019	Designs completed and supported by GTM. Material ordered. Awaiting delivery of material to upgrade the substation	Delays with Approval of DBSA loan	n/a	n/a	n/a	n/a	Service Provider to be utilized in future. Promote engagement with GTM during design review	R 1 739 130
EED	Design and Supervision for Replacing of 11kv cables	Chule Projects	LOAN	N/A	N/A	Designs completed and supported by GTM. Awaiting appointment of contractor	Delays with Approval of DBSA loan	4	4	n/a	n/a	Service Provider to be utilized in future	R 156 522
EED	Substation Tripping Batteries (Item B53 6/14)	Chule Projects	LOAN	N/A	N/A	Designs completed and supported by GTM. Awaiting appointment of contractor	Delays with Approval of DBSA loan	4	4	n/a	n/a	Service Provider to be utilized in future	R 52 174
EED	Design and Supervision of New entrance streetlights at R36	Calibre Consulting Engineers	LOAN	N/A	N/A	Designs completed and approved by GTM. Material ordered. Awaiting delivery to commence with construction	Delays with Approval of DBSA loan	4	4	4	n/a	Service Provider to be utilized in future	R 126 709
EED	New entrance streetlights at R36	Madz Electrical	LOAN	N/A	N/A	Designs completed and approved by GTM. Material ordered. Awaiting delivery to commence with Installation of streetlights	Delays with Approval of DBSA loan	n/a	n/a	4	n/a	Service Provider to be utilized in future	R 956 522
EED	Design and Supervision of Area lighting at Tarentaalrand Crossing	Calibre Consulting Engineers	LOAN	N/A	N/A	Installation of high mast in progress	Delays with Approval of DBSA loan	5	5	5	n/a	Service Provider to be utilized in future	R 39 130
EED	Area lighting at Tarentaalrand Crossing	Madz Electrical	LOAN	N/A	N/A	Installation of high mast in progress	Delays with Approval of DBSA loan	n/a	n/a	5	n/a	Service Provider to be utilized in future	R 347 826

Table 25: Evaluation of Service Provider Performance for the Period 1 July '18 – 31 March '19 (2018/19 FY)													
Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <i>(Narrative required)</i>	Challenges and interventions	Assessment of service provider				Assessment comments <i>(future utilisation of service provider)</i>	R-value of contract <i>(total period)</i>
								(Scale 1-5)	1 - Poor	2 - Fair	3 -Average		
EED	Design and Supervision for Rebuilding of lines – Letsitele Valley substation – Bosbou and all T offs	Calibre Consulting Engineers	LOAN	N/A	N/A	Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line	Delays with Approval of DBSA loan	5	5	4	n/a	Service Provider to be utilized in future	R 70 773
EED	Rebuilding of lines – Letsitele Valley substation – Bosbou and all T offs	Madz Electrical	LOAN	N/A	N/A	Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line	Delays with Approval of DBSA loan	n/a	n/a	4	n/a	Service Provider to be utilized in future	R 434 783
EED	Design and Supervision for Rebuilding of Valencia 11kv lines	Calibre Consulting Engineers	LOAN	N/A	N/A	Rebuilding of line in progress	Delays with Approval of DBSA loan	5	5	5	n/a	Service Provider to be utilized in future	R 141 545
EED	Rebuilding of Valencia 11kv lines	Manco Business Enterprise.	LOAN	N/A	N/A	Rebuilding of line in progress	Delays with Approval of DBSA loan	n/a	n/a	5	n/a	Service Provider to be utilized in future	R 869 565
EED	Design and Supervision for Rebuilding of Lushof South 11kv lines	Calibre Consulting Engineers	LOAN	N/A	N/A	Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line	Delays with Approval of DBSA loan	5	5	4	n/a	Service Provider to be utilized in future	R 61 542
EED	Rebuilding of Lushof South 11kv lines	Maduruduru Trading & Projects	LOAN	N/A	N/A	Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line	Delays with Approval of DBSA loan	4	4	4	n/a	Service Provider to be utilized in future	R 434 783

Table 25: Evaluation of Service Provider Performance for the Period 1 July '18 – 31 March '19 (2018/19 FY)													
Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <i>(Narrative required)</i>	Challenges and interventions	Assessment of service provider				Assessment comments <i>(future utilisation of service provider)</i>	R-value of contract <i>(total period)</i>
								(Scale 1-5)	1 - Poor	2 - Fair	3 -Average		
EED	Design and Supervision for Rebuilding of Rooikoppies 11kv lines	Calibre Consulting Engineers	LOAN	N/A	N/A	Designs completed and supported by GTM. Delayed ordering of material	Delays with Approval of DBSA loan	5	5	4	n/a	Service Provider to be utilized in future	R 141 545
EED	Rebuilding of Rooikoppies 11kv lines	Xiverengi Electrical	LOAN	N/A	N/A	Designs completed and supported by GTM. Delayed ordering of material	Delays with Approval of DBSA loan	3	3	3	n/a	Not Recommended. Lack commitment to execute project	R 869 565
EED	Design and Supervision for Rebuilding of Mabiet 11kv lines	Calibre Consulting Engineers	LOAN	N/A	N/A	Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line	Delays with Approval of DBSA loan	5	5	4	n/a	Service Provider to be utilized in future	R 118 577
EED	Rebuilding of Mabiet 11kv lines	Phomelelo Industrial Power Supply	LOAN	N/A	N/A	Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line	Delays with Approval of DBSA loan	3	3	4	n/a	Not Recommended. Lack commitment to execute project	R 869 565
EED	Design and Supervision for Rebuilding of Haenertsburg 11kv lines	Calibre Consulting Engineers	LOAN	N/A	N/A	Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line	Delays with Approval of DBSA loan	5	5	4	n/a	Service Provider to be utilized in future	R 141 565
EED	Rebuilding of Haenertsburg 11kv lines	Rishile Electrical	LOAN	N/A	N/A	Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line	Delays with Approval of DBSA loan	4	4	4	n/a	Service Provider to be utilized in future	R 869 565

Table 25: Evaluation of Service Provider Performance for the Period 1 July '18 – 31 March '19 (2018/19 FY)													
Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <i>(Narrative required)</i>	Challenges and interventions	Assessment of service provider				Assessment comments <i>(future utilisation of service provider)</i>	R-value of contract <i>(total period)</i>
								(Scale 1-5)	1 - Poor	2 - Fair	3 -Average		
EED	Design and Supervision for Rebuilding of Campsies Glen 11kv lines	Calibre Consulting Engineers	LOAN	N/A	N/A	Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line	Delays with Approval of DBSA loan	5	5	4	n/a	Service Provider to be utilized in future	R 141 545
EED	Rebuilding of Campsies Glen 11kv lines	Kingki Electrical	LOAN	N/A	N/A	Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line	Delays with Approval of DBSA loan	4	4	4	n/a	Service Provider to be utilized in future	R 869 565
EED	Design and Supervision for Rebuilding of Politsi Valley 11kv lines	Calibre Consulting Engineers	LOAN	N/A	N/A	Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line	Delays with Approval of DBSA loan	5	5	4	n/a	Service Provider to be utilized in future	R 141 545
EED	Rebuilding of Politsi Valley 11kv lines	Moagi Electrical	LOAN	N/A	N/A	Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line	Delays with Approval of DBSA loan	n/a	n/a	4	n/a	Service Provider to be utilized in future	R 869 565
EED	Design and Supervision for Rebuilding of CP Minnaar 11kv line	Calibre Consulting Engineers	LOAN	N/A	N/A	Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line	Delays with Approval of DBSA loan	5	5	4	n/a	Service Provider to be utilized in future	R 47 182
EED	Rebuilding of CP Minnaar 11kv lines	Moagi Electrical	LOAN	N/A	N/A	Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line	Delays with Approval of DBSA loan	n/a	n/a	4	n/a	Service Provider to be utilized in future	R 347 826

Table 25: Evaluation of Service Provider Performance for the Period 1 July '18 – 31 March '19 (2018/19 FY)													
Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <i>(Narrative required)</i>	Challenges and interventions	Assessment of service provider				Assessment comments <i>(future utilisation of service provider)</i>	R-value of contract <i>(total period)</i>
								(Scale 1-5)	1 - Poor	2 - Fair	3 -Average		
EED	Design and Supervision for Rebuilding of Mieliekloof / Deerpark 11kv lines	Calibre Consulting Engineers	LOAN	N/A	N/A	Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line	Delays with Approval of DBSA loan	5	5	4	n/a	Service Provider to be utilized in future	R 70 773
EED	Rebuilding of Mieliekloof / Deerpark 11kv lines	Phomelelo Industrial Power Supply	LOAN	N/A	N/A	Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line	Delays with Approval of DBSA loan	3	3	3	n/a	Not Recommended. Lack commitment to execute project on time	R 434 783
EED	Design and Supervision of Houtbosdorp 11kv new ring	Calibre Consulting Engineers	LOAN	N/A	N/A	Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with building of new 11kv ring.	Delays with Approval of DBSA loan	5	5	4	n/a	Service Provider to be utilized in future	R 195 652
EED	Houtbosdorp 11kv new ring	Tshabalala Munti Purpose Workshop	LOAN	N/A	N/A	Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with building of new 11kv ring.	Delays with Approval of DBSA loan	n/a	n/a	4	n/a	Service Provider to be utilized in future	R 1 304 348
EED	Rebuilding of Letaba Feeder 33KV line	No appointment	LOAN	N/A	N/A	Project not started as the approval of the loan was delayed	Delays with Approval of DBSA loan	n/a	n/a	n/a	n/a	n/a	R 750 000
EED	Design and Supervision for Substation Fencing	Chule Projects	LOAN	N/A	N/A	Project not started as the approval of the loan was delayed	Delays with Approval of DBSA loan	5	5	n/a	n/a	Service Provider to be utilized in future	R 130 435
EED	Substation Fencing	Rems Electrical	LOAN	N/A	N/A	Project not started as the approval of the loan was delayed	Delays with Approval of DBSA loan	n/a	n/a	n/a	n/a	Service Provider to be utilized in future	R 869 565

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Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <i>(Narrative required)</i>	Challenges and interventions	Assessment of service provider				Assessment comments <i>(future utilisation of service provider)</i>	R-value of contract <i>(total period)</i>
								(Scale 1-5)	1 - Poor	2 - Fair	3 -Average		
EED	Replace 11 kV and 33 kV Auto reclosers per annum (Item B53 6/14)	Rivisi Electrical	LOAN	N/A	N/A	Installation of autoreclosers in progress	Delays with Approval of DBSA loan	n/a	n/a	4	n/a	Service Provider to be utilized in future	R 497 260
EED	Design and Supervision for Refurbishment of the Ebenezer 33kV Feeder-	Calibre Consulting Engineers	LOAN	N/A	N/A	Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with rebuilding of line.	Delays with Approval of DBSA loan	5	5	4	n/a	Service Provider to be utilized in future	R 130 435
EED	Refurbishment of the Ebenezer 33kV Feeder	Rivisi Electrical	LOAN	N/A	N/A	Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with rebuilding of line.	Delays with Approval of DBSA loan	4	4	4	n/a	Service Provider to be utilized in future	R 869 565
EED	Design and Supervision for Replacement of Minisubs	Chule Projects	LOAN	N/A	N/A	Project not started as the approval of the loan was delayed	Delays with Approval of DBSA loan	5	5	4	n/a	Service Provider to be utilized in future	R 500 000
EED	Replacement of Existing Air Conditioners	Jay Water Service	Own funds	2018/01/07	30/06/2019	Three Existing Air Conditioners were Replaced	None	4	n/a	n/a	n/a	Service Provider to be utilized in future	R150 000
EED	Replacement of Existing Air Conditioners	Mohasiphola Projects	Own funds	2018/01/07	30/06/2019	One Existing Air Conditioners were Replaced	None	4	n/a	n/a	n/a	Service Provider to be utilized in future	R150 000
EED	Electrification of 95 units at Mariveni	Uranus Consulting Engineers	INEP	2018/01/07	30/06/2019	Project at Construction Phase (67%)	None	5	4	4	n/a	Service Provider to be utilized in future	R194 477
EED	Electrification of 95 units at Mariveni (Madz Electrical	INEP	2018/01/07	30/06/2019	Project at Construction Phase (67%)	None	n/a	n/a	5	n/a	Service Provider to be utilized in future	R 1 296 512

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Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <i>(Narrative required)</i>	Challenges and interventions	Assessment of service provider				Assessment comments <i>(future utilisation of service provider)</i>	R-value of contract <i>(total period)</i>
								(Scale 1-5)	1 - Poor	2 - Fair	3 -Average		
	Design and Supervision)												
EED	Electrification of 23 units at Zanghoma	Uranus Consulting Engineers	INEP	2018/01/07	30/06/2019	Project at Construction Phase (67%)	None	5	5	4	n/a	Service Provider to be utilized in future	R 47 084
EED	Electrification of 23 units at Zangoma(Design and Supervision)	Madz Electrical	INEP	2018/01/07	30/06/2019	Project at Construction Phase (67%)	None	n/a	n/a	5	n/a	Service Provider to be utilized in future	R313 892
EED	Electrification of 238 units at Mandhakazi(Ma rikana)-Design and Supervision	Uranus Consulting Engineers	INEP	2018/01/07	30/06/2019	Project at Construction Phase (30%)	Construction behind Schedule. Contractor to increase manpower	5	5	3	n/a	Service Provider to be utilized in future	R 490 697
EED	Electrification of 238 units at Mandlakazi(Mari kana)	Phomelelo Industrial Power Supply	INEP	2018/01/07	30/06/2019	Project at Construction Phase (30%)	Construction behind Schedule. Contractor to increase manpower	n/a	n/a	3	n/a	Service Provider to be utilized in future	R 3 271 310
EED	Electrification of 85 units at Lenyenye	Calibre Consulting Engineers	INEP	2018/01/07	30/06/2019	Project moved to 2019/20 financial year	Delays with approval of designs due to the line to be upgraded before the village can be connected	4	4	n/a	n/a	Service Provider to be utilized in future	R 1 402 500
EED	Electrification of 250 units at Motseteng	Calibre Consulting Engineers	INEP	2018/01/07	30/06/2019	Project moved to 2019/20 financial year	Delays with approval of designs due to the line to be upgraded before the village can be connected	4	4	n/a	n/a	Service Provider to be utilized in future	R 4 125 000

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								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
EED	Electrification of 90 units at Mbhekwana (Design and Supervision)	Uranus Consulting Engineers	INEP	2018/01/07	30/06/2019	Designs completed and supported by Eskom	Appointment of Contractor delayed by increased scope after designs	5	4	4	n/a	Service Provider to be utilized in future	R 185 625
EED	Electrification of 90 units at Mbhekwana	Tshabalala Munti Purpose Workshop	INEP	2018/01/07	30/06/2019	To be Appointed	Appointment of Contractor delayed by increased scope after designs	n/a	n/a	n/a	n/a	Service Provider to be utilized in future	R 1 250 000
EED	Electrification of 24 units at Relela (Design and Supervision)	Uranus Consulting Engineers	INEP	2018/01/07	30/06/2019	Designs completed and supported by Eskom	Construction delayed by appointment of CLO and Local Labours	5	5	3	n/a	Service Provider to be utilized in future	R 49 482
EED	Electrification of 24 units at Relela	Phomelelo Industrial Power Supply	INEP	2018/01/07	30/06/2019	Designs completed and supported by Eskom	Construction delayed by appointment of CLO and Local Labours	n/a	n/a	3	n/a	Service Provider to be utilized in future	R 329 880
EED	Electrification of 32 Units at Setheeni	Uranus Consulting Engineers	INEP	2018/01/07	30/06/2019	Designs not approved by Eskom	Eskom recommended that project be implemented by Eskom as post connections	4	4	n/a	n/a	Service Provider to be utilized in future	R 528
EED	Electrification of 100 units at Nabanea (Design and Supervision)	Calibre Consulting Engineers	INEP	2018/01/07	30/06/2019	Designs completed and supported by Eskom	Delay with approval of designs	4	4	4	n/a	Service Provider to be utilized in future	R 206 250
EED	Electrification o 100 units at Nabane	To be appointed	INEP	2018/01/07	30/06/2019	Designs completed and supported by Eskom	Delay with approval of designs	n/a	n/a	n/a	n/a	Service Provider to be utilized in future	R 1 375 000
EED	Electrification of 22 units at Marumofase	Calibre Consulting Engineers	INEP	2018/01/07	30/06/2019	Designs not approved by Eskom	Eskom recommended that project be implemented by Eskom as post connections	4	4	n/a	n/a	Service Provider to be utilized in future	R 363 000

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								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
EED	Electrification of 29 units at New Phepene	Calibre Consulting Engineers	INEP	2018/01/07	30/06/2019	Project Moved to 2019/20 financial year	Delays with approval of designs due to the line to be upgraded before the village can be connected	4	4	n/a	n/a	Service Provider to be utilized in future	R 478 500
EED	Electrification of 78 units at Madawa	Calibre Consulting Engineers	INEP	2018/01/07	30/06/2019	Busy with designs	Delays at Eskom with approval of designs due to feeder split project to be completed before the village can be connected	4	4	4	n/a	Service Provider to be utilized in future	R 1 287 000
EED	Electrification of 16 units at Gabaza	Calibre Consulting Engineers	INEP	2018/01/07	30/06/2019	Busy with designs	Delays at Eskom with approval of designs due to feeder split project to be completed before the village can be connected	4	4	4	n/a	Service Provider to be utilized in future	R 264 000
EED	Electrification of 88 units at Mackery (Design and Supervision)	Uranus Consulting Engineers	INEP	2018/01/07	30/06/2019	Project at Construction Phase (35%)	Construction behind Schedule. contractor to increase manpower	5	4	3	n/a	Service Provider to be utilized in future	R 181 434
EED	Electrification of 88 units at Mackery	Phomelelo Industrial Power Supply	INEP	2018/01/07	30/06/2019	Project at Construction Phase (35%)	Construction behind Schedule. Contractor to increase manpower	5	4	3	n/a	Service Provider to be utilized in future	R 1 209 560
ESD	Supply and delivery of water treatment chemicals	Zamangwane	own funds	2016/03/01	2019/03/01	Supply and delivery of water treatment chemicals	None	5	n/a	5	n/a	The service provider is very professional and delivers on time	R 297 375
ESD	Supply and delivery of water treatment chemicals	Zamandlabili	own funds	2016/03/01	2019/03/01	Supply and delivery of water treatment chemicals	None	5	n/a	5	n/a	The service provider is very professional and delivers on time	R 13 282

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								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
ESD	Repair and maintenance of all equipment on all water pumps and pump stations	BMK Electronics	own funds	2017/09/17	2020/09/01	Repair and maintenance of pumps	None	2	2	5	n/a	completed	R 80 863
ESD	Repair and maintenance of all equipment on all water pumps and pump stations	Wanga Power Projected	own funds	2017/09/17	2020/09/01	Repair and maintenance of pumps	None	n/a	n/a	5	n/a	The service provider is very professional and delivers on time	R 308 887
ESD	Repair and maintenance of all equipment on all water pumps and pump stations	MANCO Business Ent.	own funds	2017/10/17	2020/10/01	Repair and maintenance of pumps	None	4	4	5	n/a	The contractor does the work in time and according to the specification except for one order that needed to be redone.	R 46 987
ESD	Hiring of water tankers to deliver water in Greater Tzaneen Municipality Area	Mathothoka trading	own funds	2017/04/01	2020/04/01	Delivery of water through water tankers	none	5	5	5	n/a	excellent service provided by the contractor	R 331 038
ESD	Hiring of water tankers to deliver water in Greater Tzaneen Municipality Area	Bukuta Construction and plant hire	own funds	2017/04/01	2020/04/01	Delivery of water through water tankers	none	5	5	5	n/a	Excellent service provided by the contractor	R 546 973
ESD	Hiring of water tankers to deliver water in Greater Tzaneen Municipality Area	Hulelasi construction and projects	own funds	2017/04/01	2020/04/01	Delivery of water through water tankers	none	5	5	5	n/a	Excellent service provided by the contractor	R 436 371
ESD	Hiring of water tankers to deliver water in Greater	Selby Construction	own funds	2017/04/01	2020/04/01	Delivery of water through water tankers	none	5	5	5	n/a	Excellent service provided by the contractor	R 331 039

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								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
	Tzaneen Municipality Area												
ESD	Machine and equipment hire in Greater Tzaneen Municipality	Bukuta Construction and plant hire	own funds	2017/04/01	2020/04/01	Provision of construction plant	none	5	5	5	n/a	Excellent service provided by the contractor	R 908 993
ESD	Machine and equipment hire in Greater Tzaneen Municipality	Bukuta Construction and plant hire	own funds	2017/04/01	2020/04/01	Provision of construction plant	none	5	5	4	n/a	Excellent service provided by the contractor	R 246 813
ESD	Refurbishment of Tzaneen Airfield runway	AES Consulting Engineers	GTM	08/2016	2018/09/28	Runway edge repairs and kerbing	none	4	n/a	n/a	n/a	Project completed	R 1 166 010
ESD	Maintenance of tarred roads	Moepeng Trading 40	own	05/2017	05/2020	Tarred roads patching	None	5	5	5	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arises
ESD	Maintenance of tarred roads	Makasana Construction	own	05/2017	05/2020	Tarred roads patching	None	5	5	5	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arises
ESD	Maintenance of tarred roads	Selby Construction	own	05/2017	05/2020	Tarred roads patching	None	4	0	5	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arises
ESD	Maintenance of tarred roads	Kamojoe Trading & Projects	own	05/2017	05/2020	None	None	n/a	n/a	n/a	n/a	No order issued this quarter	Orders issued as need arises
ESD	Machine hire	Selby Construction	Own	05/2017	05/2020	Grading of gravel roads, regravelling and TLB hire.	None	4	4	4	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arises

Table 25: Evaluation of Service Provider Performance for the Period 1 July '18 – 31 March '19 (2018/19 FY)													
Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <i>(Narrative required)</i>	Challenges and interventions	Assessment of service provider				Assessment comments <i>(future utilisation of service provider)</i>	R-value of contract <i>(total period)</i>
								(Scale 1-5)	1 - Poor	2 - Fair	3 -Average		
ESD	Machine hire	Kamojoe Trading & Projects	Own	05/2017	05/2020	Grading of gravel roads, regravelling and TLB hire.	None	4	4	4	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arises
ESD	Machine hire	Selema Planthire Construction C.C.	Own	05/2017	05/2020	Grading of gravel roads, regravelling and TLB hire.	None	4	4	4	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arises
ESD	Machine hire	Bukuta BK	Own	05/2017	05/2020	Grading of gravel roads, regravelling and TLB hire.	None	4	4	4	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arises
ESD	Maintenance of stormwater Drainage systems	Selby Construction	Own	05/2017	05/2020	Maintenance of stormwater Drainage systems	None	4	4	4	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arises
ESD	Maintenance of stormwater Drainage systems	Kamojoe Trading & Projects	Own	05/2017	05/2020	None	None	n/a	n/a	n/a	n/a	No order issued this quarter	Orders issued as need arises
ESD	Maintenance of stormwater Drainage systems	Rekhuditse	Own	05/2017	05/2020	None	None	n/a	n/a	n/a	n/a	No order issued this quarter	Orders issued as need arises
ESD	Upgrading of Road D1350: Moruji to Maswi/Kweshok olowe from Gravel to Tar	Quality Plant Hire/ Expectra 388 JV	MIG	05/09/16	16/01/2019	The road is surfaced and opened up to chainage 10km of 13,2mm stone, primed up to chainage 11km and stabilized the base till chainage 12,05km.	None	5	5	4	n/a	The Contractor has been put on terms (GCC) due to the slow progress on Site.	R127 904 235

Table 25: Evaluation of Service Provider Performance for the Period 1 July '18 – 31 March '19 (2018/19 FY)													
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								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
ESD	Upgrading of Road D1350: Moruji to Maswi/Kweshok olowe from Gravel to Tar	Makasela Consulting an Projects	MIG	05/09/16	16/01/2019	The road is surfaced and opened up to chainage 10km of 13,2mm stone, primed up to chainage 11km and stabilized the base till chainage 12,05km.	None	5	5	4	n/a	The Engineer has put the Contractor on terms (GCC) due to the slow progress on Site.	17% of the contract value
ESD	Upgrading of Lenyenye Taxi Rank	Makasela Consulting an Projects	MIG	11/09/17	Depending on the appointment of the contractor	Project has been re-advertised for appointment of a Contractor. Briefing and Site Inspection was done on the 27/03/2019	None	5	5	5	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Upgrading of Mulati Access Road	Letsopa Project Managers and Consulting Engineers	MIG	11/09/17	31/01/2021	Project awaits appointment of a Contractor	None	5	5	5	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
	Upgrading of Mulati Access Road	Tshiamiso Trading 235	MIG	31/01/2019	31/01/2021	The Contractor has established the site and they are busy with excavations and preparation of the Road.	None	n/a	n/a	5	n/a	We are happy with the performance of the service provider and can be utilised in future	R26 824 513
ESD	Upgrading of Lenyenye to Khujwana Access Road	Ryntex Consulting Engineers	MIG	11/09/17	28/05/2020	The Contractor is busy with Construction of the base and subbase from Chainage 0-2000m	None	5	5	5	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Upgrading of Lenyenye to Khujwana Access Road	Selby Construction	MIG	2018/11/15	2020/09/15	The Contractor is busy with Construction of the base and subbase from Chainage 0-2000m	None	n/a	5	5	n/a	We are happy with the performance of the service provider and can be utilised in future	R32 699 128
ESD	Upgrading of Mbambamencisi Access Road	Ryntex Consulting Engineers	MIG	11/09/17	Depending on the appointment of the contractor	The Contractor is has completed the construction of the Roadbed and busy with tipping material for the upper selected layer.	None	5	5	5	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value

Table 25: Evaluation of Service Provider Performance for the Period 1 July '18 – 31 March '19 (2018/19 FY)													
Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <i>(Narrative required)</i>	Challenges and interventions	Assessment of service provider				Assessment comments <i>(future utilisation of service provider)</i>	R-value of contract <i>(total period)</i>
								(Scale 1-5)	1 - Poor	2 - Fair	3 -Average		
ESD	Upgrading of Mbambamencisi Access Road	Makasana Construction	MIG	2018/11/15	2019/09/15	The Contractor is has completed the construction of the Roadbed and busy with tipping material for the upper selected layer.	None	n/a	5	5	n/a	We are happy with the performance of the service provider and can be utilised in future	R7 242 419
ESD	Construction of Mawa Block 12 Low level bridge	AM Consulting Engineers	MIG	11/09/17	Depending on the appointment of the contractor	Project has been re-advertised for appointment of a Contractor. Briefing and Site Inspection was done on the 20/03/2019	None	5	5	5	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Tickyline to Makhwibidung Stormwater management	AM Consulting Engineers	OWN	11/09/17	Depending on the appointment of the contractor	DBSA funding was not approved.	None	5	5	5	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Upgrading of Relela Access Road	Makasela Consulting an Projects	MIG	2018/09/07	Depending on the appointment of the contractor	Project has been advertised for appointment of a Contractor. Briefing and Site Inspection was done on the 27/03/2019	None	5	5	5	n/a	We are happy with the performance of the service provider and can be utilised in future	Fee based on ECSA gazzet
ESD	Mmatapa to Leseka Access Road	MGM-BLUHRAY ENGINEERS	MIG	2018/09/07	Depending on the appointment of the contractor	Project has been advertised for appointment of a Contractor. Briefing and Site Inspection was done on the 28/03/2019	None	5	5	5	n/a	We are happy with the performance of the service provider and can be utilised in future	Fee based on ECSA gazzet
ESD	Construction of Agatha Cemetery Low Level Bridge	Mosomo Consulting Engineers	OWN	27/02/2017	09/11/2018	Project has Reached Completion stage	None	5	5	n/a	n/a	The project is complete	17% of the contract value
ESD	Construction of Agatha Cemetery Low Level Bridge	Moepeng Trading 40	OWN	27/02/2017	09/11/2018	Project has Reached Completion stage	None	5	5	n/a	n/a	The project is complete	R3 428 798

Table 25: Evaluation of Service Provider Performance for the Period 1 July '18 – 31 March '19 (2018/19 FY)													
Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <i>(Narrative required)</i>	Challenges and interventions	Assessment of service provider				Assessment comments <i>(future utilisation of service provider)</i>	R-value of contract <i>(total period)</i>
								(Scale 1-5)	1 - Poor	2 - Fair	3 -Average		
ESD	Nelson Ramodike High School Access Road	Conceptual Engineers	MIG	11/09/17	Depending on the appointment of the contractor	Project has been advertised for an appointment of a Contractor. Briefing and Site Inspection was done on the 28/03/2019	None	5	5	5	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Mopye High School Access Road	Mosomo Consulting Engineers	MIG	2019/03/19	2020/03/19	A Contractor has been appointed. A Site Handover to the Contractor was done of the 19/03/2019. we await Contractual obligation before the can commence with the works	None	5	5	5	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Mopye High School Access Road	Eternity Star Investments	MIG	2019/03/19	2020/03/19	A Contractor has been appointed. A Site Handover to the Contractor was done of the 19/03/2019. we await Contractual obligation before the can commence with the works	None	n/a	n/a	5	n/a	We are happy with the performance of the service provider and can be utilised in future	R20 411 939
ESD	Upgrading of CODESA to Hani Street Paving	KMSD Engineering Consultants	MIG	22/01/2019	22/10/2019	The Contractor has established the site. They are busy Construction of the layerworks.	None	5	5	5	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Upgrading of CODESA to Hani Street Paving	Tshiamiso Trading 235	MIG	22/01/2019	22/10/2019	The Contractor has established the site. They are busy Construction of the layerworks.	None	n/a	n/a	5	n/a	We are happy with the performance of the service provider and can be utilised in future	R9 217 611

Table 25: Evaluation of Service Provider Performance for the Period 1 July '18 – 31 March '19 (2018/19 FY)													
Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <i>(Narrative required)</i>	Challenges and interventions	Assessment of service provider				Assessment comments <i>(future utilisation of service provider)</i>	R-value of contract <i>(total period)</i>
								(Scale 1-5)	1 - Poor	2 - Fair	3 -Average		
ESD	Supply And Delivery Of 4 X 4 LDV With A Working Load Of Above 1 Ton Heavy Duty Pickup And 4 X 2 LDV Pickup For Greater Tzaneen Municipality	Simunye fleet Management	OWN	01/11/2018	30/06/2019	Five (5) vehicles have been procured and delivered	None	n/a	5			we have only received half of the order and up to so far we are happy with the service	R4 744 579
ESD	Supply and delivery of heavy duty crane for Greater Tzaneen Municipality	Vunakum (PTY) LTD	OWN	01/12/2018	30/06/2019	Service provider has just been appointed	None	n/a	n/a	n/a	n/a	The service provider has just been appointed	R1 389 975
PED	Land Use Scheme	Matete and Associates	own	01.08.2018	30.09.2019	Inception report finalised. Draft status quo report completed.	none	3	na	na	na	Once off project, but if need arises they can be utilised.	R908 500.00
ESD	Upgrading of civic centre, community services offices, old fire station and installation of lift in the civic centre	MSW project Managers and Consulting Engineers	own	03/09/2018	30/12/2018	Preliminary investigation and scoping report were completed	none	5	5	5	n/a	The service provider is very professional	R 11 700 000
ESD	Supply And Delivery Of 4 X 4 LDV With A Working Load Of Above 1 Ton Heavy Duty Pickup And 4 X 2 LDV Pickup For Greater	Simunye fleet Management	OWN	01/11/2018	30/06/2019	Five (5) vehicles have been procured and delivered	None	n/a	5	n/a	n/a	We are happy with the service	R4 744 579

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Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - <i>(Narrative required)</i>	Challenges and interventions	Assessment of service provider				Assessment comments <i>(future utilisation of service provider)</i>	R-value of contract <i>(total period)</i>
								(Scale 1-5)	1 - Poor	2 - Fair	3 -Average		
	Tzaneen Municipality												
ESD	Supply and delivery of heavy duty crane for Greater Tzaneen Municipality	Vunakum (PTY) LTD	OWN	01/12/2018	30/06/2019	Service provider has just been appointed	None	n/a	n/a	5	n/a	The crane was delivered	R1 389 975
PED	Land Use Scheme	Matete and Associates	own	01.08.2018	30.09.2019	Inception report finalised. Draft status quo report completed.	none	3	na	na	na	Once off project, but if need arises they can be utilised.	R908 500.00 00, only 10% has been paid out to date.

5. Implementation of the 2017/18 Annual Performance Report recommendations

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

Table 26: Progress made with the implementation of the 17/18 APR recommendations						
No	Recommendations	Responsible Department	Due date	Progress made by 31 March '19	Challenges with implementation	Interventions required
1	Development of a Revenue enhancement Strategy	MM	30 June '19	Currently departmental revenue controls and debt and credit are being reviewed with specialist appointed -Electrical busy with energy loss audit	A consolidated revenue strategy will be undertaken upon the various phases being completed	none
2	A fixed percentage of the income from electricity should be set aside for re-investment into the refurbishment and upgrade of the existing GTM network (6% as per NERSA requirements).	CFO	30 May '19	Current status of maintenance expenditure is: Maintenance costs / by electricity sales : R1 294 437 / R35 363 011,53 = 4 %	Tariffs are currently being reviewed by specialist to improve profit margin as sales of electricity are approved by NERSA so the application process in progress for increased tariff changes	None
3	Service Departments (ESD, EED & CSD) should conduct an internal investigation to determine the current state of, and need for, tools and equipment to inform the IDP project prioritisation process	ESD, EED & CSD	30 Jan '19	CSD: Status of tools and equipment has been determined ESD: The investigation was conducted and formed part of requests for inclusion in the IDP/Budget for the 2019/20 financial year EED:	CSD: Costing of tools and equipment is done and was submitted to both Finance and IDP office ESD: Shortage of manpower and over reliance on equipment owned by service providers EED:	CSD: We have to fast track the revenue enhancement so that we can also fast track the purchase of tools ESD: There is a need acquire graders, TLBs, water tankers, tipper trucks, tar cutters, bitumen hand sprays and pedestrian rollers for maintenance purposes EED:
4	An annual capital allocation should be set aside for the procurement of capital tools and equipment for all services	CFO	30 May '19	As per Capital 19/20 draft budget for parks, vehicles for waste GIS, Engineering and Electrical	none	None

Table 26: Progress made with the implementation of the 17/18 APR recommendations						
No	Recommendations	Responsible Department	Due date	Progress made by 31 March '19	Challenges with implementation	Interventions required
5	To review all land availability agreements between Council and developers.	PED	30 Jan '19	A Service Provider was appointed to review the agreements	No progress reports received from the service provider	TOR for service provider should contain specific milestones
6	To review the organisational structure to align to the IDP and ensure a realistic vacancy level.	CORP	30 May '19	The advert for the ORG Structure was re-advertised and the process will be concluded in April 2019. However the current structure will be approved with the IDP to comply with MSA.	None.	None
7	Human resource capacity in the Internal Audit, Asset Management, Expenditure and Revenue divisions to be increased.	CORP	30 May '19	For Audit division and Revenue the interviews were conducted and document submitted for approval by the Municipal Manager. For Expenditure division the position is currently advertised and will be filled before May 2019. Asset Division does not have budget.	Assets Unit does not have budget.	Expenditure control
8	That an external audit on the whole fleet management process be conducted	CFO	30 June '19	A service provider in the process of being appointed by 30 June 2019	Specifications to be finalised with fleet and engineering department and Finance	None
9	That the controls in place to manage capital expenditure be audited by Internal Audit.	MM	30 June '19	None	Due to vacancy in the division the project has been removed from our plan and approved by AC. The project will be prioritized in the next financial year.	Filling of vacant positions in the Internal Audit Unit
10	That performance measurements be included in the Service Level Agreements between Council and companies providing good and services in excess of R200 000	MM	Immediate	Draft Standard Operating Procedures for monitoring service provider performance was approved by Management in January	New SOP still to be implemented by all Departments	None
11	That the return on investment in GTEDA be investigated	PED	30 May '19	Investigation not done	Not budgeted for	Budget and also to engage GTEDA on its performance

From **Table 26** it can be seen that most of the recommendations in the process of being implemented.

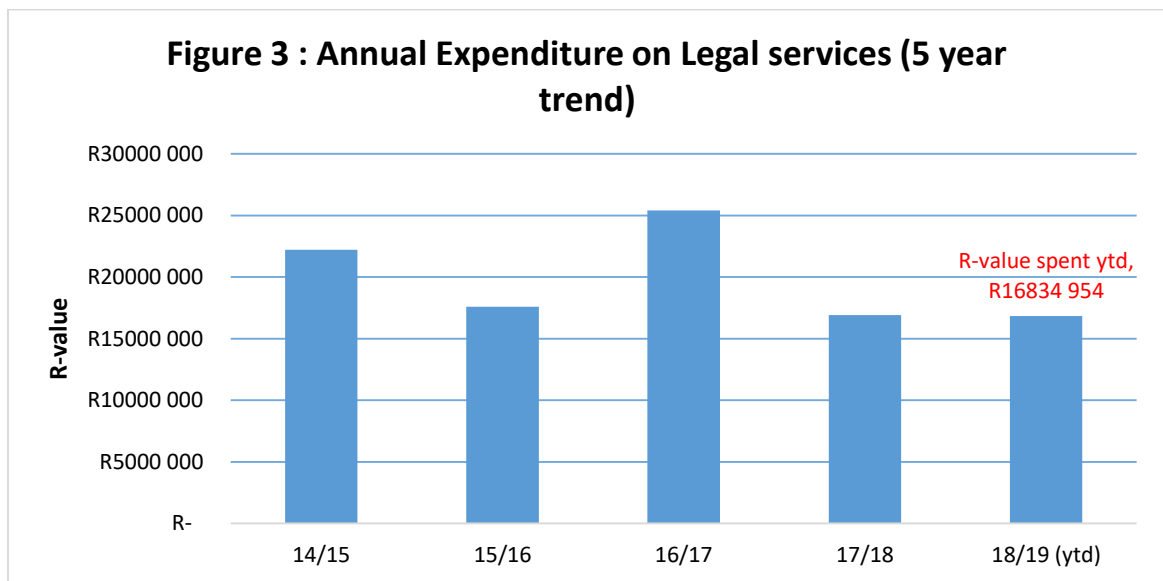
6. Evaluation of overall performance

Considering the performance reported by the Departments during the 3rd Quarter of the 2018/19 financial year, the following matters needs to be attended to, to ensure that targets are met at year-end.

6.1. Expenditure Management

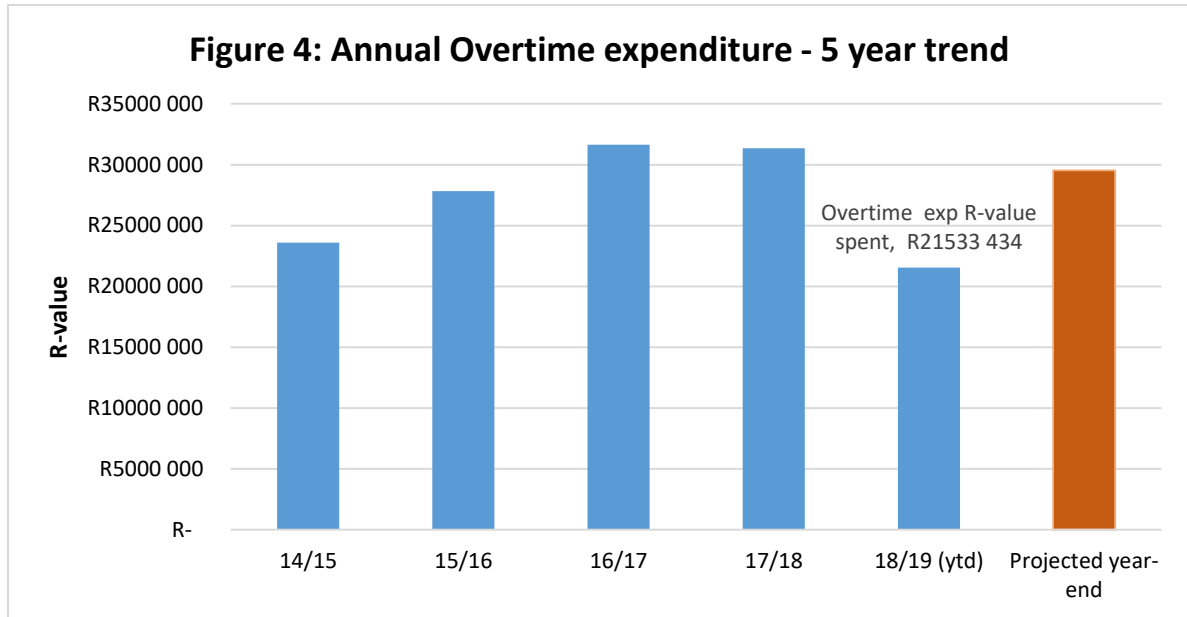
Considering the cashflow challenges experienced at GTM the following Expenditure items are of concern:

- *High expenditure on Legal Services* – which, for the 3 quarters of 18/19, is already equal to the year-end expenditure of 17/18 (see figure below).



- *Unauthorised expenditure items:* An amount of **R 12 387 493** MIG funds spent on projects not contained in the current year budget and IDP. The 4 projects involved were not included in the adjusted budget, IDP and SDBIP and will result in non-alignment between the AFS, APR and the IDP. This will result in various findings by the AG relating to inconsistency and non-alignment
- *Interest paid on ESKOM account:* Cash ESKOM charges interest of 20% on outstanding accounts, which continues to reflect on the GTM UIF expenditure register.

- Expenditure on capital projects allocated to incorrect projects resulting in discrepancies in reporting on project expenditure and physical progress.
- *Overtime expenditure not yet under control:* Expenditure on overtime, as at end of March, reflected R21 million. Projections for 18/19 year-end expenditure (based on the last 3 months exp) indicates overtime nearing R30million. This is of concern since efforts by Management to control this expenditure is not yielding significant results.



Recommendations:

- I. CFO must ensure that virements on the Capital budget are unavoidable, the expenditure is accommodated in the annual adjustment to the budget.
- II. EED & ESD Directors need to assist finance in reconciling capital project expenditure allocations at the end of each quarter.
- III. Disciplinary action should be taken against employees claiming and approving overtime where there is no emergency or essential service rendered.

6.2 Evaluation of service providers

Municipalities are required to evaluate the performance of service providers on a monthly basis and report to Council Quarterly. In order to regulate the process the requirement was included in the Performance Monitoring and Evaluation Framework, which was adopted by Council. Following this, management approved Standard Operating Procedures (SOP), which included templates for user Departments to evaluate service providers. During the compilation of the quarterly evaluation, for the purposes of this report, the following challenges were identified:

- Contract Management is not centralized within one Department and the information on appointed service providers, contract periods and amounts are therefore not available from a single, verifiable source.
- Departments are expected to evaluate the performance of their service providers and submit it to the PM office for the quarterly reporting. However, the lists submitted by the Departments are incomplete, with various service providers (especially on operational matters) not included.

Recommendations:

- I. That SCM maintain a list of all service providers (including the service, contract amount and period) appointed through the formal bid process including but not limited to:
 - a. Service providers paid an amount exceeding R200 000 per annum.
 - b. Service providers that deliver a service on an ongoing, month to month basis for a period exceeding 12 months.
- II. Directors to develop a register including all service providers appointed to deliver goods of services to the specific Department.
- III. Departments to utilize the Standard Operating Procedures to monitor and evaluate the performance of service providers.

6.3. Revenue Management

GTM has been making use of a service provider to manage the meter reading and credit control services on our behalf. The three year contracts results in a changeover of meter readers every three years resulting in many meters not being read for a period of time. Over time it means that GTM loses a lot of revenue, due to mainly:

- New meter readers not being able to locate the meters due to the dense vegetation, large farming area and other natural factors.
- Average meter readings billed to accommodate the change-over process.

There is also a lot of customer frustration reported due to the miss-communication between the service provider and the Revenue division on credit control actions being taken (services cut) even when accounts have been paid.

Recommendations:

- i. The CFO to consider the option of appointing in-house meter readers to ensure the continuity and accuracy of the billing and credit control process.

6.4 Procurement planning

Only **31%** of the bids contained on the 18/19 Bid register, as approved by Council, reflects that they have been awarded.

- Procurement plan not adjusted at mid-year to align with the budget and IDP
- Appointments made, which were not planned as part of the initial Procurement plan not included on a month to month basis
- Evaluation of service providers for all appointments not submitted to the PM office and verifying that the list is complete becomes a challenge if the Procurement plan is not followed.

Recommendations:

- i. The Procurement plan must be adjusted along with the Budget, IDP and SDBIP at mid-year and submitted to Council to note.

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