

Service Delivery and Budget Implementation Plan (SDBIP)

3rd Quarter Report for 15/16



GREATER TZANEEN MUNICIPALITY

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Performance Management Section
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List of Acronyms

AC	Audit Committee
AFS	Annual Financial Statements
AG	Auditor General
CEO	Chief Executive Officer
CFO	Chief Financial Officer
COGHSTA	Cooperative Governance, Human Settlements and Traditional Affairs (Provincial Department)
COGTA	Cooperative Governance and Traditional Affairs (National Department)
CORP	Corporate Services Department
CWP	Community Works Programme
EED	Electrical Engineering Department
EEDG	Energy Efficiency Demand Grant
EPWP	Expanded Public Works Programme
ESD	Engineering Services Department
FBE	Free Basic Electricity
FMG	Finance Management Grant
GRAP	Generally Recognised Accounting Principles
GTEDA	Greater Tzaneen Economic Development Agency
GTM	Greater Tzaneen Municipality
IA	Internal Audit
IDP	Integrated Development Plan
INEP	Integrated National Electrification Programme
IT	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
NDPG	Neighbourhood Development Grant
OHS	Organisational Health and Safety
PED	Planning and Economic Development Department
PoE	Portfolio of Evidence
PT	Provincial Treasury
SANRAL	South African National Roads Agency Limited
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SMME	Small Medium and Micro Enterprise
SPLUMA	Spatial Planning and Land Use Management Act
TOR	Terms of Reference
YTD	Year to date





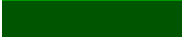

1. Introduction

The Service Delivery and Budget Implementation Plan (SDBIP) was approved by the Mayor on the 17th of June 2015 as prescribed by Section 53 (2) (ii) of the Municipal Finance Management Act (MFMA) (Act 56 of 2003) and subsequently approved by Council. The SDBIP services as a tool which assists Council and the Municipal Manager to monitor the implementation of the budget and delivering on the Key Performance Indicators and projects as approved in the Integrated Development Plan (IDP).

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

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

Coding of Results

	KPI Not Yet Measured (not applicable this quarter)
	KPI Not Met
	KPI Almost Met
	KPI Met
	KPI Well Met
	KPI Extremely Well Met

The information contained in the 3rd Qtr Performance Report has not yet been audited by internal audit as the office is experiencing resource limitations, since they do not have sufficient tools of trade and the position Manager: Internal Audit remains vacant.

2. Financial Performance

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

An overview

2.1 Revenue Analysis

GTM collected 97% of the budgeted revenue during the 1st Quarter of 2015/16, 95% during the 2nd Quarter and 94% during the 3rd Quarter. The revenue collected for the 3rd Quarter (per vote) is presented in **Table 1** below.

Ref	Vote Number	Jan-16		Feb-16		Mar-16		Total for the 3rd Quarter		Year to date	
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
RS1	Property rates	6 824 766	0	6 968 107	16 147 480	6 889 490	8 123 114	20 682 364	24 270 594	62 160 823	72 198 852
RS2	Penalties imposed and collection charges on rates	451 476	0	434 286	873 210	482 158	505 715	1 367 920	1 378 925	3 605 198	3 624 559
RS3	Service charges	37 587 876	0	32 944 882	79 939 988	34 404 000	31 562 956	104 936 758	111 502 944	356 817 203	333 633 945
RS4	Rent of facilities and equipment	74 035	0	81 996	354 983	88 512	108 649	244 542	463 632	706 222	1 072 745
RS5	Interest earned - external investments	103 058	0	122 840	836 093	172 472	355 740	398 370	1 191 833	1 230 237	2 524 284
RS6	Interest earned - outstanding debtors	1 002 696	0	955 770	2 873 938	1 010 258	1 787 085	2 968 723	4 661 023	8 639 067	11 575 233
RS7	Fines	236 553	0	167 943	1 262 440	424 237	522 727	828 734	1 785 167	2 993 662	3 616 513
RS8	Licenses and Permits	37 432	0	96 583	159 696	33 631	58 057	167 646	217 753	566 283	530 244
RS9	Income from Agency services	6 330 125	0	4 415 917	9 804 684	3 754 647	3 519 137	14 500 689	13 323 821	34 803 292	40 749 099
RS10	Operating grants and subsidies	4 826 434	0	4 064 855	40 192 000	102 612 352	110 258 000	111 503 641	150 450 000	424 679 559	421 161 000
RS11	Other Revenue	437 822	0	261 486	1 313 267	10 099	60 788	709 407	1 374 055	1 637 765	2 119 445

Table 1: 3rd Qtr Revenue Collection for 2015/16

Ref	Vote Number	Jan-16		Feb-16		Mar-16		Total for the 3rd Quarter		Year to date	
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
RS12	Gain on disposal of property, plant and equipment	0	0	0	150	0	0	0	150	0	480
RS13	Income foregone	-1 587 721	0	-1 848 708	-3 664 013	-1 869 207	-1 845 170	-5 305 637	-5 509 183	-16 934 417	-17 900 066
Total:		56 324 554	0	48 665 956	150 093 916	148 012 648	155 016 798	253 003 158	305 110 714	880 904 893	874 906 333

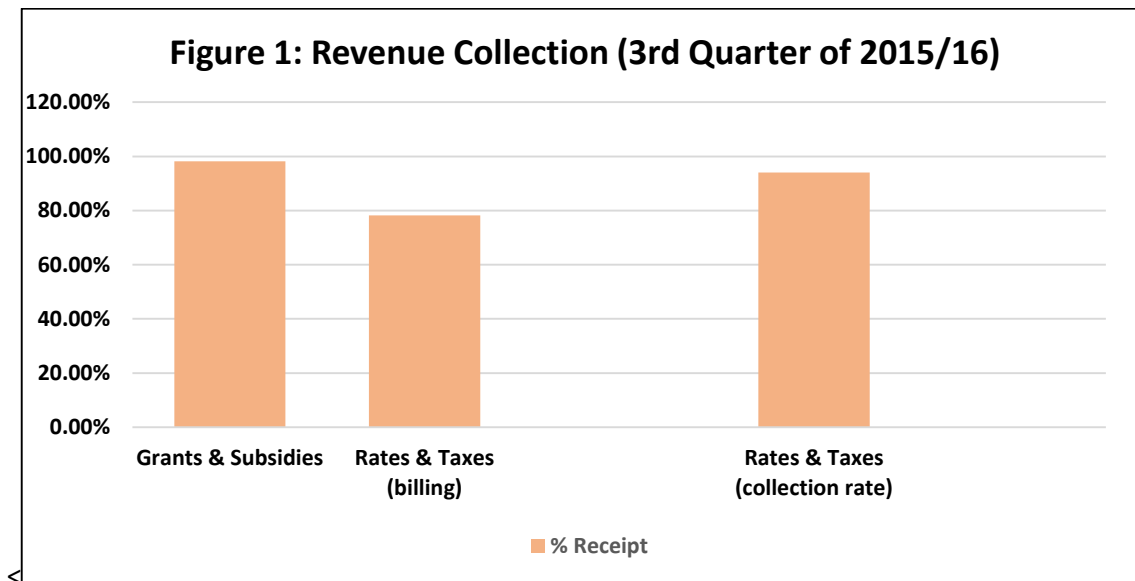
Deviations to take note of in terms of revenue collection, for the 3rd Quarter (see **Table 1**), is the increase in revenue collection on Rent of Facilities and Equipment (RS4) which was as a result of an increase in new applications for rental of facilities received from Politsi. The revenue on interest earned from external investments (RS5) was also more than budgeted for due to the fact that excess funds were invested with different financial institutions to ensure maximum benefit to Council. Overall revenue collection was less than anticipated mainly due to the loss on service charges (RS3) and Operating grants and subsidies (RS 10).

Table 2: 3rd Quarter Revenue Summary for 2015/16

2015/16 FY		30 Sept '15		30 Dec 2015		31 March 2016	
Revenue	Budget	Year to date receipt	% Receipt	Year to date receipt	% Receipt	Year to date receipt	% Receipt
Grants & Subsidies	424,780,000	170,180,000	40%	267,971,000	63%	417,281,000	98.23%
Rates & Taxes (billing)	550,009,228	150,060,664	27%	283,132,933	51%	430,148,646	78.20%
Rates & Taxes (collection rate)	93%		84%		95%	436,088,156	94%
Debtors age analysis	251,171,266	409,522,489	62%%	397,377,515	64%%	405,574,957	61%

Table 2: 3rd Quarter Revenue Summary for 2015/16							
2015/16 FY		30 Sept '15		30 Dec 2015		31 March 2016	
Revenue	Budget	Year to date receipt	% Receipt	Year to date receipt	% Receipt	Year to date receipt	% Receipt
Bank Balance	12,343,058	R22,797,009		R96,614,308		R125 453 175	

It should be noted that the year to date Billing represents 70.10%, which is in line with the 75.00% budgeted. The fact that some of the electricity KVA meters have not been read for some months (due to the appointment of new service providers) contributed to the low billing rate.



2.2 Expenditure Analysis

This section provides details regarding the expenditure in terms of the Operational Budget for the period 1 July '15 to 31 March 2016. **Table 3** contains the expenditure for the 3rd Quarter of 2015/16.

Table 3: 3rd Quarter Monthly Operational Expenditure (Period Jan to March 2016)											
Ref	Department	Jan-16		Feb-16		Mar-16					
		Operational Expenditure		Operational Expenditure		Operational Expenditure					
		Monthly Budget	Monthly Actual	Monthly Budget	Monthly Actual	Monthly Budget	Monthly Actual	YTD Budget	YTD Actual	YTD Variance	YTD % Spent
CF3	Office of the Municipal Manager	1 207 222	0	828 587	2 316 098	898 078	1 647 537	8 724 988	12 169 609	-3 444 621	139%
CF4	Financial Services	4 412 438	0	4 871 871	8 398 618	5 478 509	4 402 152	43 613 900	40 654 214	2 959 686	93%
CF5	Corporate Services	9 179 260	0	5 616 371	16 915 983	5 914 031	820 928	60 082 301	68 050 555	-7 968 254	113%
CF7	Community Services	15 700 108	0	13 647 740	25 766 338	13 575 433	11 958 608	126 871 490	120 748 966	6 122 524	95%
CF9	Electrical Engineering	24 638 271	0	38 040 779	64 782 676	28 396 813	63 732 894	296 296 176	253 691 097	42 605 078	86%
CF8	Engineering Services	10 832 852	0	11 578 139	9 030 997	11 056 685	5 517 629	103 797 711	41 689 669	62 108 043	40%
CF6	Planning and Economic Development	1 550 588	0	1 395 512	4 129 645	4 971 842	1 286 265	19 181 189	18 567 153	614 036	97%
CF10	GTEDA	269 944	0	612 988	237 892	501 618	771 317	4 248 190	3 954 919	293 271	93%
Total:		67 790 683	0	76 591 986	131 578 247	70 793 009	90 137 330	662 815 946	559 526 182	103 289 764	84%

Table 3 presents the actual expenditure on the operational budget for the 3rd Quarter, per Department, and the reasons for the deviations are as follows:

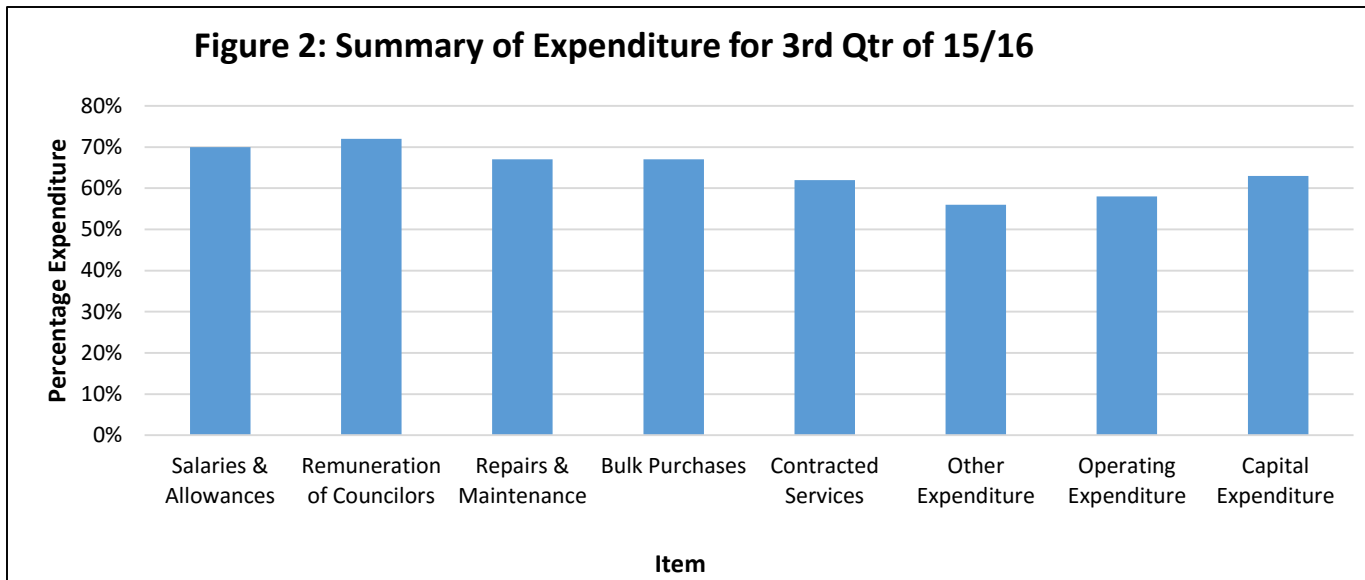
- The Office of the Municipal Manager: the over expenditure is due to the settlement agreement ending the employee contract of the previous MM.

- Corporate Services Department overspent on legal fees and also on contracted services.
- The underspending of the operational funds allocated to the Engineering Service Department (40%) is due to the non-allocation of depreciation.

Table 4 : 3rd Quarter Expenditure Summary for 2015/16							
2015/16 FY		Quarter ending 30 Sept '15		Qtr ending 31 Dec '15		Qtr ending 30 March '16	
Expenditure	Budget	Year to date exp	% Spent	Year to date exp	% Spent	Year to date exp	% Spent
Salaries & Allowances	273 288 235	62 925 477	23%	129 167 359	47%	190 159 872	70%
Remuneration of Councilors	22 180 856	4 982 032	22%	10 521 480	47%	15 729 498	72%
Repairs & Maintenance	134 968 777	9 404 360	7%	22 819 496	17%	90 150 396	67%
Bulk Purchases	307 100 624	70 851 575	23%	94 044 233	31%	204 585 305	67%
Contracted Services	43 865 637	8 350 343	19%	19 263 633	44%	27 043 635	62%
Other Expenditure	183 828 461	29 919 850	16%	61 996 579	34%	102 730 340	56%
Operating Expenditure	965 232 590	186 433 637	19%	337 812 780	35%	559 501 263	58%
Capital Expenditure	144 684 479	18 081 276	12%	64 249 358	44%	90 727 933	63%

The overall operational expenditure of 56% (see **Table 4**) does not include provision for bad debt and depreciation, which are non-cash items. If Bad debts and Depreciation are included it will result in an increase of 66.94% spent, which is still not in line with 75% target.

Figure 2: Summary of Expenditure for 3rd Qtr of 15/16



The expenditure **Table 5** presents the expenditure on Conditional grants and the reasons for low spending levels are:

- **INEP (14%):** All electrification projects' construction started during the 3rd Quarter. Initial expenditure concomitant with the progress achieved (against the implementation plan) was low. However, the service providers are currently fast tracking the projects to ensure that implementation is on schedule. Expenditure is expected to increase by the end of May due to the amount of work already done. Further critical evaluation is being conducted to ensure that projects achieve the target of 30 June 2016.
- **EEDP (50%):** Big expenditure took place in April as the contractor had to wait for material. Some of the material (140 Aircons) that was on order only arrived in April. That alone is a big expenditure. The project is on track and will be completed by middle June 2016.
- **NDPG (17.4%):** Low spending on NDPG is because the contractor was recently appointed, the site handover was on the 4 May 2016.
- **MSIG (24%): CFO inputs awaited**
- **MIG (57%):** The reason for low expenditure on MIG was because two road projects were on hold because of court interdict.

Table 5: 3rd Quarter Grant Expenditure Summary for 2015/16								
2015/16 FY		Quarter ending 30 Sept '15		Quarter ending 31 Dec '15			Quarter ending 31 March '16	
Conditional Grant	Budget	Year to date Exp	% Spent	Year to date Exp	% Spent	Adjustment Budget / Roll-overs	Year to date Exp	% Spent
FMG	1,675,000	302,101	18%	746,856	45%	1,675,000	1 102 534	66%
INEP	30,000,000	0	0%	598,792	3%	30,000,000	4 316 032	14%
EEDG	5,000,000	164,862	3%	192,943	4%	5,000,000	1 194 220	50%
NDPG	0	2,061,054		2,061,054		11 845 900	2 061 054	17.4%
MSIG	930,000	333,380	36%	333,380	36%	1 052 647	466 653	23.54%
MIG	91,191,000	15,738,371	17%	55,056,012	60%	43 725 972	76 589 674	56.77%
EPWP	1,842,000	0	0%	1,569,587	85%		1 569 587	85%

2.3 Capital Expenditure Analysis

This section provides an overview of capital expenditure during the 3rd Quarter of 2015/16. **Table 6** below presents the capital expenditure per department.

Table 6: 3rd Qtr Capital Expenditure (Jan to March '16)

Ref	Department	Annual Budget	Jan-16		Feb-16		Mar-16					
			Monthly budget	Monthly Actual	Monthly Budget	Monthly Actual	Monthly Budget	Monthly Actual	YTD Budget	YTD Actual	YTD Variance	YTD % Spent
CF3	Office of the Municipal Manager	0	0	0	0	0	0	0	0	0	0	100%
CF4	Financial Services	0	0	0	0	0	0	0	0	0	0	100%
CF5	Corporate Services	0	0	0	0	0	0	0	0	0	0	100%
CF7	Community Services	0	0	0	0	0	0	0	0	0	0	100%
CF9	Electrical Engineering	35 793 314	1 165 000	0	1 525 000	2 901 572	5 875 000	1 419 907	21 490 000	11 866 200	9 623 800	55%
CF8	Engineering Services	107 738 765	9 890 803	0	9 510 803	16 266 562	10 520 803	5 890 534	72 689 924	78 861 732	-6 171 808	108%
CF6	Planning and Economic Development	1 150 000	0	0	0	0	1 100 000	0	1 150 000	0	1 150 000	0%
CF10	GTEDA		0	0	0	0	0	0	2 000	0	2 000	0%
Total:		144 684 079	11 055 803	0	11 035 803	19 168 134	17 495 803	7 310 441	95 331 924	90 727 932	4 603 992	95%

As can be seen from **Table 6** the expenditure incurred on Capital amounted to R7 310 441 at the end of March 2016. The total capital expenditure to date amounts to R90 727 933, which is a total expenditure of 45%. It should be noted that the expenditure on roll-overs are included in **Table 6** but is excluded in **Table 7** (these projects have not yet been included in the budget SDBIP, since the IDP and SDBIP has not yet been adjusted in line with the budget). The overall Capital Expenditure for the 3rd Quarter of 2015/16 is at 45% (including roll-over amounts) however it should be noted that in terms of the actual expenditure, on projects planned in the IDP for the 2015/16 financial year, 60% has been spent. This, in spite of the fact that 34 of the projects reflected zero expenditure by March 2016.

Table 7: Capital Works Plan - 3rd Quarter Expenditure 2015\16

Ref	Dept	Project name	Wards	Annual Budget	Jan-16		Feb-16		Mar-16 - YTD Financials					
					Monthly Financials		Monthly Financials		Monthly Financials		YTD Financials			
					Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Variance	% Spent
CP28	EED	Service Contribution for Tzaneen distribution area	2	10 100 000	0	1 838 763	0	121 088	2 600 000	97 762	2 600 000	5 952 904	-3 352 904	229%
CP15	EED	Substation tripping batteries	All	150 000	150 000	30 778	0	0	0	0	150 000	30 778	119 222	21%
CP19	EED	Rebuilding of Lines- Greenfog - Haenertsburg (12km)	16	1 400 000	0	0	0	244 734	0	0	140 000	244 734	-104 734	175%
CP20	EED	Rebuilding of Lines- Lalapanzi - Waterbok (7km)	23	1 000 000	0	338 426	0	0	0	0	100 000	1 138 426	-1 038 426	1138%
CP27	EED	Substation fencing	2	100 000	0	0	0	0	100 000	0	100 000	0	100 000	0%
CP18	EED	Provision of Capital Tools (outlying)	All	100 000	12 500	0	12 500	0	12 500	0	75 000	0	75 000	0%
CP21	EED	Rebuilding of Lines- 11kv lines Grys Appel (Atherston to Redbank) (12km)	16	2 160 000	0	545 343	0	498 805	0	800 000	2 160 000	2 565 861	-405 861	119%
CP23	EED	Replace 10x11kv and 6x33 kv auto-reclosers per annum	All	1 000 000	0	0	0	0	1 000 000	0	1 000 000	0	1 000 000	0%
CP25	EED	Telephone Network Management System (Control Room)	All	300 000	0	0	0	0	0	0	300 000	0	300 000	0%

Table 7: Capital Works Plan - 3rd Quarter Expenditure 2015\16

Ref	Dept	Project name	Wards	Annual Budget	Jan-16		Feb-16		Mar-16 - YTD Financials					
					Monthly Financials		Monthly Financials		Monthly Financials		YTD Financials			
					Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Variance	% Spent
CP79	EED	Split meters	All	2 000	0	0	0	0	0	0	0	0	0	0%
CP14	EED	Protection relays at Electrical Distribution substation	All	300 000	0	0	0	0	0	0	300 000	0	300 000	0%
CP17	EED	Provision of Capital Tools (Urban)	All	100 000	12 500	16 216	12 500	12 393	12 500	0	75 000	42 424	32 576	57%
CP16	EED	Replacement of airconditioners in Municipal Buildings	3	50 000	0	0	0	0	0	0	50 000	0	50 000	0%
CP22	EED	Old technology main circuit breakers in town	15	1 000 000	0	0	0	0	0	0	1 000 000	0	1 000 000	0%
CP5	EED	Apollo lights at Dan Village	17; 20; 21	520 000	50 000	0	0	0	0	0	316 000	0	316 000	0%
CP6	EED	Apollo lights at Motupa Village	10	520 000	50 000	0	0	0	0	0	316 000	0	316 000	0%
CP7	EED	Apollo lights at Nyagelani Village	3	520 000	50 000	0	0	0	0	0	316 000	0	316 000	0%
CP8	EED	Apollo lights at Tickyline Village	29	520 000	50 000	0	0	0	0	0	316 000	0	316 000	0%
CP9	EED	Apollo lights at Moruji Village	7	520 000	50 000	0	0	0	0	0	316 000	0	316 000	0%
CP1	EED	Apollo light at Burgersdorp	27; 28	520 000	50 000	0	0	0	0	0	316 000	0	316 000	0%
CP2	EED	Apollo lights at Khopo	26	520 000	50 000	0	0	0	0	0	316 000	0	316 000	0%

Table 7: Capital Works Plan - 3rd Quarter Expenditure 2015\16

Ref	Dept	Project name	Wards	Annual Budget	Jan-16		Feb-16		Mar-16 - YTD Financials					
					Monthly Financials		Monthly Financials		Monthly Financials		YTD Financials			
					Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Variance	% Spent
CP4	EED	Apollo lights at Moloko and Pelana village	All	540 000	70 000	0	0	0	0	0	336 000	0	336 000	0%
CP3	EED	Apollo lights at Mawa Block 8 and 9	2	540 000	70 000	0	0	0	0	0	336 000	0	336 000	0%
CP13	EED	Energy efficiency and demandside management (Tzaneen, Nkowankowa & Lenyenye)	All	5 000 000	500 000	178 677	500 000	987 911	1 000 000	0	4 000 000	1 194 220	2 805 780	30%
CP24	EED	Renewal, Repairs and Maintenance onpre-paid meters (Tzaneen, Letsitele & Politsi)	13; 14; 15	150 000	0	0	0	74	0	40 359	0	90 900	-90 900	100%
CP12	EED	Capacity Building/ cable network renewal (11kv Cable from Church substation via old SAR to Power station)	14; 15	7 000 000	1 000 000	0	0	0	0	481 785	7 000 000	481 785	6 518 215	7%
CP35	ESD	Rikhotso low level bridge	4	400 000	0	0	0	0	0	0	0	0	0	0%
CP33	ESD	Politsi road	16	2 600 000	0	0	0	0	0	0	2 200 000	1 251 806	948 194	57%

Table 7: Capital Works Plan - 3rd Quarter Expenditure 2015\16

Ref	Dept	Project name	Wards	Annual Budget	Jan-16		Feb-16		Mar-16 - YTD Financials					
					Monthly Financials		Monthly Financials		Monthly Financials		YTD Financials			
					Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Variance	% Spent
CP34	ESD	Agatha Cemetery Low Level Bridge	16	400 000	0	0	0	0	0	0	0	0	0	0%
CP36	ESD	Mokonyane low level bridge	32	1 700 000	200 000	0	400 000	0	500 000	0	1 100 000	0	1 100 000	0%
CP37	ESD	Khubu to Lwandlamuni low level bridge	12	400 000	0	0	0	0	0	0	0	0	0	0%
CP38	ESD	Speed humps	All	1 819 721	500 000	0	0	0	-180 279	0	1 819 721	0	1 819 721	0%
CP32	ESD	Lenyenye DoC entrance road	31	600 000	0	0	0	0	300 000	0	600 000	0	600 000	0%
CP30	ESD	New Runnymede Sports facility	6	7 550 925	0	0	0	0	0	0	625 000	-625 000		100%
CP29	ESD	Construction of a new community hall at Relela Cluster	8	6 830 992	1 600 000	0	1 600 000	0	430 992	0	6 830 992	0	6 830 992	0%
CP112	ESD	Sasekani to Nkowankowa Tar Road	24	17 758 760	0	0	0	0	17 758 760	0	17 758 760	0	17 758 760	0%
CP113	ESD	Moruji to Matswi Tar Road	7	7 887 214	0	0	0	0	0	0	0	0	0	0%
CP114	ESD	Rita to Mariveni Tar Road	22; 23	14 120 443	0	0	0	0	4 693 333	0	4 693 333	0	4 693 333	0%
CP115	ESD	Tickyline to Mafarana Tar Road	22; 25; 29	7 000 000	0	0	0	0	538 889	0	538 889	0	538 889	0%

Table 7: Capital Works Plan - 3rd Quarter Expenditure 2015\16

Ref	Dept	Project name	Wards	Annual Budget	Jan-16		Feb-16		Mar-16 - YTD Financials					
					Monthly Financials		Monthly Financials		Monthly Financials		YTD Financials			
					Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Variance	% Spent
CP40	ESD	Rita, Khopo, Lefara, Zanghoma, Uhuru, Xipungu to Mariveni Tar Road	22; 23; 24	25 781 034	2 384 456	8 622 495	2 384 456	6 460 181	2 384 456	5 390 322	18 627 666	29 919 499	-11 291 833	161%
CP41	ESD	Tickyline, Myakayaka, Burgersdorp, Gavaza to Mafarana Tar Road	28; 29	22 876 026	2 143 344	4 536 124	2 143 344	534 939	2 143 344	0	16 445 994	18 795 958	-2 349 964	114%
CP39	ESD	Moruji to Matswi, Kheshokolwe Tar Road	7	31 365 263	2 983 003	0	2 983 003	1 277 056	2 983 003	0	22 416 254	7 878 463	14 537 791	35%
CP116	ESD	Lenyenye Stadium	31	7 000 000	0	0	0	0	750 000	0	750 000	0	750 000	0%
CP31	ESD	VIP Toilets at Mulati and Shiluvane Libraries	25; 27	120 000	0	398 646	0	0	60 000	0	120 000	398 646	-278 646	332%
CP44	ESD	Tzaneen air field fencing (phase1)	13	800 000	0	0	0	0	400 000	0	800 000	0	800 000	0%
CP42	ESD	Upgrading of municipal offices in Tzaneen	15	80 000	0	0	0	0	0	27 502	80 000	27 502	52 498	34%
CP43	ESD	Disability Access Lift	15	300 000	0	0	0	0	150 000	0	300 000	0	300 000	0%
CP46	PED	Lenyenye Cemetery (land)	2	2 000 000	0	0	0	0	0	0	0	0	0	0%
CP47	GTEDA	Purchase of Printers	All	2 000	0	0	0	0	0	0	2 000	0	2 000	0%
Total:				194 024 378	11 975 803	16 505 468	10 035 803	10 137 181	37 637 498	6 837 730	117 017 610	70 638 906	46 378 704	60%

Table 8: Capital spent on roll-over & adjusted projects not included in the approved SDBIP for 15/16				
Project Name	Roll-over budget approved	YTD Expenditure by 31 Dec '15	YTD Expenditure by 31 March '16	Project Implementation Status
<u>Roll-over Projects from 2014/15</u>				
Upgrading of Sasekani to Nkowankowa		14 648 351	14 348 351	Completed
Upgrading of Senakwe to Morapalala		1 233 917	3 280 795	Completed
Public Toilets- Tzaneen/JHB Taxi rank	R130 000	19 064	19 064	
Lenyenye Stadium		619 405	619 405	
Thako to Sefolwe Low Level bridge		38 066	38 066	
Tzaneen Swimming Pool		94 891	94 891	Completed
Agatha Cemetery Low Level Bridge	R100 000	69 149	69 149	
Replacement of the Roof – Tzaneen Civic Centre	R 500 000	R0	R0	Completed
Bulk Recycling Bins	R 160 000			

2.4 Summary of financial performance for the 3rd Quarter of 2015/16

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

- Revenue collection being hampered by the change over from one service provider to another (meter reading services).

- Actual Operational Expenditure is not accurately represented in monthly reports as provision for bad debt and depreciation is not allocated on a monthly basis. Council will not be able to monitor over expenditure on items such as legal costs, overtime, contracted services if this is not corrected.
- Low level of spending on Conditional Grants which needs to be addressed to avoid grant being revoked. E.g. Conditional Grants such as NDPG cannot be rolled-over more than once.
- Excessive expenditure on overtime is continuing with R **20 915 824** spent on overtime by 20 March 2016, an average of R 2 million a month wherein around **62%** of employees are claiming paid overtime on a monthly basis. GTM is not implementing the regulations in terms of the Basic Conditions of Employment Act (Act 75 of 1997) in this respect – an issue raised by the AG during the 14/15 audit.
- Excessive expenditure on legal costs due to non-compliance to policies and legal prescripts.

3. Delivery on Key Performance Indicators & Projects

3.1 Office of the Municipal Manager

The performance of the Office of the Municipal Manager (MM) during the 3rd Quarter of 2015/16 is presented below (see **Table 9**).

Table 9: SDBIP 2015/2016: Departmental SDBIP Report - Office of the Municipal Manager													
Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Status in March 2016					Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	Reason for deviation	Corrective Measures	Evidence required	Target	Actual	R
D1	Enhance sustainable environmental management and social development	Disaster awareness campaigns conducted at schools	14	19	7	2	2	Unavailability of rain during the rainy season	To continue with the aware campaigns for storms	Programme & Awareness campaign Attendance register	6	10	B
D2	Enhance sustainable environmental management and social development	Annual Disaster Management report submitted to MDM within legislated timeframes	3 Sept '15	1	1	0	0	None required	None required	Annual Report Acknowledgement of receipt from MDM	1	1	G
D3	Enhance sustainable environmental management and social development	Annual Disaster Management report submitted to Council within legislated timeframes	28-Aug	1	1	0	0	None required	None required	Disaster Management Report Council Resolution	1	1	G
D4	Enhance sustainable environmental management and social development	Disaster incidences responded to (relieved) within 72-hours	100%	100%	100%	100%	100%	None required	40 incidences attended to	Relief reports	100%	100%	G

Table 9: SDBIP 2015/2016: Departmental SDBIP Report - Office of the Municipal Manager

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Status in March 2016					Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	Reason for deviation	Corrective Measures	Evidence required	Target	Actual	R
D5	Enhance sustainable environmental management and social development	Event Disaster Risk and Contingency Plans developed for stakeholders	3	12	12	1	3	None required	None required	Event Disaster Risk and Contingency Plans	9	12	G2
D6	Effective and Efficient administration	% of GTM Council resolutions implemented vs number passed	100%	100%	100%	100%	0%			Council annual program Resolution register	100%	26.27%	R
D7	Effective and Efficient administration	# Management meetings	21	52	52	4	0			Invitations Minutes & Attendance Registers	39	8	R
D8	Effective and Efficient administration	Mid-year performance report submitted to PT, COGHSTA, and AG by 25 Jan	24-Jan	1	1	0	0	Report was submitted on the 25th of January	None required	Mid-year Performance Report Acknowledgement of Receipt	1	1	G
D9	Effective and Efficient administration	Draft Annual Report considered by Council by 31 Jan	31-Jan	1	1	0	0	Draft Annual report tabled in Council on 28 January '16	None required	Draft Annual Report Council Minutes	1	1	G
D10	Effective and Efficient administration	Draft Annual Report advertised for public comments by 5 Feb	07-Feb	1	1	0	0	Draft Annual Report Advertised on 5 Feb	None Required	Newspaper Adverts Website Printscreen	1	1	G
D11	Effective and Efficient administration	Final Annual Report approved by Council by 31 March	31-Mar	1	1	1	1	Annual Report for 14/15 Approved By Council on 31 March, along with the oversight report	None required	Final Annual Report Council Minutes	1	1	G

Table 9: SDBIP 2015/2016: Departmental SDBIP Report - Office of the Municipal Manager

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Status in March 2016					Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	Reason for deviation	Corrective Measures	Evidence required	Target	Actual	R
D12	Effective and Efficient administration	# of Quarterly SDBIP reports submitted to Council	3	4	4	3	3	Mid-year Performance Report approved by Council on 28 January	None required	Quarterly Performance Reports Council Minutes	3	3	G
D13	Effective and Efficient administration	# of Back to Basics statistical reports submitted to CoGTA by the 10th of each month	4	12	12	1	1	B2B Statistical Report for February submitted on 10 March '16	None required	B2B Reports, Acknowledgement of receipt	9	9	G
D14	Effective and Efficient administration	Draft Annual Performance Report submitted to the AG, AC and Mayor by 31 August	31-Aug	1	1	0	0	None required	None required	Acknowledgement of Receipt from AG, AC & Mayor	1	1	G
D15	Effective and Efficient administration	# of days taken to submit the SDBIP to the Mayor following budget approval	20	28	28	0	0	Not applicable	Not applicable	Acknowledgement of receipt - Mayor	0	0	N/A
D16	Effective and Efficient administration	# of performance reports audited prior to submission to Council	0	10	10	3	0	Internal Audit unable to complete audits in time due to human and technical resource constraints	Internal Audit Manager to be appointed & Laptop with 3 G to be supplied to PM Auditor	Quarterly SDBIP Audit reports	6	0	R

Table 9: SDBIP 2015/2016: Departmental SDBIP Report - Office of the Municipal Manager

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Status in March 2016					Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	Reason for deviation	Corrective Measures	Evidence required	Target	Actual	R
D17	Effective and Efficient administration	# of Risk committee meetings	0	4	4	3	3	There is no deviation. All activities were carried out as required, Risk Committee meeting took place in January 2016. All relevant evidence has been attached.	None	Appointment letter for chairperson & members Invitations Minutes & attendance registers	3	3	G
D18	Effective and Efficient administration	Risk Assessment report submitted to Treasury & Internal Audit by 30 May	0	1	1	0	0	Risk Assessment reports will be finalised at the end of May 2016.	None	Risk Assessment Report Acknowledgement of receipt (PT & IA)	0	0	N/A
D19	Effective and Efficient administration	# of Risk monitoring reports submitted to Council	0	4	4	3	3	There is no deviation. Other reports were submitted during previous reporting.	None	Risk Monitoring Reports Council Minutes	3	3	G
D20	Effective and Efficient administration	# of strategic risks identified	10	10	10	0	0	Strategic Report will be finalised at the end of May 2016	None	Strategic Risk Assessment Report	0	0	N/A
D21	Effective and Efficient administration	# of identified risks addressed by year-end	0	10	10	0	0	There no deviation currently because the Risk assessment report will be finalised in May 2016.	None	Strategic Risk Assessment Report	0	4	B

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Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Status in March 2016					Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	Reason for deviation	Corrective Measures	Evidence required	Target	Actual	R
D22	Effective and Efficient administration	3 year Strategic Risk Based Audit plan submitted to Audit Committee by 30 June	Not done	1	1	0	0	Not applicable	Not applicable	3 Year Strategic Risk Plan AC minutes	0	0	N/A
D23	Effective and Efficient administration	# of quarterly internal audit reports submitted to audit committee	4	4	4	3	4	Four quarterly reports served in the audit committee		Quarterly Audit reports AC minutes	3	4	G2
D24	Effective and Efficient administration	# of Audit committee packs submitted 7 days before meeting	0	4	4	3	4	Four audit committee packs submitted 7 days before the meeting		Invitation Acknowledgement of receipt & schedule of meetings	3	4	G2
D25	Effective and Efficient administration	Annual Audit Plan approved by Audit Committee by 30 June	Not done	1	1	0	0	Not applicable	Not applicable	Audit Plan AC Minutes	0	0	N/A
D26	Effective and Efficient administration	Revised Internal Audit Charter submitted & approved by Audit Committee by 30 June	Not done	1	1	0	0	Not applicable	Not applicable	Audit Charter AC Minutes	0	0	N/A
D27	Effective and Efficient administration	# of audit queries from AG	6	0	0	0	0	Audit finding on Traffic Fines	Audit Action Plan developed	Audit Report	0	1	R
D28	Effective and Efficient administration	Audit opinion	Qualified	100%	100%	0%	0%	Qualified	Traffic Fine Management to be improved	Audit Report	100%	0%	R

Table 9: SDBIP 2015/2016: Departmental SDBIP Report - Office of the Municipal Manager													
Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Status in March 2016					Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	Reason for deviation	Corrective Measures	Evidence required	Target	Actual	R
D29	Effective and Efficient administration	# audit committee meetings held	1	4	4	3	7	Audit committee meetings held on 19/08/2015,26/08/2015,01/09/2015,23/09/2015,05/11/2015,12/02/2016 and 29/03/2016		Agendas, Attendance register	3	7	B
D30	Increase financial viability	% of capital spent on projects as prioritised in IDP for specific year	50%	100%	100%	100%	49%	Total capital expenditure from July to March amounted to R90'727'933. The amount of R19'242'431 was spent on rollover projects	Departments to ensure increased spending on capital through proper monitoring of service providers	Expenditure report	100%	34.67%	R
D31	Increase financial viability	% Capital expenditure	54%	100%	100%	75%	62%	Capital projects were put on hold due to litigations.	Finalisation of projects to be speeded up once the litigations have been concluded	Budget Reports	75%	62%	O
D32	Increase financial viability	% Operational expenditure	101%	100%	100%	75%	56%	Allocation for depreciation not yet done	Allocation for depreciation to be done in April 2016	Budget Reports	75%	56%	R
D33	Increase financial viability	% of bids approved by MM within 60 days after close of tender	60%	100%	100%	100%	100%	Not applicable	Not applicable	Bids approval SCM process checklist	100%	66.67%	R

Table 9: SDBIP 2015/2016: Departmental SDBIP Report - Office of the Municipal Manager

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Status in March 2016					Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	Reason for deviation	Corrective Measures	Evidence required	Target	Actual	R
D34	Increase financial viability	# of Tenders awarded that deviated from the adjudication committee recommendations	1	0	0	0	0	Not applicable	Not applicable	Monthly SCM report	0	0	G
D35	Increase financial viability	% of Bids awarded within 2 weeks after adjudication committee resolution	20%	100%	100%	100%	100%	Not applicable	Not applicable	SCM Submission register Bids approval by MM	100%	100%	G
D36	Enhanced Integrated developmenta l planning	IDP credibility rating	100% (High)	100%	100%	0%	0%	Not yet available	Not yet available	COGHSTA report	100%	0%	R
D37	Enhanced Integrated developmenta l planning	IDP strategic session conducted by 30 Oct	04-Dec	1	1	0	0	None	None	Invitations Agenda Attendance Register Strategic Session Report	1	1	B
D38	Enhanced Integrated developmenta l planning	# of IDP Steering Committee meetings	4	6	6	1	3	Meetings held on 19 Jan, 18 Feb and 10 March	None required	Invitations Minutes & attendance registers	5	5	G

Table 9: SDBIP 2015/2016: Departmental SDBIP Report - Office of the Municipal Manager													
Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Status in March 2016					Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	Reason for deviation	Corrective Measures	Evidence required	Target	Actual	R
D39	Enhanced Integrated development planning	# of IDP Rep forum meetings	4	5	5	1	2	Meeting of 5 February postponed to 10 Feb due to poor attendance. Another meeting held on 17 March.	None required	Invitations Minutes & attendance registers	4	3	O
D40	Enhanced Integrated development planning	Draft IDP approved by Council by 31 March annually	29-Mar	1	1	1	1	Draft IDP for 16/17 Approved by 30 March '16	None required	Draft IDP Council Minutes	1	1	G
D41	Enhanced Integrated development planning	Final IDP approved by Council by 31 May annually	31-May	1	1	0	0			Final IDP Council Minutes	0	0	N/A
D42	Enhanced Integrated development planning	# of working days taken to submit draft IDP to COGHSTA & Treasury after approval by Council	6	10	10	0	0			Acknowledgement of Receipt by COGHSTA & PT	0	0	N/A
D43	Enhanced Integrated development planning	# of working days taken to submit Final IDP to COGHSTA & Treasury after approval by Council	8	10	10	0	0			Acknowledgement of Receipt by COGHSTA & PT	0	0	N/A
D44	Enhanced Integrated development planning	# of days taken to place the Final IDP on the website after approval	Not done	14	14	0	0			IT website printout	0	0	N/A

Table 9: SDBIP 2015/2016: Departmental SDBIP Report - Office of the Municipal Manager

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Status in March 2016					Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	Reason for deviation	Corrective Measures	Evidence required	Target	Actual	R
D45	Enhanced Integrated development and planning	# of days taken to advertise the draft IDP in the media for public comments after approval by Council	13	14	14	0	0	N/A	N/A	IT website printout	0	0	N/A
D46	Develop a high performance culture for a changed, diverse, efficient and effective local government	# of formal employee performance reviews for Sect 57	0	1.5	2	2	0	14/15 Evaluations cancelled, 15/16 mid-year assessments postponed to allow Directors time to complete information on the Electronic system. Awaiting completion of the audit process	Management to agree on new date for assessments	Mid-year and Annual Assessment reports	1.5	0	R
D47	Develop a high performance culture for a changed, diverse, efficient and effective local government	# of critical posts with signed performance agreements (MM, CFO, Engineer, Town Planner, CORP, Communications)	4	6	6	0	0	CORP & Communications Positions remain vacant	Positions to be filled	Signed Performance Agreements	6	2	R

Table 9: SDBIP 2015/2016: Departmental SDBIP Report - Office of the Municipal Manager

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Status in March 2016					Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	Reason for deviation	Corrective Measures	Evidence required	Target	Actual	R
D48	Develop a high performance culture for a changed, diverse, efficient and effective local government	# Section 56/57 Managers with signed Performance Agreements/ within legislated timeframes	6	7	14	7	6	Corp Position remain vacant	CORP position to be filled	Performance Agreements for Sect 56/57 Managers	7	6	O
D49	Enhanced Integrated development and planning	IDP, Budget and PMS process plan approved by Council on 30 Aug	02-Oct	1	1	0	0	None	None	Process Plan Council Minutes	1	1	G
D50	Enhance sustainable environmental management and social development	Integrated Corporate Disaster Management and Emergency Planning	New initiative	100%	100%	80%	80%	The emergency and disaster plan will be approved by the new Council (i.e. 5 year period)	None required	Correspondence with MDM Corporate Disaster Management Plan Council Resolution	80%	80%	G

Table 9: SDBIP 2015/2016: Departmental SDBIP Report - Office of the Municipal Manager

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Status in March 2016					Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	Reason for deviation	Corrective Measures	Evidence required	Target	Actual	R
D51	Enhance sustainable environmental management and social development	Disaster response and recovery	New initiative	100%	100%	85%	85%	None required	Awareness campaigns are conducted in the villages and not within the municipality because the section only response to the communities where incidences are happening	GTM Response & Recovery plan Council minutes Training Programme Training attendance register	85%	85%	G
D52	Effective and Efficient administration	Fraud & Anti-corruption monitoring	Revised Anti-Corruption Strategy not yet approved. Anti-Corruption committee has been established. One meeting took place since establishment.	100%	100%	85%	21%	Anti-Corruption committee was dysfunctional. In the current financial year, only one committee meeting was held.	To incorporate Anti-Corruption activities on the Corporate Calendar.	Anti-corruption strategy Minutes of Anti-corruption committee meetings	85%	50%	R

Table 9: SDBIP 2015/2016: Departmental SDBIP Report - Office of the Municipal Manager													
Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Status in March 2016					Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	Reason for deviation	Corrective Measures	Evidence required	Target	Actual	R
D53	Effective and Efficient administration	Performance Management System	Not implemented due to budget constraints	100%	100%	75%	55%	Reports submitted on time, but audit on information not completed on time. Directors trained on the Individual PMS module	Internal Audit to be capacitated to support PMS	E-PMS training schedule Training Attendance Registers Service Provider progress reports Council Resolutions	75%	55%	R
D54	Develop a high performance culture for a changed, diverse, efficient and effective local government	Employee Performance Evaluation	Performance Evaluations did not take place	100%	100%	100%	0%	Audit of mid-year performance assessment not yet finalized. No tools of trade for the division. The performance system is very slow when done through the municipal network. The matter has been reported to the audit committee and the MM.	Provision of laptop and 3G for audit	Audit report on Annual Individual Performance Report -Audit report on Mid-year individual performance report	100%	0%	R
D55	Enhanced Integrated development and planning	IDP review	Advertisement was placed within 13 days. Final IDP was submitted to CoGHSTA within 8 days (09/06)	100%	100%	75%	75%	Draft IDP for 16/17 approved by Council on 14th of March	None required	Council Minutes on Process Plan Progress report per phase Correspondence with Departments Council Minutes for IDP adoption	75%	75%	G

Table 9: SDBIP 2015/2016: Departmental SDBIP Report - Office of the Municipal Manager													
Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Status in March 2016					Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	Reason for deviation	Corrective Measures	Evidence required	Target	Actual	R
D56	Enhanced Integrated development and planning	IDP, Budget & PMS alignment	IDP and Budget are aligned with regard to capital projects but not fully aligned for operational projects	100%	100%	75%	50%	Draft IDP & Budget approved by Council on time but alignment with operational budget not yet achieved.	Major operational projects must be contained in the IDP.	Process Plan Correspondence IDP, budget and PMS progress reports	75%	50%	R

Table 10 below presents a summary of the level of performance for the 2nd Quarter of 15/16 for the Office of the Municipal Manager (see Table 10), indicating that 25% of the targets set have not yet been met.:

Table 10: Office of the Municipal Manager- Summary of Results (3 rd Qtr 2015/16)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	11	20%
	KPI Not Met	14	25%
	KPI Almost Met	3	5%
	KPI Met	21	38%
	KPI Well Met	3	5%
	KPI Extremely Well Met	4	7%
	Total KPIs	56	

Areas that require intervention in the Office of the Municipal Manager:

1. Implementation of Council resolutions are not at the expected level
2. Auditing of performance reports are not completed on time, to ensure that reports that are submitted to Council contain a true reflection of actual performance.
3. Late submission of Performance Reports to Council
4. Audit opinion: The implementation of the Audit Action plan needs to be closely monitored
5. The delays in the awarding of bids affects the performance on capital expenditure
6. The Mid-year performance assessments for Directors have not yet taken place
7. Anti-corruption committee is not functional
8. None adherence to the IDP process plan

3.2 Office of the Chief Financial Officer

The performance of the Office of the Chief Financial Officer (CFO) during the 2nd Quarter of 2015/16 is presented below (see **Table 11**).

Table 11: SDBIP 2015/2016: Departmental SDBIP Report - Office of the CFO													
Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Status in March 2016				Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	Reason for deviation	Corrective Measures		Target	Actual	R
D57	Improve access to sustainable and affordable services	R-value of Free Basic Electricity to Households	3579960	4,000,000	4,000,000	3,000,000	2,044,102	Actual paid to Eskom	Not applicable	FBE Payments	3,000,000	13,632,540	B
D58	Improve access to sustainable and affordable services	% of households earning less than R1100 (R2520) served with free basic electricity (total registered as indigents)	100% (31129)	100%	100%	100%	100%	Registered indigents on Promis receive FBE	Not applicable	Indigent register Billing Report	100%	233.33%	B
D59	Improve access to sustainable and affordable services	% households earning less than R1100 (R2520) with access to free basic waste removal (total registered as indigents)	3% (1000/31129)	5%	5%	5%	100%	Registered indigents on Promis receive free waste services	Not applicable	Indigent register Billing Report	5%	201.10%	B
D60	Improve access to sustainable and affordable services	Total number of registered indigent households who received free basic water and	1146	1,260	1,260	1,260	1,446	Registered indigents on Promis receive services	Not applicable	Indigent register Billing Report	1,260	2,893	B

Table 11: SDBIP 2015/2016: Departmental SDBIP Report - Office of the CFO

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Status in March 2016				Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	Reason for deviation	Corrective Measures		Target	Actual	R
		sanitation (5 formal towns)											
D61	Optimise and sustain infrastructure investment and services	R-value spent on maintenance of electricity infrastructure as % of asset value	2.30%	2.60%	2.60%	0%	0%	The percentages needs to be adjusted proportionally	Responsibilities are misplaced	Asset Register Expenditure Reports	2.60%	0%	R
D62	Optimise and sustain infrastructure investment and services	R-value spent on fleet maintenance as % of asset value	8%	8%	8%	0%	0%	The asset register was updated, journals prepared, WIP updated and monthly report was prepared	The percentages must be adjusted proportionally	Asset Register Expenditure Reports	8%	0%	R
D63	Optimise and sustain infrastructure investment and services	R-value spent on maintenance of municipal buildings as % of asset value	3%	3%	3%	0%	0%	Responsibilities are misplaced	Responsibilities are misplaced	Asset Register Expenditure Reports	3%	0%	R
D64	Optimise and sustain infrastructure investment and services	R-value spent on maintenance of roads infrastructure as % of asset value	5%	5%	5%	0%	0%	Responsibilities are misplaced	Responsibilities are misplaced	Asset Register Expenditure Reports	5%	0%	R
D65	Effective and Efficient administration	# of monthly contract management reports	12	12	12	1	16	Not applicable	Not applicable	Contract Management Monthly reports	9	20	B

Table 11: SDBIP 2015/2016: Departmental SDBIP Report - Office of the CFO

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Status in March 2016				Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	Reason for deviation	Corrective Measures		Target	Actual	R
		submitted to Council											
D66	Effective and Efficient administration	# of budget related policies revised annually	17	17	17	0	0	Not applicable	Not applicable	Budget Policies Council Resolution	0	0	N/A
D67	Increase financial viability	Annual Asset verification report concluded by 30 June	30-Jun	30	30	0	0	Responsibilities are misplaced	Responsibilities are misplaced	Sign Off report on Asset Verification report Council Resolution	0	0	N/A
D68	Increase financial viability	% Operating budget spent on Personnel costs (excl Salaries of councillors)	35%	35%	35%	35%	33.50%	The actual Personnel cost represents 33.5% of the total actual expenditure which is in line with the target of 35%.	Actual achieved is within the maximum percentage spending allowed	Budget Reports	35%	32.86%	O
D69	Increase financial viability	Draft Budget submitted to Council by 31 March	27-Mar	1	1	1	1	The Draft Budget was tabled to and approved by council on 14 March 2016. Legislation requires the Draft Budget to be approved by 31 March 2016. The targets was achieved	N/A Actual achieved, Draft Budget approved before target date.	Draft Budget Council resolution	1	1	G

Table 11: SDBIP 2015/2016: Departmental SDBIP Report - Office of the CFO

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Status in March 2016				Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	Reason for deviation	Corrective Measures		Target	Actual	R
D70	Increase financial viability	Annual Budget tabled by 31 May annually	28 May '15	1	1	0	0	Not applicable	Not applicable	Budget Council resolution	0	0	N/A
D71	Increase financial viability	Annual Adjusted budget approved by Council by 28 Feb	27-Feb	1	1	0	0	Not applicable	Not applicable	Adjustment Budget Council resolution	1	1	G
D72	Increase financial viability	Cost coverage	1.20%	1.20%	1.20%	0%	0%	Not applicable	Not applicable	Financial reports Financial viability calculations	1.20%	3.37%	B
D73	Increase financial viability	Debt coverage	18.30%	17.45%	17.45%	0%	0%	Not applicable	Not applicable	Financial reports Financial viability calculations	17.50%	19.26%	G2
D74	Increase financial viability	% creditors paid within 30 days	95%	100%	100%	100%	99%	Invoice not yet authorised for payment by relevant department	Follow up made with the respective department through email	Monthly reports	100%	97.56%	O
D75	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	12	12	12	1	1	Section 71 Report submitted on 14 March 2016. The reports were submitted within 10 working days	not applicable	Acknowledgement of receipt by NT & PT	9	9	G

Table 11: SDBIP 2015/2016: Departmental SDBIP Report - Office of the CFO

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Status in March 2016				Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	Reason for deviation	Corrective Measures		Target	Actual	R
D76	Increase financial viability	Timeous submission of annual financial statements to AG and PT & NT	31-Aug-14	1	1	0	0	Not applicable	Not applicable	Acknowledgement of receipt by AG & PT	1	1	G
D77	Increase financial viability	% of AG queries responded to within 3 working days	91%	100%	100%	0%	0%	Not applicable	Not applicable	Records of Audit queries	100%	82%	O
D78	Increase financial viability	# of Households billed	24200	25,000	25,000	0	22,316	Accounts consolidated	Not applicable	Billing reports	25,000	22,316	O
D79	Increase financial viability	Average Payment rate for municipal area	95%	91%	91%	91%	94%	Credit control and debt collection processes followed	Not applicable	Budget report	91%	97%	B
D80	Increase financial viability	Outstanding service debtors to revenue	44%	41.80%	41.80%	0%	11%	Collection rate for the month 99%	Not applicable	Financial reports Financial viability calculations	41.80%	15.76%	B
D81	Increase financial viability	% increase in R-value revenue collection	5%	5%	5%	0%	0%	Collection rate under 100%	Increased credit control and debt collection	Report on revenue generated	0%	66.20%	B
D82	Increase financial viability	% equitable share received	93%	100%	100%	100%	102%	Short payment on previous year equitable share.	Not applicable	Bank Statement DORA	100%	102%	G2

Table 11: SDBIP 2015/2016: Departmental SDBIP Report - Office of the CFO

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Status in March 2016				Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	Reason for deviation	Corrective Measures		Target	Actual	R
D83	Increase financial viability	# of SCM reports submitted to national treasury	12	12	12	9	9	Not applicable	Not applicable	Monthly SCM reports Acknowledgement of receipt from Treasury	9	9	G
D84	Increase financial viability	% of advertised Bids evaluated within 10 working days of close of tender	New KPI	100%	100%	100%	25%	BEC members not forming a quorum	BEC to sit regularly	Bids Register BEC minutes	100%	8.33%	R
D85	Increase financial viability	# of indigents registered	31129	32,000	32,000	32,000	36,252	New registrations ongoing	Validation of current register	Indigent register	32,000	36,252	G2
D86	Optimise and sustain infrastructure investment and services	5 Year Capital Investment framework	5-Year Capital Investment framework was approved with the Final IDP	100%	100%	80%	80%	The contents of the 5-year Capital Investment Framework has been reviewed but final figures will be captured after the public participation process.	N/A The review will be finalized during the 3rd Quarter	5 Yr. Capital Investment framework	80%	80%	G
D87	Increase financial viability	Assets Management Services	The opinion on assets unqualified in 13/14	100%	100%	90%	90%	Update assets register, prepare journals, Update WIP and monthly reports	Target need to be adjusted appropriately.	*Quarterly Reconciliations *Updated Asset Register * Asset register monthly reports	90%	90%	G
D88	Increase financial viability	Operation Clean Audit	Final Audit findings responded to. Audit Action Plan could	100%	100%	60%	60%	Not Applicable	Not Applicable	Council Minutes approving Audit Action Plan Audit Report & Management report	60%	60%	G

Table 11: SDBIP 2015/2016: Departmental SDBIP Report - Office of the CFO

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Status in March 2016				Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	Reason for deviation	Corrective Measures		Target	Actual	R
			not be drafted										
D89	Increase financial viability	5 Year Financial Plan	5 Year Financial Plan approved with the Final IDP	100%	100%	90%	90%	Not Applicable	Not Applicable	5 Year Financial Plan Correspondence	90%	90%	G
D90	Increase financial viability	Financial System improvement	GRAP training attended by five officials	100%	100%	75%	75%	Not Applicable	Not Applicable	Acknowledgement of receipt by AG for AFS Council Resolution approving Revenue Enhancement Strategy Attendance registers of GRAP training sessions	75%	75%	G
D91	Increase financial viability	Cash flow management	Cash Flow Statement prepared on a monthly basis	100%	100%	75%	75%	Not Applicable	Not Applicable	Monthly Reports Fin Cluster Minutes	75%	75%	G

Table 12 below presents a summary of the level of performance for the 3rd Quarter of 15/16 for the Office of the CFO, indicating that 14% of the targets set for the quarter have not yet been met.

Table 12: CFO - Summary of Results (3rd Quarter 15_16)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	3	9%
	KPI Not Met	5	14%
	KPI Almost Met	4	11%
	KPI Met	11	31%
	KPI Well Met	4	11%
	KPI Extremely Well Met	8	23%
	Total KPIs	35	

Areas that require intervention in the Office of the Chief Financial Officer:

1. Performance reporting on the re-investment into council assets are not being done on a monthly basis.
2. All creditors are not being paid within the required 30 days.
3. Most Bids are not evaluated within 10 working days of close of tender.
4. Allocation of depreciated and bad debts is not being done on a monthly basis.

3.3 Corporate Services Department

The performance of the Corporate Services Department (CORP) during the 3rd quarter of 2015/16 is presented below (see **Table 13**).

Table 13: SDBIP 2015/2016: Departmental SDBIP Report - Corporate Services Department														
Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D92	Develop and build skilled and knowledgeable workforce	# of employees successfully trained	87	90	90	60	36	R	None	None	WSP Approval by MM Attendance Register	60	51	O
D93	Develop and build skilled and knowledgeable workforce	Work place skills plan submitted to LGSETA by 30 Apr	Actual awaited	1	1	0	0	N/A	None	None	WSP Acknowledgement of receipt	0	0	N/A
D94	Develop and build skilled and knowledgeable workforce	% of municipal budget spent on implementing the Work Place Skills Plan	1%	1%	1%	0%	0%	N/A	None	None	Municipal Budget Training Budget Spent	0%	0%	N/A
D96	Develop and build skilled and knowledgeable workforce	# of senior managers successfully completed minimum competency levels	2	7	7	7	2	R	1. Corp services Director- Vacant 2. MM to enrol waiting for quotation to be approved. 3. CFO & ESD: To complete Course as it was paid for them. 4. PED & EED Completed	MM to approve quotations for MFMP. CFO & ESD to complete the modules	CPMD/ MFMP Training Results	7	2	R
D97	Develop and build skilled and	# of Ward Committee members	340	340	340	255	0	R	None	None	Training programme &	255	170	R

Table 13: SDBIP 2015/2016: Departmental SDBIP Report - Corporate Services Department

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
	knowledgeable workforce	workshopped on municipal affairs									attendance register			
D98	Develop and build skilled and knowledgeable workforce	# of LLF meetings	9	12	12	9	10	R	None	None	LLF Invitations, Minutes and attendance registers	9	3	B
D99	Enhance sustainable environmental management and social development	# of Jobs created by Municipal Capital projects for youth	304	393	393	295	436	G2	no deviation		Consolidated Job creation reports	295	2,520	B
D100	Enhance sustainable environmental management and social development	# of Jobs created by Municipal Capital projects for women	304	393	393	295	177	R	no deviation	embark on more job creation activities	Consolidated Job creation reports	295	1,830	B
D101	Enhance sustainable environmental management and social development	# of Jobs created by Municipal Capital projects for disabled persons	11	24	24	18	2	R	no deviation	not applicable	Consolidated Job creation reports	18	11	R
D102	Attract and retain the best human capital to become employer of choice	# of budgeted level 0-6 positions filled	143	154	154	149	138	R	Moratorium on personnel was lifted in January to finalise positions. The process is ongoing.	To fill all advertised positions	Staff establishment	149	139	O

Table 13: SDBIP 2015/2016: Departmental SDBIP Report - Corporate Services Department

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D103	Attract and retain the 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	Actual awaited	27	27	27	22	R	No resignation or pension on the three highest level to accommodate designated employees within the 3 highest levels.	To Budget vacant positions on three highest levels in order to address the EE Targets. However advertisements on two manager positions closed and personnel process are ongoing.	EE report	27	22	O
D104	Attract and retain the best human capital to become employer of choice	% of budgeted posts filled within three months of advertising during the financial year	100%	100%	100%	100%	9%	R	The process of recruitment is ongoing. However LLF decide on the positions to be advertised not management.	That all advertised positions and budgeted positions be filled.	Staff Establishment HR Monthly reports	100%	9%	R
D105	Attract and retain the best human capital to become employer of choice	Number of Section 57 posts vacant for more than three months	2	0	0	0	1	N/A	The contract stipulated on the adverts was limited to 2 months. However council approved re advertisements with 5 year contract period for stability.	To process appointment after all due process of recruitment.	Staff establishment	0	1	R

Table 13: SDBIP 2015/2016: Departmental SDBIP Report - Corporate Services Department

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D106	Improve stakeholder satisfaction	Revised communication strategy approved by Council by 31 May	Actual awaited	1	1	0	0	N/A	None	None	Communication Strategy Council Minutes	0	1	B
D107	Improve stakeholder satisfaction	Communication Policy approved by Council by 31 May	Actual awaited	1	1	0	0	N/A	None	None	Communication Policy Council Minutes	0	0	N/A
D108	Improve stakeholder satisfaction	% of complaints received on the Presidential and Premier hotlines attended to	Actual awaited	100%	100%	100%	0%	R	None	None	Help desk register of resolutions	100%	21%	R
D109	Improve stakeholder satisfaction	# of community protests	Actual awaited	0	0	0	0	G	None	None	Community Protest applications register	0	7	R
D110	Improve stakeholder satisfaction	Integrated Public Participation Annual Programme submitted to Council by 30 July	Not done	1	1	0	0	N/A	None	None	Integrated Public Participation Programme Council Resolution	1	1	G
D111	Effective and Efficient administration	MPAC oversight report on Annual Report submitted to Council by 31 March	28-Mar	1	1	1	1	G	MPAC oversight report was submitted to Council on 30 March 2016.	None	MPAC Report on AR Council Minutes	1	1	G

Table 13: SDBIP 2015/2016: Departmental SDBIP Report - Corporate Services Department

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D112	Effective and Efficient administration	# of days taken to make MPAC oversight reports available to the public following Council approval	7	7	7	7	7	G	MPAC oversight report publicized on the website on 6 April 2016.	None	Council Minutes Copy of Adverts Proof of Website placement	7	19	R
D113	Effective and Efficient administration	# of Council meetings held (formal)	Actual awaited	4	4	1	2	B	2 Special Council meetings were held to resolve on compliance matters. Normal Council meetings should be held once each quarter.	The approved schedule of meetings should be adhered to.	Minutes and attendance registers	3	13	B
D114	Effective and Efficient administration	# of Exco meetings held	Actual awaited	26	26	3	2	R	Some of the scheduled EXCO meetings were postponed due to other commitments of members.	The schedule of meetings should be adhered to by all stakeholders.	Minutes and attendance registers	21	12	R
D115	Effective and Efficient administration	# of Portfolio Committee meetings held	59	108	108	9	3	R	Some of the Portfolio Committees were not held due to non-submission of reports for discussion by management.	Schedule of meetings to be adhered to by all stakeholders.	Committee meetings register	81	35	R

Table 13: SDBIP 2015/2016: Departmental SDBIP Report - Corporate Services Department

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D116	Effective and Efficient administration	% Broadband Availability in Satellite offices	90%	100%	100%	100%	98.31 %	O	Some of the broadband wireless links could not provide 100% network availability due to weather conditions.	None.	Broadband Statistical report	100%	177.69 %	B
D117	Effective and Efficient administration	% of workstations with access to IT network	95%	95%	95%	95%	95%	G	95% of computers have access to network except for 5% of user in offices that have no network connectivity.	The broadband project has to be expanded to cover all sites that are not connected. Currently users at office that don't have network access are provided with 3G data modems.	Monthly reports	95%	95%	G
D119	Effective and Efficient administration	% SLAs signed within 10 days of receiving acceptance	Actual awaited	100%	100%	100%	0%	R	There are no deviations recorded and no service level agreements which have been concluded so far.	Not Applicable	SLA Register	100%	100%	G
D120	Effective and Efficient administration	R-value spent on legal costs	Actual awaited	9,000,000	9,000,000	6,750,000	6,331,857.39	O	no deviations recorded	Not Applicable	Budget report	6,750,000	6,331,857.39	O

Table 13: SDBIP 2015/2016: Departmental SDBIP Report - Corporate Services Department

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D121	Effective and Efficient administration	# of OHS committee meetings	12	4	4	1	3	R	None commitment from management	Management to be held accountable by the accounting officer.	Notice of meeting Attendance Register Minutes	3	4	G2
D122	Improve stakeholder satisfaction	# of media briefings arranged	2	4	4	3	0	R	None	None	Notice of media briefing Attendance Register	3	1	R
D123	Improve stakeholder satisfaction	# of newsletters produced	0	4	4	3	0	R	None	None	Publications	3	2	R
D124	Improve stakeholder satisfaction	# of statutory provisions (website) complied with as contained in Section 75 (a-l) of MFMA within 5 days of approval	12	12	12	12	0	R	None	None	Printscreen of placements Website update register	12	12	G
D125	Improve stakeholder satisfaction	# of Mayoral (local) imbizos held	4	16	16	12	0	R	None	None	Minutes and Attendance register (1 Imbizo per cluster per quarter)	12	4	R
D126	Attract and retain the best human capital to become employer of choice	% Staff turnover	2.80%	2%	2%	0%	0%	N/A	N/A	N/A	Staff establishment	0%	0%	N/A

Table 13: SDBIP 2015/2016: Departmental SDBIP Report - Corporate Services Department

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D127	Attract and retain the best human capital to become employer of choice	% Employees that are female	36.50%	40%	40%	39%	37%	R	None	None	Employment Equity report	39%	37.10%	O
D128	Attract and retain the best human capital to become employer of choice	% Employees that are youth	24.80%	26%	26%	25%	22%	R	Age development	To appoint youth, however it must be based on performance.	Employment Equity report	25%	23.30%	O
D129	Attract and retain the best human capital to become employer of choice	% Employees that are disabled	2.20%	2%	2%	2%	17%	R	None	None	Employment Equity report	2%	16%	B
D130	Improve stakeholder satisfaction	# of monthly ward committee meetings	408	408	408	306	0	R	None	None	Register of Ward Committee Meetings & Minutes	306	204	R
D131	Improve stakeholder satisfaction	# Fully functional ward committees	34	34	34	34	0	R	None	None	Minutes of Ward committee meetings, Consolidated Monthly Ward reports	34	22	R

Table 13: SDBIP 2015/2016: Departmental SDBIP Report - Corporate Services Department

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D132	Enhance sustainable environmental management and social development	Special Programmes Management	Youth Assembly was held on 09 April 2015 *Youth Month was commemorated *Disability Council was held	100%	100%	75%	0%	R	None	None	Special Programmes Activity Plan Invitations Minutes/Reports and Attendance Registers	75%	2%	R
D133	Effective and Efficient administration	Promulgation of By-laws	8 By-Laws was presented to 20 Wards successfully.	100%	100%	75%	0%	R	No by-laws promulgated for this month. We are currently busy with public participation.	Not Applicable	Programme for By-law Public Participation Government Gazette Invitations to and Minutes of Public Participation sessions	75%	50%	R

Table 14 below presents a summary of the level of performance for the 3rd Quarter of 15/16 for the Corporate Services Department. From the table it can be seen that 43 % of the targets set for the Department were not met during this quarter.

Table 14: CORP - Summary of Results (3rd Qtr 15_16)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	4	10%
	KPI Not Met	17	43%
	KPI Almost Met	6	15%
	KPI Met	4	13%
	KPI Well Met	1	3%
	KPI Extremely Well Met	8	18%
	Total KPIs	40	

Areas that require intervention in the Corporate Services Department:

1. Training of employees not taking place at the expected rate
2. Only 2 Directors are complying to the minimum competency requirements, CoGHSTA has raised a concern regarding this.
3. The filling of vacancies takes too long, the LLF's role, if any, in deciding which positions to advertise needs to be clarified.
4. The Job Evaluation Process is behind schedule, impacting on labour relations, the filling of vacancies and also the review of the organogram.
5. Executive Committee & Portfolio Committee meetings are not taking place as scheduled
6. Communications Division is not performing in terms of the arrangement of media briefings and the publication of newsletters
7. Mayoral Imbizos not taking place at the rate planned (4 per quarter- 1 in each cluster).
8. The Ward Committee functionality should be improved, since not all wards having their monthly meetings.
9. Consolidated Ward Reports are not being sent to Council on at least a quarterly basis.

3.4 Community Services Department

The performance of the Community Services Department (CSD) during the 3rd Quarter of 2015/16 is presented below (see Table 15).

Table 15: SDBIP 2015/2016: Departmental SDBIP Report - Community Services Department														
Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D135	Effective and Efficient administration	# of theft cases from council buildings	4	0	0	0	0	G	No deviation	None required	Theft & damages register Police Case number	0	0	G
D136	Enhance sustainable environmental management and social development	# of contravention notices issued to improve level compliance to Environmental Management legislation (5 formal towns)	139	125	125	0	20	B	20 notices were issued during the month of march.	None	Contravention Notices	65	95	G2
D137	Enhance sustainable environmental management and social development	% compliance to the environmental legislation checklist	80%	85%	85%	0%	0%	N/A			Environmental Checklist	0%	0%	N/A
D138	Enhance sustainable environmental management and social development	# of formal food handling premises evaluated quarterly	74	82	82	82	126	B	More premises evaluated due to the increase in the number of food outlets.	None	Monthly reports on hygiene at formal food handling premises	82	126.33	B

Table 15: SDBIP 2015/2016: Departmental SDBIP Report - Community Services Department

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D139	Enhance sustainable environmental management and social development	% of water samples that comply with SANS 0241	79%	80%	80%	80%	87%	G2	Implementation of water quality monitoring schedule.	None	Water quality lab reports	80%	77.07%	O
D140	Enhance sustainable environmental management and social development	R-value spent on waste management (collection & transportation, street cleansing, public toilets)	53000000	71,017,213	71,017,213	53,262,910	39,173,002.76	R	The Budget expenditure uploading is vested with the Expenditure Division at C.F.O. egg. Employee related costs; Bad debt; Depreciation; Vehicle-costs and certain others items at general expenses is solely handled by the C.F.O. There is not clarity by the Budget-office that all expenditure for the quarter was as such loaded on the 31 March 2016	Expenditure uploading by C.F.O. must be done timeously	Budget reports	53,262,910	39,173,002.76	R

Table 15: SDBIP 2015/2016: Departmental SDBIP Report - Community Services Department

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D141	Enhance sustainable environmental management and social development	# of service areas (rural waste) serviced (EPWP)	7	13	13	13	28	B	No deviations	Not applicable	Sect 25 Registrations (Waste Act) Waste KPI scorecard for area	13	18	G2
D142	Enhance sustainable environmental management and social development	% Households with access to basic level of solid waste management services	8% (8515/108717)	8%	8%	0%	0%	N/A			Category Tariff summary Billing reports	8%	8%	G
D143	Improve access to sustainable and affordable services	Traffic fine collection rate [(Rand value received for fines as a percentage of the total Rand value of fines issued]	40%	70%	70%	70%	70%	G	No deviation	No deviation	Revenue reports	70%	59.53%	O

Table 15: SDBIP 2015/2016: Departmental SDBIP Report - Community Services Department

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D144	Enhance sustainable environmental management and social development	Environmental Health Services	268 Informal and 134 informal food handling premises were inspected,	100%	100%	75%	78%	G2	Distribution of entry forms for Cleanest school competition was done in the first week of March.	None	Environmental Health Management Plan Food Hygiene inspection forms (2 per formal site per annum)& Report Monthly Reports	75%	78%	G2
D145	Enhance sustainable environmental management and social development	Library management	108284 users (Target 94,500) 64631 Books circulated (Target 80,000)	100%	100%	70%	80%	G2	Users in March: 10803 Accumulated users by 31 March: 94364 Library items circulated in March: 4913 Accumulated items circulated by 31 March: 44459	None required	Tattletape statistics Book circulation register Monthly Reports	70%	80%	G2

Table 15: SDBIP 2015/2016: Departmental SDBIP Report - Community Services Department														
Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D146	Enhance sustainable environmental management and social development	Parks & open space management	Parks Management Policy not yet approved by Council 5,713,166m ² square meters of parks and open spaces maintained	100%	100%	90%	9%	R	No deviation done	No deviation done	Council Resolution Parks Development Policy Maintenance Plan Inspection checklists Monthly Reports	90%	70%	O
D147	Effective and Efficient administration	Hawkers Policy & By-law	Gazetted By-law	100%	100%	90%	0%	R	Public participation completed.	Corporate services to conclude on the remaining part of the process.	Council Resolution on Hawkets Policy Hawkets By-law Public Participation Minutes	90%	80%	O

Table 16 below presents a summary of the level of performance for the 3rd Quarter of 15/16 for CSD indicating that 63% of targets were either met or exceeded.

Table 16: CSD - Summary of Results (3 rd Qtr 15_16)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	1	8%

Table 16: CSD - Summary of Results (3rd Qtr 15_16)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Met	1	8%
	KPI Almost Met	3	23%
	KPI Met	2	15%
	KPI Well Met	4	31%
	KPI Extremely Well Met	2	15%
	Total KPIs	13	

Areas that require intervention in the Community Services Department:

1. Initiatives to improve the collection rate on traffic fines should be implemented.

3.5 Electrical Engineering Services Department

The performance of the Electrical Engineering Services Department (EED) during the 2nd Quarter of 2015/16 is presented below (see **Table 17**).

Table 17: SDBIP 2015/2016: Departmental SDBIP Report - Electrical Engineering Department														
Ref	Strategic Objective	KPI	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D148	Improve access to sustainable and affordable services	% of households with access to electricity	96%	96%	96%	0%	0%	N/A	N/A	N/A	Electrification reports	0%	0%	N/A
D149	Optimise and sustain infrastructure investment and services	% Electricity loss (Kwh)	18	14%	14%	0%	0%	N/A	N/A	N/A	Eskom account Revenue reports	0%	0%	N/A
D150	Optimise and sustain infrastructure investment and services	Kilow Watt Hour Electricity loss (Kwh)	New KPI	42,540,860	42,540,860	0	0	N/A	N/A	N/A	Eskom account Revenue reports	0	0	N/A
D151	Optimise and sustain infrastructure investment and services	R-value electricity maintenance	R 43,227,293	48,420,444	48,420,444	37,065,333	34,439,600.24	O	Minimal Deviation, no reason required	Not Applicable	Budget expenditure, (Vote 162/066, 173/066 & 608 183/066)	37,065,333	34,439,600.24	O
D152	Optimise and sustain infrastructure investment and services	Km of overhead lines rebuilt	18	31	31	0	0	N/A	N/A	N/A	Project Progress reports Completion certificates	0	0	N/A

Table 17: SDBIP 2015/2016: Departmental SDBIP Report - Electrical Engineering Department

Ref	Strategic Objective	KPI	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D153	Increase financial viability	% of EED departmental budget spent	100%	100%	100%	75%	54.15%	R	No control over all the votes, e.g., Meters and SALGA where there has been no expenditure which alone is R1,3 million other votes over which dept has no control	See reason for deviation - Dept has no control over some votes	Monthly financial budget reports	75%	54.15%	R
D154	Increase financial viability	% of capital budget for electricity spent	103%	100%	100%	50%	33.24%	R	Payments for Apollo lights not yet processed, payments pending	None required - Payments pending	Expenditure report	50%	33.24%	R
D155	Improve access to sustainable and affordable services	Apollo light at Burgersdorp	Not implemented	100%	100%	60%	70%	G2	There is no deviation		Progress reports Hand over certificate	60%	70%	G2
D156	Improve access to sustainable and affordable services	Apollo lights at Khopo	Not implemented	100%	100%	60%	70%	G2	There is no deviations	None	Progress reports Hand over certificate	60%	70%	G2
D157	Improve access to sustainable and affordable services	Apollo lights at Mawa Block 8 and 9	Not implemented	100%	100%	60%	70%	G2	No Deviation	None	Progress reports Hand over certificate	60%	70%	G2

Table 17: SDBIP 2015/2016: Departmental SDBIP Report - Electrical Engineering Department

Ref	Strategic Objective	KPI	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D158	Improve access to sustainable and affordable services	Apollo lights at Moloko and Pelana village	Not implemented	100%	100%	60%	70%	G2	No deviation	None	Progress reports Hand over certificate	60%	70%	G2
D159	Improve access to sustainable and affordable services	Apollo lights at Dan Village	Not implemented	100%	100%	60%	70%	G2	No Deviation	None	Progress reports Hand over certificate	60%	70%	G2
D160	Improve access to sustainable and affordable services	Apollo lights at Motupa Village	Not implemented	100%	100%	60%	70%	G2	No deviation	None	Progress reports Hand over certificate	60%	70%	G2
D161	Improve access to sustainable and affordable services	Apollo lights at Nyagelani Village	Not implemented	100%	100%	60%	70%	G2	No Deviations	None	Progress reports Hand over certificate	60%	70%	G2
D162	Improve access to sustainable and affordable services	Apollo lights at Tickylina Village	Not implemented	100%	100%	60%	70%	G2	No deviation	None	Progress reports Hand over certificate	60%	70%	G2
D163	Improve access to sustainable and	Apollo lights at Moruji Village	Not implemented	100%	100%	60%	70%	G2	No deviation	None	Progress reports Hand over certificate	60%	70%	G2

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Ref	Strategic Objective	KPI	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
	affordable services													
D164	Improve access to sustainable and affordable services	Electrification of households at Khujwana	New project	100%	100%	60%	70%	G2	Project under construction. Progress ahead of schedule.	None	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)	60%	70%	G2
D165	Improve access to sustainable and affordable services	Electrification of households at Wally village	New project	100%	100%	60%	50%	O	Project under construction. Progress is 50%.	None. The project is planned to be completed in time before the end of June 2016	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)	60%	50%	O
D166	Improve access to sustainable and affordable services	Electrification of households at Mhlakong/ Moruji village	New project	100%	100%	60%	20%	R	Project handover delayed due to rain	Project implementation plan rescheduled for 2 months.	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)	60%	20%	R
D167	Improve access to sustainable and affordable services	Electrification of households at Bonn/ Lekutswi	New project	100%	100%	60%	30%	R	Project under construction. Progress behind schedule	Implementation plan rescheduled for completion during the second week of June	Appointment Letter Approval letter on Designs from ESKOM Project progress reports	60%	30%	R

Table 17: SDBIP 2015/2016: Departmental SDBIP Report - Electrical Engineering Department

Ref	Strategic Objective	KPI	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
											Handover certificate PCS File (ESKOM)			
D168	Improve access to sustainable and affordable services	Electrification of households at Mopye/Sebabane Village	New project	100%	100%	60%	20%	R	Project construction delayed due to rain. Progress still as reported in the previous quarter	Project implementation plan rescheduled for completion during the second week of June 2016	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)	60%	20%	R
D169	Improve access to sustainable and affordable services	Electrification of households at Botludi/ Mothomeng Villages	New project	100%	100%	60%	20%	R	Project construction delayed due to rain	Implementation plan rescheduled for completion during the second week of June 2016	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)	60%	20%	R
D170	Improve access to sustainable and affordable services	Electrification of households at at Motupa/ Marirone/ Kubjana Villages	New project	100%	100%	60%	50%	O	Project under construction. Progress at 50%	Implementation plan to be realised and project will be completed timeously	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)	60%	50%	O

Table 17: SDBIP 2015/2016: Departmental SDBIP Report - Electrical Engineering Department

Ref	Strategic Objective	KPI	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D171	Improve access to sustainable and affordable services	Electrification of households at Khopo (Civic) (Rita) and Segabedi villages	New project	100%	100%	60%	30%	R	Project under construction. Project progress behind schedule	The implementation plan has been reviewed and the project will be completed by the end of June	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)	60%	30%	R
D172	Improve access to sustainable and affordable services	Electrification of households at Hospital view/ Mineview villages	New project	100%	100%	60%	30%	R	Project under construction. Progress behind schedule	Implementation plan reviewed and project will be completed by the end of June 30	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)	60%	30%	R
D173	Improve access to sustainable and affordable services	Electrification of households at Sunnyside/ Myakayaka villages	New project	100%	100%	60%	25%	R	Project under construction. Construction delayed due to late delivery of materials	Implementation plan reviewed to ensure completion by the end of June 2016	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)	60%	25%	R
D174	Improve access to sustainable and affordable services	Electrification of households at Morapalala villages	New project	100%	100%	60%	50%	O	Project under construction. Progress going according to plan	Implementation to be completed as planned	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)	60%	50%	O

Table 17: SDBIP 2015/2016: Departmental SDBIP Report - Electrical Engineering Department

Ref	Strategic Objective	KPI	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D175	Improve access to sustainable and affordable services	Split meters	New project	100%	100%	100%	100%	G	Project completed and energised	None	Final Payment Certificate	100%	100%	G
D178	Optimise and sustain infrastructure investment and services	Capacity Building/ cable network renewal (11kv Cable from Church substation via old SAR to Power station)	All materials procured	100%	100%	50%	99%	B	Initial scope completed. Scope of works extended by 20%	None	Project Progress Reports Completion certificate	50%	99%	B
D179	Optimise and sustain infrastructure investment and services	Energy efficiency and demandside management (Tzaneen, Nkowankowa & Lenyenye)	Funding withheld due to slow spending	100%	100%	70%	50%	R	Set target for March, April and May not correct.	Target for March should be 50%. April 60% and May 80%.	DOE Reports Close-up report Verification Report	70%	50%	R
D180	Optimise and sustain infrastructure investment and services	Protection relays at Electrical Distribution substation	Not implemented	100%	100%	60%	50%	O	The capacity projects scope of work was increased to accommodate the work for protection relays in conjunction with the replacement of old c/b	Appointment of service provider done	Proof of purchase Asset register update	60%	50%	O
D181	Optimise and sustain infrastructure	Substation tripping batteries	Not implemented	100%	100%	100%	0%	R	Awaiting appointment of supplier through	Supplier appointed during the beginning of	Proof of purchase Asset register update	100%	0%	R

Table 17: SDBIP 2015/2016: Departmental SDBIP Report - Electrical Engineering Department

Ref	Strategic Objective	KPI	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
	investment and services								the supply chain process	April and awaiting delivery of batteries				
D182	Optimise and sustain infrastructure investment and services	Replacement of airconditioners in Municipal Buildings	New project	100%	100%	75%	90%	G2	No deviation	None	Proof of purchase Asset register update	75%	90%	G2
D183	Optimise and sustain infrastructure investment and services	Master Plan Review (Electricity)	New project	100%	100%	80%	10%	R	Set target wrong.	Contract extended to span over two financial years	Revised Electricity Master Plan Progress Reports	80%	10%	R
D184	Optimise and sustain infrastructure investment and services	Provision of Capital Tools (Urban)	6 Links Sticks, Drills, 8 Ladders,4 Radios, 2 digital clamp meters, 3 crimping tools, 3 magnetic GTM signs and 1 ACER laptop was procured	100%	100%	75%	75%	G	No deviation	None	Proof of purchase Asset register update	75%	75%	G
D185	Optimise and sustain infrastructure	Provision of Capital Tools (outlying)	No funding	100%	100%	75%	75%	G	Implementation is on 'as and when' basis. Ongoing purchase and	None	Proof of purchase Asset register update	75%	75%	G

Table 17: SDBIP 2015/2016: Departmental SDBIP Report - Electrical Engineering Department

Ref	Strategic Objective	KPI	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
	investment and services								replacement of capital tools					
D186	Optimise and sustain infrastructure investment and services	Rebuilding of Lines- Greenfog - Haenertsburg (12km)	New project	100%	100%	70%	80%	G2	Project implementation on schedule	None	Scope of Work Quotations Project Progress Reports Final payment certificate	70%	80%	G2
D187	Optimise and sustain infrastructure investment and services	Rebuilding of Lines- Lalapanzi - Waterbok (7km)	New project	100%	100%	70%	100%	G2	Project implementation completed	None	Scope of Work Quotations Project Progress Reports Final payment certificate	70%	100%	G2
D188	Optimise and sustain infrastructure investment and services	Rebuilding of Lines- 11kv lines Grys Appel (Atherston to Redbank) (12km)	New project	100%	100%	0%	0%	N/A	N/A	N/A	Scope of Work Quotations Project Progress Reports Final payment certificate	100%	83%	O
D189	Optimise and sustain infrastructure investment and services	Old technology main circuit breakers in town	New project	100%	100%	50%	60%	G2	No deviation	None	Payment Certificate Delivery Certificate Asset Register	50%	60%	G2
D190	Optimise and sustain infrastructure investment and services	Replace 10x11kv and 6x33 kv auto-reclosers per annum	New project	100%	100%	30%	30%	G	Project under execution. Autoreclosers drawn from stores and will be installed during the fourth quarter	None	Sketches Payment certificate Delivery Certificate Asset Register	30%	30%	G

Table 17: SDBIP 2015/2016: Departmental SDBIP Report - Electrical Engineering Department

Ref	Strategic Objective	KPI	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D191	Optimise and sustain infrastructure investment and services	Renewal, Repairs and Maintenance onpre-paid meters (Tzaneen, Letsitele & Politsi)	20 Data Concentrators & 100 Din rail meters delivered. Vending unit replace at finance. Upgrading of infrastructure at Tarrentaalrand. Replacing of old tech meters on hold due to personnel shortage.	100%	100%	60%	60%	G	No Deviation	None	Quotation Proof purchase Asset register Promise system report	60%	60%	G
D192	Optimise and sustain infrastructure investment and services	Telephone Network Management System (Control Room)	Not implemented	100%	100%	100%	100%	G	Budget ceded to IT for installation of Telephones through central procurement	None	Proof of purchase Asset register update	100%	100%	G
D194	Optimise and sustain infrastructure investment and services	Substation fencing	New project	100%	100%	60%	15%	R	Project implementation delayed due to non-finalisation of service provider	Delays in supply chain processes	Appointment Letter Final Invoice	60%	15%	R
D195	Optimise and sustain infrastructure	Service Contribution for	Only new connections funded	100%	100%	10%	100%	B	No deviation - Minisubs already replaced	None required	Store Requisitions Picture	10%	1,529,994.50%	B

Table 17: SDBIP 2015/2016: Departmental SDBIP Report - Electrical Engineering Department

Ref	Strategic Objective	KPI	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
	investment and services	Tzaneen distribution area												

Table 18 below presents a summary of the level of performance for the 3rd Quarter of 15/16 for EED indicating that 42% of the targets set were not yet fully met by the end of the quarter.

Table 18: EED - Summary of Results (3rd Qtr 15_16)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	4	9%
	KPI Not Met	13	29%
	KPI Almost Met	6	13%
	KPI Met	6	13%
	KPI Well Met	14	31%
	KPI Extremely Well Met	2	4%
	Total KPIs	45	

Areas that require intervention in the Electrical Engineering Department:

1. Various projects relating to the Electrification of villages are behind schedule

3.6 Engineering Services Department

The performance of the Engineering Services Department during the 3rd Quarter of 2015/16 is presented below (see **Table 19**).

Table 19: SDBIP 2015/2016: Departmental SDBIP Report - Engineering Services Department														
Ref	Strategic Objective	KPI	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D196	Enhance sustainable environmental management and social development	% of daily water samples taken complying to SANS 241	100%	85%	85%	85%	0%	R	No submission	No submission	Records of samples and reports	85%	33.33%	R
D197	Improve access to sustainable and affordable services	% building plans responded to within 30 working days from receipt of payment	100%	100%	100%	100%	0%	R	KPI to be removed During the adjustment of the SDBIP	KPI to be removed During the adjustment of the SDBIP	Building Plan register	100%	33.33%	R
D198	Improve access to sustainable and affordable services	# of contravention notices issued to decrease non-compliance to building regulations	54	70	70	0	0	N/A	N/A	N/A	Register of contraventions	35	7	R
D199	Improve access to sustainable and	Km of roads tarred	15	11	11	0	0	N/A	N/A	N/A	Road Progress Reports	0	0	N/A

Table 19: SDBIP 2015/2016: Departmental SDBIP Report - Engineering Services Department

Ref	Strategic Objective	KPI	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
	affordable services													
D200	Improve access to sustainable and affordable services	% of MIG roads projects on schedule	0%	100%	100%	100%	72%	R	Two projects are on hold because of litigation	Awaiting court judgement	Project progress reports	100%	72%	O
D201	Optimise and sustain infrastructure investment and services	R-value spent on road and storm water maintenance	R 20,381,042	15,792,074	15,792,074	11,844,055.50	13,683,744.89	G2	R13 683 744.89 spent on roads and stormwater maintenance.	Not required	ESD Expenditure reports	11,844,055.50	13,683,744.89	G2
D202	Optimise and sustain infrastructure investment and services	Km of municipal gravel roads maintained	27km	1,500	1,500	1,000	1,095	G2	1095 gravel roads maintained.	Not required	Re-graveling programme Regravelling reports	1,000	1,095	G2
D203	Optimise and sustain infrastructure investment and services	% water losses in distribution area (Tzaneen, Haenertsburg & Letsitele)	10%	6%	6%	0%	0%	N/A	N/A	N/A	Water distribution reports	0%	0%	N/A
D204	Optimise and sustain infrastructure investment and services	# of Sewer purification plants with Green Drop Status	1 (Tzaneen)	1	1	0	0	N/A	N/A	N/A	BDC certificates BDC Lab results	0	0	N/A

Table 19: SDBIP 2015/2016: Departmental SDBIP Report - Engineering Services Department

Ref	Strategic Objective	KPI	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D205	Optimise and sustain infrastructure investment and services	# of Water purification plants with Blue Drop Status	2 (Tzaneen & Letsitele)	2	2	0	0	N/A	N/A	N/A	BDC certificates BDC Lab results	0	0	N/A
D206	Increase financial viability	% of ESD departmental budget spent	92%	100%	100%	75%	39.20%	R	The reason for deviation is the Non allocation of depreciation which will be allocated at the end of the financial year.	Allocation of the depreciation	Monthly financial budget reports	75%	39.20%	R
D207	Increase financial viability	% of ESD capital budget spent	100%	100%	100%	50%	72.80%	G2	72.8% capital budget spent.	None	Monthly financial budget reports	50%	72.80%	G2
D208	Increase financial viability	% MIG funding spent	71%	100%	100%	75%	72%	O	Two projects are on hold because of court interdict	Awaiting court judgement	Budget printout	75%	72%	O
D209	Increased investment in the GTM economy	# of jobs created through municipal EPWP initiatives	367	715	715	536	623	G2	623 jobs created through EPWP	None	Project reports, EPWP reports	536	746	G2
D210	Enhance sustainable environmental management and social development	Construction of a new community hall at Relela Cluster	Design complete and draft tender document awaiting Bid Specification Committee approval.	100%	100%	76%	2%	R	Contractor appointed late	Site handover was on 14 April 2016	Project Progress Reports Site Handover report	76%	7%	R

Table 19: SDBIP 2015/2016: Departmental SDBIP Report - Engineering Services Department

Ref	Strategic Objective	KPI	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D211	Enhance sustainable environmental management and social development	New Runnymede Sports facility	Designs completed. Draft Tender document to be approved by BSC	100%	100%	10%	13%	G2	No deviation	None	Appointment letter Project progress Report	10%	13%	G2
D212	Improve access to sustainable and affordable services	VIP Toilets at Mulati and Shiluvane Libraries	New project	100%	100%	100%	50%	R	Mulati VIP toilets 100% completed and Shiluvane VIP still waiting for appointment letter to be issued by SCMU	CFO to release the appointment letter so that the contractor can start with the building of the toilet	Appointment letter Completion certificate	100%	50%	R
D213	Improve access to sustainable and affordable services	Lenyenye DoC entrance road	Not implemented	100%	100%	100%	10%	R	Project on adjudication. Delay in supply chain processes.	Fast tracking the appointment of the contractor.	Specifications Appointment of contractor Completion certificate	100%	10%	R
D214	Improve access to sustainable and affordable services	Politisi road	Completed	100%	100%	100%	100%	G	Project completed	none	Project progress reports Completion certificate	100%	100%	G
D215	Improve access to sustainable and affordable services	Agatha Cemetery Low Level Bridge	Awaiting EIA results	100%	100%	10%	5%	R	Designs complete. Insufficient budget for implementation.	Getting more budget for implementation.	Appointment letter Site meeting minutes Completion certificate	10%	5%	R

Table 19: SDBIP 2015/2016: Departmental SDBIP Report - Engineering Services Department

Ref	Strategic Objective	KPI	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D216	Improve access to sustainable and affordable services	Rikhotso low level bridge	Tender advertised	100%	100%	70%	10%	R	On evaluation. Delay in supply processes.	Fast tracking the appointment of the contractor.	Appointment letter Site meeting minutes Completion certificate	70%	10%	R
D217	Improve access to sustainable and affordable services	Mokonyane low level bridge	Tender advertised	100%	100%	70%	10%	R	On evaluation. Delay in supply chain processes.	Fast tracking the appointment of the contractor.	Appointment letter Site meeting minutes Completion certificate	70%	10%	R
D218	Improve access to sustainable and affordable services	Khubu to Lwandlamu ni low level bridge	Not implemented	100%	100%	10%	5%	R	Designs complete. Insufficient budget for construction.	Getting more funding for construction.	Appointment Letter Minutes of site meetings	10%	5%	R
D219	Improve access to sustainable and affordable services	Speed humps	New project	100%	100%	100%	10%	R	On adjudication. Delay in supply chain processes.	Fast tracking the appointment of the contractor.	Appointment letter Completion certificates	100%	10%	R
D220	Improve access to sustainable and affordable services	Moruji to Matswi, Kheshokolwe Tar Road	Design and tender documents completed. Contractor not yet appointed	100%	100%	75%	16%	R	Project on hold due to court interdict	Awaiting judgement	Project Progress Reports	75%	35%	R

Table 19: SDBIP 2015/2016: Departmental SDBIP Report - Engineering Services Department														
Ref	Strategic Objective	KPI	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D221	Improve access to sustainable and affordable services	Rita, Khopo, Lefara, Zanghoma, Uhuru, Xipungu to Mariveni Tar Road	Design and tender documents completed. Contractor not yet appointed	100%	100%	75%	39%	R	The project started later than planned.	The contractor has put two teams to speed up production	Project Progress Reports	75%	39%	R
D222	Improve access to sustainable and affordable services	Tickyline, Myakayaka, Burgersdorp, Gavaza to Mafarana Tar Road	Design and tender documents completed. Contractor not yet appointed	100%	100%	75%	17%	R	Project on hold due to court interdict	Awaiting court judgement	Project Progress Reports	75%	29%	R
D223	Optimise and sustain infrastructure investment and services	Upgrading of municipal offices in Tzaneen	New project	100%	100%	100%	0%	R	SCMU is delaying in appointment of structural engineer to design lift shaft	SCMU to fast track the appointment of structural engineer to design the lift shaft	Progress payment Photos	100%	50%	R
D224	Optimise and sustain infrastructure investment and services	Disability Access Lift	New project	100%	100%	100%	0%	R	SCMU delaying in appointment of a structural engineer to design the lift shaft	SCMU to fast track appointment of structural engineer to design lift shaft	Appointment letter Progress Payment Completion certificate	100%	30%	R

Table 19: SDBIP 2015/2016: Departmental SDBIP Report - Engineering Services Department

Ref	Strategic Objective	KPI	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D225	Optimise and sustain infrastructure investment and services	Tzaneen air field fencing (phase1)	New project	100%	100%	100%	20%	R	Appointment letter was issued on 09/02/2016 and still waiting for MM to sign SLA before the site can be handed over to the contractor for implementation	MM to speed up signing of SLA in order for us to start with implementation of the contract	Specifications Appointment Letter Progress Payment Completion Certificate	100%	20%	R
D266	Improve access to sustainable and affordable services	Sasekani to Nkowankow a Tar Road	Road construction delayed by litigation, request for roll-over of funds submitted to Treasury	100%	0%	100%	100%	G	No deviation	None	Completion Certificate	100%	100%	G
D267	Improve access to sustainable and affordable services	Moruji to Matswi Tar Road	Construction of road halted due to litigation on SCM process	100%	0%	0%	0%	N/A	N/A	N/A	Project Progress Reports	0%	0%	N/A
D268	Improve access to sustainable and affordable services	Rita to Mariveni Tar Road	Project planning completed awaiting appointment of contractor	100%	0%	40%	39%	O	The contractor was appointed later than planned	The contractor has put two teams to speed up production	Project Progress Reports	40%	39%	O

Ref	Strategic Objective	KPI	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D269	Improve access to sustainable and affordable services	Tickyline to Mafarana Tar Road	Construction of road halted due to litigation on SCM process	100%	0%	0%	0%	N/A	N/A	N/A	Court Judgement Project Progress Reports	0%	0%	N/A
D270	Improve access to sustainable and affordable services	Lenyenye Stadium	Construction of stadium underway, funds rolled over to 15/16	100%	0%	73%	73%	G	No deviation	None	Project Progress Reports Completion Certificate	73%	73%	G

Table 20 below presents a summary of the level of performance for the 3rd Quarter of 15/16 for ESD indicating that 51% of the targets set were not met.

	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	6	17%
	KPI Not Met	18	51%
	KPI Almost Met	2	6%
	KPI Met	4	11%
	KPI Well Met	5	14%
	KPI Extremely Well Met	0	0%
	Total KPIs	35	

Areas that require intervention in the Engineering Services Department:

1. MIG projects behind schedule due to litigation on appointments.
2. Most projects are behind schedule due to delays in the appointment of contractors.

3.7 Planning and Economic Development Department

The performance of the Planning Economic Development Department during the 3rd Quarter of 2015/16 is presented below (see **Table 21**).

Table 21: SDBIP 2015/2016: Departmental SDBIP Report - Planning and Economic Development Department														
Ref	Strategic Objective	KPI	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D226	Improve access to sustainable and affordable services	Integrated Sustainable Human Settlement Plan reviewed by 30 Jun '17	Not done	1	1	0	0	N/A	N/A	N/A	Council minutes	0	10	B
D227	Improve access to sustainable and affordable services	# of land parcels acquired for development	New KPI	1	1	0	100	B	No deviation, the deed of sale has been signed	The deed of sale has been finalised	Deed of Sale (Tzaneen Portion 9 & 38 Hamawasha)	0	200	B
D228	Increased investment in the GTM economy	Nr of cooperatives established and still functional in wards where the CWP is implemented	4	4	4	0	3	B	One is in the process of registration	Make follow up with DTI and service provider	CWP reports Minutes & Attendance register	4	7	B
D229	Increased investment in the GTM economy	Number of job opportunities created through the CWP	1646	2,045	2,045	2,000	2,050	G2	None, the target increased due to new recruitment from 2000 to 2050.	None, not corrective measure as the target was reached.	CWP Employment register	2,000	2,050	G2
D230	Increased investment in the GTM economy	# of jobs created through municipal LED initiatives including Capital Projects	500	650	650	400	450	G2	No deviation, the target still remain the same.	No corrective measure.	LED monthly job creation report	400	818	B

Table 21: SDBIP 2015/2016: Departmental SDBIP Report - Planning and Economic Development Department

Ref	Strategic Objective	KPI	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D231	Increased investment in the GTM economy	# of GTM LED forum meetings arranged	0	4	4	3	4	G2	None	None	Invitations Minutes & Attendance Register	3	4	G2
D232	Increased investment in the GTM economy	# of Tourism SMMEs exposed to the market	15	35	35	20	38	B	No deviation, there is no event held for the month.	None, there is no corrective measure.	Itinerary Events report	20	38	B
D233	Enhanced Integrated developmental planning	Integrated Rural Nodal Development Plan for Runnymede approved completed by 30 June '16	New indicator	1	1	0	0	N/A	N/A	N/A	Nodal development plan for Runnymede Council Minutes	0	0	N/A
D234	Improve access to sustainable and affordable services	Housing coordination (700 RDP units)	New project	100%	100%	80%	100%	G2	No deviation we have gone beyond our target	700 units has completed and we have completed 480 units from 500 units allocated	Report on RDP units	80%	100%	G2
D236	Improve access to sustainable and affordable services	Lenyene Cemetery (land)		100%	100%	60%	60%	G	All processes were done except that the Council has not approved the Item	the Item has been referred back to Council	Deed of sale	60%	60%	G
D237	Improve access to sustainable and affordable services	Formalisation of Nkambako Informal Settlements		100%	100%	90%	70%	O	The Resolution Meeting was postpone to the 13 March 2016	the community has passed the Resolution on the 13 March 2016	Minutes & attendance register of Public Participation Steering Committee Establishment	90%	80%	O

Table 21: SDBIP 2015/2016: Departmental SDBIP Report - Planning and Economic Development Department

Ref	Strategic Objective	KPI	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
											notice Minutes & Attendance Register of monthly meetings			
D238	Improve access to sustainable and affordable services	Selling of sites at Dan ext. 2		100%	100%	80%	100%	G2	no deviation	The tender is at the adjudication stage.	Deed of sale	80%	100%	G2
D239	Increase financial viability	Strategy for expanding Revenue base		100%	100%	66%	0%	R	Office of the municipal manager	Bench-marking to be done with a correct municipality	Strategy Expanding GTM Revenue Base Council Minutes	66%	0%	R
D240	Enhanced Integrated developmental planning	Spatial Development Framework review		100%	100%	70%	20%	R	The contractor has been appointed and the SLA signed	None	Appointment letter 12 X Minutes of Steering Committee Minutes of Public Participation Draft SDF Council Minutes	70%	20%	R
D241	Enhanced Integrated developmental planning	Socio - Economic survey (Poverty Alleviation)		100%	100%	90%	80%	O	No Deviation .There was no deviation for the month.	Recruit additional enumerators for replacement.	*Programme of Community Facilitation in Ward 2 &5 *List of participants in reference group Validation Workshop Attendance Register	90%	80%	O

Table 21: SDBIP 2015/2016: Departmental SDBIP Report - Planning and Economic Development Department

Ref	Strategic Objective	KPI	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
											Survey Report *Council Item on roll-out programme			
D242	Enhanced Integrated developmental planning	SPLUMA implementation		100%	100%	75%	10%	R	1. The appointment of the Municipal Tribunal has not been finalised by the Mopani District. 2. Therefore the By-Law could also not be completed due to the none of appointment of Municipal Tribunal members, Appeal Tribunal and the finalisation of procedural documentation (Annexures).	Emails to the Task Team that they must encourage the locals to finalise the Council Resolution for the establishment of Appeal Tribunal communicate Mopani urging them to finalise the appointment ASP or else the Municipality may Withdrawing from the arrangements	Council Resolution on Tribunal Submission to HR on Organogram Correspondence Promulgation Notices Minutes of Tribunal Meetings and Task teams	75%	10%	R
D243	Enhanced Integrated developmental planning	Land identification for social housing		100%	100%	90%	100%	G2	no deviation	Waiting for the Department of COGHSTA to appoint Service Provider to do Project Packaging for Talana Hostel	Correspondence with HAD Appointment letter for service providers (township establishment) Housing designs Construction Costing	90%	100%	G2

Table 21: SDBIP 2015/2016: Departmental SDBIP Report - Planning and Economic Development Department

Ref	Strategic Objective	KPI	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D244	Enhanced Integrated developmental planning	Rural Broadband (NDPG)		100%	100%	100%	0%	R	The project funded and approved by NDPG has been completed	The IT division should budget for the project	NDPG Progress Reports Minutes of NDPG meetings Completion certificate	100%	0%	R
D245	Enhanced Integrated developmental planning	Indoor sports Centre & outdoor sports facilities(NDPG)		100%	100%	100%	100%	G	The project has been completed(see attached report)		NDPG Progress Reports Minutes of NDPG meetings Completion certificate	100%	100%	G
D246	Enhanced Integrated developmental planning	Nkowankowa Taxi Rank (High point Development Initiative) (NDPG)		100%	100%	100%	5%	R	The delay in the approval of rollover money by National Treasury delayed the implementation	The tender was advertised in March 2016	NDPG Progress Reports Minutes of NDPG meetings Completion certificate	100%	5%	R

Table 22 below presents a summary of the level of performance for the 3rd Quarter of 15/16 for PED, indicating that 60% of the targets set were met.

	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	1	5%
	KPI Not Met	5	25%
	KPI Almost Met	2	10%

Table 22: PED - Summary of Results (3rd Qtr 15_16)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Met	2	10%
	KPI Well Met	5	25%
	KPI Extremely Well Met	5	25%
	Total KPIs	20	

Areas that require intervention in the Planning and Economic Development Department:

1. The implementation of SPLUMA is delayed by the non-appointment of a Tribunal by the Mopani District Municipality.
2. The appointment of a service provider for the Nkowankowa Taxi Rank (NDPG) needs to happen as matter of urgency otherwise GTM will lose the funding.

3.8 Greater Tzaneen Economic Development Agency

The performance of the Greater Tzaneen Economic Development Agency (GTEDA) during the 3rd Quarter of 2015/16 is presented below (see **Table 23**).

Table 23: SDBIP 2015/2016: Departmental SDBIP Report - GTEDA														
Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D247	Effective and Efficient administration	Audit opinion for GTEDA	Unqualified	0	0	0	0	N/A	Not applicable this quarter		Audit Report	0	0	N/A
D248	Increase financial viability	% of GTEDA budget spent	Actual Awaited	100 %	100%	75%	62%	O	The percentage spent is 3% less than what was budgeted as some expenses were deferred to quarter 4	The budget will be fully utilised in quarter 4	Monthly financial reports	75%	62%	O
D249	Create a stable economic environment by attracting suitable investors	# of committed investors attracted through GTEDA	5	5	5	0	0	N/A	No investors attracted as key flagship projects have disputes	New projects have been identified and will be implanted in 2016/17 financial year	Investment reports (LADC, MDDA, Premiers Office & SEDA)	0	0	N/A
D250	Increased investment in the GTM economy	# of SMMEs capacitated through GTEDA (1 Per cluster)	12	4	4	3	35	B	Facilitated training which was conducted by Bankseta to capacitate SMMEs on Co-operative financial management and SMME banking. 35 members representing different SMMEs attended this training.		GTEDA SMME support report	3	35	B

Table 23: SDBIP 2015/2016: Departmental SDBIP Report - GTEDA

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D251	Increased investment in the GTM economy	# of jobs created by GTEDA	160	200	200	150	10	R	Ten jobs created through the leather making project and furniture making business. These are temporary jobs created when these two projects had orders during Good Friday. Key GTEDA projects earmarked for job creation have disputes hence job creation is affected by challenges experienced	New projects have been identified and will be implanted in 2016/17.	GTEDA monthly project progress reports, Minutes of meetings	150	10	R
D252	Effective and Efficient administration	Purchase of Printers	New project	100%	100%	0%	0%	N/A	The printer was not bought and was deferred to quarter 4	will be purchased in quarter four	Quotation Invoice	100%	0%	R
D253	Increased investment in the GTM economy	Livestock improvement - Leathermaking	Facilitated application of non-financial support (100%	100%	75%	75%	G	Funding has been Secured from Department of Rural Development and Land Reform (DRDLR)		Operational Plan Business plan & acknowledgement of receipt Funding Agreement Monitoring Reports Progress Report Minutes of Meetings Draft Exit Plan	75%	75%	G

Table 23: SDBIP 2015/2016: Departmental SDBIP Report - GTEDA

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D254	Increased investment in the GTM economy	Livestock improvement - Tannery		100 %	100%	75%	60%	O	Supported the project to establish a poultry project, the co-operative members have deviated from the project plans due to lack of interest.	A letter has been written to GTM to communicate this deviation, a new co-operative with interest will be identified.	Registration Certificate. Revised Concept Document. Business Operational Plan. Business Plan. Signed funding Agreement. Monthly and quarterly Board Reports.	75%	60%	O
D255	Increased investment in the GTM economy	Support to farms: Makgoba Tea Estates	Agreement signed between Makgoba Community and ZZ2. Operating company registered with directors from Makgoba community and ZZ2 who will play an oversight role.	100 %	100%	80%	80%	G	The project has been closed by Department of Agriculture with effect from 31 March 2016	We are Continuing to monitor any developments regarding the project until disputes are resolved (as per Board Resolution).	Minutes and Attendance registers. Signed Agreement. Monthly and quarterly Board Reports.	80%	80%	G

Table 23: SDBIP 2015/2016: Departmental SDBIP Report - GTEDA

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
						D256	Increased investment in the GTM economy	Support to farms: Bathabine Farms	Facilitated signing of an investment agreement between owners of the farm and Maresteth trading enterprises to operate Leeways farm	100 %		100%	90%	90%
D257	Increased investment in the GTM economy	Support to farms: Tours Farm	GTEDA's involvement on these farms were put on hold due to ongoing disputes. Monthly and quarterly reports compiled.	100 %	100%	75%	50%	R	Monthly report generated, progress on recruitment of investor stopped due to disputes.	Board put the project on hold due to disputes	TOR. Established Procurement Committees. Minutes and Attendance registers. Monthly and Quarterly Board Reports.	75%	50%	R

Table 23: SDBIP 2015/2016: Departmental SDBIP Report - GTEDA

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D258	Increased investment in the GTM economy	Nwamitwa Shopping Centre	Project was put on hold by the Valoyi Tribal Authority and no progress has been registered.	100 %	100%	75%	75%	G	Procurement of developers not done as project is suspended by the Valoyi Traditional Authority. Monthly report compiled.	Board resolved to put project on hold until disputes are sorted. However the project was at adjudication stage to appoint a service provider.	TOR Advert Appointment letter Minutes and Attendance Registers	75%	75%	G
D259	Increased investment in the GTM economy	Morutji Shopping Centre	Facilitated a meeting between GTM Mayor and Morutji development committee to discuss a way forward regarding this project, a delegation will be sent to Modjadji Royal Authority to negotiate final approval.	100 %	100%	75%	65%	O	Task team established Reports compiled	Procurement of developers pending resolution from Modjadji Traditional Authority.	Established Task Team. Appointment letter for developer Proposed Agreement. Facilitation Report Minutes and Attendance Registers	75%	65%	O

Table 23: SDBIP 2015/2016: Departmental SDBIP Report - GTEDA

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D260	Increased investment in the GTM economy	Dan/Bindzulani Shopping Centre	No progress registered this quarter due to stakeholders' failure to meet.	100 %	100%	75%	65%	○	Facilitated and attended a meeting between GTEDA, GTM, Eskom and Quantity Surveyor Africa (QSA) on 07 March 2016 to discuss processes i.e. Land availability and/or transfer, Technical designs etc to be followed for development of shopping centres.	Board took a resolution to put the project on hold until community disputes have been resolved. However stakeholder engagement is on-going.	Signed Agreement. Implementation Plan. Facilitation Report Minutes and Attendance Registers	75%	65%	○
D261	Increased investment in the GTM economy	Mokgwathi Shopping Centre	Facilitated a meeting between GTM Mayor and Mokgwathi development committee to discuss a way forward regarding this project, a delegation will be sent to Modjadji Royal Authority to negotiate final approval.	100 %	100%	75%	65%	○	Facilitated and attended a meeting between GTEDA, GTM, Eskom and Quantity Surveyor Africa (QSA) on 07 March 2016 to discuss processes i.e. Land availability and/or transfer, Technical designs etc to be followed for development of shopping centres.	Developers not yet secured pending resolution from Modjadji Traditional Authority.	Modjadji TA letter of consent Established Task Team. Signed MOU. Facilitation Report Minutes and Attendance Registers	75%	65%	○

Table 23: SDBIP 2015/2016: Departmental SDBIP Report - GTEDA

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D262	Increased investment in the GTM economy	Village Bank	Facilitated applications for an office and non-financial support from Department of Public works and Limpopo Economic Development Agency (awaiting response).	100 %	100%	90%	90%	G	Executive Committee meetings facilitated. Reports compiled.		Operational Plan. Board Induction Report. Exco & Mass meeting minutes Monthly and Quarterly Board Reports.	90%	90%	G
D263	Increased investment in the GTM economy	Community Radio Station (current affairs & entertainment)	Facilitated payment of rent and salaries with funding from GTM. Provided administrative support. Monthly and quarterly reports compiled.	100 %	100%	90%	60%	R	Monthly reports generated. Resuscitation process underway	Service Provider (Charl van Niekerk has been appointed to renew licence and come up with a sustainable operational plan for the station).	AGM Report. Newly Appointed Board members. Monitoring Reports. Strategic Planning Report. Operational Plan. Monthly and quarterly Board Reports.	90%	60%	R

Ref	Strategic Objective	KPI/ Project	Baseline	Annual Target	Revised Target	Progress by March 2016					Proof required	Overall Performance for Jul 2015 to Mar 2016		
						Target	Actual	R	Reason for deviation	Corrective Measures		Target	Actual	R
D264	Increased investment in the GTM economy	Ideas Hub (Research & Innovation centre)	Stage one of the upgrading of the blog process has been concluded/completed. Monthly and quarterly reports compiled.	100%	100%	80%	80%	G	Monthly reports were generated. Operational plan developed. Forum to interact with businesses set up on GTEDAs website.		Attendance register & minutes of stakeholder meetings Advert Appointment letter (partner). Operational Plan. Monthly and Quarterly Board Reports.	80%	80%	G
D265	Increased investment in the GTM economy	Tzaneen Dam	Facilitated a progress update meeting with Department of Water and Sanitation. Planned site visit to Tlokwe Municipality in July 2014)	100%	100%	80%	70%	O	Monthly report compiled. Agreement with Department of Water and Sanitation not yet signed pending finalisation of the Resource Management Plan (RMP) which will guide Terms of Reference for the SLA.	Will be corrected once the RMP has been conclude by the appointed Service Provider (Engineerex)	Resource Management Plan. Minutes and Attendance Registers. Signed agreement (GTM and Water Affairs). Monthly and quarterly Board Reports.	80%	70%	O

Table 24 below presents a summary of the level of performance for the 3rd Quarter of 15/16 for GTEDA reflecting that 53% of the targets set were not met. The performance of GTEDA on the implementation of projects are severely affected by community disputes on land ownership.

Table 24: GTEDA - Summary of Results (3rd Qtr 15_16)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	2	11%
	KPI Not Met	4	21%
	KPI Almost Met	6	32%
	KPI Met	6	32%
	KPI Well Met	0	0%
	KPI Extremely Well Met	1	5%
	Total KPIs	19	

Areas that require intervention in the Greater Tzaneen Economic Development Agency:

1. The majority of the major projects identified for GTEDA are not progressing due to community disputes. GTEDA should be assisted to identify feasible projects that can create jobs and attract investment into the municipal area

4. Overall Performance Evaluation for the 3rd Quarter

This section contains an analysis of overall performance focusing on the key areas where performance has improved and also areas that need to be improved in order to ensure that targets are met by year-end.

4.1 Areas of under performance

4.1.1 Filling of critical vacancies & Organogram Review

During the 14/15 financial year Human Resource Management was severely affected by labour disputes regarding salary disparities. These disputes resulted in the review of the organogram being stalled and filling of vacancies being placed on hold. During the 2nd Quarter of 15/16 Council approved the filling of critical vacancies and some positions were advertised during November. No further progress have however been registered. Of these positions the following managerial positions remain vacant:

- **Director: Corporate Services**
- Manager: Communications
- Manager: Internal Audit
- Manager: Public Participation
- Manager: Project Management Unit
- Manager: Water and Sewer

Therefore the situation has not improved since the previous report with various other critical positions becoming vacant and the delays in the filling of these positions results in the loss of institutional memory, inability of departments to delivery services efficiently and an increase in the overtime worked. Furthermore, the continuous re-advertisement of positions results in fruitless and wasteful expenditure (e.g. Director COPR position advertised 3 times since August 2015).

4.1.2 IDP and budget and SDBIP alignment

The non-alignment between the IDP and the operational budget has for the past years impacted on the audit outcome with respect to Predetermined Performance Objectives. The continued roll-over of projects and the subsequent approval of roll-over amounts, from own funds as well as grants, contributes

to the non-alignment in terms of the capital budget. This, because roll-over projects are not contained in the current year IDP and SDBIP. The adjustment of the IDP and SDBIP has not yet taken place and therefore the 3rd Quarter SDBIP report does not cover projects rolled over from previous financial years. The monitoring and evaluation of project performance is jeopardised when projects are implemented without being reported on, on a monthly basis through the SDBIP.

4.1.3 Public Participation & Feedback to Council

The functionality of ward committees and the feedback to Council is not as expected. GTM needs to improve on the manner in which concerns raised by the community is brought to the attention of Council. The following should be considered:

- a) Administration must provide support to ensure that all ward committees are having monthly meetings.
- b) Monthly ward reports, submitted by the ward committees, should be summarised into a single Ward Committee report, highlighting the major challenges raised by the community and submitted to Management for intervention.
- c) A Consolidated Ward Report (high level summary), indicating the challenges and what has been done by Management, should be submitted to Council for intervention on matters that remain unresolved.

4.1.4 MSCOA Implementation

GTM has made little progress with the implementation of the MSCOA regulations. It is expected of municipalities to be MSCOA compliant by 1 July 2017 and to date GTM has only managed to appoint the Project Steering Committee members and appointed the CFO as the Project Manager.

5. Assessment of the performance of Service providers (2015/16)

Table 25: 3rd QUARTER ASSESSMENT OF SERVICE PROVIDERS FOR 2015/16												
Dep	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent				Assessment comments
								Qtr 1	Qtr 2	Qtr 3	Qtr 4	
CFO	GTM Insurance	Lateral Unison	GTM	01/07/2015	30/06/2018	Progress as expected	Monthly meetings not taking place	4	4	4	n/a	None
CFO	Meter reading	Electro cuts	GTM	23/07/2015	22/07/2018	Meters are read on a monthly basis	Some readings did not import , problem addressed and should not continue	2	3	4	n/a	None
CFO	Credit control	Physon business solution (PBS)	GTM	1/04/2015	30/04/2018	Disconnection and re-connection on a monthly basis	Meter boxes do not close properly, consumers re-connecting themselves.	3	4	4	n/a	None
CFO	Valuation roll	DDP Valuers	GTM	1/07/2013	1/07/2017	All requests attended to.	none	5	5	5	n/a	None
CFO	Sms/mms communication	Ntsumi telecommunications	GTM	1/04/2015	31/03/2018	MMS' sent for March invoices	Consumers not able to receive mms' on phones. Format not user friendly	1	1	2	n/a	None
CFO	Assets Management Consultants	ARMS	GTM	01/05/2013	30/11/2016	Assets investigations in progress. General Ledger reviewed monthly. Journal preparations on Assets Register updated monthly	Report on Work in progress from user Departments	4	4	5	n/a	The consultant is productive, since we go Unqualified Audit Opinion on Assets Management.

Table 25: 3rd QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16												
Dep	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent				Assessment comments
								Qtr 1	Qtr 2	Qtr 3	Qtr 4	
Corp	Telephone Exchange System	Gijima	GTM	1/12/2000	30/11/2005	The Municipality receive support from Gijima as and when calls are logged. The services are good. The Service Support Plus agreement applies on quarterly basis since the Master Service Agreement lapsed.	The telephone infrastructure is obsolete as a result there are constant telephone outages on the phones using the VOIP Technology. Currently in engagement with Management to acquire a new system.	4	4	4	n/a	Services are good and the service provider responds to challenges promptly though the infrastructure is obsolete.
Corp IT	Managed printing service	Nashua Limpopo	GTM	1/07/2012	30/06/2015	The Service agreement or contract was extended from until a new service provider is appointed.	Supply Chain Management Processes. The BID for Managed Printing Services has been re-advertised. Some of the machine that are used are obsolete and affects users who depend on it for printing.	4	4	4	n/a	The overall service is good and problems are attended timely by the onsite technician.
Corp IT	Paperless Council Meetings	Telkom Mobile	GTM	1/04/2015	31/03/2017	Paperless Council Meeting are ongoing using the service of Telkom mobile for Data	No challenges	4	4	4	n/a	The overall service is good.

Table 25: 3rd QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16												
Dep	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent				Assessment comments
								Qtr 1	Qtr 2	Qtr 3	Qtr 4	
						bundles for accessing Council documentations.						
Corp IT	Unified Email Management System	EOH	GTM	1/06/2015	30/06/2017	The Municipality no longer receive emails that spread malware and spam emails.	no challenges	4	4	4	n/a	The overall service is good.
CO RP SER V HR	Job Evaluation and Salary Disparities	Deloitte Consulting Pty Ltd	GTM	01/11/2015	31/03/2016	Trained 10 Shop Steward on Job Evaluation and 8 Job Description Reviewers on Job Descriptions; Approved and signed off 95% of Job Descriptions; 14 jobs graded.	Challenges: Depending on District Job Evaluation Unit members which takes time to grade jobs and it delays the progress. Interventions: To request the District to prioritise Tzaneen Municipality to speed up the process.	n/a	3	2	n/a	
Corp HR	Report Writing and Minutes Taking	Paseka Business Enterprise	GTM	30/03/2016	31/03/2016	Training completed	Training not accredited and not based on a Unit Standard.	n/a	n/a	4	n/a	Service Provider not to be considered in future until proof of accreditation of their

Table 25: 3rd QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16												
Dep	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent				Assessment comments
								Qtr 1	Qtr 2	Qtr 3	Qtr 4	
												programmes is submitted
Corp HR	Customer Care	Paseka Business Enterprise	GTM	14/04/2016	15/04/2016	Training completed	The biggest challenge is that the training was not accredited and as such was not based on a Unit Standard and is therefore not NQF aligned.	n/a	n/a	n/a	4	Service Provider not to be considered in future until proof of accreditation of their programmes is submitted
Corp HR	Pay day Report Writing	Pay Day Software Systems Pty Ltd	GTM	05/11/2015	06/11/2015	The training has been completed. Pay Day are the owners of the system that is being used by the Municipality and therefore they train, monitor, evaluate and update as and when needed.	It is recommended that there must be continuous training on Pay Day systems.	n/a	5	n/a	n/a	Provide support and training on their own product.
Corp HR	Trade test Training _ diesel	Oliefontein Training Centre	GTM	09/11/2015	20/11/2015	Training completed and awaits	Accredited Training Centre that produces Technicians, Artisans,	n/a	4	n/a	n/a	Training Centre that fulfils the requirements

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								Qtr 1	Qtr 2	Qtr 3	Qtr 4	
						Assessment Results.	Plumbers and Engineers for the Country.					as set out by the Department of Labour.
CSD	Traffic law enforcement	Mavambo	GTM	04/07/2014	36 months conditional	Providing speed monitoring equipment, captures fines and receives payment (back-office services)	No challenges	5	5	5	n/a	None
CSD	Physical Security	Mapheto Business Services CC	GTM	01/01/2016	31 /12/2018	Slow progress	Breached Bid Specifications and SLA. Absenteeism of Guards prevalent in some postings. MM wrote a letter to them to respond within seven days.	n/a	n/a	3	n/a	
CSD	Physical Security	Kgosi Monene Security Services	GTM	01/10/2010	31/12/2015	Contract expired	Contract expired and left premises	5	4	n/a	n/a	
CSD	Surveillance Cameras	Bravospan	GTM	01/10/2014	31/10/2016	Work Satisfactory	Non-payment of service provider	5	5	5	n/a	
CSD	Electronic Morpho Access Control	Prosatelite	GTM	01/07/2013	to date	Work Satisfactory	No contract with the municipality and too	5	5	5	n/a	

Table 25: 3rd QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16												
Dep	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent				Assessment comments
								Qtr 1	Qtr 2	Qtr 3	Qtr 4	
							costly to call when needed					
CSD	Treatment & Disposal Management	Mmatshpe J.V. Theuwedi C.C.	GTM	1/08/2014	31/07/2017	Service is being provided, regular penalties applied in areas of underperformance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	4	4	3	4	Service provider must be subjected to a "Waste Management Skills-rating" by the B.A.C. during procurement. Awaiting regulations by Minister
CSD	Litterpicking Region-North	Molebogeng Trading Enterprise C.C.	GTM	1/08/2015	31/07/2018	Service is being provided, regular penalties applied in areas of underperformance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	4	4	3	4	Service provider must be subjected to a "Waste Management Skills-rating" by the B.A.C. during procurement. Awaiting regulations by Minister

Table 25: 3rd QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16												
Dep	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent				Assessment comments
								Qtr 1	Qtr 2	Qtr 3	Qtr 4	
CSD	Litterpicking Region-South	Selema Planthire Construction C.C.	GTM	1/08/2015	31/07/2018	Service is being provided, regular penalties applied in areas of underperformance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	4	4	3	4	Service provider must be subjected to a "Waste Management Skills-rating" by the B.A.C. during procurement. Awaiting regulations by Minister
CSD	Collection & Transportation Nkowankowa	Ingwe Waste Management	GTM	1/08/2014	31/07/2017	Service is being provided, regular penalties applied in areas of underperformance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	4	4	3	4	Service provider must be subjected to a "Waste Management Skills-rating" by the B.A.C. during procurement. Awaiting regulations by Minister

Table 25: 3rd QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16												
Dep	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent				Assessment comments
								Qtr 1	Qtr 2	Qtr 3	Qtr 4	
CSD	Collection & Transportation Lenyenye	Selema Planthire Construction C.C.	GTM	1/08/2015	31/07/2018	Service is being provided, regular penalties applied in areas of underperformance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	4	4	3	4	Service provider must be subjected to a "Waste Management Skills-rating" by the B.A.C. during procurement. Awaiting regulations by Minister
CSD	Grass cutting	Shidila Trading Enterprise	GTM	23/04/2015	23/04/2018	It's done when order is issued as per need.	Non	5	5	5	n/a	They are doing satisfactory work
CSD	Garden maintenance	Tshandukos Consultation and projects	GTM	4/03/2015	4/03/2018	Garden maintenance is done monthly as per specifications	Non	3	3	4	n/a	They are doing satisfactory work
EED	Energy Efficiency and demand (Tzaneen, Nkowankowa and Lenyenye) Phase 2	Rivisi Electrical Contractors	DOE	1/06/2015	30/05/2016	Project 50% completed	No Challenges	N/A	4	4	n/a	Project on target

Table 25: 3rd QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16												
Dep	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent				Assessment comments
								Qtr 1	Qtr 2	Qtr 3	Qtr 4	
EED	Energy Efficiency and demand (Tzaneen, Nkowankowa and Lenyenye) Phase 2	MVM Africa Consultant	DOE	1/06/2015	30/05/2016	Project 50% completed	No Challenges	4	4	5	n/a	Proper management and control
EED	Masterplan Study	Royal Haskoning GDHV LTD	GTM	1/01/2015	30/12/2016	Project at 10%	No Challenges	N/A	N/A	4	n/a	No comments
EED	Electricity Capacity Building - From Church sub via Old SAR to Power station	OSCON Electrical Contractors	GTM	1/06/2015	30/03/2016	Original scope completed. Scope extended by 20%	No Challenges	5	5	5	n/a	Excellent construction capabilities and management
EED	Electricity Capacity Building - From Church sub via Old SAR to Power station	MOTLA Consulting Engineers	GTM	1/06/2015	30/03/2016	Original scope completed. Scope extended by 20%	No Challenges	5	5	5	n/a	Excellent project management
EED	Rebuilding of Haenertsburg 33-kV Line	Rivisi Electrical Contractors	GTM	26/10/2015	31/03/2015	Project completed (100%)	None	N/A	4	5	n/a	Excellent execution

Table 25: 3rd QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16

Dep	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent				Assessment comments
								Qtr 1	Qtr 2	Qtr 3	Qtr 4	
EED	Rebuilding of Lalapanzi 33-kV line	Rivisi Electrical Contractors	GTM	01/10/2015	30/11/2015	Project completed (100%)	None	N/A	4	5	n/a	Excellent execution
EED	Rebuilding of 11-kV Lines at Grysappel / Redbank	Van Wyk & Prinsloo	GTM	01/10/2015	31/03/2016	Construction in progress	None	N/A	4	3	n/a	Project completion behind schedule
EED	Rebuilding & Refurbishment of lines	Rivisi Electrical Contractors	GTM	29/10/2014	29/10/2017	Ongoing	None	4	4	4	n/a	Project execution very good
EED	Sampling and Purification of Transformer Oil	Mandlakazi Electrical Technologies	GTM	01/12/2014	31/12/2015	None	None	N/A	N/A	N/A	n/a	No tasks performed during the period
EED	Electrification of Mohlaba Cross Phase 2	S&D Consulting J/V Rolinda	Department of Energy	01/10/2014	30/11/2015	Project completed and energized (100%)	None	1	1	N/A	n/a	None
EED	Electrification of Runnymede	AES Consulting J/V Xiverengi	Department of Energy	01/10/2014	30/11/2015	Project completed and energized (100%)	None	1	1	N/A	n/a	None
EED	Electrification of Khujwana Phase 1	Bawelile Consulting J/V Humphry's	Department of Energy	01/10/2013	31/01/2016	Project completed and energized (100%)		1	1	3	n/a	None
EED	Electrification of Khujwana Phase 2	Mogalemole Consulting JV Rivisi	Department of Energy	01/11/2015	30/06/2016	Project at construction phase (82%)	None	N/A	3	5	n/a	Project execution on track for

Table 25: 3rd QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16													
Dep	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent				Assessment comments	
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
													completion by June 2016
EED	Electrification of Khopo / Civic	Mogalemole Consulting JV Rivisi	DBSA	01/12/2015	30/06/2016	Project at construction phase (46%)	None	N/A	4	4	n/a		Project execution on track for completion by June 2016
EED	Electrification of Sunnyside / Myakayaka / Sepacheng	Bawelile Consulting JV MPTJ	DBSA	01/11/2015	30/06/2016	Project at construction phase (16%)	Emergency meeting convened to agree on measures to crash project	N/A	5	2	n/a		Project behind schedule. Contractor delayed project
EED	Electrification of Mine View / Hospital View	Bawelile Consulting JV AVN	Department of Energy	01/11/2015	30/06/2016	Project at construction phase (33%)	None	N/A	5	2	n/a		Project behind schedule. Contractor delayed project
EED	Electrification of Bonn / Lekutswi	Bawelile Consulting JV AVN	Department of Energy	01/11/2015	30/06/2016	Project at construction phase (50%)	None	N/A	5	2	n/a		Project behind schedule. Contractor delayed project
EED	Electrification of Kubjana / Marirone / Motupa	Bawelile Consulting JV REMS Electrical	Department of Energy	01/11/2015	30/06/2016	Project at construction phase (30%)	None	N/A	5	3	n/a		Project behind schedule
EED	Electrification of Morapalala	Bawelile Consulting JV REMS Electrical	Department of Energy	01/11/2015	30/06/2016	Project at construction phase (47%)	None	N/A	5	4	n/a		Project execution on track for

Table 25: 3rd QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16												
Dep	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent				Assessment comments
								Qtr 1	Qtr 2	Qtr 3	Qtr 4	
												completion by June 2016
EED	Electrification of Wally	Bawelile Consulting JV REMS Electrical	Department of Energy	01/11/2015	30/06/2016	Project at construction phase (51%)	None	N/A	5	4	n/a	Project execution on track for completion by June 2016
EED	Electrification of Mopje / Sebabane	IZEW Engineering JV	Department of Energy	01/11/2015	30/06/2016	Project at construction phase (10%)	Small project with few connections. Project to be completed before end of June 2016	N/A	3	2	n/a	Project behind schedule
EED	Electrification of Madumane / Morutji / Botludi	IZEW Engineering JV	Department of Energy	01/11/2015	30/06/2016	Project at construction phase (10%)	Small project with few connections. Project to be completed before end of June 2016	N/A	3	2	n/a	Project behind schedule
EED	Electrification of Xihoko / Radoo	Calibre Consulting	DBSA	01/12/2015	30/06/2016	Project at construction phase (58%)	None	N/A	3	4	n/a	Project back on track for completion by June. Very good project management
EED	Electrification of Thabina Valley	Superior Quality Engineers	DBSA	01/12/2015	30/06/2016	Project at construction phase (50%)	None	N/A	4	4	n/a	Project execution on track for completion by June 2016.

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Dep	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent				Assessment comments
								Qtr 1	Qtr 2	Qtr 3	Qtr 4	
												Good project management
EED	Electrification of Julesburg Area	Simolola Engineering Services	DBSA	01/12/2015	30/06/2016	Project at construction phase (31%)	Agreed with service provider to add more teams to crash project	N/A	5	3	n/a	Project execution progress behind schedule
EED	Apollo Lights	AES Consulting Engineers	GTM	1-Jul-15	30/06/2016	To date all concrete foundations are done	communication is a major challenge, Consultants not reacting on time with e-mail questions and queries	3	3	3	n/a	Consultants lack experience in project management
EED	Apollo Lights	Simolola Consulting Engineers	GTM	01/07/2015	30/06/2016	To date all concrete foundations are done	communication is a major challenge, Consultants not reacting on time with e-mail questions and queries	3	3	3	n/a	Consultants lack experience in project management
ESD	Tickyline, to Mafarana Tar Road	Southern Ambition Consulting Engineers (SACE)	MIG	23/09/2015	01/03/2017	Project implementation at 31%	None	n/a	4	4	n/a	Performance of the service provider is satisfactory.
ESD	Rita to Mariveni Tar Road	Tango's Consultants	MIG	22/09/2015	22/08/2018	Project implementation at 39%		n/a	4	4	n/a	Performance of the service provider is satisfactory.

Table 25: 3rd QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16												
Dep	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent				Assessment comments
								Qtr 1	Qtr 2	Qtr 3	Qtr 4	
ESD	Moruji to Maswi/ Kweshokolwe	Mtema Mashao Consulting Engineers	MIG	23/09/2015	23/09/2015	Project implementation at 12%	Project is on hold due to court interdict.	n/a	4	n/a	n/a	Project is on hold due to court interdict.
ESD	Sasekani to Nkowankowa D Tar Road	SML Projects	MIG	05/03/2015	04/12/2015	Project completed (100%)	Project is complete.	n/a	3	n/a	n/a	Project is complete.
ESD	Upgrading of Lenyenye Stadium	Shikwambana Sithole & Associates (SSA)	MIG	08/09/2015	30/06/2016 (Revised date)	Project implementation at 73%	None	n/a	1	3	n/a	Performance of the service provider is improving.
ESD	Relela Community Hall	Melco Consulting & Projects	MIG	14/04/2016	13/10/2016	Project implementation at 3%	None	n/a	3	4	n/a	Performance of the service provider is satisfactory.
ESD	Runnymade Sports Facility	Uranus Consulting Engineers	MIG	14/03/2016	10/02/2017	Project implementation at 3%	None	n/a	4	4	n/a	Performance of the service provider is satisfactory.
ESD	Tickyline,Glass work, Myakayaka, Mineview, Burgersdorp, Gavaza to Mafarana Tar Road	Selby Construction	MIG	23/09/2015	01/03/2017	Project implementation at 31%	Project is on hold due to court interdict.	n/a	4	n/a	n/a	Project is on hold due to court interdict.

Table 25: 3rd QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16												
Dep	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent				Assessment comments
								Qtr 1	Qtr 2	Qtr 3	Qtr 4	
ESD	Rita to Mariveni Tar Road	Selby Construction	MIG	22/09/2015	22/08/2018	Project implementation at 39%	None	n/a	4	4	n/a	Performance of the service provider is satisfactory.
	Moruji to Maswi/ Kweshokolwe	Readira/Nyapel e Matlala JV	MIG	23/09/2015	23/09/2015	Project implementation at 12%	Project is on hold due to court interdict.	n/a	3	n/a	n/a	Project is on hold due to court interdict.
	Sasekani to Nkowankowa D Tar Road	Koena Mokone Trading	MIG	05/03/2015	04/12/2015	Project completed (100%)	Project is complete.	n/a	3	n/a	n/a	Project is complete.
	Upgrading of Lenyenye Stadium	Makgetsi Construction	MIG	08/09/2015	30/06/2016 (Revised date)	Project implementation at 73%	None		1	4	n/a	Performance of the service provider is improving.
ESD	Politsi road	Mashrik Social Development	Own funding	01/06/2015	01/11/2015	Project completed (100%)	None	3	4	n/a	n/a	Performance of the service provider is good
ESD	Refurbishment of Haenertsburg drop off centre	Moribo wa Africa Trading Enterprise	Own funding	11/01/2016	06/05/2016 (Revised date)	Project implementation at 80%	None	n/a	n/a	4	n/a	Performance of the service provider is satisfactory.
ESD	Refurbishment of Nkowankowa drop off centre	Moribo wa Africa Trading Enterprise	Own funding	11/02/2016	06/05/2016 (Revised date)	Project implementation at 92%	None	n/a	n/a	4	n/a	Performance of the service provider is satisfactory.

Table 25: 3rd QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16												
Dep	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date - <u>Narrative required</u>	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent				Assessment comments
								Qtr 1	Qtr 2	Qtr 3	Qtr 4	
ESD	Roofing of Council Chamber	Moepeng Trading 40	Own funding	16/08/2015	30/11/2015	Project completed (100%)	None	n/a	3	n/a	n/a	Performance of the service provider is good
PED	Beacon rectification at Dan Ext2	Phil Shihundla Land Surveyors	GTM	7/03/2016	8/12/2016	Service provider recently appointed and on-site.	None.	n/a	n/a	3	n/a	Service provider is experiencing challenges where RDP houses were constructed across site boundaries resulting in beacon having to be adjusted.

6. Progress with implementing the recommendations of the 14/15 Annual Performance Report (APR)

The recommendations contained in the Annual Performance Report is aimed at improving organisational performance. This section (see **Table 26**) will provide information regarding the progress made with the implementation of these recommendations.

Table 26: Annual Performance Report (14/15): Resolution Monitoring Tool (3rd Quarter - 31 March 2016)						
Item no	Resolution	Implementing Agent	Timeframe	Progress to date (31 March '16)	Challenges	Intervention required
1	That a Risk Assessment on the procurement process be conducted and recommendations be made as to how improve the turn-around time.	MM	30/12/2015	SCM Risk assessment not yet concluded.	Limpopo Treasury visited GTM to do risk assessment on mSCOA and SCM. Priority was given to mSCOA due to time constraints for SCM. The facilitators indicated that they will come back at a later date to do risk assessment only on SCM processes.	Management to follow SCM policy as it outlines all procurement processes. Further engagements to be done with Limpopo Treasury on prioritising SCM Risk Assessment. The Risk office made follow-ups on 26 January, 10 & 28 March and again on 10 April 2016. No commitment made yet.
2	That a Demand Management Plan (DMP) must be approved by Council by 30 June, annually	CFO	30/10/2015	Demand management plan approved by Council.	None	DMP for 16/17 to be finalised by June '16
3	Monthly DMP progress reports must be submitted to Management and quarterly to the Audit Committee and Council	CFO	Monthly	Demand management plan implemented but some projects are not yet advertised	DMP approved by Council and in place	DMP to be made standing item in the management meetings.

Table 26: Annual Performance Report (14/15): Resolution Monitoring Tool (3rd Quarter - 31 March 2016)

Item no	Resolution	Implementing Agent	Timeframe	Progress to date (31 March '16)	Challenges	Intervention required
4	That the efficiency of the bid committees in finalising bids must be evaluated in the monthly reports of the Finance Department to Management and Council	CFO	Monthly (Management) & Quarterly (Council)	Monthly reports and Quarterly reports are submitted to Management and Council meetings.	Timeous sitting of the bid committees	Time table in place for the sitting of bid committees and monitored by the Municipal Manager.
5	That the Audit Committee meetings must take place at least once per quarter	MM	Quarterly	Audit Committee meetings are taking place quarterly. 3rd quarter 14/15 meeting was on 01/09/2015; 4th quarter 14/15 on 23/09/2015; 1st quarter 15/16 on 05/11/2015 and 2nd quarter 15/16 on 12/02/2016 & 29/03/2016	None	None
6	That a schedule of Audit Committee meetings be developed and submitted to Council	MM	30/10/2015	Schedule of Audit Committee meetings have been approved by Council. Council resolution no. A6	None	None
7	That the strategic planning capacity of the IDP office be improved by filling the IDP officer position.	MM	30/12/2015	IDP officer position has been filled	None	None
8	That CoGHSTA be requested to provide IDP training for all Directors and Managers	MM	30/10/2015	COGHSTA has initially approved the IDP training to be on 29 March 2016. They have requested it to be postponed until the Final IDP's has been approved to allow them to roll out training per provincial schedule.	The new date must be set and communicated by COGHSTA around June 2016.	None

Table 26: Annual Performance Report (14/15): Resolution Monitoring Tool (3rd Quarter - 31 March 2016)

Item no	Resolution	Implementing Agent	Timeframe	Progress to date (31 March '16)	Challenges	Intervention required
9	The IDP process plan must be adhered to, to ensure that sufficient time is spent on planning and integrating all initiatives	MM	Ongoing	IDP Process Plan has been revised two times due to NT circular 78 & 79. The Process Plan is on schedule.	Several postponement of committee meetings due to unavailability of key stakeholders and amendments of the process plan by Council	IDP activities to be prioritised by Management and Council
10	Project teams be established during the Projects phase of the IDP to ensure that all projects are well planned and all stakeholders are consulted prior to implementation (as recommended for 13/14)	MM	30/12/2015	Project teams not yet established	Postponement of committee meetings due to unavailability of key stakeholders	Municipal Manager to advise Service delivery Directors to provide support to allow project teams to be established.
11	The reasons behind the delays in the awarding of bids (especially major service delivery projects) must be investigated and addressed	MM	30/10/2015	Time table in place for the sitting of bid committees and monitored by the Municipal Manager.	None, situation is being monitored	None
12	That the roll-over of capital projects not be approved if they are not cash backed.	MM	30/08/2015	Not all roll-over projects approved by National Treasury due to a shortage of cash	14/15 Roll over projects approved by Council without being cash backed	Capital budget for 16/17 being planned - taking roll-overs of projects, funded from own funds, into account
13	That a Financial Recovery plan to Council for approval by 30 Sept '15 (as recommended for 13/14)	MM	30/09/2015	Financial Recovery Plan is being drafted by MM, circulated for Management comments in November '15.	None	None

Table 26: Annual Performance Report (14/15): Resolution Monitoring Tool (3rd Quarter - 31 March 2016)

Item no	Resolution	Implementing Agent	Timeframe	Progress to date (31 March '16)	Challenges	Intervention required
14	That HR, in consultation with the service Departments, identify employees that deliver an essential service and that overtime payment be limited to these employees, within the legislated parameters	CORP	30/12/2015	Labour Relation Officer drafted Essential Service Agreement and Circulated to all management and labour unions for inputs on the 10 March 2016.	Essential Service Agreement Lapsed on February 2010. Currently pre-approval are submitted for compliance but overtime is not reduced.	Management to sign the Essential Service Agreement with Unions. All critical post are currently be filled and the process is ongoing. Better monitoring by Management and pre-approval for all overtime work.
15	That all overtime for none-essential service employees be taken as time off	All Directors	Immediate	MM: Implemented	MM: None	MM: None
				CFO: The resolution will be adhered to.	CFO: Personnel shortage	CFO: Filling vacant positions budgeted for.
				CORP: HR requested to compile the list of all employees offering essential services and shall regularly check before payment, if the employee fell within the category of essential Services. However the essential services agreement is not yet signed.	CORP: Non adherence of Managers to the Overtime Policy. Overtime has increased to R2.7 Million	CORP: Stricter monitoring measures by Management
				CSD: The resolution will be taken into consideration	CSD: Personnel Shortage	CSD: Filing vacant positions budgeted for
				EED: Overtime of non-essential service employees are minimal	EED: Personnel shortage and dilapidated network	EED: Appointment of critical personnel and increased funding
				ESD: Overtime for none-essential service employees is minimal	ESD: Personnel shortage and emergency breakdowns	ESD: Filling of vacant positions and budget for more appointments
				PED: All overtime taken as time off	PED: None	PED: None

Table 26: Annual Performance Report (14/15): Resolution Monitoring Tool (3rd Quarter - 31 March 2016)

Item no	Resolution	Implementing Agent	Timeframe	Progress to date (31 March '16)	Challenges	Intervention required
16	That Regulation 531 of the Labour Relations Act (Act 75 of 1997) be implemented, wherein employees exceeding a regulated wage level are not allowed to claim payment for overtime	All Directors	Immediate	MM: Only essential service employee allowed to be paid overtime	MM: Staff shortage	MM: Appointment of support staff in Disaster Management office
				CFO: Managers have been informed of the resolution	CFO: Overtime approved without pre-approval.	CFO: Implementation of regulation 531 of labour relations Act.
				CORP: Managers have been informed of the resolution	CORP: Pre-approval and instruction for payment is submitted at month end to Corporate Services. CORP just compiles a comprehensive summary of the overtime already approved by individual Managers and Directors, and sometimes paid. It represents only compliance to paperwork and no actual effort to manage overtime	CORP: Essential Service Agreement need to be finalised
				CSD: HR & CFO to facilitate request from treasury	CSD: HR & CFO to facilitate request from treasury	CSD: HR & CFO to facilitate request from treasury
				EED: Only essential service employees, exceeding the wage level are paid overtime	EED: Personnel shortage and dilapidated network	EED: Appointment of critical personnel and increased funding
				ESD: Only essential services are allowed to exceed limit when unavoidable	ESD: Personnel shortage and huge backlogs	ESD: Filling of vacant budgeted positions and budget for more vacancies

Table 26: Annual Performance Report (14/15): Resolution Monitoring Tool (3rd Quarter - 31 March 2016)

Item no	Resolution	Implementing Agent	Timeframe	Progress to date (31 March '16)	Challenges	Intervention required
				PED: No cases	PED: n/a	PED: n/a
17	That the Overtime Policy of Council be adhered to wherein overtime may not exceed 3 hours per day, 10 hours per week or 40 hours per month	All Directors	Immediate	MM: Only one employee paid overtime (essential service)	MM: None	MM: None
				CFO: Managers have been informed of the resolution	CFO: None	CFO: None
				CORP: Managers have been informed of the resolution	CORP: Managers sign off the overtime without pre-approval form	CORP: Essential Service Agreement need to be finalised.
				CSD: Only essential services allowed to exceed 40 hours	CSD: HR busy with process	CSD: HR busy with process
				EED: Only essential service employees allowed to exceed limit when unavoidable	EED: Personnel shortage and dilapidated network	EED: Appointment of critical personnel and increased funding
				ESD: Only essential services are allowed to exceed limit when unavoidable	ESD: Personnel shortage and huge backlogs	ESD: Filling of vacant budgeted positions and budget for more vacancies
				PED: None	PED: n/a	PED: n/a
18	That IT evaluate the problems relating to the IT & telephone network at stores and that Management be presented with a report on what needs to be done to resolve the matter	CORP	30/10/2015	An IT High Level Infrastructure Audit was conducted and completed to identify critical problem areas.	Challenges with the network infrastructure and High costs for the obsolete Telephone system. Connectivity on to other office.	Budget to implement the recommendation of the IT Audit report and to change the current telephone system.

Table 26: Annual Performance Report (14/15): Resolution Monitoring Tool (3rd Quarter - 31 March 2016)

Item no	Resolution	Implementing Agent	Timeframe	Progress to date (31 March '16)	Challenges	Intervention required
19	IT Hardware be prioritised during the 16/17 IDP/Budget process to facilitate the implementation of the Disaster Recovery Plan	MM	30/02/2016	IT projects including Disaster Recovery Plan were submitted to IDP office during project registration process.	Budget commitment made only to cover the procurement of tools of trade. No other IT projects are being funded yet.	Management to consider the risk of IT systems failure on the organisation and identify funds for IT infrastructure beyond tools of trade
20	IT technicians to be sent on training on an annual basis to allow them to keep up with the available technology	CORP	Ongoing	Two IT Staff Members were trained on the administration and backup and recovery processes on the UNIX platform.	Access and management of ProMIS and Payday	Training needs for IT Staff on payday and ProMIS were submitted to HR training plan,
21	That all the vacancies at Managerial level be advertised and filled by 30 December 2015, these include the Manager: Internal Audit, Water & Sewer, PMU, Communications as well as the IDP Officer	CORP	30/12/2015	Manager Internal Audit: Advertised and shortlisting will be finalised before end of May 2016. Water services advertised and awaiting consent from Mopani district. PMU shortlisted and will be finalised before 31 May 2016. IDP appointed. Communication to be advertised in the current financial year.	With regard to water services position, the delay is with Mopani District as we cannot finalised before consent received. Vacancy rate is very high with limited resources. The budget for advertisement is exhausted.	Accounting Officer to engage Mopani District to send consent letter to proceed with Water positions. Budget for advertisement to be increase with 100%. That no moratorium on appointments should be allowed as it causes a backlog in HR which is difficult to address with limited personnel.
22	That all training requests (including MFMP) be subjected to a prioritization process prior to drafting the WSP	CORP	30/04/2016	Training committee will prioritise training requests prior to finalising the WSP in April 2016	None	SCM process is ongoing. All training included on the demand plan.
23	That provision be made on the HR organogram for the appointment of an Employee Performance Management Officer.	CORP	30/04/2016	No progress	Budget limitations and non-adoption of the renewed structure	To review structure in 2016/17 financial year.

Table 26: Annual Performance Report (14/15): Resolution Monitoring Tool (3rd Quarter - 31 March 2016)

Item no	Resolution	Implementing Agent	Timeframe	Progress to date (31 March '16)	Challenges	Intervention required
24	The Performance Management Policy framework be revisited to amend the incentive scheme and include penalties for non-compliance to reporting timeframes	MM	30/11/2015	PMS Policy Framework as well as the Individual PMS Policy in the process of being revised	Time constraints, PM Office limited to one individual	None
25	Adherence to the Performance Management Process Plan be monitored by the Municipal Manager	MM	Ongoing	PMS process plan is currently being adhered to. Submission of Quarterly reports to Council delayed. Monthly reports submitted to the MM	Finalisation of Performance Reports delayed by the audit process.	Internal audit to be sufficiently resourced to be able to conduct the quarterly audits in time.
26	That Council consider scheduling monthly Council Sittings to be able to monitor performance through the monthly reports	MM	30/10/2015	The schedule of Council meetings have already been approved by Council for the 2015/16 financial year. A monthly schedule of Council meetings will be considered in the next financial year to avoid disruption of the approved Corporate Calendar for this financial year.	Corporate Calendar has already been approved for 15/16.	Proposal will be considered by the next Council

