

# ANNUAL PERFORMANCE REPORT

2015/16



**GREATER TZANEEN MUNICIPALITY**

Office of the Municipal Manager

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Tzaneen

0850

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## List of Abbreviations

<b>AC</b>	Audit Committee
<b>AFS</b>	Annual Financial Statements
<b>AG</b>	Auditor General
<b>APR</b>	Annual Performance Report
<b>ATR</b>	Annual Training Report
<b>BAC</b>	Bid Adjudication Committee
<b>BDC</b>	Blue Drop Certificate
<b>BEC</b>	Bid Evaluation Committee
<b>BSC</b>	Bid Specifications Committee
<b>CBP</b>	Community Based Planning
<b>CFO</b>	Chief Financial Officer
<b>CoGTA</b>	Department of Cooperate Governance & Traditional Affairs (National)
<b>CoGHSTA</b>	Department of Cooperative Governance, Human Settlements and Traditional Affairs (Limpopo)
<b>CORP</b>	Corporate Services Department
<b>CSD</b>	Community Services Department
<b>DOC</b>	Drop Off Centre
<b>CWP</b>	Community Works Programme
<b>DWA</b>	Department of Water Affairs
<b>DMP</b>	Demand Management Plan
<b>EED</b>	Electrical Engineering Department
<b>EIA</b>	Environmental Impact Assessment
<b>EPMS</b>	Employee Performance Management System
<b>EPWP</b>	Expanded Public Works Programme
<b>ESD</b>	Engineering Services Department
<b>GRAP</b>	Generally Recognised Accounting Practice
<b>GTEDA</b>	Greater Tzaneen Economic Development Agency
<b>GTM</b>	Greater Tzaneen Municipality



<b>HDA</b>	Housing Development Agency
<b>HR</b>	Human Resource (department)
<b>IDP</b>	Integrated Development Plan
<b>Km</b>	Kilometer
<b>KPA</b>	Key Performance Area
<b>KPI</b>	Key Performance Indicator
<b>KWH</b>	Kilowatt Hour
<b>LED</b>	Local Economic Development
<b>LEDET</b>	Limpopo Economic Development Environment and Tourism
<b>LGSETA</b>	Local Government Sector Education and Training Authority
<b>LLF</b>	Local Labour Forum
<b>MDM</b>	Mopani District Municipality
<b>MFMA</b>	Municipal Finance Management Act
<b>MFMP</b>	Municipal Finance Management Programme
<b>MIG</b>	Municipal Infrastructure Grant
<b>MM</b>	Municipal Manager
<b>MoU</b>	Memorandum of Understanding
<b>MVA</b>	Mega Volt Ampere
<b>NDPG</b>	Neighbourhood Development Programme Grant
<b>NERSA</b>	National Energy Regulator of South Africa
<b>NT</b>	National Treasury
<b>PED</b>	Planning and Economic Development Department
<b>PMS</b>	Performance Management System
<b>PMT</b>	Political Management Team
<b>PT</b>	Provincial Treasury
<b>RAL</b>	Road Agency Limpopo
<b>SANS</b>	South African National Standards
<b>SAPS</b>	South African Police Service
<b>SCM</b>	Supply Chain Management
<b>SCMU</b>	Supply Chain Management Unit
<b>SDBIP</b>	Service Delivery and Budget Implementation Plan



<b>SDF</b>	Spatial Development Framework
<b>SEDA</b>	Small Enterprise Development Agency
<b>SITA</b>	State Information Technology Agency
<b>WSP</b>	Workplace Skills Plan



# 1. Introduction

## 1.1 Municipal Planning and reporting for 2015/16

The institutional performance of Greater Tzaneen Municipality is monitored through the Service Delivery and Budget Implementation Plan (SDBIP). The SDBIP is the link between the Integrated Development Plan (IDP), which is the output of a 5-year planning process, and the budget of the current financial year. The SDBIP for 2015/16 was drafted in line with the approved IDP and Budget, after consultation sessions with all departments. The Mayor approved the SDBIP on the 17th of June 2015. The SDBIP contains the budget allocations per vote (revenue and expenditure) as well as service delivery targets expressed in terms of Key Performance Indicators (KPIs), programmes and projects, per department. Quarterly SDBIP performance reports are submitted to Council to ensure that Council is kept up to date with the performance in relation to programme and project implementation, revenue collection and also expenditure levels. A detailed breakdown of quarterly progress with project implementation during 2015/16 is contained in the quarterly SDBIP reports. The Annual Performance Report however considers the performance of the organisation across the four quarters and provides an evaluation of overall performance for the financial year. *It should be noted that the financials (revenue and expenditure actuals) contained in the 4th Qtr SDBIP, as well as the APR, remain “preliminary” until such time that the audit on the AFS has been completed.*

## 1.2 Performance reporting during 2015/16

GTM procured an electronic reporting system to promote accurate and timeous reporting. The system allowed departments to report performance on a monthly basis with supporting documentation, to validate performance, also uploaded onto the electronic system. The Internal Audit Division utilised the electronic system to audit the performance reported by departments. It should however be noted that, due to human resource constraints and an absence of working tools, the auditing of performance information fell behind schedule. The actual performance reported on the system, and presented in this report, has been colour coded as follows:

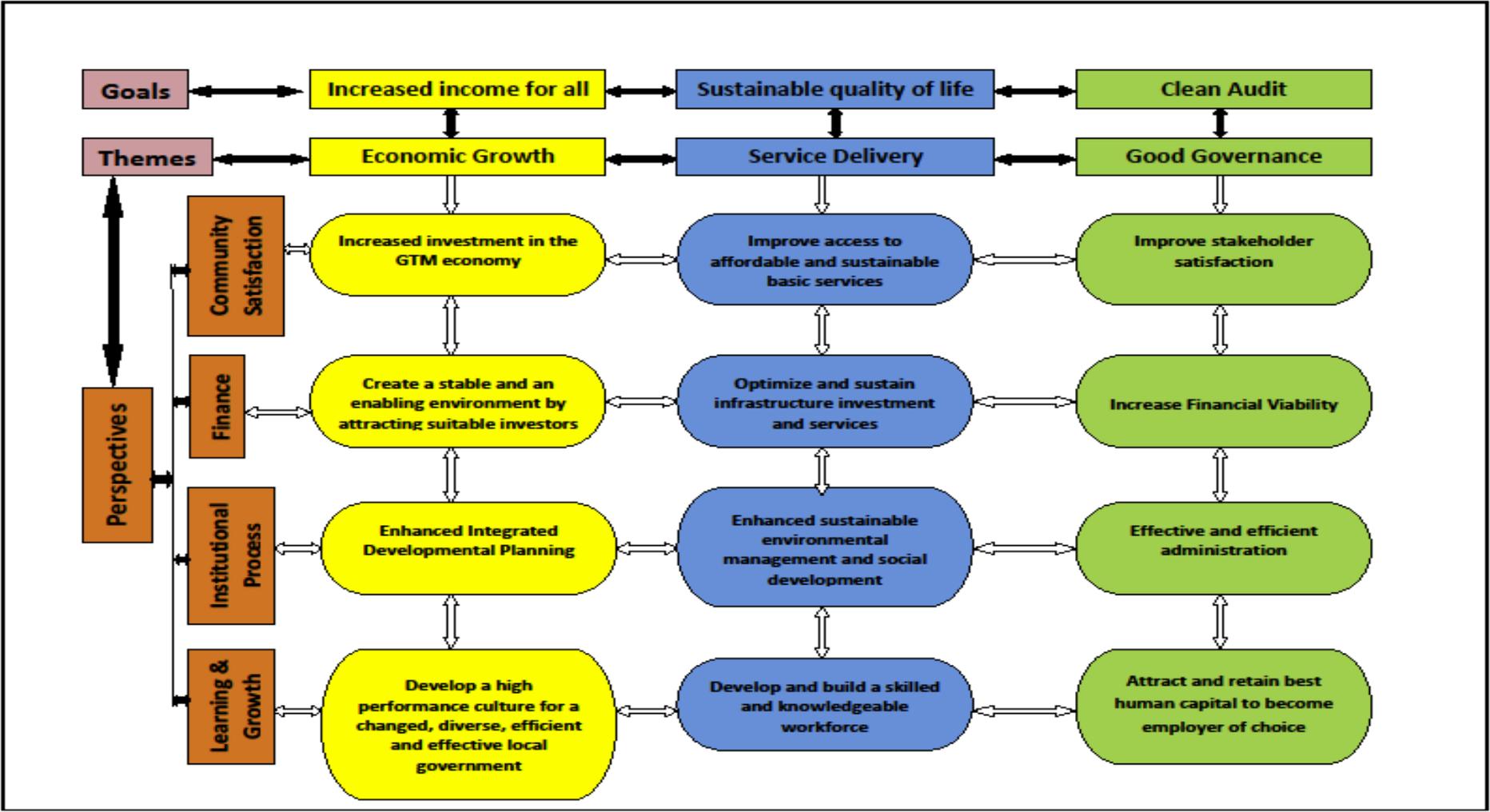
### Coding of Results

G	KPI Not Yet Measured (not applicable this quarter)
R	KPI Not Met
O	KPI Almost Met
G	KPI Met
G2	KPI Well Met
B	KPI Extremely Well Met



Each SDBIP KPI and Project has a unique reference number on the electronic reporting system (which can be seen in Tables 1-6). The projects and KPIs, for each department, are reported on as per the Key Performance Areas (KPA's) and strategic objectives of Council, as contained in the Strategy map in the IDP (presented below in 1.3). The GTM strategy map consists of 3 Key Performance Areas wherein Economic Growth and Service Delivery aligns with the two similar KPAs of CoGTA. The KPA of Good Governance however incorporates the CoGTA KPAs of Financial Viability and Management as well as Municipal Transformation and Organisational Development (MTOD). Furthermore, the CoGTA KPA of Spatial Rational is incorporated in the GTM KPA of Economic Growth along with elements of the KPA Municipal Transformation and Organisational Development (Learning & Growth perspective). It should however also be noted that elements of organizational transformation can be found in the Learning and Growth Perspective of all three these KPAs.

1.3 GTM Strategy Map for 2015/16



## 2. Performance per Key Performance Area

### 2.1 Economic Growth KPA

The Economic Growth KPA is aimed at ensuring an increased income for all. This will be achieved through the following strategic objectives:

- **Objective LED 1:** Increased investment in the GTM economy
- **Objective LED 2:** Create a stable and enabling environment by attracting suitable investors
- **Objective LED 3:** Enhanced Integrated Developmental Planning
- **Objective LED 4:** Develop a high performance culture for a changed, diverse, efficient and effective local government

**Table 1** presents the progress made in achieving the performance target set for the objectives listed above during the period 1 July 2015 to 30 June 2016.

Table 1: Year-end performance for the Economic Growth KPA for 2015/16												
Ref <sup>1</sup>	Dept	Strategic Objective	Programme	KPI/ Project	Unit of measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence
								Actual	R	Reason for deviation	Corrective Measures	
D209	ESD	LED 1	Expanded Public Works	# of jobs created through municipal EPWP initiatives	Number	367	715	892	G2	No deviation	Not required	Project reports, EPWP reports
D228	PED	LED 1	Community Works Programme	No of cooperatives established and still functional in wards where the CWP is implemented	Number	4	4	1,032.5	B	No Deviation	Not Applicable	CWP reports Minutes & Attendance register

<sup>1</sup> Unique Reference number allocated by the Electronic Reporting System (ActionAssist) to each KPI & Project)



**Table 1: Year-end performance for the Economic Growth KPA for 2015/16**

Ref <sup>1</sup>	Dept	Strategic Objective	Programme	KPI/ Project	Unit of measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence
								Actual	R	Reason for deviation	Corrective Measures	
D229	PED	LED 1	Community Works Programme	Number of job opportunities created through the CWP	Number	1646	2,045	2,175	G2	No deviation	No Corrective Measures	CWP Employment register
D230	PED	LED 1	Marketing and Investor Targeting	# of jobs created through municipal LED initiatives including Capital Projects	Number	500	650	818	G2	No Deviation	No Corrective Measures	LED monthly job creation report
D231	PED	LED 1	Marketing and Investor Targeting	# of GTM LED forum meetings arranged	Number	0	4	4	G	No Deviation	No Corrective Measures	Invitations Minutes & Attendance Register
D232	PED	LED 1	Tourism	# of Tourism SMMEs exposed to the market	Number	15	35	38	G2	No Deviation	No Corrective Measures	Itinerary Events report
D250	GTE DA	LED 1	Enterprise Development (SMME support)	# of SMMEs capacitated through GTEDA (1 Per cluster)	Number	12	4	35	B	Capacitated through CBDA training on governance, audit and supervision.	None required	GTEDA SMME support report
D251	GTE DA	LED 1	Marketing and Investor Targeting	# of jobs created by GTEDA	Number	160	200	10	R	Target revised as key job creation projects had disputes. i.e. restituted farms; shopping centres were not developed due to Tribal Authorities not releasing land earmarked for development.	A new strategic plan was put in place to ensure GTEDAs mandate is well on track, this was presented and adopted by council on 31 May 2016.	GTEDA monthly project progress reports, Minutes of meetings
D253	GTE DA	LED 1	Agriculture	Livestock improvement - Leathermaking	Q1: Assist Monye-Le-shako Co-op with developing an operational plan for 15/16. (25%) Q2: Submission of business plan to	Facilitated application of non-financial support (capacity	100%	100%	G	Implementation of project plan is on track.	None required	Operational Plan Business plan & acknowledgement



**Table 1: Year-end performance for the Economic Growth KPA for 2015/16**

Ref <sup>1</sup>	Dept .	Strategic Objective	Programme	KPI/ Project	Unit of measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence
								Actual	R	Reason for deviation	Corrective Measures	
					Dept. Rural Development. (50%) Q3: Funding secured from Dept. of Rural Development (75%) Q4: Monitor the implementation of the business plan. Draft Exist plan developed. (100%)	building, branding and marketing) from Department of Trade and Industry's co-operative incentive scheme (awaiting response). Facilitated request of procurement of additional machines by Department of Rural Development in order to set up a production line to enable optimal production (awaiting response).				Funding sourced from Department of Rural Development and Land Reform.		of receipt Funding Agreement Monitoring Reports Progress Report Minutes of Meetings Draft Exit Plan
D254	GTE DA	LED 1	Agriculture	Livestock improvement - Tannery	Q1: Registration as cooperative finalised. Revised concept plan finalised. Development of Business operation Plan. Compile monthly and quarterly reports. (25%) Q2: Monitor implementation of Operational Plan. Procurement of a service provider for development of a business plan (development of TOR, advert and appointment) Compile monthly and quarterly reports. (50%) Q3: Monitor implementation of Operational Plan. Business plan Developed. Identify Potential investor/ funder/ partner. Compile monthly and quarterly reports. (75%) Q4: Monitor implementation of		100%	70%	R	Target revised and project has been put on hold due to disputes and lack of funders and investors.	New beneficiaries will be identified and project plan will be revised (subject to availability of prospective funders)	Registration Certificate. Revised Concept Document. Business Operational Plan. Business Plan. Signed funding Agreement. Monthly and quarterly Board Reports.



**Table 1: Year-end performance for the Economic Growth KPA for 2015/16**

Ref <sup>1</sup>	Dept	Strategic Objective	Programme	KPI/ Project	Unit of measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence
								Actual	R	Reason for deviation	Corrective Measures	
					Operational Plan. Compile monthly and quarterly reports. (100%)							
D255	GTE DA	LED 1	Agriculture	Support to farms: Makgoba Tea Estates	Q1: Engage MAMCO on future support role by GTEDA in the deal signed with ZZ2. Development of an MOU that clarifies the role of GTEDA in the new company. Compile monthly and quarterly reports. (40%) Q2: Support initiatives identified by the agreement between GTEDA & MAMCO. Compile monthly and quarterly reports. (60%) Q3: Support initiatives identified by the agreement between GTEDA & MAMCO. Compile monthly and quarterly reports. (80%) Q4: Support initiatives identified by the agreement between GTEDA & MAMCO. Compile monthly and quarterly reports. (100%)	Heads of Agreement signed between Makgoba Community and ZZ2. Operating company registered with directors from Makgoba community and ZZ2 who will play an oversight role.	100%	80%	○	Reports compiled and project was put on hold due to challenges.	The project will be monitored closely until disputes are resolved and GTEDA will review its role (if any)	Minutes and Attendance registers. Signed Agreement. Monthly and quarterly Board Reports.
D256	GTE DA	LED 1	Agriculture	Support to farms: Batlabine Farms	Q1: Investment agreement signed. Operational Plan Developed. List of potential investors completed. Monthly steering committee meetings conducted Compile monthly and quarterly reports. (70%) Q2: Monitor implementation of Operational Plan and adherence to Investment agreement. Monthly steering committee conducted Compile monthly and quarterly reports. (80%) Q3: Monitor implementation of Operational Plan and adherence to Investment agreement. Monthly steering committee conducted Compile monthly and quarterly reports.	Facilitated signing of an investment agreement between owners of the farm and Maresteth trading enterprises to operate Leeways farm	100%	100%	G	Reports compiled and monitoring done as planned	None required	Signed Investment Agreement. List of potential investors Minutes and Attendance registers of Steering committee meetings. Monthly and Quarterly Board Reports.



**Table 1: Year-end performance for the Economic Growth KPA for 2015/16**

Ref <sup>1</sup>	Dept	Strategic Objective	Programme	KPI/ Project	Unit of measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence
								Actual	R	Reason for deviation	Corrective Measures	
					(90%) Q4: Monitor implementation of Operational Plan and adherence to Investment agreement. Monthly steering committee conducted Compile monthly and quarterly reports. (100%)							
D257	GTE DA	LED 1	Agriculture	Support to farms: Tours Farm	Q1: Re-open stakeholder engagements. Compile monthly and quarterly reports. (25%) Q2: Facilitate stakeholder engagements. Compile monthly and quarterly reports. (50%) Q3: TOR for procurement of investor/partner completed. Compile monthly and quarterly reports. (75%) Q4: Start procurement process. Set-up procurement committees. Compile monthly and quarterly reports. (100%)	GTEDA's involvement on these farms were put on hold due to ongoing disputes. Monthly and quarterly reports compiled.	100%	90%	○	Reports compiled Project put on hold as per Board and Council resolution attached	A new strategic plan and project prioritisation plan has been adopted by Council on 31/05/2016	TOR. Established Procurement Committees. Minutes and Attendance registers. Monthly and Quarterly Board Reports.
D258	GTE DA	LED 1	Enterprise Development (SMME support)	Nwamitwa Shopping Centre	Q1: Facilitate GTM Council intervention to resolve disputes. Compile monthly and quarterly reports. (25%) Q2: Disputes resolved. Compile monthly and quarterly reports. (50%) Q3: Procurement of Developers. Stakeholder consultations. Compile monthly and quarterly reports. (75%) Q4: Appointment of Developer. Compile monthly and quarterly reports. (100%)	The project was put on hold by the Valoyi Tribal Authority and no progress has been registered.	100%	90%	○	Reports compiled Developer not appointed pending Tribal Authority resolution	project put on hold as per Council resolution taken on 31/05/2016	TOR Advert Appointment letter Minutes and Attendance Registers
D259	GTE DA	LED 1	Enterprise Development (SMME support)	Morutji Shopping Centre	Q1: Facilitate approval by Modjadji Traditional Authority. Engaging Director General at National level. Compile monthly and quarterly reports. (25%) Q2: Facilitate establishment of a Task team. Facilitate stakeholder agreements. Procurement of Developers. Compile	Facilitated a meeting between GTM Mayor and Morutji development committee to discuss a way forward regarding this project,	100%	90%	○	Reports compiled Developer not appointed pending Tribal Authority resolution	Project put on hold as per council resolution taken on 31/05/2016	Established Task Team. Appointment letter for developer Proposed Agreement. Facilitation Report



**Table 1: Year-end performance for the Economic Growth KPA for 2015/16**

Ref <sup>1</sup>	Dept	Strategic Objective	Programme	KPI/ Project	Unit of measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence
								Actual	R	Reason for deviation	Corrective Measures	
					monthly and quarterly reports. (50%) Q3: Task team established. Facilitate stakeholder agreements. Procurement of Developers. Compile monthly and quarterly reports. (75%) Q4: Stakeholder consultations and proposed agreement. Compile monthly and quarterly reports. (100%)	a delegation will be sent to Modjadji Royal Authority to negotiate final approval.						Minutes and Attendance Registers
D260	GTE DA	LED 1	Enterprise Development (SMME support)	Dan/Bindzulani Shopping Centre	Q1: Engage LEDA, Mhlava Tribal Authority and GTM for common approach. Compile monthly and quarterly reports. (25%) Q2: Facilitate an agreement between LEDA, Mhlava Tribal Authority and GTM. Compile monthly and quarterly reports. (50%) Q3: Facilitate development of an implementation plan. Compile monthly and quarterly reports. (75%) Q4: Implementation plan completed. Compile monthly and quarterly reports. (100%)	No progress registered this quarter due to stakeholders' failure to meet.	100%	90%	○	Reports compiled Implementation plan not done as project had disputes.	Project put on hold due to stakeholders' disputes, by Council on 31/05/2016.	Signed Agreement. Implementation Plan. Facilitation Report Minutes and Attendance Registers
D261	GTE DA	LED 1	Enterprise Development (SMME support)	Mokgwathi Shopping Centre	Q1: Facilitate approval by Modjadji Traditional Authority. Engaging Director General at National level. Compile monthly and quarterly reports. (25%) Q2: Facilitate establishment of a Task team. Facilitate stakeholder agreements. Procurement of Developers. Compile monthly and quarterly reports. (50%) Q3: Task team established. Facilitate stakeholder agreements. Procurement of Developers. Compile monthly and quarterly reports. (75%) Q4: Stakeholder consultations and memorandum of	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%	90%	○	Reports compiled Agreements not signed pending Tribal Authority resolutions	Project put on hold as per council resolution taken on 31/05/2016	Modjadji TA letter of consent Established Task Team. Signed MOU. Facilitation Report Minutes and Attendance Registers



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Ref <sup>1</sup>	Dept	Strategic Objective	Programme	KPI/ Project	Unit of measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence
								Actual	R	Reason for deviation	Corrective Measures	
					understanding signed. Compile monthly and quarterly reports. (100%)							
D262	GTE DA	LED 1	Enterprise Development (SMME support)	Village Bank	Q1: Assist in development of Operational Plan. Facilitate Board Induction. Attend Executive Committee (monthly) & mass (quarterly) meetings Compile monthly and quarterly reports. (70%) Q2: Monitor implementation of Operational Plan. Attend Executive Committee (monthly) & mass (quarterly) meetings Compile monthly and quarterly reports. (80%) Q3: Monitor implementation of Operational Plan. Attend Executive Committee (monthly) & mass (quarterly) meetings Compile monthly and quarterly reports. (90%) Q4: Monitor implementation of Operational Plan. Attend Executive Committee (monthly) & mass (quarterly) meetings Compile monthly and quarterly reports. (100%)	Facilitated applications for an office and non-financial support from Department of Public works and Limpopo Economic Development Agency (awaiting response). Facilitated acquiring of interns from BankSETA who will provide HR, Admin and Finance services to ensure smooth operations. Facilitated a site visit to Kuvhanganyani in Venda to learn best practices.	100%	100%	G	Report compiled Training of members by CBDA facilitated	None required	Operational Plan. Board Induction Report. Exco & Mass meeting minutes Monthly and Quarterly Board Reports.
D263	GTE DA	LED 1	Enterprise Development (SMME support)	Community Radio Station (current affairs & entertainment)	Q1: Facilitation of an AGM. Appointment of new Board. Facilitate Board Induction. Compile monthly and quarterly reports. (40%) Q2: Facilitate a strategic planning session. Operational Plan developed. Compile monthly and quarterly reports. (80%) Q3: Monitor implementation of Operational Plan. Compile monthly and quarterly reports. (90%) Q4: Monitor implementation of Operational Plan.	Facilitated payment of rent and salaries with funding from GTM. Provided administrative support. Monthly and quarterly reports compiled.	100%	90%	O	Radio station is back on air Staff recruitment done Report compiled	Revenue generating strategy and operational plan to be developed	AGM Report. Newly Appointed Board members. Monitoring Reports. Strategic Planning Report. Operational Plan. Monthly and



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								Actual	R	Reason for deviation	Corrective Measures	
					Compile monthly and quarterly reports. (100%)							quarterly Board Reports.
D264	GTE DA	LED 1	Enterprise Development (SMME support)	Ideas Hub (Research & Innovation centre)	Q1: Engage relevant stakeholders (Fire, Env Health, LED, Solid Waste Divisions) in the planning of the pilot Biomass project (30%) Q2: Procure a partner for the Sustainable energy (Biomass) pilot project. Compile monthly and quarterly reports. (60%) Q3: Develop Operational Plan. Compile monthly and quarterly reports. (80%) Q4: Installation of equipment completed at Old Checkers Hawkers Esplanades Compile monthly and quarterly reports. (100%)	Stage one of the upgrading of the blog process has been concluded/completed. Monthly and quarterly reports compiled.	100%	100%	G	Reports compiled Blog/forum developed on GTEDA website	None required	Attendance register & minutes of stakeholder meetings Advert Appointment letter (partner). Operational Plan. Monthly and Quarterly Board Reports.
D265	GTE DA	LED 1	Tourism	Tzaneen Dam	Q1: Support the development of a Resource Management Plan (RMP) in partnership with Department of Water Affairs. Compile monthly and quarterly reports. (40%) Q2: Facilitate agreement between GTM and Water Affairs. Compile monthly and quarterly reports. (60%) Q3: Facilitate agreement between GTM and Water Affairs and the role to be played by GTEDA. Compile monthly and quarterly reports. (80%) Q4: Facilitate agreement between GTM and Water Affairs and the role to be played by GTEDA. Compile monthly and quarterly reports. (100%)	Facilitated a progress update meeting with Department of Water and Sanitation. Planned site visit to Tlokwe Municipality in July 2014)	100%	100%	G	Reports compiled Development of the Resource Management plan in progress	None required	Resource Management Plan. Minutes and Attendance Registers. Signed agreement (GTM and Water Affairs). Monthly and quarterly Board Reports.
D249	GTE DA	LED 2	Economic Growth and Investment	# of committed investors attracted through GTEDA	Number	5	5	0	R	Target revised as key investment attraction projects had disputes as	Council has approved new GTEDA strategic plan	Investment reports (LADC, MDDA, Premiers Office & SEDA)



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Ref <sup>1</sup>	Dept	Strategic Objective	Programme	KPI/ Project	Unit of measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence	
								Actual	R	Reason for deviation	Corrective Measures		
D36	MM	LED 3	Integrated Development Planning	IDP credibility rating	Rating	100% (High)	100%	0%	R	per Council resolution taken on 31/05/2016	on the 31 May 2016 to address these challenges.		COGHSTA report
D37	MM	LED 3	Integrated Development Planning	IDP strategic session conducted by 30 Oct	Number	04-Dec	1	2	B	Not applicable	None required		Invitations Agenda Attendance Register Strategic Session Report
D38	MM	LED 3	Integrated Development Planning	# of IDP Steering Committee meetings	Number	4	6	6	G	Not applicable	None required		Invitations Minutes & attendance registers
D39	MM	LED 3	Integrated Development Planning	# of IDP Rep forum meetings	Number	4	5	4	O	None planned for June	None required		Invitations Minutes & attendance registers
D40	MM	LED 3	Integrated Development Planning	Draft IDP approved by Council by 31 March annually	Number	29-Mar	1	1	G	Not applicable	Not applicable		Draft IDP Council Minutes
D41	MM	LED 3	Integrated Development Planning	Final IDP approved by Council by 31 May annually	Number	31-May	1	1	G	Not applicable	Not applicable		Final IDP Council Minutes
D42	MM	LED 3	Integrated Development Planning	# of working days taken to submit draft IDP to COGHSTA & Treasury after approval by Council	Number	6	10	4	B	Submitted to CoGHSTA & PT; Treasury on 18 March (Council	None required		Acknowledgement of Receipt by COGHSTA & PT



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Ref <sup>1</sup>	Dept	Strategic Objective	Programme	KPI/ Project	Unit of measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence
								Actual	R	Reason for deviation	Corrective Measures	
										approval 14 March)		
D43	MM	LED 3	Integrated Development Planning	# of working days taken to submit Final IDP to COGHSTA & Treasury after approval by Council	Number	8	10	8	B	Submitted to PT & CoGHSTA on 10 June	None required	Acknowledgement of Receipt by COGHSTA & PT
D44	MM	LED 3	Integrated Development Planning	# of days taken to place the Final IDP on the website after approval	Number	Not done	14	6	B	Final IDP published on Website on 8 June	None required	IT website printout
D45	MM	LED 3	Integrated Development Planning	# of days taken to advertise the draft IDP in the media for public comments after approval by Council	Number	13	14	2	B	Draft IDP advertised on 1 April	None required	IT website printout
D49	MM	LED 3	Integrated Development Planning	IDP, Budget and PMS process plan approved by Council on 30 Aug	Number	02-Oct	1	1	G	Not applicable	Not applicable	Process Plan Council Minutes
D55	MM	LED 3	Integrated Development Planning	IDP review	Q1: Draft Process plan and submit to Council by 30 July. Circulate community needs to departments and facilitate analysis phase review through the Representative Forum. (25%) Q2: Conduct Strategic planning session and prioritise projects for next financial year by end November. Submit project requests to Sector Departments. (50%) Q3: Conclude Integration Phase by end Feb and submit Draft IDP to Council by end March. Submit draft IDP to COGHSTA within legislated timeframes (75%) Q4: Advertise IDP for public input within 10	Advertisement was placed within 13 days. Final IDP was submitted to CoGHSTA within 8 days (09/06)	100%	100%	G	Final IDP approved by Council on 31 May and submitted to CoGHSTA on 10 June.	None required	Council Minutes on Process Plan Progress report per phase Correspondence with Departments Council Minutes for IDP adoption



**Table 1: Year-end performance for the Economic Growth KPA for 2015/16**

Ref <sup>1</sup>	Dept	Strategic Objective	Programme	KPI/ Project	Unit of measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence
								Actual	R	Reason for deviation	Corrective Measures	
					working days of approval, consolidate inputs and present to Council by end May. Submit final IDP to COGHSTA within legislated timeframes. (100%)							
D56	MM	LED 3	Integrated Development Planning	IDP, Budget & PMS alignment	Q1: Monitor compliance to the IDP, Budget and PMS process plan and report progress to Council (25%) Q2: Monitor compliance to the IDP, Budget and PMS process plan and report progress to Council (50%) Q3: Monitor compliance to the IDP, Budget and PMS process plan and report progress to Council. Ensure alignment between budget and IDP on Capital & Operational projects (75%) Q4: Monitor compliance to the IDP, Budget and PMS process plan and report progress to Council (100%)	IDP and Budget are aligned with regard to capital projects but not fully aligned for operational projects	100%	90%	O	Last minute changes to budget not reflected in the IDP thus KPI targets no in line with approved Budget	IDP to be adjusted in January '17 along with the budget	Process Plan Correspondence IDP, budget and PMS progress reports
D233	PED	LED 3	Integrated Spatial Development	Integrated Rural Nodal Development Plan for Runnymede approved completed by 30 June '16	Number	New indicator	1	0	R			Nodal development plan for Runnymede Council Minutes
D240	PED	LED 3	Integrated Development Planning	Spatial Development Framework review	Q1: Appointment of a consultant to review the SDF. Setting up of a SDF steering committee as required by SPLUMA. (10%) Q2: Status quo report available from Service Provider. Public Participation process concluded (40%) Q3: Analysis and proposals for draft SDF ready for consideration by Council (70%) Q4: Public Participation on the draft SDF and adoption by Council (100%)		100%	60%	R	SDF status quo report was completed and presented only to the technical committee and still need to be presented to Steering committee prior to Council adoption, process running	Meeting scheduled with various head of department to follow-up on the comments.	Appointment letter 12 X Minutes of Steering Committee Minutes of Public Participation Draft SDF Council Minutes



**Table 1: Year-end performance for the Economic Growth KPA for 2015/16**

Ref <sup>1</sup>	Dept	Strategic Objective	Programme	KPI/ Project	Unit of measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence
								Actual	R	Reason for deviation	Corrective Measures	
D241	PED	LED 3	Integrated Development Planning	Socio - Economic survey (Poverty Alleviation)	Q1: Facilitate Community mobilization through ward councillors for Ward 2 and 5 Establish a reference group of community representatives Survey conducted by end August (40%) Q2: Data processing and draft report developed by UNIVEN Arrange a field validation workshop on study findings (70%) Q3: Finalisation of the report by UNIVEN Develop a roll-out plan including a budget for implementation to other wards (90%) Q4: Council resolution to guide the future roll-out programme approved (100%)		100%	90%	O	No Deviation	No Corrective Measures	*Programme of Community Facilitation in Ward 2 &5 *List of participants in reference group Validation Workshop Attendance Register Survey Report *Council Item on roll-out programme
D242	PED	LED 3	Integrated Spatial Development	SPLUMA implementation	Q1: Participate in the Joint Municipal Planning Tribunal upon establishment. Develop Spatial Planning and Land use Management By-laws in line with SPLUMA (25%) Q2: Participate in the Joint Municipal Planning Tribunal upon establishment. Develop Spatial Planning and Land use Management By-laws in line with SPLUMA (50%) Q3: Participate in the Joint Municipal Planning Tribunal upon establishment. Spatial Planning and Land use Management By-laws ready for		100%	60%	R	1. Delay in the finalisation of the appointment of Planning Tribunal Members.  2. Delay in obtaining the comments from the Provincial Department of CoGHSTA Legal	1. Meeting of task team was held on the 13th June 2016 to streamline all the outstanding Legal Compliance issues. 2. An appointment was secure with	Council Resolution on Tribunal Submission to HR on Organogram Correspondence Promulgation Notices Minutes of Tribunal Meetings and Task teams



**Table 1: Year-end performance for the Economic Growth KPA for 2015/16**

Ref <sup>1</sup>	Dept	Strategic Objective	Programme	KPI/ Project	Unit of measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence	
								Actual	R	Reason for deviation	Corrective Measures		
					public participation (75%) Q4: Participate in the Joint Municipal Planning Tribunal upon establishment. Spatial Planning and Land use Management By-laws promulgated (100%)						Section regarding vetting of the bylaw that was adopted by GTM.	the Provincial Government Printers for the by law gazetted due to happen before the 30th June 2016. 3. Follow-up emails through our legal section to get vetting process to be speeded up.	
D243	PED	LED 3	Integrated Spatial Development	Land identification for social housing	Q1: Housing design, Township establishment and EIA started. Costing of construction of rental housing in Tzaneen Portion 292 Pusela (60%) Q2: Township establishment and EIA started. Costing of construction completed (80%) Q3: Township establishment and EIA progress report (90%) Q4: Township establishment and EIA concluded (100%)		100%	100%	G	No deviation	none	Correspondence with HAD Appointment letter for service providers (township establishment) Housing designs Construction Costing	
D244	PED	LED 3	Neighbourhood Development	Rural Broadband (NDPG)	Q1: Monitor the appointment of a contractor and the construction of new reception tower. Report progress to Council (10%) Q2: Monitor the Construction of a new reception tower. To be completed by December. Report progress to Council (100%) Q3: New reception tower completed. (100%) Q4: New reception tower completed. (100%)		100%	0%	R	See attached comments by the IT Manager	See attached comments by the IT Manager	NDPG Progress Reports Minutes of NDPG meetings Completion certificate	



**Table 1: Year-end performance for the Economic Growth KPA for 2015/16**

Ref <sup>1</sup>	Dept	Strategic Objective	Programme	KPI/ Project	Unit of measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence
								Actual	R	Reason for deviation	Corrective Measures	
D245	PED	LED 3	Neighbourhood Development	Indoor sports Centre & outdoor sports facilities(NDPG)	Q1: Indoor Sports Centre completed in August'15 (100%) Q2: Indoor Sports Centre completed in August'15 (100%) Q3: Indoor Sports Centre completed in August'15 (100%) Q4: Indoor Sports Centre completed in August'15 (100%)		100%	100%	G	There was no deviation	There was no deviation	NDPG Progress Reports Minutes of NDPG meetings Completion certificate
D246	PED	LED 3	Neighbourhood Development	Nkowankowa Taxi Rank (High point Development Initiative) (NDPG)	Q1: Advertisement and appointment of contractor concluded (10%) Q2: Monitor the Construction of the taxi rank and report physical progress to Council (60%) Q3: Construction of the taxi rank completed (100%) Q4: Construction of the taxi rank completed (100%)		100%	100%	G	No deviation	None required	NDPG Progress Reports Minutes of NDPG meetings Completion certificate
D46	MM	LED 4	Employee Performance Management	# of formal employee performance reviews for Sect 57	Number	0	1.5	0	R	Mid-year assessment postponed to accommodate training on electronic system	Training of MM & CFO to be concluded	Mid-year and Annual Assessment reports
D47	MM	LED 4	Employee Performance Management	# of critical posts with signed performance agreements (MM, CFO, Engineer, Town Planner, CORP, Communications)	Number	4	6	3	R	CORP, Communications & Town Planner positions did not sign Performance Agreements	CORP & Communication s are vacant Salary discrepancies to be resolved for Town Planner to sign	Signed Performance Agreements
D48	MM	LED 4	Employee Performance Management	# Section 56/57 Managers with signed Performance Agreements/ within legislated timeframes	Number	6	7	6	O	CORP position vacant	CORP position to be filled	Performance Agreements for Sect 56/57 Managers



**Table 1: Year-end performance for the Economic Growth KPA for 2015/16**

Ref <sup>1</sup>	Dept	Strategic Objective	Programme	KPI/ Project	Unit of measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence
								Actual	R	Reason for deviation	Corrective Measures	
D54	MM	LED 4	Employee Performance Management	Employee Performance Evaluation	Q1: Conduct audit on 2013/14 Annual Individual Performance Report and submit report to MM & audit committee within 2 weeks (50%) Q2: Not applicable this quarter (50%) Q3: Conduct audit on 2014/15 Mid-year individual performance report and submit report to MM & audit committee within 2 weeks (100%) Q4: Not applicable this quarter (100%)	Performance Evaluations did not take place	100%	0%	R	1415 individual performance assessments not done	A schedule for performance assessment should be developed and adhered to	Audit report on Annual Individual Performance Report -Audit report on Mid-year individual performance report

**Table 2** presents a summary of the results, as reported by Departments, and from this it can be seen that **47%** of targets aimed at improving Economic Growth were not met during 2015/16.

<b>Table 2: Economic Growth KPA - Summary of Results</b>			
Colour	Key to the Colour Codes	No of KPIs/Projects	% in category
G	KPI Not Yet Measured	0	0.0%
R	KPI Not Met	11	23.4%
O	KPI Almost Met	11	23.4%
G	KPI Met	14	29.8%
G2	KPI Well Met	4	8.5%



Table 2: Economic Growth KPA - Summary of Results			
Colour	Key to the Colour Codes	No of KPIs/Projects	% in category
B	KPI Extremely Well Met	7	14.9%
	<b>Total KPIs</b>	<b>47</b>	

The key challenges impacting on the ability of the organisation to achieve the objectives set in terms of Economic Growth are:

- 1. Ineffectiveness of GTEDA:** The Greater Tzaneen Economic Development Agency does not deliver on the establishment mandate in terms of attracting investment and creating jobs, since most projects planned for the financial year were once again not implemented fully. Since most of the reasons for not implementing the projects are beyond the control of the Agency it brings into question the feasibility of the projects allocated to GTEDA for implementation and also the role of the Board. Also, the bulk of the R 5.5 million budget allocated to GTEDA goes towards the board and personnel expenditure with very little being available for projects implementation. It should however be noted that GTEDA operated without a CEO during 15/16 and the new Board (also appointed during 15/16) has revised the strategic plan for GTEDA.
- 2. Employee Performance Management dysfunctional.** The evaluations for the MM and Directors were cancelled for 2014/15 due to the instability in Management during this period. The mid-year assessments for 2015/16 however also did not take place. GTM implemented an electronic reporting system in order to reduce the time spent on performance reporting but the change in management processes are not being adhered to by all. Furthermore, achieving the targets set in terms of the signing of performance agreements for senior personnel is being compromised by the continued vacancies of critical posts e.g. Corporate Services Director. The cascading of the



performance evaluations to lower level staff such as Managers is also compromised because the salary discrepancies at this salary level has not yet been resolved.

- 3. IDP, Budget and SDBIP none-alignment.** The SDBIP is supposed to be a tool used by Council to monitor budget implementation. However, last minute changes to the IDP and Budget, which is then not reconciled, result in an anomaly of information especially with regard to the alignment of targets set for Key Performance Indicators (in the IDP) and the available operational budget. Further factors that contribute to the none-alignment is the continued roll-over of capital projects from one financial year to the next. These projects are not contained in the current-year IDP and budget and is approved through separate Council resolutions and later included in the budget through a budget adjustment in January. The IDP is however not adjusted to align to the budget. During 14/15 the SDBIP was adjusted to accommodate the changes to the budget but during 2015/16 the approval for roll-over of grants were still not finalised with Treasury after the budget adjustment. The final approval for the roll-overs was only received late in April '16, making it futile to adjust the targets for the year.



## 2.2 Service Delivery KPA

The Service Delivery KPA is aimed at ensuring a sustainable quality of life, which will be achieved through the strategic objectives outlined below:

- **Objective SD 1:** Improve access to sustainable and affordable services
- **Objective SD 2:** Optimise and sustain infrastructure investment and services
- **Objective SD 3:** Enhance sustainable environmental management and social development
- **Objective SD 4:** Develop and build skilled and knowledgeable workforce

**Table 3** presents the progress made in achieving the performance target set for the objectives listed above during the period 1 July 2015 to 30 June 2016.

Table 3: Year-end performance for the Service Delivery KPA for 2015/16												
Ref	Dept.	Strategic Objective	Programme	KPI / Project	Unit of Measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence (or) note to Auditor
								Actual	R	Reason for deviation	Corrective Measures	
D57	CFO	SD 1	Electricity Infrastructure	R-value of Free Basic Electricity to Households	R-value	3579960	4,000,000	2,856,439	R	Less people claim from Eskom for FBE	Eskom to investigate tampering with meters	FBE Payments
D58	CFO	SD 1	Free Basic Services	% of households earning less than R1100 (R2520) served with free basic electricity (total registered as indigents)	Percentage	100% (31129)	100%	250%	B	All indigents register on financial system receive 50kwh free basic electricity	Continuously verify information on financial system	Indigent register Billing Report



**Table 3: Year-end performance for the Service Delivery KPA for 2015/16**

Ref	Dept.	Strategic Objective	Programme	KPI / Project	Unit of Measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence (or) note to Auditor
								Actual	R	Reason for deviation	Corrective Measures	
D59	CFO	SD 1	Free Basic Services	% households earning less than R1100 (R2520) with access to free basic waste removal (total registered as indigents)	Percentage	3% (1000/31129)	5%	3.36%	R	All indigents registered on financial system receives rebate, Information to other indigents in villages not measurable.	Monthly reports check for deviations	Indigent register Billing Report
D60	CFO	SD 1	Free Basic Services	Total number of registered indigent households who received free basic water and sanitation (5 formal towns)	Number	1146	1,260	3,265.50	B	New indigents registered and benefitting		Indigent register Billing Report
D143	CSD	SD 1	Traffic Services	Traffic fine collection rate [(Rand value received for fines as a percentage of the total Rand value of fines issued)]	Percentage	40%	70%	97.15%	G2	We unable to enforce customers to come and pay except that we do one road block per month and wait for customers to come and pay. SMS are also sent out as reminders for payment. There are no warrants for enforcement, and we only dependent on Magistrate to authorise even though we schedule meeting warrants but they fail to authorise.	We do one road block per month and wait for customers to come and pay. SMS are also sent out as reminders for payment.	Revenue reports



**Table 3: Year-end performance for the Service Delivery KPA for 2015/16**

Ref	Dept.	Strategic Objective	Programme	KPI / Project	Unit of Measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence (or) note to Auditor
								Actual	R	Reason for deviation	Corrective Measures	
D148	EED	SD 1	Electricity Infrastructure	% of households with access to electricity	Percentage	96%	96%	94%	○	Projects still under construction due to the following reasons; 1. Late appointment of other contracts 2. Areas rocky and inaccessible 3. Delays with delivery of transformers due to shortage of copper	Transformers delivered. Construction in progress. Projects to be completed during first quarter of 2016/17.	Electrification reports
D155	EED	SD 1	Electricity Infrastructure Development	Apollo light at Burgersdorp	Q1: Tender process for appointment of contractor finalised. (10%) Q2: Construction of Apollo light, physical progress at 10% (20%) Q3: Construction of Apollo light, physical progress at 50% (60%) Q4: Apollo light in Burgersdorp completed (100%)	Not implemented	100%	90%	○	Contractor to do self-built(line) for Eskom the connection cost is paid to Eskom	contractor to do self-built	Progress reports Hand over certificate
D156	EED	SD 1	Electricity Infrastructure Development	Apollo lights at Khopo	Q1: Tender process for appointment of contractor finalised. (10%) Q2: Construction of Apollo light, physical progress at 10% (20%) Q3: Construction of Apollo light, physical progress at 50% (60%) Q4: Apollo light in Khopo completed (100%)	Not implemented	100%	90%	○	Contractor to do self-built(line) for Eskom the connection cost is paid to Eskom	Contractor to do self-built	Progress reports Hand over certificate
D157	EED	SD 1	Electricity Infrastructure Development	Apollo lights at Mawa Block 8 and 9	Q1: Tender process for appointment of contractor finalised. (10%) Q2: Construction of Apollo light, physical progress at 10% (20%) Q3: Construction of Apollo	Not implemented	100%	90%	○	Still waiting for Eskom to do connections all connections have been paid. there is	Eskom to fast track connection	Progress reports Hand over certificate



**Table 3: Year-end performance for the Service Delivery KPA for 2015/16**

Ref	Dept.	Strategic Objective	Programme	KPI / Project	Unit of Measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence (or) note to Auditor
								Actual	R	Reason for deviation	Corrective Measures	
					light, physical progress at 50% (60%) Q4: Apollo light in Mawa Block 8&9 completed (100%)							
D158	EED	SD 1	Electricity Infrastructure Development	Apollo lights at Moloko and Pelana village	Q1: Tender process for appointment of contractor finalised. (10%) Q2: Construction of Apollo light, physical progress at 10% (20%) Q3: Construction of Apollo light, physical progress at 50% (60%) Q4: Apollo light in Moloko and Pelana village completed (100%)	Not implemented	100%	90%	○	Still waiting for Eskom to do connections all connections have been paid. there is still a dispute with the Consultant regarding the cost per high mast	Eskom to fast track connection	Progress reports Hand over certificate
D159	EED	SD 1	Electricity Infrastructure Development	Apollo lights at Dan Village	Q1: Tender process for appointment of contractor finalised. (10%) Q2: Construction of Apollo light, physical progress at 10% (20%) Q3: Construction of Apollo light, physical progress at 50% (60%) Q4: Apollo light in Dan Village completed (100%)	Not implemented	100%	90%	○	Contractor to do self-built(line) for Eskom the connection cost is paid to Eskom	contractor to do self-built	Progress reports Hand over certificate
D160	EED	SD 1	Electricity Infrastructure Development	Apollo lights at Motupa Village	Q1: Tender process for appointment of contractor finalised. (10%) Q2: Construction of Apollo light, physical progress at 10% (20%) Q3: Construction of Apollo light, physical progress at 50% (60%) Q4: Apollo light in Motupa Village completed (100%)	Not implemented	100%	90%	○	Still waiting for Eskom to do connections all connections have been paid. there is still a dispute with the Consultant regarding the cost per high mast	Eskom to fast track connection	Progress reports Hand over certificate



**Table 3: Year-end performance for the Service Delivery KPA for 2015/16**

Ref	Dept.	Strategic Objective	Programme	KPI / Project	Unit of Measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence (or) note to Auditor
								Actual	R	Reason for deviation	Corrective Measures	
D161	EED	SD 1	Electricity Infrastructure Development	Apollo lights at Nyagelani Village	Q1: Tender process for appointment of contractor finalised. (10%) Q2: Construction of Apollo light, physical progress at 10% (20%) Q3: Construction of Apollo light, physical progress at 50% (60%) Q4: Apollo light in Nyagelani Village completed (100%)	Not implemented	100%	90%	○	Contractor to do self-built(line) for Eskom the connection cost is paid to Eskom	Eskom to fast track connection	Progress reports Hand over certificate
D162	EED	SD 1	Electricity Infrastructure Development	Apollo lights at Tickyline Village	Q1: Tender process for appointment of contractor finalised. (10%) Q2: Construction of Apollo light, physical progress at 10% (20%) Q3: Construction of Apollo light, physical progress at 50% (60%) Q4: Apollo light in Tickyline Village completed (100%)	Not implemented	100%	90%	○	Contractor to do self-built(line) for Eskom the connection cost is paid to Eskom	Contractor to do self-built	Progress reports Hand over certificate
D163	EED	SD 1	Electricity Infrastructure Development	Apollo lights at Moruji Village	Q1: Tender process for appointment of contractor finalised. (10%) Q2: Construction of Apollo light, physical progress at 10% (20%) Q3: Construction of Apollo light, physical progress at 50% (60%) Q4: Apollo light in Moruji Village completed (100%)	Not implemented	100%	90%	○	Still waiting for Eskom to do connections all connections have been paid. there is still a dispute with the Consultant regarding the cost per high mast	Eskom to fast track connection	Progress reports Hand over certificate
D164	EED	SD 1	Electricity Infrastructure Development	Electrification of households at Khujwana	Q1: Appointment of service provider finalised (10%) Q2: Designs approved by ESKOM (20%) Q3: Construction 50% (60%) Q4: Electrification of households at Khujwana completed (100%)	New project	100%	85%	○	Busy with construction of additional 25 households	Construction of additional 25 households in progress. Project to be completed during first	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover



**Table 3: Year-end performance for the Service Delivery KPA for 2015/16**

Ref	Dept.	Strategic Objective	Programme	KPI / Project	Unit of Measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence (or note to Auditor)
								Actual	R	Reason for deviation	Corrective Measures	
											quarter of 2016/17.	certificate PCS File (ESKOM)
D165	EED	SD 1	Electricity Infrastructure Development	Electrification of households at Wally village	Q1: Appointment of service provider finalised (10%) Q2: Designs approved by ESKOM (20%) Q3: Construction 50% (60%) Q4: Electrification of households at Wally village completed (100%)	New project	100%	88%	O	Project completion delayed due to unavailability of transformers from suppliers.	Transformers have been delivered and project construction to be completed during first quarter of 2016/17	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D166	EED	SD 1	Electricity Infrastructure Development	Electrification of households at Mohlakong/ Moruji village	Q1: Appointment of service provider finalised (10%) Q2: Designs approved by ESKOM (20%) Q3: Construction 50% (60%) Q4: Electrification of households at Mohlakong/ Moruji completed (100%)	New project	100%	50%	R	Areas rocky and inaccessible. Delays with delivery of transformers from the suppliers due to copper shortage.	Project to be completed during first quarter of 2016/17 financial year. Transformers delivered.	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D167	EED	SD 1	Electricity Infrastructure Development	Electrification of households at Bonn/ Lekutswi	Q1: Appointment of service provider finalised (10%) Q2: Designs approved by ESKOM (20%) Q3: Construction 50% (60%) Q4: Electrification of households at Bonn/ Lekutswi completed (100%)	New project	100%	53%	R	Project delayed due to late site establishment and delivery of transformers	More teams to be added for project to be completed during first quarter of 2016/17	Appointment Letter Approval letter on Designs from ESKOM Project progress reports



**Table 3: Year-end performance for the Service Delivery KPA for 2015/16**

Ref	Dept.	Strategic Objective	Programme	KPI / Project	Unit of Measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence (or) note to Auditor
								Actual	R	Reason for deviation	Corrective Measures	
												Handover certificate PCS File (ESKOM)
D168	EED	SD 1	Electricity Infrastructure Development	Electrification of households at Mopye/Sebabane Village	Q1: Appointment of service provider finalised (10%) Q2: Designs approved by ESKOM (20%) Q3: Construction 50% (60%) Q4: Electrification of households at Mopye/Sebabane Village completed (100%)	New project	100%	70%	R	Area Rocky and inaccessible	Project to be completed during first quarter of 2016/17	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D169	EED	SD 1	Electricity Infrastructure Development	Electrification of households at Botludi/ Mothomeng Villages	Q1: Appointment of service provider finalised (10%) Q2: Designs approved by ESKOM (20%) Q3: Construction 50% (60%) Q4: Electrification of households at Botludi/ Mothomeng Villages completed (100%)	New project	100%	50%	R	Area rocky and inaccessible. Delays with delivery of transformer from the supplier due to shortage of copper.	Project to be completed during first quarter of 2016/17. Transformers delivered.	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D170	EED	SD 1	Electricity Infrastructure Development	Electrification of households at Motupa/ Marirone/ Kubjana Villages	Q1: Appointment of service provider finalised (10%) Q2: Designs approved by ESKOM (20%) Q3: Construction 50% (60%) Q4: Electrification of households at Motupa/ Marirone/ Kubjana Villages completed (100%)	New project	100%	88%	O	Project completion delayed due to unavailability of transformers from suppliers	Project to be completed during first quarter of 2016/17. Transformers delivered	Appointment Letter Approval letter on Designs from ESKOM Project progress reports



**Table 3: Year-end performance for the Service Delivery KPA for 2015/16**

Ref	Dept.	Strategic Objective	Programme	KPI / Project	Unit of Measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence (or) note to Auditor
								Actual	R	Reason for deviation	Corrective Measures	
												Handover certificate PCS File (ESKOM)
D171	EED	SD 1	Electricity Infrastructure Development	Electrification of households at Khopo (Civic) (Rita) and Segabedi villages	Q1: Appointment of service provider finalised (10%) Q2: Designs approved by ESKOM (20%) Q3: Construction 50% (60%) Q4: Electrification of households at Khopo (Civic) (Rita) and Segabed completed (100%)	New project	100%	80%	O	Delays with delivery of material by the supplier	More teams to be utilized to ensure completion of teams by the first quarter.	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D172	EED	SD 1	Electricity Infrastructure Development	Electrification of households at Hospital view/ Mineview villages	Q1: Appointment of service provider finalised (10%) Q2: Designs approved by ESKOM (20%) Q3: Construction 50% (60%) Q4: Electrification of households at Hospital view/ Mineview completed (100%)	New project	100%	60%	R	Project delayed due to late site establishment by contractor and unavailability of transformers from the suppliers	More teams to be utilised to ensure completion by the first quarter of 2016/17	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D173	EED	SD 1	Electricity Infrastructure Development	Electrification of households at Sunnyside/ Myakayaka villages	Q1: Appointment of service provider finalised (10%) Q2: Designs approved by ESKOM (20%) Q3: Construction 50% (60%) Q4: Electrification of households at Sunnyside/ Myakayaka completed (100%)	New project	100%	60%	R	Delays with delivery of transformers from the supplier due to copper shortage. Rocky area.	Rock drill to be utilized on rocky areas. Transformers to be delivered. Project to be	Appointment Letter Approval letter on Designs from ESKOM Project progress reports



**Table 3: Year-end performance for the Service Delivery KPA for 2015/16**

Ref	Dept.	Strategic Objective	Programme	KPI / Project	Unit of Measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence (or) note to Auditor
								Actual	R	Reason for deviation	Corrective Measures	
											completed during first quarter of 2016/17.	Handover certificate PCS File (ESKOM)
D174	EED	SD 1	Electricity Infrastructure Development	Electrification of households at Morapalala villages	Q1: Appointment of service provider finalised (10%) Q2: Designs approved by ESKOM (20%) Q3: Construction 50% (60%) Q4: Electrification of households at Morapalala completed (100%)	New project	100%	88%	O	Delays with delivery of transformers from the supplier.	Transformers do be delivered. Project to be completed during first quarter of 2016/17	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D175	EED	SD 1	Electricity Infrastructure Development	Split meters	Q1: Installation of split meters completed (100%) Q2: Not applicable this quarter (100%) Q3: Not applicable this quarter (100%) Q4: Not applicable this quarter (100%)	New project	100%	100%	G	Project completed at Runnymede village.	Final claim for additional connection not paid to service providers	Final Payment Certificate
D197	ESD	SD 1	Building Control	% building plans responded to within 30 working days from receipt of payment	Percentage	100%	100%	25%	R	the KPI to be removed from the SDBIP	the KPI is not measurable	Building Plan register
D198	ESD	SD 1	Building Control	# of contravention notices issued to decrease non-compliance to building regulations	Number	54	70	21	B	The total number for 4th quarter is 9 and in total for the year is 21 in number. Which is way lower than what was projected and it shows the	no corrective measures are required for this KPI cause its talking to reducing what	Register of contraventions



**Table 3: Year-end performance for the Service Delivery KPA for 2015/16**

Ref	Dept.	Strategic Objective	Programme	KPI / Project	Unit of Measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence (or) note to Auditor	
								Actual	R	Reason for deviation	Corrective Measures		
D199	ESD	SD 1	Roads and Storm water Infrastructure Development	Km of roads tarred	Kilometers	15	11	8.5	O	8.5km completed on Sasekani to Nkowankowa road. Other projects where delayed due to court interdict.	Progress for other projects to be fast tracked.	Road Progress Reports	
D200	ESD	SD 1	Roads and Storm water Infrastructure Development	% of MIG roads projects on schedule	Percentage	0%	100%	50%	R	The target was not reached because two projects were on hold due to the court interdict	The High Court delivered judgment on the 28 April 2016	Project progress reports	
D212	ESD	SD 1	Public Toilets	VIP Toilets at Mulati and Shiluvane Libraries	Q1: Appointment of contractor finalised (10%) Q2: Construction of VIP toilets at Mulati & Shiluvani psychical progress at 50% (60%) Q3: Construction of VIP toilets at Mulati & Shiluvani completed (100%) Q4: Construction of VIP toilets at Mulati & Shiluvani completed (100%)	New project	100%	100%	G	the project is 100% complete and handed over to user department		Appointment letter Completion certificate	
D213	ESD	SD 1	Roads and Storm water Infrastructure Development	Lenyenye DoC entrance road	Q1: Finalise specifications. (5%) Q2: Appointment of contractor finalised (15%) Q3: Construction of road to Lenyenye DoC completed (100%) Q4: Construction of road to Lenyenye DoC completed (100%)	Not implemented	100%	100%	G	Project completed. No deviation.	Not required	Specifications Appointment of contractor Completion certificate	



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								Actual	R	Reason for deviation	Corrective Measures	
D214	ESD	SD 1	Roads and Storm water Infrastructure Development	Politsi road	Q1: Construction of road at 50% (50%) Q2: Politsi roads completed (100%) Q3: Not applicable this quarter (100%) Q4: Not applicable this quarter (100%)	Completed	100%	100%	G	No deviation	Not required	Project progress reports Completion certificate
D215	ESD	SD 1	Roads and Storm water Infrastructure Development	Agatha Cemetery Low Level Bridge	Q1: Not applicable this quarter (0%) Q2: Not applicable this quarter (0%) Q3: Advertisement and Appointment of contractor finalised (10%) Q4: Construction of Agatha Cemetery low level bridge completed (100%)	Awaiting EIA results	100%	10%	R	Designs complete. Progress delayed due to delay in provision of the budget for implementation. Budget only sufficient for designs.	Construction budget available for 2016/17 financial year.	Appointment letter Site meeting minutes Completion certificate
D216	ESD	SD 1	Roads and Storm water Infrastructure Development	Rikhotso low level bridge	Q1: Appointment of contractor finalised (10%) Q2: Construction of low level bridge, physical progress at 10% (20%) Q3: Construction of low level bridge, physical progress at 60% (70%) Q4: Construction of low level bridge at Rikhotso completed (100%)	Tender advertised	100%	20%	R	Delay in supply chain processed. The contractor is busy on site and physical progress is 30%.	Fast tracking progress on site	Appointment letter Site meeting minutes Completion certificate
D217	ESD	SD 1	Roads and Storm water Infrastructure Development	Mokonyane low level bridge	Q1: Appointment of contractor finalised (10%) Q2: Construction of low level bridge, physical progress at 10% (20%) Q3: Construction of low level bridge, physical progress at 60% (70%) Q4: Construction of low level bridge at Mokonyane completed (100%)	Tender advertised	100%	20%	R	Delay in supply chain processed. The contractor is busy on site and physical progress is 15%.	Fast tacking progress on site.	Appointment letter Site meeting minutes Completion certificate
D218	ESD	SD 1	Roads and Storm water Infrastructure Development	Khubu to Lwandlamuni low level bridge	Q1: Not applicable this quarter (0%) Q2: Not applicable this quarter (0%) Q3: Advertisement and appointment of contractor	Not implemented	100%	10%	R	Design complete. Budget only sufficient for designs.	Construction budget available for	Appointment Letter Minutes of site meetings



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								Actual	R	Reason for deviation	Corrective Measures	
					finalised (10%) Q4: Construction of low level bridge, physical progress at 10% (100%)						2016/2017 financial year.	
D219	ESD	SD 1	Roads and Storm water Infrastructure Development	Speed humps	Q1: Appointment of contractor finalised (10%) Q2: Construction of speedhumps physical progress at 50% (60%) Q3: Construction of speedhumps completed (100%) Q4: Construction of speedhumps completed (100%)	New project	100%	50%	R	Delay in supply chain processed. The contractors are busy on site and physical progress is 50%.	Fast tracking progress on site through progress meetings.	Appointment letter Completion certificates
D220	ESD	SD 1	Roads and Storm water Infrastructure Development	Moruji to Matswi, Kheshokolwe Tar Road	Q1: Physical construction at 9% (25%) Q2: Physical construction at 18% (50%) Q3: Physical construction at 27% (75%) Q4: Physical construction at 35% (100%)	Design and tender documents completed. Contractor not yet appointed	100%	35%	R	The project was delayed because of litigation	High court judgment was delivered on the 28 April 2016 to commence afresh with tender process	Project Progress Reports
D221	ESD	SD 1	Roads and Storm water Infrastructure Development	Rita, Khopo, Lefara, Zanghoma, Uhuru, Xipungu to Mariveni Tar Road	Q1: Physical construction at 9% (25%) Q2: Physical construction at 18% (50%) Q3: Physical construction at 27% (75%) Q4: Physical construction at 35% (100%)	Design and tender documents completed. Contractor not yet appointed	100%	50%	R	The contractor was appointed late.	The contractor has put two teams to fast track progress	Project Progress Reports
D222	ESD	SD 1	Roads and Storm water Infrastructure Development	Tickyline, Myakayaka, Burgersdorp, Gavaza to Mafarana Tar Road	Q1: Physical construction at 9% (25%) Q2: Physical construction at 18% (50%) Q3: Physical construction at 27% (75%) Q4: Physical construction at 35% (100%)	Design and tender documents completed. Contractor not yet appointed	100%	50%	R	The contractor was delayed by inclement weather, community strikes and unauthorized water pipes.	Extension of time is granted, revised completion date is 16/09/2016	Project Progress Reports



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								Actual	R	Reason for deviation	Corrective Measures	
D226	PED	SD 1	Integrated Human Settlements	Integrated Sustainable Human Settlement Plan reviewed by 30 Jun '16	Number	Not done	1	200	B	No Deviation	none	Council minutes
D227	PED	SD 1	Integrated Human Settlements	# of land parcels acquired for development	Number	New KPI	1	400	B	No Deviation	none	Deed of Sale (Tzaneen Portion 9 & 38 Hamawasha)
D234	PED	SD 1	Integrated Human Settlements	Housing coordination (700 RDP units)	Q1: Completion of beneficiary lists and attach documents and details Submission of forms to COGHSTA Verification of beneficiaries Monitor project implementation and attend monthly project steering committee meetings (40%) Q2: Monitor Project implementation and report progress on the building of houses at the allocated villages. Attend monthly project steering committee meetings (60%) Q3: Monitor Project implementation and report progress on the building of houses at the allocated villages. Attend monthly project steering committee meetings (80%) Q4: Monitor Project implementation and report progress on the building of houses at the allocated villages. Attend monthly project steering committee meetings (100%)	New project	100%	100%	G	No Deviation project completed	none	Report on Fofzoza (36), Mphatasediba (16), Dan (4), Rampelo (9), Mogapeng (6), Shoromong (8), Ezekhaya (3), Semarela (18), Mbekwane (64), Relela (27), Ramotshinyadi (30), Radoo (40), Wally (30), Hweetjie(50), Nsolani (30), Shikwambana (29), Rhulani (50), Hovheni (50), Nsolani (20), Nyanyukani (50), Mohlaba Cross (50), Khujwane (50),



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								Actual	R	Reason for deviation	Corrective Measures	
												Sethone (24), Shikwambana (6)
D236	PED	SD 1	Integrated Human Settlements	Lenyenye Cemetery (land)	Q1: Negotiations for the purchase of land to extend the Lenyenye cemetery (20%) Q2: Negotiations for the purchase of land to extend the Lenyenye cemetery (40%) Q3: Negotiations for the purchase of land to extend the Lenyenye cemetery (60%) Q4: Land purchased (100%)		100%	100%	G	No deviation	NONE	Deed of sale
D237	PED	SD 1	Integrated Human Settlements	Formalisation of Nkambako Informal Settlements	Q1: Public participation, formation of the project steering committee, monthly reporting meetings and monitoring the implementation of the project. (70%) Q2: Arrange monthly steering committee meetings and report progress with implementation to Council (80%) Q3: Arrange monthly steering committee meetings and report progress with implementation to Council (90%) Q4: Arrange monthly steering committee meetings and report progress with implementation to Council (100%)		100%	100%	G	No Deviation	none	Minutes & attendance register of Public Participation Steering Committee Establishment notice Minutes & Attendance Register of monthly meetings
D238	PED	SD 1	Integrated Human Settlements	Selling of sites at Dan ext 2	Q1: Prepare specification documents and submit to SCMU (5%) Q2: Advertise for the selling of sites at Dan Ext2 (10%) Q3: Awarding of tender and draft		100%	100%	G	No deviation	none	Deed of sale



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								Actual	R	Reason for deviation	Corrective Measures	
					contracts/deed of sale for the highest bidders (80%) Q4: Contracts/ deed of sale concluded (100%)							
D266	ESD	SD 1	Roads and Storm water Infrastructure Development	Sasekani to Nkowankowa Tar Road	Q1& Q2: Awaiting approval of roll-over & adjustment budget Q3: Project Rolled-over from 2014/15. Construction of Tar Road 100% completed Q4: Road completed	Road construction delayed by litigation, request for roll-over of funds submitted to Treasury	100%	100%	G	No deviation	none	Completion Certificate
D267	ESD	SD 1	Roads and Storm water Infrastructure Development	Moruji to Matswi Tar Road	Q2: Awaiting Adjustment Budget (0%) Q3: Awaiting Court Judgement (0%) Q4: Re-establishment of site & Layerworks at 35% (100%)	Construction of road halted due to litigation on SCM process	100%	16%	R	The project was delayed because of litigation	The High Court judgment was delivered on the 28 April 2016 for the municipality to commence afresh with tender process	Project Progress Reports
D268	ESD	SD 1	Roads and Storm water Infrastructure Development	Rita to Mariveni Tar Road	Q2: Not in 15/16 SDBIP, Project roll-over awaiting adjustment budget Q 3: Physical Progress at 39% (40%) Q 4: Physical Progress at 69% (100%)	Project planning completed awaiting appointment of contractor	100%	50%	R	The contractor was appointed late.	The contractor has put two teams on site to fast track progress	Project Progress Reports
D269	ESD	SD 1	Roads and Storm water Infrastructure Development	Tickyline to Mafarana Tar Road	Q1: Not in 15/16 SDBIP, awaiting adjustment budget (0%) Q2: Not in 15/16 SDBIP, awaiting adjustment budget (0%) Q3: Awaiting Court Judgement (0%)	Construction of road halted due to litigation on SCM process	100%	21%	R	The project was delayed due to litigation	The High Court judgment was delivered on the 28 April 2016 for the	Court Judgement Project Progress Reports



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Ref	Dept.	Strategic Objective	Programme	KPI / Project	Unit of Measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence (or) note to Auditor	
								Actual	R	Reason for deviation	Corrective Measures		
					Q4: Re-establishment of site & layerworks at 35% (100%)							municipality to commence afresh with tender process	
D270	ESD	SD 1	Sport and Recreation	Lenyenye Stadium	Q1: Not in 15/16 SDBIP awaiting adjustment budget Q2: Not in 15/16 SDBIP awaiting adjustment budget Q3: Physical Progress at 73% (73%) Q4: Lenyenye Stadium completed (100%)	Construction of stadium underway, funds rolled over to 15/16	100%	99%	O	The contractor is still busy with outstanding works	The contractor is working extra hours to complete the works, planned 29/07/2016	Project Progress Reports Completion Certificate	
D61	CFO	SD 2	Asset Management	R-value spent on maintenance of electricity infrastructure as % of asset value	Percentage	2.30%	2.60%	1.75%	R	The target must be change and redirected as the budget is controlled by different department.	The target must be change and redirected as the budget is controlled by different department.	Asset Register Expenditure Reports	
D62	CFO	SD 2	Asset Management	R-value spent on fleet maintenance as % of asset value	Percentage	8%	8%	1.12%	R	The target must be change and redirected as the budget is controlled by different department.	The target must be change and redirected as the budget is controlled by different department.	Asset Register Expenditure Reports	
D63	CFO	SD 2	Asset Management	R-value spent on maintenance of municipal buildings as % of asset value	Percentage	3%	3%	0.43%	R	The target must be change and redirected as the budget is controlled	The target must be change and redirected as	Asset Register Expenditure Reports	



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								Actual	R	Reason for deviation	Corrective Measures		
											by different department.	the budget is controlled by different department.	
D64	CFO	SD 2	Asset Management	R-value spent on maintenance of roads infrastructure as % of asset value	Percentage	5%	5%	2.07%	R	The target must be change and redirected as the budget is controlled by different department.	The target must be change and redirected as the budget is controlled by different department.	Asset Register Expenditure Reports	
D86	CFO	SD 2	Infrastructure Planning	5 Year Capital Investment framework	Q1: Review the 5-Year Capital Invest framework (10%) Q2: Review the 5-Year Capital Invest framework (20%) Q3: Ensure the revised 5-Year Capital Investment framework is included in the draft IDP (80%) Q4: 5-Year Capital Investment framework approved with the Final IDP. (100%)	5-Year Capital Investment framework was approved with the Final IDP	100%	100%	G	The contents of the 5-year Capital Investment Framework has been finalized , reviewed and submitted to the IDP Office for inclusion in the Final IDP	N/A	5 Yr Capital Investment framework	
D149	EED	SD 2	Cost Recovery	% Electricity loss (Kwh)	Percentage	18	14%	19.57%	R	Incorrect meter reading by newly appointed meter readers	meters to be read correctly in 2016/17 financial year	Eskom account Revenue reports	
D150	EED	SD 2	Cost Recovery	Kilow Watt Hour Electricity loss (Kwh)	Kilow Watt Hour	New KPI	42,540,860	75,794,203	B	Incorrect meter reading by newly appointed meter readers.	meters to be read correctly in 2016/17 financial year	Eskom account Revenue reports	
D151	EED	SD 2	Electricity network upgrade and maintenance	R-value electricity maintenance	R-value	R 43,227,293	48,420,444	45,156,651	O	All actual materials budget spent. Some line items on repairs and maintenance not	Some line items not the responsibility of EED. All	Budget expenditure, (Vote 162/066,	



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								Actual	R	Reason for deviation	Corrective Measures		
											the responsibility of EED.	journals to be transferred by relevant department.	173/066 & 608 183/066)
D152	EED	SD 2	Electricity network upgrade and maintenance	Km of overhead lines rebuilt	Kilometers	18	31	31	G	Project completed	None	Project Progress reports Completion certificates	
D178	EED	SD 2	Electricity network upgrade and maintenance	Capacity Building/ cable network renewal (11kv Cable from Church substation via old SAR to Power station)	Q1: Physical construction at 20% (20%) Q2: Physical construction at 30% (30%) Q3: Physical construction at 50% (50%) Q4: Cable network and upgrading of substation completed. (100%)	All materials procured	100%	100%	G	Original scope 100% completed. Extended scope 100% completed	Not applicable	Project Progress Reports Completion certificate	
D179	EED	SD 2	Electricity network upgrade and maintenance	Energy efficiency and demandside management (Tzaneen, Nkawkowa & Lenyenye)	Q1: Procurement of service provider for retrofitting of energy efficiency equipment for buildings and street lights (10%) Q2: Retrofitting of energy efficiency equipment in streetlights completed. Progress reports submitted to DOE (40%) Q3: Retrofitting of energy efficiency equipment in buildings completed. Progress reports submitted to DOE (70%) Q4: Retrofitting of energy efficiency equipment completed, close-out. Verification by DoE completed. (100%)	Funding withheld due to slow spending	100%	100%	G	Construction completed	Not applicable	DOE Reports Close-up report Verification Report	



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								Actual	R	Reason for deviation	Corrective Measures	
D180	EED	SD 2	Electricity network upgrade and maintenance	Protection relays at Electrical Distribution substation	Q1: Identify and prioritise relays for replacement. (10%) Q2: Procure relays from supplier (20%) Q3: Installation of relays in conjunction with specialist service provider (60%) Q4: Installation of relays in conjunction with specialist service provider (100%)	Not implemented	100%	100%	G	Project completed	None	Proof of purchase Asset register update
D181	EED	SD 2	Electricity network upgrade and maintenance	Substation tripping batteries	Q1: Not applicable this quarter (0%) Q2: Procurement of battery banks from service provider (10%) Q3: Installation of battery banks completed (100%) Q4: Not applicable this quarter (100%)	Not implemented	100%	100%	G	Tripping batteries purchase and installed at Letsitele main substation	none	Proof of purchase Asset register update
D182	EED	SD 2	Electricity network upgrade and maintenance	Replacement of airconditioners in Municipal Buildings	Q1: Identify aircons to be replaced (25%) Q2: Procurement of service provider (50%) Q3: Procurement of service provider (75%) Q4: Installation of aircons completed (100%)	New project	100%	100%	G	Replacement of air conditioners done as and when required	None	Proof of purchase Asset register update
D183	EED	SD 2	Electricity network upgrade and maintenance	Master Plan Review (Electricity)	Q1: Draft Request for proposal and submit to SCM for Procurement of a consultant. Consultant appointed (10%) Q2: Investigation process (50%) Q3: 1st Draft Revised Master Plan completed (80%) Q4: Final submission of Master Plan by service provider. (100%)	New project	100%	100%	G	Inception report submitted. Project over 2 financial years because of the late appointment of the Service Provider (appointed 8 Dec 2015)	Project to be finalized over 2 years	Revised Electricity Master Plan Progress Reports
D184	EED	SD 2	Electricity network upgrade and maintenance	Provision of Capital Tools (Urban)	Q1: Procurement of capital tools as and when required, report acquisitions to Council (25%) Q2: Procurement of capital tools as and	Procurement of capital tools as and when required, this capital combined with Rural, 6	100%	100%	G	Tools purchased as and when required	Tools to be purchased as and when required	Proof of purchase Asset register update



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								Actual	R	Reason for deviation	Corrective Measures	
					when required, report acquisitions to Council (50%) Q3: Procurement of capital tools as and when required, report acquisitions to Council (75%) Q4: Procurement of capital tools as and when required, report acquisitions to Council (100%)	Links Sticks, Drills, 8 Ladders, 4 Radios, 2 digital clamp meters, 3 crimping tools, 3 magnetic GTM signs and 1 ACER laptop was procured						
D185	EED	SD 2	Electricity network upgrade and maintenance	Provision of Capital Tools (outlying)	Q1: Procurement of capital tools as and when required, report acquisitions to Council (25%) Q2: Procurement of capital tools as and when required, report acquisitions to Council (50%) Q3: Procurement of capital tools as and when required, report acquisitions to Council (75%) Q4: Procurement of capital tools as and when required, report acquisitions to Council (100%)	No funding	100%	100%	G	Capital tools purchased as and when required	Capital tools to be purchased as and when required	Proof of purchase Asset register update
D186	EED	SD 2	Electricity network upgrade and maintenance	Rebuilding of Lines-Greenfog - Haenertsburg (12km)	Q1: Determine scope of work and source quotations (10%) Q2: Issue orders to service providers, physical construction at 10% (20%) Q3: Physical progress at 50% (70%) Q4: Rebuilding of Lines-Greenfog - Haenertsburg (12km) completed (100%)	New project	100%	100%	G	Project completed	None	Scope of Work Quotations Project Progress Reports Final payment certificate
D187	EED	SD 2	Electricity network upgrade and maintenance	Rebuilding of Lines-Lalapanzi - Waterbok (7km)	Q1: Determine scope of work and source quotations (10%) Q2: Issue orders to service providers, physical construction at 10% (20%) Q3: Physical progress at 50%	New project	100%	100%	G	Project completed	None	Scope of Work Quotations Project Progress Reports



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								Actual	R	Reason for deviation	Corrective Measures	
					(70%) Q4: Rebuilding of Lines-Lalapanzi - Waterbok (7km) completed (100%)							Final payment certificate
D188	EED	SD 2	Electricity network upgrade and maintenance	Rebuilding of Lines- 11kv lines Grys Appel (Atherston to Redbank) (12km)	Q1: Determine scope of work and source quotations. Physical progress at 50% (50%) Q2: Rebuilding of Lines- 11kv lines Grys Appel completed (100%) Q3: Not applicable this quarter (100%) Q4: Not applicable this quarter (100%)	New project	100%	100%	G	Project completed	None	Scope of Work Quotations Project Progress Reports Final payment certificate
D189	EED	SD 2	Electricity network upgrade and maintenance	Old technology main circuit breakers in town	Q1: Procurement process for retrofitting circuit breakers completed (10%) Q2: Delivery of circuit breakers completed (20%) Q3: Installation of circuit breakers at 50% (50%) Q4: Installation of circuit breakers completed (100%)	New project	100%	100%	G	Project completed	None	Payment Certificate Delivery Certificate Asset Register
D190	EED	SD 2	Electricity network upgrade and maintenance	Replace 10x11kv and 6x33 kv auto-reclosers per annum	Q1: Identify strategic location of auto-reclosers (10%) Q2: Order for Delivery of auto-reclosers (20%) Q3: Auto Reclosers delivered (30%) Q4: Installation of Auto Reclosers completed (100%)	New project	100%	90%	O	One autoreclores not installed. Planned outage to install the A/R was cancelled by the customer.	Planned outage to install the autorecloser to be rearranged.	Sketches Payment certificate Delivery Certificate Asset Register
D191	EED	SD 2	Electricity network upgrade and maintenance	Renewal, Repairs and Maintenance on pre-paid meters (Tzaneen, Letsitele & Politsi)	Q1: Source quotations. (10%) Q2: Procurement of meters completed (20%) Q3: Replacement of old technology meters in Tarentaal rand (60%) Q4: Replacement of old technology meters at Lemoenfontein completed (100%)	20 Data Concentrators & 100 Din rail meters delivered. Vending unit replace at finance. Upgrading of infrastructure at Tarentaalrand. Replacing of old tech	100%	100%	G	UPS installed Infrastructure upgrades completed LV lines for new connections completed	Not applicable	Quotation Proof purchase Asset register Promise system report



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								Actual	R	Reason for deviation	Corrective Measures	
						meters on hold due to personnel shortage.						
D192	EED	SD 2	Electricity network upgrade and maintenance	Telephone Network Management System (Control Room)	Q1: Identify system to be installed (20%) Q2: Procurement and installation of the telephone system (100%) Q3: Not applicable this quarter (100%) Q4: Not applicable this quarter (100%)	Not implemented	100%	100%	G	Budget surrendered to IT Division	IT Division to implement the project	Proof of purchase Asset register update
D194	EED	SD 2	Electricity network upgrade and maintenance	Substation fencing	Q1: Prioritise substation to be fenced (10%) Q2: Appointment of contractor finalised (20%) Q3: Construction of fence Completed (60%) Q4: Construction of fence Completed (100%)	New project	100%	100%	G	Project completed	None	Appointment Letter Final Invoice
D195	EED	SD 2	Electricity network upgrade and maintenance	Service Contribution for Tzaneen distribution area	Q1: Not applicable this quarter (0%) Q2: Not applicable this quarter (0%) Q3: Procurement process for the replacement of the Mini-substations (Nersa Audit) (10%) Q4: Mini-Substations replaced (100%)	Only new connections funded	100%	100%	G	Project completed	None	Store Requisitions Picture
D201	ESD	SD 2	Roads and Storm Water Upgrading and Maintenance	R-value spent on road and storm water maintenance	R-value	R 20,381,042	15,792,074	17,130,826	G2	No deviation	Nor required	ESD Expenditure reports
D202	ESD	SD 2	Roads and Storm Water Upgrading and Maintenance	Km of municipal gravel roads maintained	Kilometers	27km	1,500	1,095	R	No deviation	Not required	Re-graveling programme Regravelling reports



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								Actual	R	Reason for deviation	Corrective Measures	
D203	ESD	SD 2	Water and Sewer Maintenance and Upgrade	% water losses in distribution area (Tzaneen, Haenertsburg & Letsitele)	Percentage	10%	6%	0%	B			Water distribution reports
D204	ESD	SD 2	Water and Sewer Maintenance and Upgrade	# of Sewer purification plants with Green Drop Status	Number	1 (Tzaneen)	1	1	G	no assessment was carried out during the financial year under review	none	BDC certificates BDC Lab results
D205	ESD	SD 2	Water and Sewer Maintenance and Upgrade	# of Water purification plants with Blue Drop Status	Number	2 (Tzaneen & Letsitele)	2	2	G	No assessment were conducted during the financial year under review	none	BDC certificates BDC Lab results
D223	ESD	SD 2	Maintenance and upgrading of municipal buildings	Upgrading of municipal offices in Tzaneen	Q1: Drafting of specifications for preparing site for installation of the disability lift (10%) Q2: Site ready for installation of lift (100%) Q3: Not applicable this quarter (100%) Q4: Not applicable this quarter (100%)	New project	100%	50%	R	project not implemented due to delays in SCMU	Demand management plan must be adhered to	Progress payment Photos
D224	ESD	SD 2	Maintenance and upgrading of municipal buildings	Disability Access Lift	Q1: Appointment of contractor finalised (10%) Q2: Construction of disability lift physical progress at 50% (60%) Q3: Construction of disability lift completed (100%) Q4: Construction of disability lift completed (100%)	New project	100%	30%	R	project was not implemented due to SCM delays in appointment of structural engineer for designing of lift shaft	Demand management plan must be adhered to	Appointment letter Progress Payment Completion certificate
D225	ESD	SD 2	Maintenance and upgrading of municipal buildings	Tzaneen air field fencing (phase1)	Q1: Finalise specifications. (10%) Q2: Appointment of contractor finalised (20%) Q3: Construction of fence at the airfield completed (100%) Q4: Construction of fence at the airfield completed (100%)	New project	100%	100%	G	the project is 100% complete		Specifications Appointment Letter Progress Payment Completion Certificate



**Table 3: Year-end performance for the Service Delivery KPA for 2015/16**

Ref	Dept.	Strategic Objective	Programme	KPI / Project	Unit of Measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence (or) note to Auditor
								Actual	R	Reason for deviation	Corrective Measures	
D1	MM	SD 3	Disaster Management	Disaster awareness campaigns conducted at schools	Number	14	19	15	B	Disaster awareness campaigns were conducted all in wards and the target were met	None required	Programme & Awareness campaign Attendance register
D2	MM	SD 3	Disaster Management	Annual Disaster Management report submitted to MDM within legislated timeframes	Number	3 September '15	1	1	G	Not applicable	None required	Annual Report Acknowledgement of receipt from MDM
D3	MM	SD 3	Disaster Management	Annual Disaster Management report submitted to Council within legislated timeframes	Number	28-Aug	1	1	G	Not applicable	None required	Disaster Management Report Council Resolution
D4	MM	SD 3	Disaster Management	Disaster incidences responded to (relieved) within 72-hours	Percentage	100%	100%	100%	G	25 households were attended to	Non required	Relief reports
D5	MM	SD 3	Disaster Management	Event Disaster Risk and Contingency Plans developed for stakeholders	Number	3	12	18	B	Contingency plans, the target for the financial year were met in the previous quarter	Non required	Event Disaster Risk and Contingency Plans
D50	MM	SD 3	Disaster Management	Integrated Corporate Disaster Management and Emergency Planning	Q1: Liaise with Mopani District Municipality to assist with the drafting of an Integrated Corporate Disaster Management and Plan (20%) Q2: Drafting of the Integrated Corporate Disaster Management Plan (50%) Q3: Drafting of the Integrated Corporate Disaster Management Plan (80%)	New initiative	100%	100%	G	The plan was not prepared and the taken to Council for this financial year awaiting the next council	The plan will be reviewed and taken to the next council	Correspondence with MDM Corporate Disaster Management Plan Council Resolution



**Table 3: Year-end performance for the Service Delivery KPA for 2015/16**

Ref	Dept.	Strategic Objective	Programme	KPI / Project	Unit of Measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence (or) note to Auditor
								Actual	R	Reason for deviation	Corrective Measures	
					Q4: Integrated Corporate Disaster Management Plan approved by Council by 30 June (100%)							
D51	MM	SD 3	Disaster Management	Disaster response and recovery	Q1: Develop a response and recovery plan for GTM based on the district plan (50%) Q2: Submit GTM response and recovery plan to Council for approval. Develop training programme (75%) Q3: Train departments on the implementation of the Response and recovery plan (85%) Q4: Train departments on the implementation of the Response and recovery plan (100%)	New initiative	100%	100%	G	The plan is awaiting the next newly elected Council to approved it	Non required	GTM Response & Recovery plan Council minutes Training Programme Training attendance register
D99	CORP	SD 3	Youth, Gender & Disability support	# of Jobs created by Municipal Capital projects for youth	Number	304	393	2,520	B	Not applicable	None required	Consolidated Job creation reports
D100	CORP	SD 3	Youth, Gender & Disability support	# of Jobs created by Municipal Capital projects for women	Number	304	393	1,830	B	Not applicable	None required	Consolidated Job creation reports
D101	CORP	SD 3	Youth, Gender & Disability support	# of Jobs created by Municipal Capital projects for disabled persons	Number	11	24	11	R			Consolidated Job creation reports
D132	CORP	SD 3	Special Programmes	Special Programmes Management	Q1: Monitor the Special Programme events to ensure that the Youth Strategic Session is held by 8 July and the Youth Entrepreneurs summit is held by 21 August '15. Monitor the quarterly	The Annual Youth Assembly was held on 09 April 2015 in Tzaneen travel Lodge *The Youth Month was commemorated on 11	100%	2%	R			Special Programmes Activity Plan Invitations Minutes/Reports



**Table 3: Year-end performance for the Service Delivery KPA for 2015/16**

Ref	Dept.	Strategic Objective	Programme	KPI / Project	Unit of Measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence (or note to Auditor)
								Actual	R	Reason for deviation	Corrective Measures	
					youth plenaries (4 Sept). Gender Men's Forum launched by 31 July & Women's day celebrations (9 & 18 Aug), Women in NGO forum by 5 Aug & Women in business gala dinner by 28 Aug. (25%) Q2: Monitor the Special Programme events to ensure that the International Day for Disabled persons is celebrated on the 3rd of Dec and that the Local Disability celebrations are held by 11 Dec '15. Monitor the quarterly youth plenaries (4 Dec). Gender Based Violence Capacity Building Workshop held by 15 Oct. SAWID by 10 Nov. (50%) Q3: Monitor the Special Programme events to ensure that the career guidance/skills workshop is conducted by the 20th of January '16. Monitor the quarterly youth plenaries (4 Mar). 365 Days of activism by 18 Feb and Men's Indaba by 24 March. (75%) Q4: Monitor the Special Programme events to ensure that the Annual Youth assembly (8 Apr '16), Children's Parliament (29 May), Annual Disability Council (10 June) and Local Youth Month celebrations 20 June) takes place. Monitor the quarterly youth	June in Nkowankowa hall where the Deputy Minister of Defence & Military Veterans graced the occasion, the Provincial celebration was done on 16 June in University of Venda and the local youth month celebrations was held on the 19th of June at Tzaneen showground. *The Annual Disability Council was held on the 29th of June 2015 at Hotel@Tzaneen						and Attendance Registers



**Table 3: Year-end performance for the Service Delivery KPA for 2015/16**

Ref	Dept.	Strategic Objective	Programme	KPI / Project	Unit of Measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence (or) note to Auditor
								Actual	R	Reason for deviation	Corrective Measures	
					plenaries (3 Jun). Freedom day celebrations (21 April) & Workers Rights March (10 May) and YSAWID (22 June) (100%)							
D136	CSD	SD 3	Environmental Health Management	# of contravention notices issued to improve level compliance to Environmental Management legislation (5 formal towns)	Number	139	125	231	G2	There was an increase in legal compliance monitoring.	None	Contravention Notices
D137	CSD	SD 3	Environmental Health Management	% compliance to the environmental legislation checklist	Percentage	80%	85%	95%	G2	None required	None Required	Environmental Checklist
D138	CSD	SD 3	Environmental Health Management	# of formal food handling premises evaluated quarterly	Number	74	82	116	G2	For the period under review July 2015 to June 2016 a total of 185 premises were evaluated.	None	Monthly reports on hygiene at formal food handling premises
D139	CSD	SD 3	Environmental Health Management	% of water samples that comply with SANS 0241	Percentage	79%	80%	77.56%	O	80% which under circumstances of water shortages in Nkowankowa and Lenyenye is good performance in terms of water quality.	Address water resource management.	Water quality lab reports
D140	CSD	SD 3	Waste Management	R-value spent on waste management (collection & transportation,	R-value	53000000	71,017,213	55,205,369	O	All June expenditure was not yet reconciled by C.F.O. viz:- (1)Employee related costs (2)	CFO to reconcile expenditure on a monthly basis.	Budget reports



**Table 3: Year-end performance for the Service Delivery KPA for 2015/16**

Ref	Dept.	Strategic Objective	Programme	KPI / Project	Unit of Measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence (or) note to Auditor
								Actual	R	Reason for deviation	Corrective Measures	
				street cleansing, public toilets)							Transport costs (3)Contracted Services (4) P.P.E.'s	
D141	CSD	SD 3	Waste Management	# of service areas (rural waste) serviced (EPWP)	Number	7	13	21	B	30 of Waste Service Areas (rural waste) serviced via EPWP-programme	Not applicable	Sect 25 Registrations (Waste Act) Waste KPI scorecard for area
D142	CSD	SD 3	Waste Management	% Households with access to basic level of solid waste management services	Percentage	8% (8515/108717)	8%	8%	G	No deviation	N/A	Category Tariff summary Billing reports
D144	CSD	SD 3	Environmental Health Management	Environmental Health Services	Q1: Ensure that Environmental Health law enforcement is implemented in urban areas. Report to Council on: * 82 formal food handling premises inspected *30 informal food handling premises inspected *16 Industrial premises inspected *13 areas sprayed for malaria (25%) Q2: Ensure that Environmental Health law enforcement is implemented in urban areas. Report to Council on: * 82 formal food handling premises inspected *60 informal food handling premises inspected *32 Industrial premises inspected *13 areas sprayed for malaria (50%) Q3: Ensure that Environmental	268 Informal food handling premises were inspected, processed 55 permit renewals. 134 formal food handling premises inspected, 43 notices issued with follow up inspections; 34 Applications received and processed for Certificates of Acceptability. 33 Industrial premises were inspected and 10 contravention notices were issued and follow	100%	100%	G	No deviation. Inspections conducted and mosquito habitats identified and sprayed.	None	Environmental Health Management Plan Food Hygiene inspection forms (2 per formal site per annum)& Report Monthly Reports



**Table 3: Year-end performance for the Service Delivery KPA for 2015/16**

Ref	Dept.	Strategic Objective	Programme	KPI / Project	Unit of Measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence (or) note to Auditor
								Actual	R	Reason for deviation	Corrective Measures	
					Health law enforcement is implemented in urban areas. Report to Council on: * 82 of formal food handling premises inspected *90 informal food handling premises inspected *48 Industrial premises inspected *13 areas sprayed for malaria (75%) Q4: Ensure that Environmental Health law enforcement is implemented in urban areas. Report to Council on: * 82 of formal food handling premises inspected *120 informal food handling premises inspected *64 Industrial premises inspected *13 areas sprayed for malaria (only if weather requires it) (100%)	up inspections conducted. 2 Certificates of Competence were issued to funeral undertakers.						
D145	CSD	SD 3	Library Services	Library management	Q1: Ensure that Libraries are well managed. Report on the number of books (13000) circulating and number of users (24000) (25%) Q2: Ensure that Libraries are well managed. Report on the number of books circulating (24000) and number of users (47000) (40%) Q3: Ensure that Libraries are well managed. Report on the number of books circulating (37000) and number of users (71000) (70%) Q4: Ensure that Libraries are well managed. Report on the number of books circulating (50000) and number of users (95000) (100%)	108284 users (Target 94,500) 64631 Books circulated (Target 80,000)	100%	128%	G2	Users 10,632 during June, total 126,777 to date; Items circulated 4881 during June, total 59,201 to date. Note that the Shiluvane and Mulati libraries do not yet issue books as the Internet provision is not stable enough to operate the electronic lending system SLIMS.	None required	Tattletape statistics Book circulation register Monthly Reports



**Table 3: Year-end performance for the Service Delivery KPA for 2015/16**

Ref	Dept.	Strategic Objective	Programme	KPI / Project	Unit of Measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence (or) note to Auditor
								Actual	R	Reason for deviation	Corrective Measures	
D146	CSD	SD 3	Maintenance and upgrade of parks and open spaces	Parks & open space management	Q1: Policy for Parks and cemetery management approved by Council. Ensure that Parks, Cemeteries and Open spaces are maintained in accordance to the maintenance plan. Report on progress with implementation (70%) Q2: Ensure that Parks, Cemeteries and Open spaces are maintained in accordance to the approved Policy and maintenance plan. Report on progress with implementation (80%) Q3: Ensure that Parks, Cemeteries and Open spaces are maintained in accordance to the approved Policy and maintenance plan. Report on progress with implementation (90%) Q4: Ensure that Parks, Cemeteries and Open spaces are maintained in accordance to the approved Policy and maintenance plan. Report on progress with implementation (100%)	Parks Management Policy not yet approved by Council 5,713,166m <sup>2</sup> square meters of parks and open spaces maintained	100%	70%	R	Grass cutting is done in overgrown areas by contractor as orders are issued. Greater Tzaneen personnel is on go slow, they do not cut grass because of lack of Protective Clothing that the institution is waiting for it to be delivered. Developed parks and garden maintenance is done as planned to 18 areas.	Frequent follow ups are made with Stores	Council Resolution Parks Development Policy Maintenance Plan Inspection checklists Monthly Reports
D196	ESD	SD 3	Environmental Health Management	% of daily water samples taken complying to SANS 241	Percentage	100%	85%	75%	O	target achieved	none	Records of samples and reports
D210	ESD	SD 3	Sport and Recreation	Construction of a new community hall at Relela Cluster	Q1: Appointment of contractor finalised (10%) Q2: Physical Construction at 33% (43%) Q3: Physical Construction at 67%	Design complete and draft tender document awaiting Bid Specification Committee approval.	100%	33%	R	The project only commenced on the 14/04/16 and will complete on the 13/10/16.	Cession agreements were made with suppliers	Project Progress Reports Site Handover report



**Table 3: Year-end performance for the Service Delivery KPA for 2015/16**

Ref	Dept.	Strategic Objective	Programme	KPI / Project	Unit of Measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence (or) note to Auditor
								Actual	R	Reason for deviation	Corrective Measures	
					(76%) Q4: Construction of community hall completed (100%)	Contractor not yet appointed					to fast track progress.	
D211	ESD	SD 3	Sport and Recreation	New Runnymede Sports facility	Q1: Not applicable this quarter (0%) Q2: Not applicable this quarter (0%) Q3: Appointment of contractor finalised (10%) Q4: Physical construction at 25% (100%)	Designs completed. Draft Tender document to be approved by BSC	100%	33%	R	The project is well on progress	The project only commenced on the 14/03/16	Appointment letter Project progress Report
D92	CORP	SD 4	Capacity building and Training	# of employees successfully trained	Number	87	90	153	B	There is no deviation as the total is above the target	Supply Chain to fast track the process.	WSP Approval by MM Attendance Register
D93	CORP	SD 4	Capacity building and Training	Work place skills plan submitted to LGSETA by 30 Apr	Number	Actual awaited	1	0	R	Awaiting LG SETA to send the letter.	Council don't have control over acknowledgement letter. However we are putting pressure on the institution.	WSP Acknowledgement of receipt
D94	CORP	SD 4	Capacity building and Training	% of municipal budget spent on implementing the Work Place Skills Plan	Percentage	1%	1%	192.10%	R	Supply Chain Management process in sourcing quotes and appointing service providers delayed.	Supply Chain Management process to be prioritised for training by obtaining quotes and appointment of services provider as	Municipal Budget Training Budget Spent



**Table 3: Year-end performance for the Service Delivery KPA for 2015/16**

Ref	Dept.	Strategic Objective	Programme	KPI / Project	Unit of Measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence (or) note to Auditor
								Actual	R	Reason for deviation	Corrective Measures	
											per demand plan approved.	
D96	CORP	SD 4	Capacity building and Training	# of senior managers successfully completed minimum competency levels	Number	2	7	2.5	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 & EES Completed	MM to approve quotations for MFMP. CFO & ESD to submit POE to university.	CPMD/ MFMP Training Results
D97	CORP	SD 4	Capacity building and Training	# of Ward Committee members workshopped on municipal affairs	Number	340	340	290	O			Training programme & attendance register
D98	CORP	SD 4	Labour Relations	# of LLF meetings	Number	9	12	12	G	Postponement of LLF by management and labour unions.	Compliance of the Corporate Calendar.	LLF Invitations, Minutes and attendance registers

**Table 4** presents a summary of the result as reported by Departments and from this it can be seen that 52% of targets, aimed at improving Service Delivery, were not met during 2015/16



<b>Table 4: Service Delivery KPA - Summary of Results</b>			
<b>Colour</b>	<b>Key to the Colour Codes</b>	<b>No of KPIs/Projects</b>	<b>% in category</b>
G	KPI Not Yet Measured	0	0%
R	KPI Not Met	37	32%
O	KPI Almost Met	23	20%
G	KPI Met	38	32%
G2	KPI Well Met	6	5%
B	KPI Extremely Well Met	13	11%
	<b>Total KPIs</b>	<b>117</b>	

The key challenges impacting on the ability of the organisation to achieve the objectives set in terms of the Service Delivery KPA are:

- 1. Delays in the procurement of goods and services:** The supply chain management process continued to contribute to the delay in service delivery initiatives, by not appointing service providers in time. The appointment of service providers were supposed to be managed through the Demand Management Plan but this plan was only approved by Council on the 8<sup>th</sup> of December 2015 (halfway through the financial year in which it was supposed to be used as a monitoring tool). As with the previous financial years, the delays in the appointment of service providers resulted in projects not being finalised as planned and contributed to the continued roll-over of projects from one financial year to the next and the resulting non-alignment between the IDP and Budget. The delays in the procurement process is not limited to the bids process as other services also suffer due to the delays in finalisation of orders to service providers (centralised



in the office of the CFO) resulting in e.g. vehicles being out of service for extended periods of time and employees not being able to deliver services because the protective clothing or equipment required are not delivered on time.

- 2. Litigations on capital projects:** During the 15/16 financial year 3 major capital projects were delayed because of litigations which resulted from the procurement process, wherein the Supply Chain management Policy was not followed. Scarce operational funds are wasted on litigations, for which the expenses are not being recovered from the negligent officials. The continued high expenditure on legal services resulted in Council requesting a Forensic Audit to be conducted, which in itself resulted in unplanned expenditure, but it is hoped it will bring an end to the situation.
- 3. Project Planning and Management:** The issues highlighted by departments in this regard are that funds are not made available to complete projects and also external environmental factors which delay projects. The IDP project planning process is in part contributing to the situation in that:
  - a. IDP steering committee meetings are not being attended by all Directors and Managers resulting in the disintegration of planning processes. Since capital is limited projects are often implemented in phases, the disintegration resulting in e.g. the designs of a low level bridge or road being done in one year and then there is no funds made available for implementation during the next financial year.
  - b. IDP project teams are not established to do proper costing, determine project feasibility and to assess the environmental factors (physical and social) that should be considered upon implementation resulting in e.g. budgeted amount for project not being sufficient to implement a project or, an extension of a cemetery budgeted for without budgeting for a bridge to access the area.



- c. Development programme outcomes are compromised by the uncoordinated approach to development wherein land is procured without budget provision being made for the servicing of the land. Land development is key to increasing the revenue base of Council, to create jobs and to integrate human settlements. Furthermore, Councillors have reported a willingness on the side of the community to pay for services once areas have been formalised and in spite of this, and various requests from Council to develop a Revenue Enhancement strategy to facilitate the extension of the billing area, no progress has been made in putting plans in place to kick-start the process.
- 4. Staff discipline and time management:** Staff discipline is not being upheld by management. The inefficiency of work being done during the week, due to a lack of supervision and discipline, contributes to the high expenditure on overtime. Management is condoning overtime for activities which is neither an emergency nor an essential service by not ensuring that tasks are completed during normal working hours. Funds utilised for the payment of overtime can be utilised to maintain infrastructure. (A full analysis of the situation regarding overtime can be seen in **Section 7.3** of this report.) Correcting staff discipline should start at Management level with strict adherence to office hours and other timeframes e.g. meetings starting late and extending beyond the planned time impacts on the ability of Managers to monitor staff on other levels.
- 5. Operational Budget Management:** Service delivery initiatives are planned at a divisional level and the operational budget is therefore committed to planned activities. During the year funds are transferred to other services without this being communicated to the responsible service manager. This creates tension between the two levels of Management with performance targets in one department being compromised in favour of unplanned activities such as legal costs and overtime. A further challenge here is that the operational activities are not being prioritised by the IDP steering committee but by a separate budget committee. Since the budget committee



consists of different stakeholders this results in the disintegration of budget planning as managers in charge of services are not aware of what is being allocated to a specific service until it is too late. Communication between the two levels of management needs to improve in this regard. Furthermore, the mandate of local government is extended by other spheres of government without additional funds being made available, this creates tension between basic service delivery programmes and other “soft” programmes as they compete for the same funds in the limited operational budget.

- 6. Meter reading and billing service challenges:** GTM appointed a new service provider for the reading of service meters. The handover process was not ideal and resulted in various meters not being read for a few months, the loss of meter data, financial loss due to old meters for which data could not be recovered. The situation caused various clients’ accounts to be faulty contributing to client dissatisfaction. Revenue however procured a service provider to send out electronic accounts to clients while also sending email accounts to those that have access to such facilities, in order to resolve the billing challenges caused by the Post Office strikes.
- 7. Service provided by the workshop:** Various departments complain about the extended periods they have to wait for council vehicles to be serviced by the workshop services affected by this are waste collection, electricity and roads. The delays directly impact on service delivery, especially where older vehicles are concerned, and the reasons for this should be investigated and addressed.



## 2.3 Good Governance KPA

The Good Governance KPA is aimed at achieving a clean audit; this will be done through the strategic objectives presented below:

- **Objective GG 1:** Improved stakeholder satisfaction
- **Objective GG 2:** Increase Financial Viability
- **Objective GG 3:** Efficient and Effective administration
- **Objective GG 4:** Attract and retain best human capital to become employer of choice

**Table 5** presents the progress made in achieving the performance target set for the objectives listed above during the period 1 July 2015 to 30 June 2016.

Table 5: Year-end performance for the Good Governance KPA for 2015/16												
Ref	Dept.	Strategic Objective	Programme	KPI / Project	Unit of Measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence (or) note to Auditor
								Actual	R	Reason for deviation	Corrective Measures	
D106	CORP	GG 1	Communication	Revised communication strategy approved by Council by 31 May	Number	Actual awaited	1	1	G	All policies were held back for the new Council which will be after the elections in August.	Policies to be reviewed and approved by the new Council after August.	Communication Strategy Council Minutes
D107	CORP	GG 1	Communication	Communication Policy approved by Council by 31 May	Number	Actual awaited	1	0	R	All policies were held back for the new Council	to be reviewed by the new Council after August	Communication Policy Council Minutes
D108	CORP	GG 1	Customer Care	% of complaints received on the Presidential and	Percentage	Actual awaited	100%	40.75%	R	8 complaints received from the Presidential Hotline and they were all resolved	1. Burst water pipes at Thabina village (referred back to	Help desk register of resolutions



**Table 5: Year-end performance for the Good Governance KPA for 2015/16**

Ref	Dept.	Strategic Objective	Programme	KPI / Project	Unit of Measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence (or) note to Auditor	
								Actual	R	Reason for deviation	Corrective Measures		
				Premier hotlines attended to									
D109	CORP	GG 1	Customer Care	# of community protests	Number	Actual awaited	0	7	R				Community Protest applications register
D110	CORP	GG 1	Public Participation	Integrated Public Participation Annual Programme submitted to Council by 30 July	Number	Not done	1	1	G				Integrated Public Participation Programme Council Resolution
D122	CORP	GG 1	Communication	# of media briefings arranged	Number	2	4	1	R	Media briefings never held due to political leaders commitments	To draft a schedule which will be approved by political leaders with will be aligned with their diaries.		Notice of media briefing Attendance Register



**Table 5: Year-end performance for the Good Governance KPA for 2015/16**

Ref	Dept.	Strategic Objective	Programme	KPI / Project	Unit of Measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence (or) note to Auditor
								Actual	R	Reason for deviation	Corrective Measures	
D123	CORP	GG 1	Communication	# of newsletters produced	Number	0	4	2	R	Newsletter budget was used by Public participation division for state of the Wards address which left communications without budget to print the newsletters	To control manage the budget	Publications
D124	CORP	GG 1	Communication	# of statutory provisions (website) complied with as contained in Section 75 (a-l) of MFMA within 5 days of approval	Number	12	12	12	G	All MFMA required documents were updated on the website		Printscreen of placements Website update register
D125	CORP	GG 1	Public Participation	# of Mayoral (local) imbizos held	Number	4	16	4	R			Minutes and Attendance register (1 Imbizo per cluster per quarter)
D130	CORP	GG 1	Ward Committees	# of monthly ward committee meetings	Number	408	408	204	R			Register of Ward Committee Meetings & Minutes
D131	CORP	GG 1	Ward Committees	# Fully functional ward committees	Number	34	34	34	G	none	none	Minutes of Ward committee meetings, Consolidated Monthly Ward reports
D30	MM	GG 2	Budget management	% of capital spent on projects as prioritised in IDP for specific year	Percentage	50%	100%	48.25%	R	Late Appointment of service providers resulting in rollovers and Litigations instituted against the Municipality	Contractors to be appointed in the first quarter of the new financial year	Expenditure report
D31	MM	GG 2	Budget management	% Capital expenditure	Percentage	54%	100%	75%	O	Late Appointment of Contractors and Litigations	Ensure that contractors are	Budget Reports



**Table 5: Year-end performance for the Good Governance KPA for 2015/16**

Ref	Dept.	Strategic Objective	Programme	KPI / Project	Unit of Measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence (or) note to Auditor
								Actual	R	Reason for deviation	Corrective Measures	
										instituted against the municipality	appointed in the first quarter of the new financial year	
D32	MM	GG 2	Budget management	% Operational expenditure	Percentage	101%	100%	96%	O	The deviation is due to less spending on Employee costs allocated to other operating items and general expenses	Ensure that expenditure is prioritised on employee costs and general expenses	Budget Reports
D33	MM	GG 2	Supply Chain Management	% of bids approved by MM within 60 days after close of tender	Percentage	60%	100%	75%	O	not applicable	not applicable	Bids approval SCM process checklist
D34	MM	GG 2	Supply Chain Management	# of Tenders awarded that deviated from the adjudication committee recommendations	Number	1	0	0	G	Not applicable	None required	Monthly SCM report
D35	MM	GG 2	Supply Chain Management	% of Bids awarded within 2 weeks after adjudication committee resolution	Percentage	20%	100%	136%	G2	Delay in Supply Chain process	Bids to be approved immediately after BAC	SCM Submission register Bids approval by MM
D67	CFO	GG 2	Asset Management	Annual Asset verification report concluded by 30 June	Number	30-Jun	30	230	B	Verification and investigation was done		Sign Off report on Asset Verification report Council Resolution
D68	CFO	GG 2	Expenditure Management	% Operating budget spent on Personnel costs (excl Salaries of councillors)	Percentage	35%	35%	33.02%	O	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	Budget Reports



**Table 5: Year-end performance for the Good Governance KPA for 2015/16**

Ref	Dept.	Strategic Objective	Programme	KPI / Project	Unit of Measurement	Baseline / Past Year Performance	Annual Target	Year-To-Date As At June 2016				Source of Evidence (or) note to Auditor
								Actual	R	Reason for deviation	Corrective Measures	
											spending allowed	
D69	CFO	GG 2	Budget management	Draft Budget submitted to Council by 31 March	Number	27-Mar	1	1	G	Not applicable	None required	Draft Budget Council resolution
D70	CFO	GG 2	Budget management	Annual Budget tabled by 31 May annually	Number	28 May '15	1	1	G	Not applicable	None required	Budget Council resolution
D71	CFO	GG 2	Budget management	Annual Adjustment budget approved by Council by 28 Feb	Number	27-Feb	1	1	G	Not applicable	None required	Adjustment Budget Council resolution
D72	CFO	GG 2	Budget management	Cost coverage	Ratio	1.20%	1.20%	2.13%	B	The cost coverage demonstrates how many times the monthly fixed operating expenditure can be covered. The actual is lower than the target.	Ensure that all roll-over projects are cash backed.	Financial reports Financial viability calculations
D73	CFO	GG 2	Budget management	Debt coverage	Ratio	18.30%	17.45%	18.16%	G2	The debt coverage demonstrates how many times debt service payments can be accommodated. The actual is 17.06 which is in line with the target of 17.40	The actual is in line with the target	Financial reports Financial viability calculations
D74	CFO	GG 2	Expenditure Management	% creditors paid within 30 days	Percentage	95%	100%	97.92%	O	1 creditor not paid at end of June 2016	To be followed up in July 2016/2017	Monthly reports
D75	CFO	GG 2	Financial Reporting	# of Section 71 (MFMA) reports submitted to NT & PT by no later than 10 working days after the end of the month	Number	12	12	12	G	Section 71 Report submitted on 14 June 2016. The reports were submitted within 10 working days	N/A	Acknowledgement of receipt by NT & PT



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								Actual	R	Reason for deviation	Corrective Measures	
D76	CFO	GG 2	Financial Reporting	Timeous submission of annual financial statements to AG and PT & NT	Number	31-Aug-14	1	1	G			Acknowledgement of receipt by AG & PT
D77	CFO	GG 2	Financial Reporting	% of AG queries responded to within 3 working days	Percentage	91%	100%	82%	O			Records of Audit queries
D78	CFO	GG 2	Revenue Management	# of Households billed	Number	24200	25,000	23,886	O	Development of properties influenced by water availability, fewer new accounts opened than expected	Revenue enhancement strategy to be approved and implemented	Billing reports
D79	CFO	GG 2	Revenue Management	Average Payment rate for municipal area	Percentage	95%	91%	97%	G2	Debt collection appointments , increased payment rate	Debt collection to continue	Budget report
D80	CFO	GG 2	Revenue Management	Outstanding service debtors to revenue	Ratio	44%	41.80%	17.42%	B	Debtors increase on a monthly basis, payment rate below 100%	Identify and write off bad debt	Financial reports Financial viability calculations
D81	CFO	GG 2	Revenue Management	% increase in R-value revenue collection	Percentage	5%	5%	66.20%	B	Payment rate less than 100%	Increase credit control and debt collection	Report on revenue generated
D82	CFO	GG 2	Revenue Management	% equitable share received	Percentage	93%	100%	102%	G2	Funds withheld by treasury	All reports to National treasury must be submitted on time and conditional grants must be spent.	Bank Statement DORA
D83	CFO	GG 2	Supply Chain Management	# of SCM reports submitted to national treasury	Number	12	12	11	O	no awarded bids	not applicable because there are no bids awarded	Monthly SCM reports Acknowledgement



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								Actual	R	Reason for deviation	Corrective Measures	
												of receipt from Treasury
D84	CFO	GG 2	Supply Chain Management	% of advertised Bids evaluated within 10 working days of close of tender	Percentage	New KPI	100%	27.83%	R	BEC not forming quorum	BEC members to attend bid evaluation meetings.	Bids Register BEC minutes
D85	CFO	GG 2	Revenue Management	# of indigents registered	Number	31129	32,000	36,252	G2	More registrations received than anticipated	None	Indigent register
D87	CFO	GG 2	Asset Management	Assets Management Services	Q1: Monitor the reconciliation of the Asset Register and the General ledger (journals). Ensure that the calculation of depreciation and useful life of assets are completed by 31 July. Ensure that asset register is updated on a continuous bases. (70%) Q2: Monitor the reconciliation of the Asset Register and the General ledger (journals). Ensure that asset register is updated on a continuous bases. (80%) Q3: Monitor the reconciliation of the Asset Register and the General ledger (journals). Ensure that asset register is updated on a continuous bases. (90%) Q4: Monitor the reconciliation of the Asset Register and the General ledger (journals). Ensure that asset register is updated on a continuous bases. (100%)	The Asset Management Division has been working with the service provider to resolve all queries. The opinion on assets moved from a disclaimer for 12/13 to unqualified in 13/14	100%	100%	G	See attached		*Quarterly Reconciliations *Updated Asset Register * Asset register monthly reports
D88	CFO	GG 2	Financial Reporting	Operation Clean Audit	Q1: Manage annual audit and timeous response on audit queries	Final Audit findings	100%	100%	G	Council approve the action plan	n/a	Council Minutes approving Audit



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								Actual	R	Reason for deviation	Corrective Measures	
					(AFS 2014/15). Monitor audit preparation processes (40%) Q2: Support the finalisation of Annual Audit (50%) Q3: Support the finalisation of Annual Audit (60%) Q4: Implementation of the Audit Action plan. Put processes in place for audit preparation (100%)	responded to. Audit Action Plan could not be drafted						Action Plan Audit Report & Management report
D89	CFO	GG 2	Financial Viability	5 Year Financial Plan	Q1: Not applicable this quarter (0%) Q2: Assess financial performance during 2013/14 and review the 5-Year Financial Plan accordingly (10%) Q3: Submit 5 Year Financial plan to the MM for inclusion in the draft IDP. (90%) Q4: 5 Year Financial Plan approved with the Final IDP by 30 May. (100%)	5 Year Financial Plan approved with the Final IDP	100%	100%	G	Approved with the IDP	N/A	5 Year Financial Plan Correspondence
D90	CFO	GG 2	Financial Viability	Financial System improvement	Q1: Monitor the completion of the AFS by 30 Aug (25%) Q2: Assist the AG in the finalisation of audit and finalise the AFS (50%) Q3: Monitor the review of the Revenue Enhancement Strategy (75%) Q4: Ensure that GRAP training is provided by 30 June. Revenue Enhancement strategy approved by Council by 30 June (100%)	GRAP training attended by five officials	100%	100%	G	Submitted the AFS on the 31 August 2015	n/a	Acknowledgement of receipt by AG for AFS Council Resolution approving Revenue Enhancement Strategy Attendance registers of GRAP training sessions
D91	CFO	GG 2	Financial Viability	Cash flow management	Q1: Monitor cashflow (liquidity) and Report monthly to Council (25%) Q2: Monitor cashflow (liquidity) and Report monthly (50%) Q3: Monitor cashflow (liquidity) and Report	Cash Flow Statement prepared on a monthly basis	100%	100%	G	non applicable	N/A	Monthly Reports Fin Cluster Minutes



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								Actual	R	Reason for deviation	Corrective Measures	
					monthly (75%) Q4: Monitor cashflow (liquidity) and Report monthly (100%)							
D153	EED	GG 2	Budget management	% of EED departmental budget spent	Percentage	100%	100%	96.33%	O	Budget not completely spent due vacant positions	Some vacant positions to be filled in 2016/17 financial year	Monthly financial budget reports
D154	EED	GG 2	Expenditure Management	% of capital budget for electricity spent	Percentage	103%	100%	65.10%	R	All capital projects in the IDP were completed during the year.	Ensure that future budget allocation to department is correctly identified and utilised	Expenditure report
D206	ESD	GG 2	Budget management	% of ESD departmental budget spent	Percentage	92%	100%	42.90%	R	The reason for deviation is the Non allocation of depreciation which will be allocated at the end of the financial year and late appointment of contractors.	Appointment of contractors to be done on time	Monthly financial budget reports
D207	ESD	GG 2	Expenditure Management	% of ESD capital budget spent	Percentage	100%	100%	80.50%	O	Late appointment of contractors	Appointment of contractors to be done on time	Monthly financial budget reports
D208	ESD	GG 2	Budget management	% MIG funding spent	Percentage	71%	100%	100%	G	100% MIG funding spent	None	Budget printout
D239	PED	GG 2	Revenue Management	Strategy for expanding Revenue base	Q1: Facilitate the development of a strategy to expand the revenue base. Report progress to Council on a monthly basis (30%) Q2: Draft Strategy on expanding the revenue ready for stakeholder engagements (60%) Q3: Draft Strategy on expanding the revenue approved		100%	0%	R	The KPA has been moved to the budget and treasury department	The KPA has been moved to the budget and treasury department	Strategy Expanding GTM Revenue Base Council Minutes



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								Actual	R	Reason for deviation	Corrective Measures	
					by Council by 30 March (80%) Q4: Strategy on Expanding GTM revenue base approved (100%)							
D248	GTEDA	GG 2	Budget management	% of GTEDA budget spent	Percentage	Actual Awaited	100%	86%	O	Projects spending was less due to a resolution taken by Board and approved by Council on 31/05/2016 to put most projects on hold. Item 2.5 on PIC report attached	rolled over amount will be spent on 2016/17 projects as adopted by Council on 31/05/2016	Monthly financial reports
D6	MM	GG 3	Council Support	% of GTM Council resolutions implemented vs number passed	Percentage	100%	100%	78.63%	O	Implementation of Council resolutions is an ongoing process. Out of 52 resolutions, 22 were implemented and 30 still outstanding.	The register of Council resolutions will continuously be circulated to management to indicate progress with the implementation.	Council annual program Resolution register
D7	MM	GG 3	Management and Administration	# Management meetings	Number	21	52	31	R	No management meeting was held during the month of June 2016 due to activities attended in preparation for the election and the new Council.	The approved schedule of meeting will be adhered to in future.	Invitations Minutes & Attendance Registers
D8	MM	GG 3	Performance monitoring and reporting	Mid-year performance report submitted to PT, COGHSTA, and AG by 25 Jan	Number	24-Jan	1	1	G			Mid-year Performance Report Acknowledgement of Receipt



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								Actual	R	Reason for deviation	Corrective Measures	
D9	MM	GG 3	Performance monitoring and reporting	Draft Annual Report considered by Council by 31 Jan	Number	31-Jan	1	1	G			Draft Annual Report Council Minutes
D10	MM	GG 3	Performance monitoring and reporting	Draft Annual Report advertised for public comments by 5 Feb	Number	07-Feb	1	1	G			Newspaper Adverts Website Printscreen
D11	MM	GG 3	Performance monitoring and reporting	Final Annual Report approved by Council by 31 March	Number	31-Mar	1	1	G			Final Annual Report Council Minutes
D12	MM	GG 3	Performance monitoring and reporting	# of Quarterly SDBIP reports submitted to Council	Number	3	4	3	O	3rd Qtr SDBIP report approved by Council only on 7 July '16	Council scheduled for 30 June was postponed	Quarterly Performance Reports Council Minutes
D13	MM	GG 3	Performance monitoring and reporting	# of Back to Basics statistical reports submitted to CoGTA by the 10th of each month	Number	4	12	12	G	B2B report submitted on 8 July	None required	B2B Reports, Acknowledgement of receipt
D14	MM	GG 3	Performance monitoring and reporting	Draft Annual Performance Report submitted to the AG, AC and Mayor by 31 August	Number	31-Aug	1	1	G			Acknowledgement of Receipt from AG, AC & Mayor
D15	MM	GG 3	Performance monitoring and reporting	# of days taken to submit the SDBIP to the Mayor following budget approval	Number	20	28	18	B	Mayor approved the 16/17 SDBIP on 27 June 2016	None required	Acknowledgement of receipt - Mayor
D16	MM	GG 3	Performance monitoring and reporting	# of performance reports audited prior to submission to Council	Number	0	10	0	R	3rd Qtr SDBIP submitted to Council un-audited	Internal audit capacity constraints has been partially resolved with the allocation of	Quarterly SDBIP Audit reports



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								Actual	R	Reason for deviation	Corrective Measures	
											a laptop. Auditing is however still behind schedule	
D17	MM	GG 3	Risk Management	# of Risk committee meetings	Number	0	4	4	G	All risk committee meetings took place as required.	None	Appointment letter for chairperson & members Invitations Minutes & attendance registers
D18	MM	GG 3	Risk Management	Risk Assessment report submitted to Treasury & Internal Audit by 30 May	Number	0	1	0	R	It is not a pre-requisite to submit the risk assessment report to Treasury, only Internal Audit for risk based plan. Risk Assessment report must be finalised on the 30th June every year.	Risk Assessment to be done and finalised at strategic planning for timeous submission.	Risk Assessment Report Acknowledgement of receipt (PT & IA)
D19	MM	GG 3	Risk Management	# of Risk monitoring reports submitted to Council	Number	0	4	3	O			Risk Monitoring Reports Council Minutes
D20	MM	GG 3	Risk Management	# of strategic risks identified	Number	10	10	10	G	Ten strategic risks were identified	None	Strategic Risk Assessment Report
D21	MM	GG 3	Risk Management	# of identified risks addressed by year-end	Number	0	10	7	R	Only 3 out of 10 strategic risks were addressed at the end of June 2016 which is 30%. Mitigation of risks is poor.	Risk owners should address risks in their department effectively.	Strategic Risk Assessment Report
D22	MM	GG 3	Sound Governance	3 year Strategic Risk Based Audit plan submitted to Audit	Number	Not done	1	0	R	Risk register not completed on time. Received the risk register on 27 June 2016. Awaiting date for the fourth	The risk register must be completed by end April.	3 Year Strategic Risk Plan AC minutes



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								Actual	R	Reason for deviation	Corrective Measures	
				Committee by 30 June								
D23	MM	GG 3	Sound Governance	# of quarterly internal audit reports submitted to audit committee	Number	4	4	5	G2	5 quarterly reports submitted to audit committee		Quarterly Audit reports AC minutes
D24	MM	GG 3	Sound Governance	# of Audit committee packs submitted 7 days before meeting	Number	0	4	5	G2	5 audit packs submitted on time		Invitation Acknowledgement of receipt & schedule of meetings
D25	MM	GG 3	Sound Governance	Annual Audit Plan approved by Audit Committee by 30 June	Number	Not done	1	0	R	Risk register not finalized on time, 27/06/2016. Awaiting fourth quarter audit committee meeting date to submit plan for approval	Risk register must be finalized by April	Audit Plan AC Minutes
D26	MM	GG 3	Sound Governance	Revised Internal Audit Charter submitted & approved by Audit Committee by 30 June	Number	Not done	1	0	R	Charter not yet approved. It will be submitted with the fourth quarter audit committee package. Delay caused by late finalization of Risk register	Risk reports should be approved by second quarter meeting to allow internal audit reports to be approved by third quarter meeting	Audit Charter AC Minutes
D27	MM	GG 3	Sound Governance	# of audit queries from AG	Number	6	0	0	G			Audit Report
D28	MM	GG 3	Sound Governance	Audit opinion	Audit opinion	Qualified	100%	0%	R			Audit Report
D29	MM	GG 3	Sound Governance	# audit committee meetings held	Number	1	4	8	B	8 audit committee meetings held,		Agendas, Attendance register



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								Actual	R	Reason for deviation	Corrective Measures		
											19/08/15,26/08/15,01/09/15,23/09/15,05/11/15,12/02/16,29/03/16 and 13/06/16		
D52	MM	GG 3	Fraud & Anti-Corruption	Fraud & Anti-corruption monitoring	Q1: Review the Anti-Corruption strategy to ensure alignment with the COGTA Anti-corruption strategy (50%) Q2: Monitor and report cases of fraud and corruption in line with the strategy (65%) Q3: Monitor and report cases of fraud and corruption in line with the strategy (85%) Q4: Monitor and report cases of fraud and corruption in line with the strategy (100%)	Revised Anti-Corruption Strategy not yet approved. Anti-Corruption committee has been established. One meeting took place since establishment.	100%	100%	G	No cases of fraud and corruption were reported at the end of June 2016. No monitoring could be done as there are no cases to monitor.  Cases of housing disputes were directly reported to CoGHSTA for investigations.	Whistle Blowing policy is not yet approved Council. Case register has been development which will be in use after Whistle blowing policy and anti-corruption strategy has been approved by Council.	Anti-corruption strategy Minutes of Anti-corruption committee meetings	
D53	MM	GG 3	Performance monitoring and reporting	Performance Management System	Q1: Manage the roll-out of the Electronic PMS. Ensure that all Directors & Managers are trained in the use of the system and provide continuous support (25%) Q2: Monitor the roll-out of the electronic PMS ensure that all performance reports are submitted to council within the required timeframes (50%) Q3: Monitor the roll-out of the electronic PMS ensure that all performance reports are submitted to council within the required timeframes (75%) Q4: Monitor the roll-out of the electronic PMS	Not implemented due to budget constraints	100%	95%	O	3rd Quarter SDBIP report only approved by Council on 7 July	Council sitting scheduled for 30 June was postponed	E-PMS training schedule Training Attendance Registers Service Provider progress reports Council Resolutions	



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								Actual	R	Reason for deviation	Corrective Measures	
					ensure that all performance reports are submitted to council within the required timeframes (100%)							
D65	CFO	GG 3	Contract Management	# of monthly contract management reports submitted to Council	Number	12	12	39	B	Part of Monthly report	not applicable	Contract Management Monthly reports
D66	CFO	GG 3	Regulatory Framework	# of budget related policies revised annually	Number	17	17	17	G	No deviation. A number of 17 budget related policies were tabled to council on 31 May 2016 for approval. The signed budget resolutions and annexures to the budget report are attached hereto for easy reference	N/A	Budget Policies Council Resolution
D111	CORP	GG 3	Council Support	MPAC oversight report on Annual Report submitted to Council by 31 March	Number	28-Mar	1	1	G			MPAC Report on AR Council Minutes
D112	CORP	GG 3	Council Support	# of days taken to make MPAC oversight reports available to the public following Council approval	Number	7	7	24.25	R	The report was delayed for publishing which was an oversight from the administration.	The target date to be complied with in future.	Council Minutes Copy of Adverts Proof of Website placement
D113	CORP	GG 3	Council Support	# of Council meetings held (formal)	Number	Actual awaited	4	17	B	Special meetings are held from time to time to resolve on urgent issues.	Abnormal special meetings should be avoided and the schedule of meetings be adhered to.	Minutes and attendance registers



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								Actual	R	Reason for deviation	Corrective Measures	
D114	CORP	GG 3	Council Support	# of Exco meetings held	Number	Actual awaited	26	16	R	Special Executive Committee meetings were held to finalize on urgent matters.	The approved schedule of meetings should be adhered to.	Minutes and attendance registers
D115	CORP	GG 3	Council Support	# of Portfolio Committee meetings held	Number	59	108	51	R	Some of the portfolio committees do not hold meetings as expected due to no reports prepared for discussion by management.	All stakeholders to adhere to the approved schedule of meetings.	Committee meetings register
D116	CORP	GG 3	Information management	% Broadband Availability in Satellite offices	Percentage	90%	100%	91.91%	O	The network availability for June 2016 is 98.84%, due network devices reading with do not have any great significance on network availability. Relela, Runnymede and Bulamahlo are not active on the network as a result of the following: 1. Renovations at Relela; 2. No Electricity at Runnymede; and 3. Disconnection of Bulamahlo by the Landlord.	The network will be monitored continually to ensure maximum availability.	Broadband Statistical report
D117	CORP	GG 3	Information management	% of workstations with access to IT network	Percentage	95%	95%	95%	G	95% is for computers that have direct access to the network, whilst 5% are those who are not having network access.		Monthly reports
D119	CORP	GG 3	Legal support	% SLAs signed within 10 days of receiving acceptance	Percentage	Actual awaited	100%	100%	G	the turnaround time to draft the service level agreement if five days but we manage to do nit it in day	Not Applicable	SLA Register



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								Actual	R	Reason for deviation	Corrective Measures	
D120	CORP	GG 3	Legal support	R-value spent on legal costs	R-value	Actual awaited	9,000,000	17,597,233	R	the amount spent on legal fees for the legal services rendered was exceeded because settlements agreement and legal costs had to be paid from the same budget	Not Applicable	Budget report
D121	CORP	GG 3	Occupational Health and Safety	# of OHS committee meetings	Number	12	4	8	B	none	none	Notice of meeting Attendance Register Minutes
D133	CORP	GG 3	Regulatory Framework	Promulgation of By-laws	Q1: Develop a programme for by-law public participation and monitor the process. Ensure that by-laws are promulgated. (25%) Q2: Ensure that by-laws are promulgated. Monitor the public participation process and finalise by-laws for promulgation (50%) Q3: Ensure that by-laws are promulgated. Monitor the public participation process and finalise by-laws for promulgation (75%) Q4: Ensure that by-laws are promulgated. Monitor the public participation process and finalise by-laws for promulgation (100%)	8 By-Laws was presented to 20 Wards successfully.	100%	100%	G			Programme for By-law Public Participation Government Gazette Invitations to and Minutes of Public Participation sessions
D135	CSD	GG 3	Safety and Security	# of theft cases from council buildings	Number	4	0	2	R	A Case of theft at the Ritavi SAPS was opened after an electrical cable (3x35mm) was stolen during the night of 22 June 2016.	The service provider responsible for Physical Security was	Theft & damages register Police Case number



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								Actual	R	Reason for deviation	Corrective Measures		
D147	CSD	GG 3	Regulatory Framework	Hawkers Policy & By-law	Q1: Ensure that Hawkerc policy and By-law is revised (40%) Q2: Submit Hawkerc Policy to Council for adoption and the By-law for public participation (80%) Q3: Submit Hawkerc Bylaw to CORP for gazetting (90%) Q4: Gazetted By-law (100%)	Gazetted By-law	100%	90%	O	By-law not yet gazetted	None, process to be concluded by Corp Services	Council Resolution on Hawkerc Policy Hawkerc By-law Public Participation Minutes	
D247	GTEDA	GG 3	Sound Governance	Audit opinion for GTEDA	Audit opinion	Unqualified	1	1	G	Unqualified opinion for 14/15	None	Audit Report	
D252	GTEDA	GG 3	Information management	Purchase of Printers	Q1: Source quotations. (10%) Q2: Procurement of printer finalised (100%) Q3: Not applicable this quarter (100%) Q4: Not applicable this quarter (100%)	New project	100%	0%	R	Not applicable this quarter	Mobile Printer was not bought because projects were not implemented, it was solely going to be used to print documents in the field.	Quotation Invoice	
D102	CORP	GG 4	Human Resource Management	# of budgeted level 0-6 positions filled	Number	143	154	142	O	Advertised positions closed month end of June 2016. However shortlisting process is ongoing through the assistance of departments.	That Management adhere to the turnaround time of appointment process as stipulated in the	Staff establishment	



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								Actual	R	Reason for deviation	Corrective Measures	
											Personnel Provisioning Policy.	
D103	CORP	GG 4	Human Resource Management	# of people from employment equity target groups employed in the 3 highest levels of management in compliance with EE plan	Number	Actual awaited	27	32	G2	None	None.	EE report
D104	CORP	GG 4	Human Resource Management	% of budgeted posts filled within three months of advertising during the financial year	Percentage	100%	100%	9%	R	Postponement of shortlisting's by various departments.	Management should adhere to the turnaround time of Personnel Provisioning policy in appointment processes.	Staff Establishment HR Monthly reports
D105	CORP	GG 4	Human Resource Management	Number of Section 57 posts vacant for more than three months	Number	2	0	1	R	Turnaround time in terms of the Government Gazette expired.	Turnaround Time of appointment in terms of Government Gazette on appointment of senior managers must be adhered by management.	Staff establishment



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								Actual	R	Reason for deviation	Corrective Measures	
D126	CORP	GG 4	Human Resource Management	% Staff turnover	Percentage	2.80%	2%	2.12%	G2	The exit is due to Pension and Death of employees.	Turnaround due to death and pension cannot be corrected as pension is legislated and death in unforeseen.	Staff establishment
D127	CORP	GG 4	Human Resource Management	% Employees that are female	Percentage	36.50%	40%	38%	O	Selected candidates are determined by performance of candidate. However the panel members are aware of the target.	That Female candidate be shortlisted when meeting the requirements of the Job.	Employment Equity report
D128	CORP	GG 4	Human Resource Management	% Employees that are youth	Percentage	24.80%	26%	23.30%	O	Progression of age.	To attract more youth to apply positions when advertised and offer learnership to encourage them.	Employment Equity report
D129	CORP	GG 4	Human Resource Management	% Employees that are disabled	Percentage	2.20%	2%	17%	B	No Deviation	None	Employment Equity report

**Table 6** presents a summary of the result as reported by Departments and from this it can be seen that **48%** of targets, aimed at ensuring Good Governance, were not met during 2015/16



<b>Table 6: Good Governance KPA - Summary of Results</b>			
<b>Colour</b>	<b>Key to the Colour Codes</b>	<b>No of KPIs/Projects</b>	<b>% in category</b>
G	KPI Not Yet Measured	0	0%
R	KPI Not Met	28	28%
O	KPI Almost Met	20	20%
G	KPI Met	32	32%
G2	KPI Well Met	9	9%
B	KPI Extremely Well Met	10	10%
	<b>Total KPIs</b>	<b>99</b>	

The key challenges impacting on the ability of the organisation to achieve the objectives set in terms of the Good Governance KPA are:

- 1. Public participation programmes not implemented:** During the 2015/16 financial year planned activities for public participation were not implemented e.g. mayoral imbizos and community feedback sessions. GTM had to manage 7 incidents of community protests during the year and, although the imminent local government elections contributed to the situation, the absence of active community feedback initiatives worsened the situation. Communication between Council and the community has to improve to ensure active participation in local governance but also to avoid a repeat of the community protests. The IDP representative forum was also not managed well since the stakeholders were informed of meetings on short notice and documentation were distributed at the meetings resulting in the forum becoming feedback sessions. In order to allow stakeholders sufficient time to consult with their constituents and actively provide inputs into the development planning process, the public participation in the IDP process needs to improve.



## 2. Human Resource Management:

- a. *Delays in the filling of critical posts:* The 2015/16 financial year was marked with internal labour disputes, one of which resulted in a temporary moratorium on the filling of posts. Although the moratorium was not upheld throughout the year, other factors also contributed to various critical positions being vacant for extended time periods e.g. Director Corporate Services, Managers for Internal Audit, Water, Communications and PMU etc.
- b. *Review of the organogram:* The GTM staff structure was last reviewed in 2011 and the review was put off once again due to disputes with labour on the matter of salary disparities.
- c. *Salary disparities not yet resolved:* GTM appointed a service provider to assist with resolving the salary disparities, after a long dragged out process of attempting to negotiate with the unions and SALGA. The service provider also commenced with the process of conducting job evaluations viewed, at the time, as a step towards resolving the salary disparities. Neither processes has been concluded.
- d. *Overtime abuse:* The abuse of overtime was highlighted in previous financial years and this trend continued in 2015/16. Although it was indicated that only essential services should be paid overtime, an average of 61% of employees claimed paid overtime per month. Considering that only 4.6% of the budgeted positions were vacant at year-end, the rate at which overtime is being worked is not justifiable.

## 3. Financial Services Administration: Various aspects of financial administration are a matter of concern, these include:

- a. *Inadequate controls:* Monthly reconciliations and clearing of suspense accounts are not taking place and quarterly financial statements are not being compiled for the Audit Committee to review.
- b. *Revenue Management compromised:* Revenue division is being run with minimal staff and the efficiency of the unit is being put at risk by only appointing interns and not filling the recent vacancies e.g. vacancies on supervisor level but also at the cashiers. Since this unit is the “cash till” of Council the utilisation of interns, rather than filling vacancies, is not only putting the income of Council at risk but also opening doors to fraudulent transactions.



- c. *None compliance to legislative prescripts:* Municipalities are required to be MSCOA compliant by 30 July 2017. Although GTM has appointed the MSCOA committees the implementation of the process plan has not yet commenced. GTM further lost R2million in equitable share due to the unspent conditional grants (MSIG & NDPG).
  - d. *Asset Management capacity building:* Asset Management services continues to be outsourced with capacity not being transferred to the municipal official responsible for the function. The concern is that support staff is not being appointed to ensure that the outsourcing of the function can gradually be withdrawn over the coming years.
  - e. *Expenditure Management:* Expenditure reporting by departments are being compromised by the fact that monthly reconciliations, in terms of the allocation of labour, contracted services and depreciation are not being done on a monthly basis. Furthermore, capital budget administration needs to improve as to ensure the accurate allocation of capital expenditure to avoid the incorrect allocation of expenditure to votes and the resulting in inaccurate reporting.
- 4. Internal auditing compromised:** The Internal Audit Division has a critical role to play in the effort to ensure good governance but the effectiveness of the unit is being compromised by various factors such as:
- a. Insufficient human and other resources with the unit being understaffed and also functioning without a Manager (the Manager retired in August '15). The unit also did not have access to resources required to conduct their audits e.g. laptops.
  - b. The Internal Audit division is not getting the necessary support from Management in that audit queries are not being responded to on time.
  - c. The delay in the finalisation of the Risk Assessment resulted in the 3 –year Strategic Risk Based Audit plan and the Annual Audit Plan not being completed on time.
  - d. Repeated requests to re-open the electronic reporting system, results in the work done on the audit of Performance information and the reports prepared being null and void. This compromises the effort towards achieving a clean audit on predetermined performance objectives.



5. **None-Implementation of Resolutions:** Council resolutions are not all being implemented, with 30 resolutions outstanding by year-end. The resolutions of oversight structures are also not being implemented, these include committees such as the Audit Committee and the Municipal Public Accounts Committee.
6. **Performance Reporting:** The validity of information contained in quarterly performance reports are questionable, since not all Directors and Managers are updating their performance information on the electronic system on a monthly basis as required. Some are also failing to provide adequate means of verification for Internal Audit to verify the reported performance and do not respond to request to correct the reported performance. The situation gradually improved throughout the financial year but a few individuals are still compromising the integrity of the reports by continued non-adherence to reporting time periods and requirements.
7. **None adherence to legislative and policy requirements** resulting in excessive amounts being spent on legal costs amounting to **R17,597,233** during 2015/16.
8. **Revenue enhancement strategy not developed** as planned for the 2015/16 financial year. The intention of such a strategy is to plan for the formalisation of settlements in order to deliver services and start billing the community. This in an effort to increase the revenue of Council but also to expand service delivery to rural areas. The buy-in of the community in this process is essential for success and therefore the formal planning of this process should consider the public participation required prior to implementation.



## 2.4 Departmental Performance for 2015/16

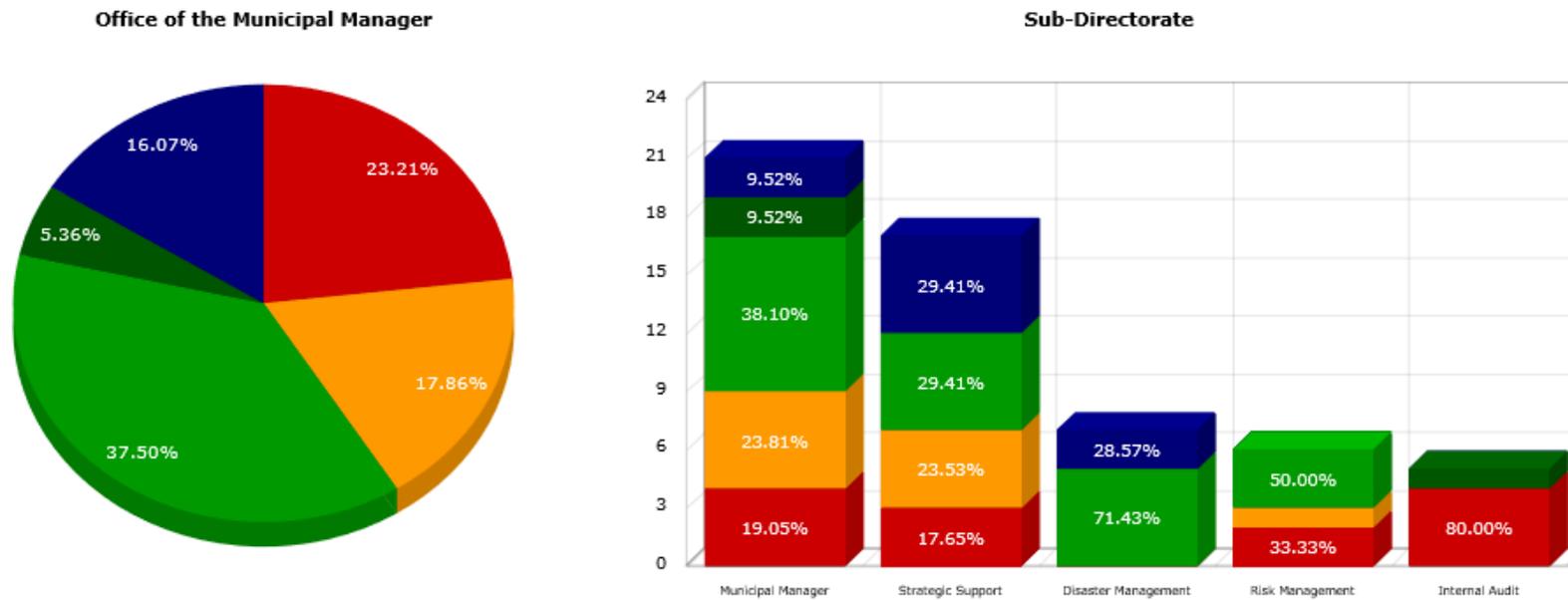
This section will provide a summary of performance per Department as well as for the entire organisation for the 2015/16 financial year.

### 2.4.1 Office of the Municipal Manager

The Office of the Municipal Manager consists of 5 subsections which include Strategic Support, Risk Management, Disaster Management and Internal Audit. The largest number of KPIs are however high level organisational KPIs for which the responsibility has been allocated directly to the Municipal Manager.

**Figure 2** presents the performance of the Department reflecting an overall achievement level of **58.93%**.

**Figure 2: Annual Performance results for the Office of the Municipal Manager**

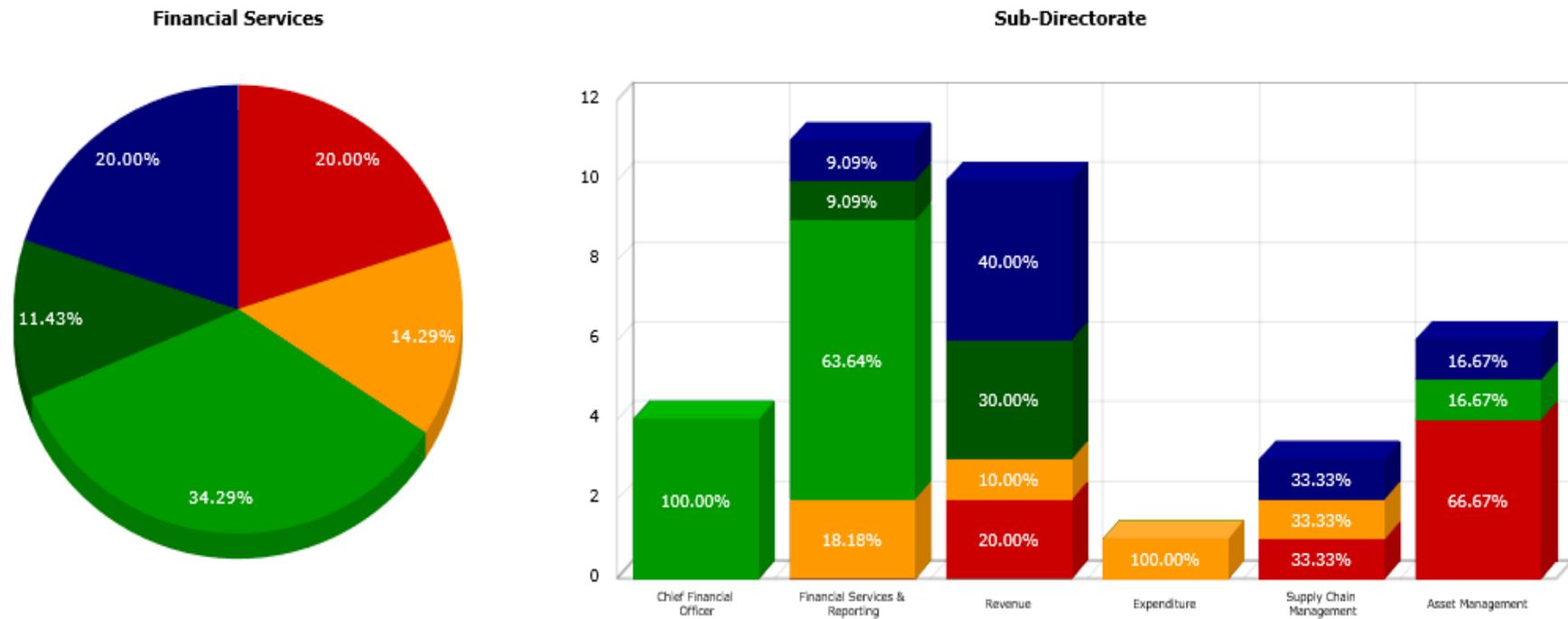




## 2.4.2 Office of the Chief Financial Officer

The Office of the Chief Financial Officer is comprised of Asset Management, Expenditure, Financial Services & Reporting, Revenue and Supply chain divisions and the performance for the Department is reflected below in **Figure 3**, reflecting an overall achievement level of **65.7%**.

**Figure 3: Annual Performance results for the Office of the Chief Financial Officer**

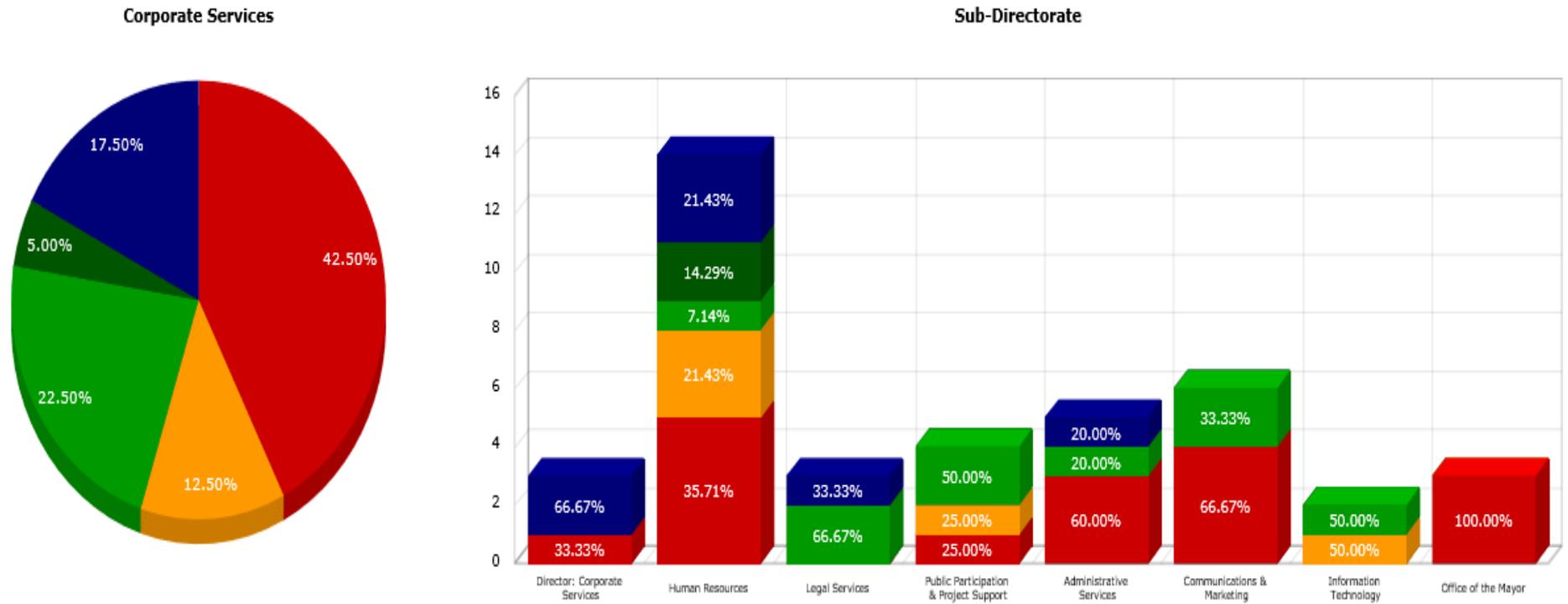




### 2.4.3 Corporate Services Department

The Corporate Services Department comprise of Admin & Records, Communications & Marketing, Human Resource, Information Technology, Legal Services, the Office of the Mayor and Public Participation divisions. **Figure 4** presents the performance for the Department during 2015/16, reflecting an overall achievement level of **45%**.

**Figure 4: Annual Performance results for Corporate Services**

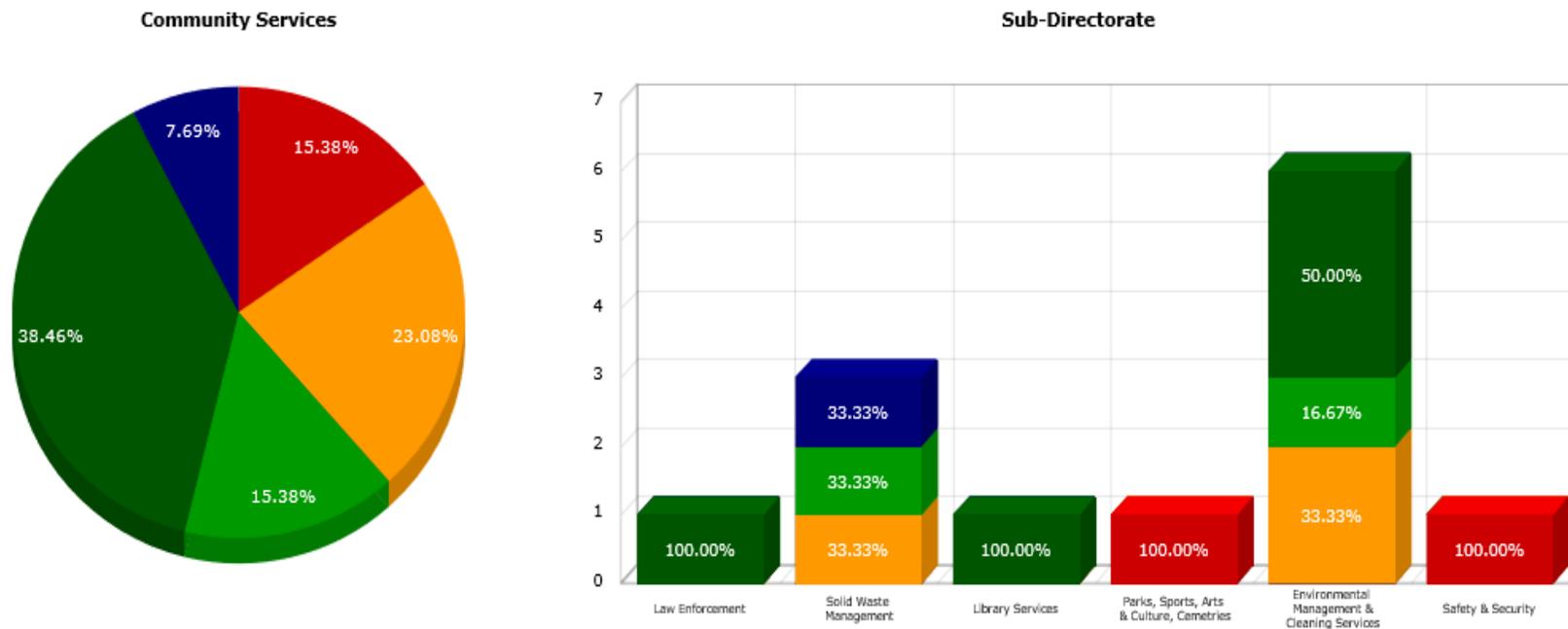




## 2.4.4 Community Services Department

The Community Services Department comprise of Environmental Health, Library services, Licensing and Testing, Law Enforcement, Solid Waste Management, Parks and the Safety & Security divisions. The performance for the Department during 2015/16 is presented in **Figure 5** below, reflecting an overall achievement level of **61.54%**.

**Figure 5: Annual Performance results for Community Services Department**

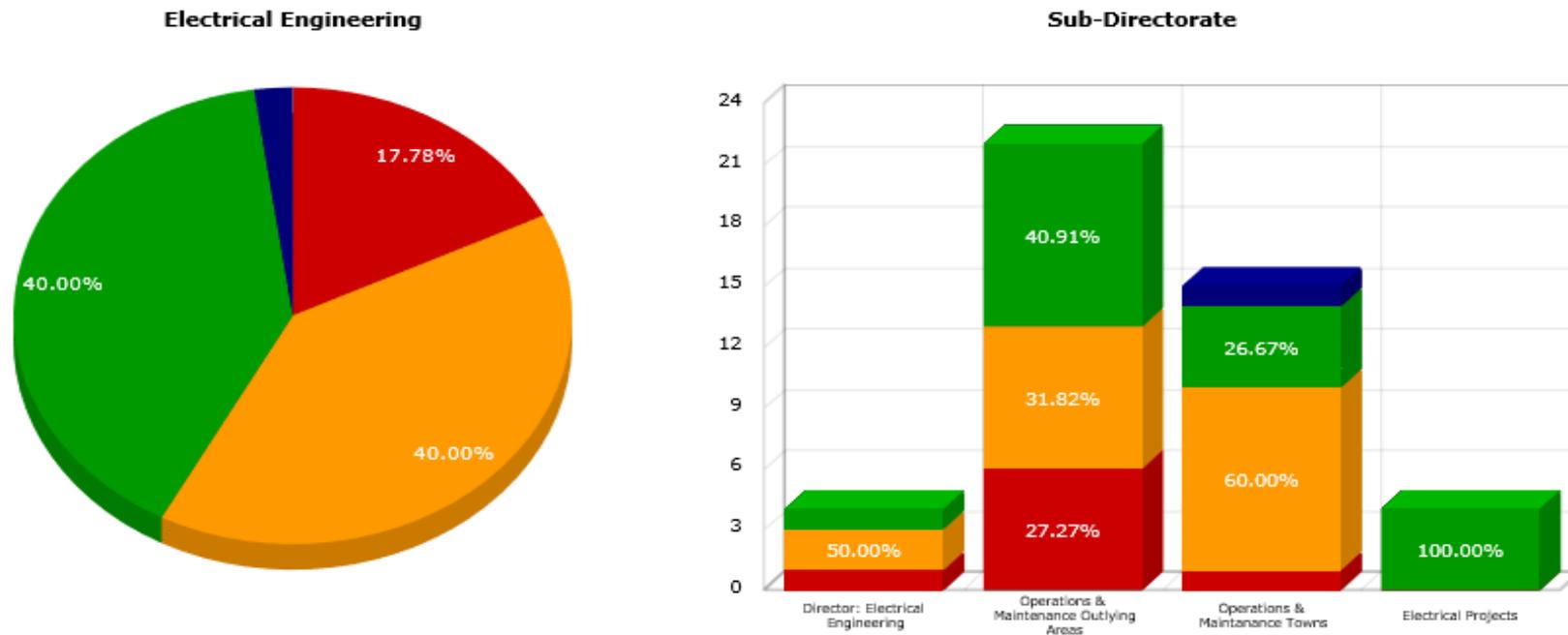




## 2.4.5 Electrical Engineering Department

The Electrical Engineering Department comprise of sections for Electrical Projects, Operations & Maintenance for Rural and Urban areas. The performance for the Department during 2015/16 is presented in **Figure 6** below, reflecting an overall achievement level of **42.22%**.

**Figure 6: Annual Performance results for Electrical Engineering Department**

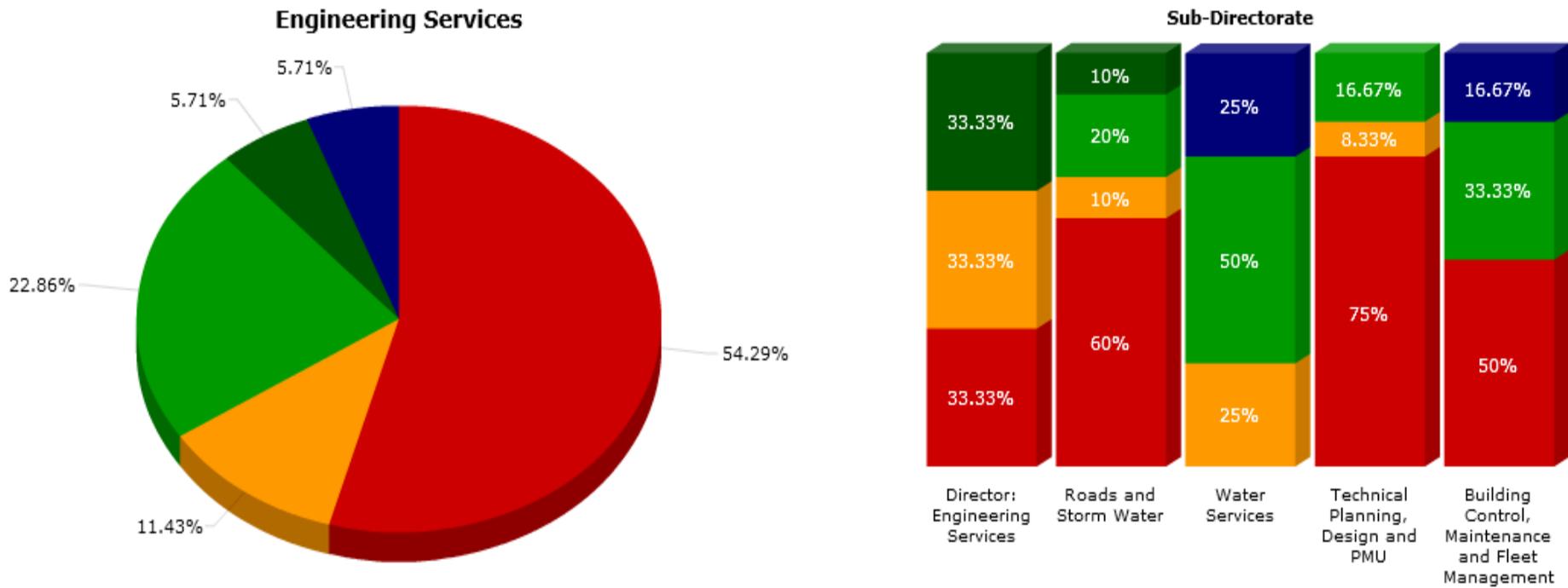




## 2.4.6 Engineering Services Department

The Engineering Services Department comprise of sections for Electrical Projects, Operations & Maintenance for Rural and Urban areas. The performance for the Department during 2015/16 is presented in **Figure 7** below, reflecting an overall achievement level of **34.28%**.

**Figure 7: Annual Performance results for Engineering Services Department**

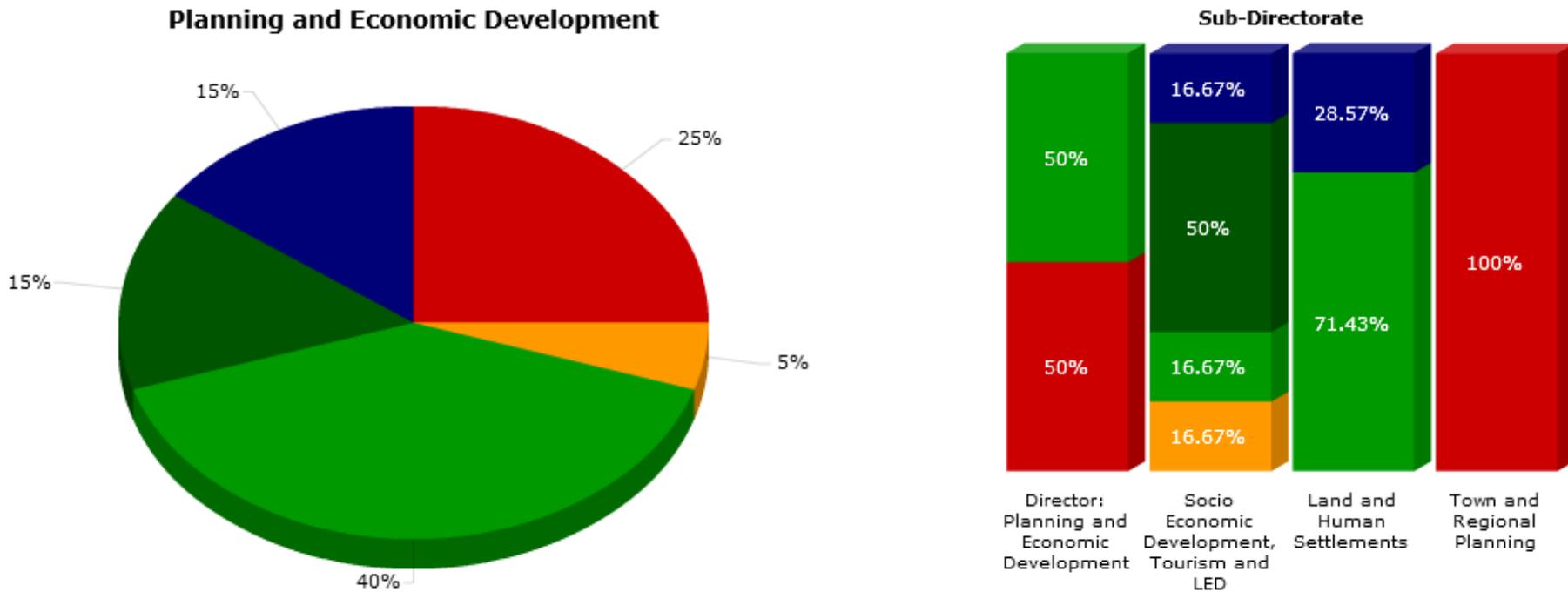




## 2.4.7 Planning and Economic Development Department

The Planning and Economic Department comprise of sections for Socio - Economic Development, Land & Human Settlements and Town Planning. **Figure 8** presents the performance for the Department during 2015/16, reflecting an overall achievement level of **70%**.

**Figure 8: Annual Performance results for Planning and Economic Development Department**

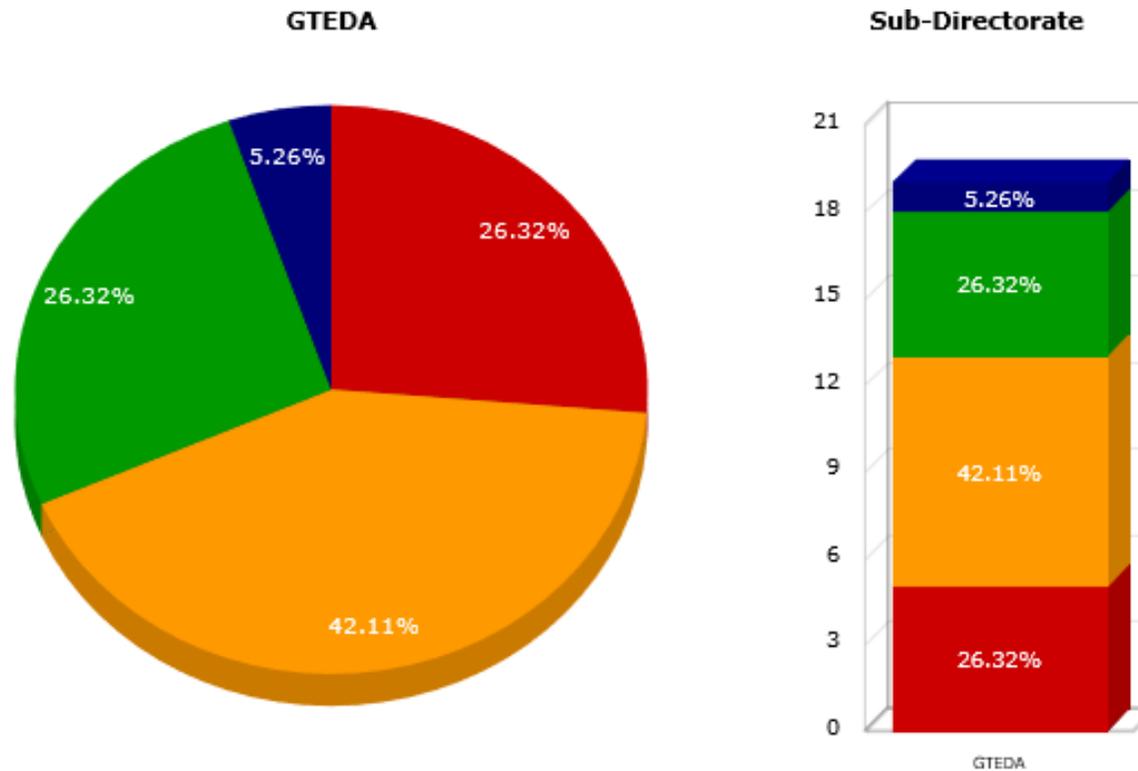




## 2.4.8 Greater Tzaneen Economic Development Agency

The performance of GTEDA is reflected in **Figure 9**, reflecting an overall achievement level of **31.57%**.

Figure 9: Annual Performance results for GTEDA

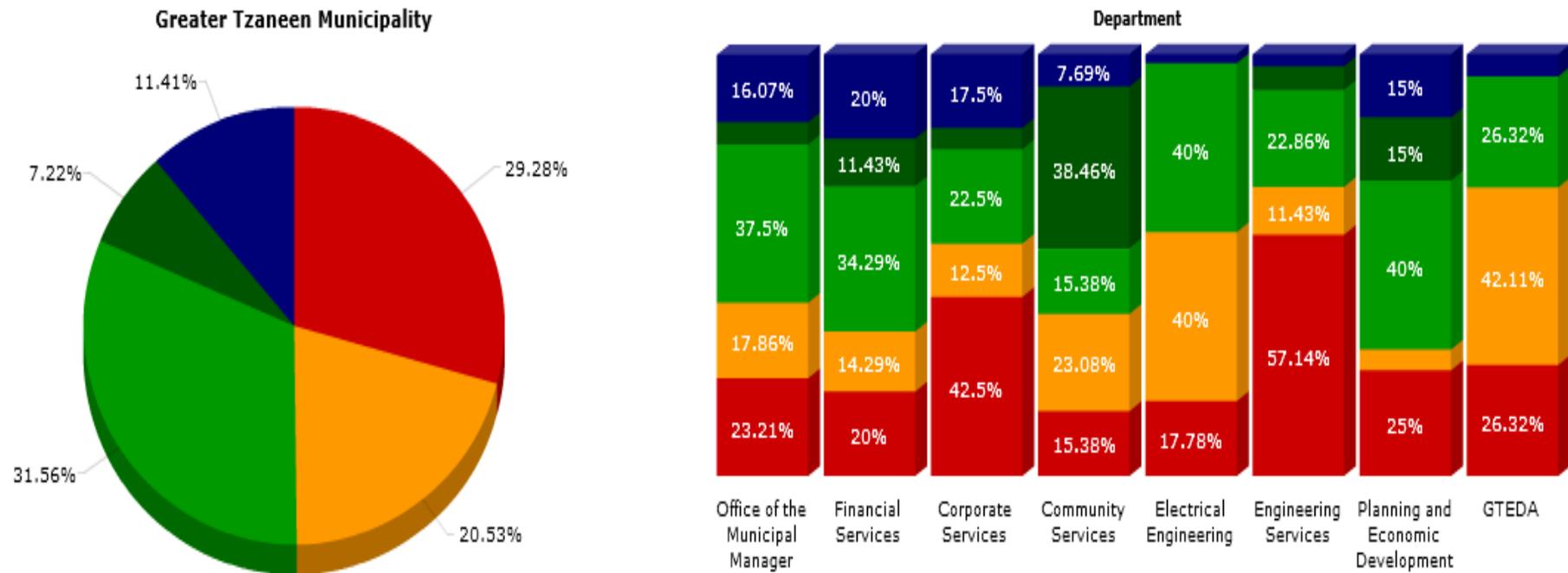




## 2.5 Overall Municipal Performance for 2015/16

The overall performance of GTM is reflected in Figure 10 below and presents an overall achievement level of **50.19%**, which leaves ample room for improvement.

Figure 10: Overall Performance of GTM for 2015/16





### 3. Conditional Grant Activities

**Table 7: Performance on Conditional Grants for 2015/16**

Project/ Initiative	Planned activities	Actual Activities	Budget	Adjustment Budget	Actual Expenditure	Budget Variance	Adjustment Variance	Reasons for deviations
<b>Neighbourhood Development Partnership Grant</b>								
Nkowankowa Indoor sports Centre & Outdoor sports facility	Construct indoor sports centre and outdoor sports facilities	Project completed	R 0 -	R9 280 751	R 2 061 054	-R9 280 751	R7 219 697	Roll-over only approved by Treasury in April.
Nkowankowa Taxi Rank (High point Development Initiative)	Complete Taxi Rank by Dec 2016	Physical progress at 47%	R 0	R 9 980 141	R 3 385 363	-R9 980 141	R 6 594 778	Roll-over only approved by Treasury in April.
<b>TOTAL</b>				<b>R 19 260 892</b>	<b>R5 446 417</b>	<b>-R 19 260 892</b>	<b>R13 814 475</b>	
<b>Finance Management Grant (FMG)</b>								
Financial Capacity building	Appointment of 5 interns	Salaries / Subsistence & Travelling	R 700 000	n/a	R 572 959	R 127 041	n/a	Allocation moved to upgrade & maintenance of financial system
Financial Capacity building	Acquisition of , upgrade and maintenance of Financial System	GRAP Training/MsCOA Training	R 200 000	n/a	R 896 880	-R 696 880	n/a	None
Financial Statements	Preparation & Timely submission of AFS for Audits	Preparation of AFS	R 300 000	n/a	R 0	R 300 000	n/a	Allocation moved to upgrade & maintenance of financial system
Clean audit	Support Implementation of corrective actions to address audit findings	GRAP Training	R 100 000	n/a	R0	R 100 000	n/a	Allocation moved to upgrade & maintenance of financial system



**Table 7: Performance on Conditional Grants for 2015/16**

Project/ Initiative	Planned activities	Actual Activities	Budget	Adjustment Budget	Actual Expenditure	Budget Variance	Adjustment Variance	Reasons for deviations
Financial Recovery	Preparation of Financial Recovery Plan	Revenue Enhancement Strategy	R 200 000	n/a	R0	R 200 000	n/a	Allocation moved to upgrade & maintenance of financial system
Clean audit	Establish SCM, Internal Audit & Audit Committee	Risk/ SCM Training	R 175 000	n/a	R 89 429	R 85 571	n/a	Allocation moved to upgrade & maintenance of financial system
<b>TOTAL</b>			<b>R 1 675 000</b>		<b>R 1 559 268</b>	<b>R 115 732</b>		
<b>Municipal Systems Improvement Grant (MSIG)</b>								
Clean audit	Operation Clean Audit	Information awaited from CFO	R 360 000	n/a	R 145 053	R 214 947	n/a	Allocation moved to upgrade training of ward committee members
Financial System Improvement	Upgrading of Financial System	Information awaited from CFO	R 370 000	n/a	R 310 800	R 59 200	n/a	None
Ward committee capacity building	Training Summit for Ward Committee Members	Information awaited from CFO	R 200 000	n/a	R 333 380	-R 133 380	n/a	None
<b>TOTAL</b>			<b>R 930 000</b>		<b>R 789 233</b>	<b>R 140 767</b>		
<b>National Electrification(INEP)</b>								
Household electrification at Khujwana Phase 2	Electrification of households in Khujwana Phase 2 (300 connections)	Physical implementation at 85%	R 3 888 564	R 3 888 564	R 2 597 786	R 1 290 778	R 1 290 778	Construction of additional 25 households in progress. Project to be completed during first quarter of 2016/17.
Household electrification at Mine View/ Hospital View	Electrification of households in Mine View/ Hospital View (596 connections)	Physical implementation at 60%	R 7 696 393	R 7 696 393	R 2 912 680	R 4 783 713	R 4 783 713	Project delayed due to late site establishment by contractor and unavailability of transformers



**Table 7: Performance on Conditional Grants for 2015/16**

Project/ Initiative	Planned activities	Actual Activities	Budget	Adjustment Budget	Actual Expenditure	Budget Variance	Adjustment Variance	Reasons for deviations
Household electrification at Bonn/ Lekutswi	Electrification of households in Bonn/Lekutswi (158 connections)	Physical implementation at 53%	R 1 774 062	R 1 774 062	R 1 096 110	R 677 952	R 677 952	Project delayed due to late site establishment and delivery of transformers
Household electrification at Madumane/ Mohlakong/ Moruji/ Botludi	Electrification of households in Madumane /Mohlakong/ Moruji/ Botludi (80 connections)	Physical implementation at 50%	R 1 032 000	R 1 032 000	R 371 034	R660 966	R 660 966	Area rocky and inaccessible. Delays with delivery of transformer from the supplier due to shortage of copper.
Household electrification at Motupa/ Marirone/ Kubjana	Electrification of households in Motupa/ Marirone/ Kubjana (333 connections)	Physical implementation at 88%	R 4 745 402	R 4 745 402	R 3 217 640	R 1 527 762	R 1 527 762	Project completion delayed due to unavailability of transformers from suppliers
Household electrification at Morapalala	Electrification of households in Morapalala (128 connections)	Physical implementation at 88%	R 1 265 727	R 1 265 727	R 859 455	R 406 272	R 406 272	Delays with delivery of transformers from the supplier due to shortage of copper.
Household electrification at Wally	Electrification of households in Wally (310 connections)	Physical implementation at 88%	R 4 952 219	R 4 952 219	R 3 173 451	R 1 778 768	R 1 778 768	Delays with delivery of transformers from the supplier due to shortage of copper.
Household electrification at Mopye/ Seabane	Electrification of households in Mopye / Seabane (100 connections)	Physical implementation at 70%	R 1 032 000	R 1 032 000	R 406 182	R 625 818	R 625 818	Area Rocky and inaccessible
Household electrification at Joppie/ Mabele/ Moroatshehla	Electrification of households in Joppie/ Mabele/ Moroatshehla (231 connections)	Project completed, 231 households connected	R 2 185 061	R 2 185 061	R 158 288	R 2 026 773	R 2 026 773	None
<b>TOTAL</b>			<b>R 28 571 429</b>	<b>R 28 571 429</b>	<b>R 14 792 627</b>	<b>R 13 778 801</b>	<b>R 13 778 801</b>	

**Municipal Infrastructure Grant (excluding GTM co-funding)**



**Table 7: Performance on Conditional Grants for 2015/16**

Project/ Initiative	Planned activities	Actual Activities	Budget	Adjustment Budget	Actual Expenditure	Budget Variance	Adjustment Variance	Reasons for deviations
Sasekani to Nkowankowa Tar Road	Construction of Tar Road 100% completed	8.5km completed	R 0	R 17 758 760	R 14 648 351	-R 14 648 351	R 3 110 409	None (VAT & Retention fees only)
Moruji to Matswi Tar Road	Physical construction at 35%	Physical construction at 10%	R 31 365 263	R 26 934 496	R 7 892 929	R 23 472 334	R 19 041 567	The project was delayed because of litigation as Supply chain processes were queried
Rita, Khopo, Lefara, Zanghoma, Uhuru, Xipungu to Mariveni Tar Road	Physical construction at 35%	Physical construction at 18%	R 25 781 038	R 25 781 038	R 50 827 230	-R 25 046 192	-R 25 046 192	The contractor was appointed late due to delays in the sitting of bid committees
Tickyline, Myakayaka, Burgersdorp, Gavaza to Mafarana Tar Road	Physical construction at 35%	Physical construction at 18%	R 22 876 038	R 22 876 038	R 27 647 331	-R 4 771 293	-R 4 771 293	The contractor was delayed by inclement weather, community strikes and unauthorized water pipes.
Lenyenye Stadium	Completing stadium at Lenyenye	99% physical progress	R 0	R 7 000 000	R 6 298 103	-R 6 298 103	R 701 897	Contractor progress slow
Upgrading of Senakwe to Morapalala	Upgrading of Senakwe to Morapalala from gravel to tar	Project completed in 14/15	R 0	R 0	R 3 280 795	-R 3 280 795	-R 3 280 795	Escalation of costs paid on late invoice
Tzaneen Swimming Pool	Tzaneen swimming pool construction completed	Project completed	R 0	R 0	R 94 891	-R 94 891	-R 94 891	Retention fees only
<b>Total</b>			<b>R 80 022 339</b>	<b>R 100 350 332</b>	<b>R 110 689 630</b>	<b>-R 30 667 291</b>	<b>-R 10 339 298</b>	

**Table 7** presents the expenditure on Conditional Grants for 2015/16. As with previous years not all funds allocated to GTM were spent, the reasons for the under expenditure are as follows:



1. **NDPG:** GTM applied to Treasury for a roll-over of the funds allocated for the 2014/15 financial year. The roll-over was only granted in April of 2016.
2. **INEP:** The majority of the electrification projects have not yet been completed due to delays in the delivery of transformers.
3. **MIG:** The implementation of MIG projects were negatively affected by litigation with regard to the procurement process and delays in the appointment of service providers.

The under expenditure on conditional grants results in a loss in the allocations for the coming years. During 2015/16 R2million of GTM Equitable Share allocation was withheld due to under expenditure on grants.



## 4. Capital Projects for 2015/16

<b>Table 8: Capital Project implementation during 2015/16</b>									
Ref	IDP no	Project Name	Planned activities	Actual Activities	Budget	Adjustment Budget	Actual Expenditure	Year-end Budget Variance	Reasons for deviations
<b>Electrical Engineering Department</b>									
CP28	EED101	Service Contribution for Tzaneen distribution area	Replacement of mini-substations	Project completed	10 100 000	10 107 314	2 917 164	7 190 150	None
CP15	EED109	Substation tripping batteries	Installation of substation tripping batteries	Tripping batteries purchase and installed at Letsitele main substation	150 000	150 000	163 237	-13 237	None
CP19	EED112	Rebuilding of Lines-Greenfog - Haenertsburg (12km)	Rebuilding of Lines-Greenfog - Haenertsburg (12km) completed	Project completed	1 400 000	1 400 000	1 044 734	355 266	None
CP20	EED115	Rebuilding of Lines-Lalapanzi - Waterbok (7km)	Rebuilding of Lines-Lalapanzi - Waterbok (7km) completed	Project completed	1 000 000	1 000 000	1 138 426	-138 426	None
CP27	EED121	Substation fencing	Construction of fence Completed	Project completed	100 000	100 000	96 667	3 333	None
CP18	EED122	Provision of Capital Tools (outlying)	Procurement of tools and equipment as and when need arise	Procurement of tools and equipment as and when need arise	100 000	100 000	0	100 000	Combined expenditure reflected at CP17



**Table 8: Capital Project implementation during 2015/16**

Ref	IDP no	Project Name	Planned activities	Actual Activities	Budget	Adjustment Budget	Actual Expenditure	Year-end Budget Variance	Reasons for deviations
CP21	EED123	Rebuilding of Lines- 11kv lines Grys Appel (Atherston to Redbank) (12km)	Rebuilding of Lines- 11kv lines Grys Appel completed	Project completed	2 160 000	2 160 000	1 995 543	164 457	None
CP23	EED126	Replace 10x11kv and 6x33 kv auto-reclosers per annum	Installation of Auto Reclosers completed	One autoreclores not installed.	1 000 000	1 000 000	878 022	121 978	Planned outage to install the A/R was cancelled by the customer.
CP25	EED134	Telephone Network Management System (Control Room)	Procurement and installation of the telephone system by December '15	Not implemented, to be done by IT	300 000	0	0	0	Budget revoked during 15/16 adjustment process
CP79	EED58	Split meters	Installation of split meters completed	Not implemented,	R406 400	0	0	0	Capital cannot be spent outside GTM service area
CP14	EED107	Protection relays at Electrical Distribution substation	Installation of protection relays at prioritised areas completed	Completed	300 000	300 000	0	300 000	Budget transferred inter departmentally to form part of Capacity Building/ cable network renewal (11kv Cable from Church substation via old SAR to Power station)
CP17	EED110	Provision of Capital Tools (Urban)	Procurement of tools and equipment as and when need arise	Procurement of tools and equipment as and when need arise	100 000	500 000	343 894	156 106	Expenditure combined with Rural (CP 18)
CP16	EED111	Replacement of airconditioners in Municipal Buildings	Replacement of airconditioners in Municipal Buildings	Replacement of air conditioners done as and when required	50 000	50 000	0	50 000	This amount was transferred in conjunction with other departments to do airconditioners



**Table 8: Capital Project implementation during 2015/16**

Ref	IDP no	Project Name	Planned activities	Actual Activities	Budget	Adjustment Budget	Actual Expenditure	Year-end Budget Variance	Reasons for deviations
CP22	EED124	Old technology main circuit breakers in town	Installation of Old technology main circuit breakers in town completed	Installation of circuit breakers completed	1 000 000	1 000 000	0	1 000 000	Budget transferred inter departmentally to form part of Capacity Building/ cable network renewal (11kv Cable from Church substation via old SAR to Power station)
CP5	EED39	Apollo lights at Dan Village	Apollo light in Dan Village completed (100%)	90% complete Contractor to do self-built (line) for Eskom the connection cost is paid to Eskom	520 000	520 000	853 458	-333 458	Two Consultants with their respective Contractors were appointed to implement the Apollo light projects. Expenditure has been combined accordingly reflecting expenditure to date at R457 6905,43 with a variance of R143 094,57
CP6	EED40	Apollo lights at Motupa Village	Apollo light in Motupa completed (100%)	Still waiting for Eskom to do connections all connections have been paid. there is still a dispute with the Consultant regarding the cost per high mast	520 000	520 000	403 840	116 160	2 Service providers implementing Apollo lights, expenditure combined
CP7	EED41	Apollo lights at Nyagelani Village	Apollo light in Nyagelani completed (100%)	90% complete Contractor to do self-built (line) for Eskom the connection cost is paid to Eskom	520 000	520 000	420 000	100 000	2 Service providers implementing Apollo lights, expenditure combined



**Table 8: Capital Project implementation during 2015/16**

Ref	IDP no	Project Name	Planned activities	Actual Activities	Budget	Adjustment Budget	Actual Expenditure	Year-end Budget Variance	Reasons for deviations
CP8	EED42	Apollo lights at Tickyline Village	Apollo light in Tickyline Village completed (100%)	90% complete Contractor to do self-built (line) for Eskom the connection cost is paid to Eskom	520 000	520 000	510 086	9 914	2 Service providers implementing Apollo lights, expenditure combined
CP9	EED43	Apollo lights at Moruji Village	Apollo light in Moruji completed (100%)	90% complete Still waiting for Eskom to do connections all connections have been paid. there is still a dispute with the Consultant regarding the cost per high mast	520 000	520 000	794 077	-274 077	2 Service providers implementing Apollo lights, expenditure combined
CP1	EED54	Apollo light at Burgersdorp	Apollo light in Burgersdorp completed (100%)	90% complete Contractor to do self-built (line) for Eskom the connection cost is paid to Eskom	520 000	520 000	34 352	485 648	2 Service providers implementing Apollo lights, expenditure combined
CP2	EED55	Apollo lights at Khopo	Apollo light in Khopo completed (100%)	90% complete Contractor to do self-built (line) for Eskom the connection cost is paid to Eskom	520 000	520 000	30 722	489 278	2 Service providers implementing Apollo lights, expenditure combined



**Table 8: Capital Project implementation during 2015/16**

Ref	IDP no	Project Name	Planned activities	Actual Activities	Budget	Adjustment Budget	Actual Expenditure	Year-end Budget Variance	Reasons for deviations
CP4	EED56	Apollo lights at Moloko and Pelana village	Apollo light in Moloko and Pelana completed (100%)	90% complete Still waiting for Eskom to do connections all connections have been paid. there is still a dispute with the Consultant regarding the cost per high mast	540 000	540 000	652 039	-112 039	2 Service providers implementing Apollo lights, expenditure combined
CP3	EED57	Apollo lights at Mawa Block 8 and 9	Apollo light in Mawa Block 8 and 9 completed (100%)	90% complete Still waiting for Eskom to do connections all connections have been paid. there is still a dispute with the Consultant regarding the cost per high mast	540 000	540 000	680 330	-140 330	2 Service providers implementing Apollo lights, expenditure combined
CP13	EED102	Energy efficiency and demandside management (Tzaneen, Nkowankowa & Lenyenye)	Retrofitting of energy efficiency equipment in buildings	Project completed	5 000 000	5 000 000	4 832 056	167 944	None
CP24	EED103	Renewal, Repairs and Maintenance on pre-paid meters (Tzaneen, Letsitele & Pollitsi)	Replacement of old technology meters at Lemoenfontein & Tarentaalrand	UPS installed Infrastructure upgrades completed LV lines for new connections completed	150 000	150 000	95 988	54 012	None



**Table 8: Capital Project implementation during 2015/16**

Ref	IDP no	Project Name	Planned activities	Actual Activities	Budget	Adjustment Budget	Actual Expenditure	Year-end Budget Variance	Reasons for deviations
CP12	EED106	Capacity Building/ cable network renewal (11kv Cable from Church substation via old SAR to Power station)	Installation of 11kv Cable from Church substation via old SAR to Power station	Project completed & also installed protection relays and circuit breakers in Tzaneen	7 000 000	7 000 000	7 371 942	-371 942	Scope of project extended to include protection relays and circuit breakers in Tzaneen (within 10%)
	EED114	New double garage to house protection equipment trailer	Procurement of New double garage to house protection equipment trailer completed	Not implemented	150 000	0	0	0	Budget revoked during 15/16 adjustment process
	EED61	Traffic lights at R71 Turnoff-Deerpark	Installation of traffic lights at R71 Deerpark turnoff	Not implemented	300 000	0	0	0	Budget revoked during 15/16 adjustment process
	EED62	Traffic Lights at Letaba Cross	Installation of Traffic lights at Letaba Cross	Not implemented	300 000	0	0	0	Budget revoked during 15/16 adjustment process
<b>Engineering Services Department</b>									
CP35	ESD 13	Rikhotso low level bridge	Construction of low level bridge at Rikhotso completed (100%)	The contractor is busy on site and physical progress is 30%.	400 000	1 000 000	568 413	431 587	Delay in supply chain processes, project was re-advertised
CP33	ESD11	Politsi road	Politsi road completed	Politsi road completed (100%)	2 600 000	2 200 000	1 251 806	948 194	Lowest bidder appointed
CP34	ESD12	Agatha Cemetery Low Level Bridge	Construction of Agatha Cemetery low level bridge completed (100%)	Designs complete.	400 000	500 000	69 149	430 851	Progress delayed to await project prioritisation for 2016/17. Project initially not prioritised for 16/17
CP36	ESD14	Mokonyane low level bridge	Construction of low level bridge at Mokonyane completed (100%)	The contractor is busy on site and physical progress is 15%.	1 700 000	2 100 000	348 552	1 751 448	Delay in supply chain processes, project was re-advertised



**Table 8: Capital Project implementation during 2015/16**

Ref	IDP no	Project Name	Planned activities	Actual Activities	Budget	Adjustment Budget	Actual Expenditure	Year-end Budget Variance	Reasons for deviations
CP37	ESD17	Khubu to Lwandlamuni low level bridge	Construction of low level bridge, physical progress at 10%	Design complete.	400 000	400 000	229 267	170 733	Budget only sufficient for designs.
CP38	ESD27	Speed humps	Construction of speed humps completed (100%)	The contractors are busy on site and physical progress is 50%.	2000000	1 819 721	224 888	1 594 833	Delay in supply chain processes caused service provider to start only in June '16
CP32	ESD30	Lenyenye DoC entrance road	Construction of road to Lenyenye DoC completed (100%)	Project completed.	600 000	600 000	0	600 000	No deviation.
CP30	ESD138	New Runnymede Sports facility	Physical construction at 25%	The project only commenced on the 14/03/16	7 550 926	7 550 926	3 842 011	3 708 915	Contractor appointed late
CP29	ESD139	Construction of a new community hall at Relela Cluster	Construction of community hall completed	Physical construction at 40%	9 165 496	9 165 496	4 093 164	5 072 332	The project only commenced on the 14/04/16 - Supply chain delays in sitting of committees
CP112	ES 17 (12/13)	Sasekani to Nkowankowa Tar Road	Construction of Tar Road 100% completed	8.5km completed	24 000 000	17 758 760	14 648 351	3 110 409	None (VAT & retention fees only)
CP40	ESD7	Rita, Khopo, Lefara, Zanghoma, Uhuru, Xipungu to Mariveni Tar Road	Physical construction at 35%	Physical construction at 18%	25 781 034	25 781 038	50 827 230	-25 046 192	The contractor was appointed late due to delays in the sitting of bid committees
CP41	ESD8	Tickyline, Myakayaka, Burgersdorp, Gavaza to Mafarana Tar Road	Physical construction at 35%	Physical construction at 18%	22 876 026	20 031 933	27 647 331	-7 615 398	The contractor was delayed by inclement weather, community strikes and unauthorized water pipes.



**Table 8: Capital Project implementation during 2015/16**

Ref	IDP no	Project Name	Planned activities	Actual Activities	Budget	Adjustment Budget	Actual Expenditure	Year-end Budget Variance	Reasons for deviations
CP39	ESD9	Moruji to Matswi, Kheshokolwe Tar Road	Physical construction at 35%	Physical construction at 10%	31 365 267	26 934 496	7 892 929	19 041 567	The project was delayed because of litigation as Supply chain processes were queried
CP31	ESD89	VIP Toilets at Mulati and Shiluvane Libraries	Construction of VIP toilets at Mulati & Shiluvani completed	Project completed	120 000	120 000	398 646	-278 646	Finance to correct expenditure allocated to project
CP44	ESD86	Tzaneen air field fencing (phase1)	Construction of fence at the airfield completed	The project is 100% complete	800 000	800 000	453 754	346 246	Lowest bidder appointed
CP42	ESD95	Upgrading of municipal offices in Tzaneen	Site ready for installation of disability lift	Supply chain instructed to appoint a structural engineer, no progress	80 000	80 000	0	80 000	Project not implemented due to delays in SCMU
CP43	ESD96	Disability Access Lift	Construction of disability lift completed (100%)	No progress	300 000	300 000	0	300 000	Project was not implemented due to SCM delays in appointment of structural engineer for designing of lift shaft
<b>Planning and Economic Development</b>									
CP46	PED6	Lenyenye Cemetery (land)	Land purchased	Project completed	2 000 000	2 000 000	340 004	1 659 996	None
	PED2	Acquisition of two farms in Tzaneen for residential purposes	Procurement of land in Tzaneen	Project not implemented	1 250 000	R100 000	R31 500	68 500	Budget revoked during 15/16 adjustment process.
<b>GREATER TZANEEN ECONOMIC DEVELOPMENT AGENCY</b>									



**Table 8: Capital Project implementation during 2015/16**

Ref	IDP no	Project Name	Planned activities	Actual Activities	Budget	Adjustment Budget	Actual Expenditure	Year-end Budget Variance	Reasons for deviations
CP47	GTEDA154	Purchase of Printers	Procurement of a printer	Project not implemented	2 000	2 000	0	2 000	Mobile Printer was not bought because projects were not implemented, it was solely going to be used to print documents in the field.
-	<b>TOTAL</b>	-	-		<b>169 177 149</b>	<b>153 981 684</b>	<b>138 123 572</b>	<b>15 858 112</b>	-
<b>PROJECTS INCLUDED IN 2015/16 ADJUSTMENT BUDGET</b>									
<b>Engineering Services Department</b>									
	ESD 74 (14/15)	Public Toilets- Tzaneen/JHB Taxi rank	Additions to existing public toilets at Tzaneen JHB Taxi rank	Public Toilets completed	14/15 Roll-over	130 000	19 064	110 936	Finance to correct expenditure allocated to project
	ESD 72 (14/15)	Public Toilet block extensions at Tzaneen Sanlam Taxi rank	Construct public toilets at Tzaneen Sanlam Taxi rank	Not implemented	14/15 Roll-over	80 000	0	80 000	Land not owned by GTM, processes to secure permission delayed the project
	ESD 73 (14/15)	Public Toilet block extension at Letsitele Sanlam Taxi rank	Construct Public Toilet block extension at Letsitele Sanlam Taxi rank	Construction completed, only plumbing remain outstanding	14/15 Roll-over	130 000	0	130 000	Two specialised stainless steel basins ordered, awaiting delivery. Finance to correct expenditure allocated to project
CP116	ESD 130 (14/15)	Lenyenye Stadium	Completing stadium at Lenyenye	99% physical progress	14/15 Roll-over	7 000 000	6 298 103	701 897	Contractor progress slow
	ESD 11	Marumofase Pedestrian bridge	Construct pedestrian bridge at Marumofase	Designs completed only	14/15 Roll-over	6 120 155	684 281	5 435 874	Implementation approved for 2016/17
	Not available	Thako to Sefolwe Low Level bridge	Bridge completed	Bridge completed	14/15 Roll-over	0	38 066	-38 066	Retention fees only



**Table 8: Capital Project implementation during 2015/16**

Ref	IDP no	Project Name	Planned activities	Actual Activities	Budget	Adjustment Budget	Actual Expenditure	Year-end Budget Variance	Reasons for deviations
	ESD128 (14/15)	Tzaneen Swimming Pool	Tzaneen swimming pool construction completed	Project completed	14/15 Roll-over	0	94 891	-94 891	Retention fees only
	ESD 71 (14/15)	Replacement of the Roof – Tzaneen Civic Centre	New roof to be constructed over Council Chamber and Entertainment Hall	Project completed	14/15 Roll-over	500 000	398 646	101 354	None
	ESD 27 (14/15)	Haenertsburg DoC Entrance	Construction of concrete entrance roads to Solid Waste Drop off centre	Project completed	14/15 Roll-over	400 000	209 862	190 138	None
	ESD 28 (14/15)	Nkowankowa Doc Entrance	Construction of concrete entrance roads to Solid Waste Drop off centre	Project completed	14/15 Roll-over	400 000	402 224	-2 224	None
	ESD 36 (14/15)	Purchase Generators/Welding Machines	Procurement of	Diesel bowser and pruners procured and brush cutters	14/15 roll-over project	85 000	75 042	9 958	Budget adjusted and re-prioritised to procure diesel bowser and pruners
<b>Community Services</b>									
	CSD 141 (14/15)	Bulk Recycling Bins	Procurement of bulk recycling bins completed	Procured bulk recycling bins	14/15 Roll-over	160 000	130 941	29 059	None
		<b>Roll-over capital</b>				<b>15 005 155</b>	<b>8 351 120</b>	<b>6 654 035</b>	

The implementation of the capital projects planned for 2015/16 can be summarised as follows:

- Engineering Services: 17 projects planned of which 5 were completed at year-end (**29.5% completed**)
- Electrical Engineering Services: 29 projects planned of which 14 were completed at year-end (**48% completed**)



## 5. Performance of Service Providers during 2015/16

Table 9: ANNUAL ASSESMENT OF SERVICE PROVIDERS FOR 2015/16												
Dept.	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
CFO	GTM INSURANCE	Lateral Unison	GTM	01/07/2015	30/06/2018	Service provider handling claims as sent through by GTM	There is challenges in terms of the tender amount and subsequent agreement before the appointment on the access amount and the amount for 2016/17 has not been paid.	4	4	4	3	None
CFO	Meter reading	Electro cutts	GTM	23/07/2015	22/07/2018	Electro-cutts still provides meter reading services and level of service has improved.	The service provider was initially having challenges in terms of accessing the route but currently there is improvement.	2	3	4	3	None
CFO	Credit control	Physon business solution (PBS)	GTM	1/04/2015	30/04/2018	Credit control actions is carried out by service provider to the extent of information supplied.	Credit control was affected by wrong disconnection and the matter is being addressed currently	3	4	4	3	None
CFO	Valuation roll	DDP Valuers	GTM	1/07/2013	1/07/2017	Valuers is providing service within contract stipulations	None	5	5	5	4	None
CFO	Sms/mms communication	Ntsumi telecommunications	GTM	1/04/2015	31/03/2018	Service provider is distributing mms as supplied by Municipality	The service provider is sending SMS and some of consumer doesn't want an	1	1	2	3	None



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								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
							email. The appointment and the SLA differ in terms of rate.					
CFO	Assets Management Consultants	ARMS	GTM	01/05/2013	30/11/2016	Service Provider still working on the Annual Financial Statements (95%)	The input on the AFS was not submitted as per initial agreement but they also have challenges in terms of us submitting the information to them to finalised the input.	4	4	5	4	Still working on the Annual Financial Statements
Corp	Telephone Exchange System	Gijima	GTM	1/12/2000	30/11/2005	Gijima still provides support services whenever calls are logged. The Municipality uses a service plus support agreement on quarterly basis.	The telephone system is absolute as a result we have lots of outages on digital and IP phones. The procurement processes to replace the current are in progress.	4	4	4	3	The overall service by Gijima is satisfactory
Corp IT	Managed printing service	Nashua Limpopo	GTM	1/07/2012	30/06/2015	The SLA was extended from month to month. There is an in-house support technician who services the MFP machines in a timely manner.	The challenge is that the service provider takes time to receive part for its supplier hence services are affected.	4	4	4	3	The overall service is satisfactory



**Table 9: ANNUAL ASSESMENT OF SERVICE PROVIDERS FOR 2015/16**

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								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
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 bundles for accessing Council documentations.	No challenges	4	4	4	4	The overall service is Good
Corp IT	Unified Email Management System	EOH	GTM	1/06/2015	30/06/2017	The Municipality email server and clients are protected against spams and other emails security vulnerabilities.	No challenges	4	4	4	5	The overall service is excellent
COR P HR	Job Evaluation and Salary Disparities	Deloitte Consulting Pty Ltd	GTM	01/11/2015	31/03/2016	Contract for Deloitte lapsed and SALGA is currently implementing the Job Evaluation process for all municipalities.	The progress is very slow and GTM don't have control over the process.	n/a	3	2	n/a	Services Provider did not meet our expectation.
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 programmes is submitted



**Table 9: ANNUAL ASSESMENT OF SERVICE PROVIDERS FOR 2015/16**

Dept.	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
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	Olifantsfontein Training Centre	GTM	09/11/2015	20/11/2015	Training completed and awaits Assessment Results.	Accredited Training Centre that produces Technicians, Artisans, Plumbers and Engineers for the Country.	n/a	4	n/a	n/a	Training Centre that fulfils the requirements as set out by the Department of Labour.
Corp HR	Power Point Training	High Echelon	GTM			Training was completed.	Accredited Training Provider which facilitates IT Skills Programmes.	N/A	N/A	N/A	5	Fulfilled the Municipality's expectation



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								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Corp HR	Supervisory Training	Nkuhlwana Trading	GTM	04/05/2016	06/04/2016	Training was completed.	Their skills programmes not aligned to Unit Standards and also not accredited. The company's approach to training is still like in the past where it issues certificate of attendance at the end of the training session.	N/A	N/A	N/A	1	Not to be considered in future for any training intervention.
Corp HR	MFMA Training	Kamanga Skills Projects	GTM	28/06/2016	21/07/2017	The Training is currently in progress and will be completed July 2017.	Fully accredited to facilitate the MFMA training with the National Treasury and LGSETA as the programme approval body.	NA	N/A	N/A	5	Very good Service Provider. Can be considered for other future interventions.
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	5	None
CSD	Physical Security	Mapheto Business Services CC	GTM	01/01/2016	31/12/2018	Not satisfactory	They don't provide the required number of security personnel and no firearms	n/a	n/a	3	2	None
CSD	Physical Security	Kgosi Monene Security Services	GTM	01/10/2010	31/12/2015	Contract expired	Contract expired and company left premises	5	4	n/a	n/a	None
CSD	Surveillance Cameras	Bravospan	GTM	01/10/2014	31/10/2016	Satisfactory	No challenges	5	5	5	5	None



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								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
CSD	Electronic Morpho Access Control	Prosatelite	GTM	01/07/2013	to date	Satisfactory	No maintenance contract and it very difficult to pay for call ups	5	5	5	5	None
CSD	Treatment & Disposal Management	Mmatshope J.V. Theuwedi C.C.	GTM	1/08/2014	31/07/2017	Service is being provided, regular penalties applied in areas of underperformance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	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 i.t.o. Section 7 of Act 59/2008 (Nat. Waste Act)
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 i.t.o. Section 7 of Act 59/2008 (Nat. Waste Act)



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Dept.	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments
								Quarter 1	Quarter 2	Quarter 3	Quarter 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 i.t.o. Section 7 of Act 59/2008 (Nat. Waste Act)
CSD	Collection & Transportation Nkowankowa	Ingwe Waste Management	GTM	1/08/2014	31/07/2017	Service is being provided, regular penalties applied in areas of underperformance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	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 i.t.o. Section 7 of Act 59/2008 (Nat. Waste Act)
CSD	Collection & Transportation Lenyenye	Selema Planthire Construction C.C.	GTM	1/08/2015	31/07/2018	Service is being provided, regular penalties applied in areas of underperformance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	4	4	3	4	Service provider must be subjected to a "Waste Management Skills-rating" by the B.A.C. during procurement.



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Dept.	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
												Awaiting regulations by Minister i.t.o. Section 7 of Act 59/2008 (Nat. Waste Act)
CSD	Grass cutting	Shidila Trading Enterprise	GTM	23/04/2015	23/04/2018	Grass cutting is done when necessary on parks and side walks	No challenges	5	5	5	5	Work is done when orders are issued
CSD	Garden maintenance	Tshandukos Consultation and projects	GTM	4/03/2015	4/03/2018	Garden maintenance being done	No challenges	3	3	4	4	Work is proceeding monthly and checklist is submitted monthly
EED	Energy Efficiency and demand (Tzaneen, Nkowankowa and Lenyenye) Phase 2	Rivisi Electrical Contractors	DOE	1/06/2015	30/05/2016	Project completed (100%)	None	N/A	4	4	4	Project completed in time
EED	Energy Efficiency and demand (Tzaneen, Nkowankowa and Lenyenye) Phase 2	MVM Africa Consultant	DOE	1/06/2015	30/05/2016	Project completed (100%)	None	4	4	5	5	Project completed in time



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								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
EED	Masterplan Study	Royal Haskoning GDHV LTD	GTM	1/01/2015	30/12/2016	Master Plan study in progress (50%)	None	N/A	N/A	4	4	Project on track
EED	Electricity Capacity Building - From Church sub via Old SAR to Power station	OSCON Electrical Contractors	GTM	1/06/2015	30/03/2016	Original and extended scope completed	None	5	5	5	5	Excellent execution
EED	Electricity Capacity Building - From Church sub via Old SAR to Power station	MOTLA Consulting Engineers	GTM	1/06/2015	30/03/2016	Original and extended scope completed	None	5	5	5	5	Excellent execution
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
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	Project completed (100%)	None	N/A	4	3	3	Project delayed by a quarter



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								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
EED	Rebuilding & Refurbishment of lines	Rivisi Electrical Contractors	GTM	29/10/2014	29/10/2017	Project completed (100%)	None	4	4	4	4	Ongoing 3 year contract
EED	Sampling and Purification of Transformer Oil	Mandlakazi Electrical Technologies	GTM	01/12/2014	31/12/2015	None	No budget for execution of remedial work. Provision to be made in 2016/17	N/A	N/A	N/A	n/a	No tasks performed during the period due to financial constraints
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%)	None	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 (85%)	Busy with additional 25 households	N/A	3	5	3	Project to be completed in the first quarter of 2016/17
EED	Electrification of Khopo / Civic	Mogalemole Consulting JV Rivisi	DBSA	01/12/2015	30/06/2016	Project at Construction (80%)	Delivery of material delayed by the supplier.	N/A	4	4	3	Project to be completed in the first quarter of 2016/17



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								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
EED	Electrification of Sunnyside / Myakayaka / Sepacheng	Bawelile Consulting JV MPTJ	DBSA	01/11/2015	30/06/2016	Project at Construction (60%)	Change of design. Area rocky and not accessible at Sepacheng	N/A	5	2	2	Project to be completed in the first quarter of 2016/17
EED	Electrification of Mine View / Hospital View	Bawelile Consulting JV AVN	Department of Energy	01/11/2015	30/06/2016	Project at Construction (60%)	Delays with delivery of transformers due to copper shortage	N/A	5	2	2	Project to be completed in the first quarter of 2016/17
EED	Electrification of Bonn / Lekutswi	Bawelile Consulting JV AVN	Department of Energy	01/11/2015	30/06/2016	Project at Construction (53%)	Delays with delivery of transformers due to copper shortage	N/A	5	2	2	Project to be completed in the first quarter of 2016/17
EED	Electrification of Kubjana / Marirone / Motupa	Bawelile Consulting JV REMS Electrical	Department of Energy	01/11/2015	30/06/2016	Project at Construction (88%)	Delays with delivery of transformers due to copper shortage	N/A	5	3	3	Project to be completed in the first quarter of 2016/17
EED	Electrification of Morapalala	Bawelile Consulting JV REMS Electrical	Department of Energy	01/11/2015	30/06/2016	Project at Construction (88%)	Delays with delivery of transformers due to copper shortage	N/A	5	4	3	Project to be completed in the first quarter of 2016/17
EED	Electrification of Wally	Bawelile Consulting JV REMS Electrical	Department of Energy	01/11/2015	30/06/2016	Project at Construction (85%)	Delays with delivery of transformers due to copper shortage	N/A	5	4	3	Project to be completed in the first quarter of 2016/17
EED	Electrification of Mopje / Sebabane	IZEW Engineering JV	Department of Energy	01/11/2015	30/06/2016	Project at Construction (70%)	Area rocky and inaccessible	N/A	3	2	3	Project to be completed in the first quarter of 2016/17



**Table 9: ANNUAL ASSESMENT OF SERVICE PROVIDERS FOR 2015/16**

Dept.	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
EED	Electrification of Madumane / Morutji / Botludi	IZEW Engineering JV	Department of Energy	01/11/2015	30/06/2016	Project at Construction (50%)	Area rocky and inaccessible	N/A	3	2	3	Project to be completed in the first quarter of 2016/17
EED	Electrification of Xihoko / Radoo	Calibre Consulting	DBSA	01/12/2015	30/06/2016	Project at Construction (80%)	Construction started late due to late appointment of contractor.	N/A	3	4	4	Project to be completed in the first quarter of 2016/17
EED	Electrification of Thabina Valley	Superior Quality Engineers	DBSA	01/12/2015	30/06/2016	Project at Construction (90%)	Work stoppage by the contractor due to clarity on the revised scope.	N/A	4	4	4	Project to be completed in the first quarter of 2016/17
EED	Electrification of Julesburg Area	Simolola Engineering Services	DBSA	01/12/2015	30/06/2016	Project at Construction (80%)	Construction started late due to late appointment of contractor.	N/A	5	3	4	Project to be completed in the first quarter of 2016/17
EED	Apollo Lights	AES Consulting Engineers	GTM	1-Jul-15	30/06/2016	Installation of high mast completed (90%)	Awaiting Eskom connection to energise the Apollo lights	3	3	3	3	Project to be completed in the second quarter of 2016/17
EED	Apollo Lights	Simolola Consulting Engineers	GTM	1-Jul-15	30/06/2016	Installation of high mast completed (90%)	Awaiting Eskom connection to energise the Apollo lights	3	3	3	3	Project to be completed in the second quarter of 2016/17



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Dept.	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
ESD	Tickyline, Glas swork, Myakayaka, Mineview, Burgersdorp, Gavaza to Mafarana Tar Road	Southern Ambition Consulting Engineers (SACE)	MIG	23/09/2015	01/03/2017	The project is progressing well and is at 45%	None	n/a	4	4	4	Good performance
ESD	Rita to Mariveni Tar Road	Tango's Consultants	MIG	22/09/2015	22/08/2018	The project is progressing well and is at 55%	None	n/a	4	4	4	Good performance
ESD	Moruji to Maswi/ Kweshokolwe	Mtema Mashao Consulting Engineers	MIG	23/09/2015	23/09/2015	The tender is still at Bid Adjudication stage. The Engineer has not done any work since the court interdict.	None	n/a	4	n/a	n/a	None
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)	The contractor is busy with the outstanding works and is at 99%	None	n/a	1	3	4	Good performance
ESD	Relela Community Hall	Melco Consulting & Projects	MIG	14/04/2016	13/10/2016	The contractor is busy with the main hall foundation and the sceptic tank and the	None	n/a	3	4	4	Good performance



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Dept.	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
						physical progress is at 45%						
ESD	Runnymede Sports Facility	Uranus Consulting Engineers	MIG	14/03/2016	10/02/2017	The contractor is busy with earthworks for the soccer pitch, tennis and volleyball platforms. The physical progress is at 40%	None	n/a	4	4	4	Good performance
ESD	Tickyline, Glaswork, Myakayaka, Mineview, Burgersdorp, Gavaza to Mafarana Tar Road	Selby Construction	MIG	23/09/2015	01/03/2017	The contractor is busy with site establishment, the site was recently handed over on the 08/08/2016	None	n/a	4	n/a	n/a	None
ESD	Rita to Mariveni Tar Road	Selby Construction	MIG	22/09/2015	22/08/2018	The project is progressing well and is at 55%	None	n/a	4	4	4	Good performance
ESD	Moruji to Maswi/ Kweshokolwe	Readira/Nyap ele Matlala JV	MIG	23/09/2015	23/09/2015	The tender is still at Bid Adjudication stage	None	n/a	3	n/a	n/a	None
ESD	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.



**Table 9: ANNUAL ASSESMENT OF SERVICE PROVIDERS FOR 2015/16**

Dept.	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
ESD	Upgrading of Lenyenye Stadium	Makgetsi Construction	MIG	08/09/2015	30/06/2016 (Revised date)	The contractor is busy with the outstanding works and is at 99%	None	n/a	1	4	4	Good performance
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)	Completed	None	n/a	n/a	4	4	Good performance
ESD	Refurbishment of Nkowankowa drop off centre	Moribo wa Africa Trading Enterprise	Own funding	11/02/2016	06/05/2016 (Revised date)	Completed	None	n/a	n/a	4	4	Good performance
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
ESD	Construction of Relela community hall	Mashrik Social	MIG	14/04/2016	13/10/2016	The contractor is busy with the main hall foundation and the septic tank and the physical progress is at 45%	None	n/a	3	4	4	Good performance



**Table 9: ANNUAL ASSESMENT OF SERVICE PROVIDERS FOR 2015/16**

Dept.	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
ESD	Construction of sports centre at Runnymede cluster	Selby Construction	MIG	14/03/2016	14/03/2017	The contractor is busy with earthworks for the soccer pitch, tennis and volleyball platforms. The physical progress is at 40%	None	n/a	4	4	4	Good performance
ESD	Re Advert-Construction of Mokonyane low level bridge Option A and B	Muavuli Trading	GTM	20/06/2016	20/10/2016	Busy with rock fill	Contractor not performing well and behind the schedule	n/a	n/a	n/a	1	Poor performance
ESD	Re Advert-Construction of Rikhotso low level bridge.	Zacks Business	GTM	24/05/2016	24/09/2016	Contractor busy with floor slab	Contractor progress is slow	n/a	n/a	n/a	3	Average performance
ESD	Construction of speed humps around Greater Tzaneen Municipality	Paxair Project	GTM	01/05/2016	30/06/2016	Completed	None	n/a	n/a	n/a	5	Excellent performance
ESD	Construction of speed humps around Greater	Perfect Zone Construction	GTM	01/05/2016	30/06/2016	Completed	None	n/a	n/a	n/a	4	Good performance



**Table 9: ANNUAL ASSESMENT OF SERVICE PROVIDERS FOR 2015/16**

Dept.	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	Tzaneen Municipality											
ESD	Construction of speed humps around Greater Tzaneen Municipality	Nhloholo Tilo Trading	GTM	01/05/2016	30/06/2016	Completed	None	n/a	n/a	n/a	3	Average performance
ESD	Construction of speed humps around Greater Tzaneen Municipality	Baakgona Trading	GTM	01/05/2016	30/06/2016	Completed	None	n/a	n/a	n/a	3	Average performance
ESD	Construction of speed humps around Greater Tzaneen Municipality	Melrose Civil	GTM	01/05/2016	30/06/2016	Completed	None	n/a	n/a	n/a	3	Average performance
ESD	Construction of speed humps around Greater Tzaneen Municipality	Versatex Trading	GTM	01/05/2016	30/06/2016	Completed	None	n/a	n/a	n/a	4	Good performance



**Table 9: ANNUAL ASSESMENT OF SERVICE PROVIDERS FOR 2015/16**

Dept.	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
ESD	Construction of speed humps around Greater Tzaneen Municipality	Rigogo Projects	GTM	01/05/2016	30/06/2016	Completed	None	n/a	n/a	n/a	5	Excellent performance
ESD	Construction of speed humps around Greater Tzaneen Municipality	Modulaodira Trading	GTM	01/05/2016	30/06/2016	Completed	None	n/a	n/a	n/a	3	Average performance
ESD	Construction of Lenyenye drop off centre entrance road	Paxair Projects	GTM	06/05/2016	30/06/2016	Completed	None	n/a	n/a	n/a	5	Excellent performance
ESD	Construction of Nkowankowa Taxi Rank	Uyapho Engineering	GTM	4/05/2016	6/12/2016	The contractor is busy setting out for the new stalls, steel fixing and strip footing for the foundations	None	n/a	n/a	n/a	4	Good performance
MM	Electronic Performance management system	Action IT	Own Funds	1/07/2015	1/07/2018	SDBIP reporting is being done on the system.	None	5	5	5	5	Excellent Support received from service provider



**Table 9: ANNUAL ASSESMENT OF SERVICE PROVIDERS FOR 2015/16**

Dept.	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
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	5	The Surveyor has completed the work and submitted to Surveyor General for approval
PED	Review of spatial development framework	P Dludla	GTM	1/3/2016	1/2/2017	Status quo document	Slow response on data requested	n/a	n/a	n/a	4	Service provider may be considered for any future work.



## 6. Progress with implementing recommendations of the 2014/15 APR

<b>Table 10: Progress made with implementation of recommendations of the Annual Performance Report for 2014/15</b>							
<b>Item no</b>	<b>Recommendations</b>	<b>Implementing Agent</b>	<b>Timeframe</b>	<b>Progress to date (30 June '16)</b>	<b>Challenges</b>	<b>Intervention required</b>	<b>Fully implemented by Year-end</b>
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	Enterprise-wide risk assessment, which including SCM, was conducted.	Non-adherence to turnaround times of procurement processes which lead to irregular expenditure.	Compliance to the policies, procedures and processes and also legislative prescripts. Proper management of contracts by developing contract management policy and procedure manual.	Y
2	That a Demand Management Plan (DMP) must be approved by Council by 30 June, annually	CFO	30/10/2015	The Demand Management Plan was approved in May 2016	None	None	N
3	Monthly DMP progress reports must be submitted to Management and quarterly to the Audit Committee and Council	CFO	Monthly	Verbal reporting to Management and SCM activities reported in Monthly financial reports only.	Reports to management were verbal and not formalised. Monthly reports do not clearly reflect delays in procurement	Management to receive monthly DMP progress reports	N



**Table 10: Progress made with implementation of recommendations of the Annual Performance Report for 2014/15**

Item no	Recommendations	Implementing Agent	Timeframe	Progress to date (30 June '16)	Challenges	Intervention required	Fully implemented by Year-end
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)	Committee activities reported but efficiency not evaluated	Bid committee efficiency was monitored through the Back to Basics reporting only.	None	N
5	That the Audit Committee meetings must take place at least once per quarter	MM	Quarterly	Audit Committee meetings are taking place quarterly.	None	None	Y
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	Y
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	Y
8	That CoGHSTA be requested to provide IDP training for all Directors and Managers	MM	30/10/2015	IDP training was provided on 6 June 2016	None	None	Y
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	IDP activities to be prioritised by Management and Council	N



**Table 10: Progress made with implementation of recommendations of the Annual Performance Report for 2014/15**

Item no	Recommendations	Implementing Agent	Timeframe	Progress to date (30 June '16)	Challenges	Intervention required	Fully implemented by Year-end
					amendments of the process plan by 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.	N
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	A Timetable is in place for the sitting of bid committees and monitored by the Municipal Manager.	None	None	Y
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	N
13	That a Financial Recovery plan to Council for approval by 30	MM	30/09/2015	Financial recovery plan drafted but not finalised	CoGHSTA advised GTM not to develop a financial	Financial situation has improved as a result of	N



**Table 10: Progress made with implementation of recommendations of the Annual Performance Report for 2014/15**

Item no	Recommendations	Implementing Agent	Timeframe	Progress to date (30 June '16)	Challenges	Intervention required	Fully implemented by Year-end
	Sept '15 (as recommended for 13/14)				recovery plan when not under financial distress	cost containment measures	
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	Draft essential services submitted to LLF for inputs and comments on 8 April 2016	Item not yet discussed in LLF, other items prioritised	Adoption from Council as soon as possible.	N
15	That all overtime for non-essential service employees be taken as time off	All Directors	Immediate	<b>MM:</b> Only one employees claiming paid overtime	<b>MM:</b> None (Disaster officer duties seen as essential)	<b>MM:</b> None	N
				<b>CFO:</b> No inputs received	<b>CFO:</b> No inputs received	<b>CFO:</b> No inputs received	
				<b>CORP:</b> Pre-approval process instituted but not adhered to by all	<b>CORP:</b> Not all Departments are adhering to the pre-approval of overtime	<b>CORP:</b> Pre-approval application form to be signed by Directors	
				<b>CSD:</b> Resolution will be adhered to	<b>CSD:</b> Personnel shortage	<b>CSD:</b> Filling vacant posts budgeted for to be filled	
				<b>EED:</b> Essential services provided on 24 hour basis	<b>EED:</b> Shortage of staff	<b>EED:</b> Recruitment ongoing	



**Table 10: Progress made with implementation of recommendations of the Annual Performance Report for 2014/15**

Item no	Recommendations	Implementing Agent	Timeframe	Progress to date (30 June '16)	Challenges	Intervention required	Fully implemented by Year-end
				<b>ESD:</b> Employees refuse to work if not remunerated <b>PED:</b> No cases in PED	<b>ESD:</b> Shortage of personnel <b>PED:</b> None	<b>ESD:</b> Filling of vacant positions <b>PED:</b> None	
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	<b>MM:</b> Only one employees claiming paid overtime <b>CFO:</b> No inputs received <b>CORP:</b> Overtime policy being adhered to <b>CSD:</b> Only essential services are allowed to exceed limit <b>EED:</b> Essential services provided on 24 hour basis <b>ESD:</b> Employees refuse to work if not remunerated <b>PED:</b> No cases in PED	<b>MM:</b> None (Disaster officer duties seen as essential) <b>CFO:</b> No inputs received <b>CORP:</b> Still some cases where employees work more overtime beyond the regulated levels <b>CSD:</b> Personnel shortage <b>EED:</b> Shortage of staff <b>ESD:</b> Shortage of personnel <b>PED:</b> None	<b>MM:</b> None <b>CFO:</b> No inputs received <b>CORP:</b> To regularly conscientise management and employees about the relevant wage levels <b>CSD:</b> Filling vacant posts budgeted for to be filled <b>EED:</b> Recruitment ongoing <b>ESD:</b> Filling of vacant positions <b>PED:</b> None	N
17	That the Overtime Policy of Council be adhered to wherein overtime may not exceed 3 hours per day, 10	All Directors	Immediate	<b>MM:</b> No such case in MM Department <b>CFO:</b> No inputs received	<b>MM:</b> None <b>CFO:</b> No inputs received	<b>MM:</b> None <b>CFO:</b> No inputs received	N



**Table 10: Progress made with implementation of recommendations of the Annual Performance Report for 2014/15**

Item no	Recommendations	Implementing Agent	Timeframe	Progress to date (30 June '16)	Challenges	Intervention required	Fully implemented by Year-end
	hours per week or 40 hours per month			<p><b>CORP:</b> Legislation being adhered to</p> <p><b>CSD:</b> Only essential services are allowed to exceed 40 hr limit</p> <p><b>EED:</b> Essential services provided on 24 hour basis</p> <p><b>ESD:</b> Only essential service employees exceeding the limit</p> <p><b>PED:</b> No cases in PED</p>	<p><b>CORP:</b> Still have employees that exceed 3 hrs a day and 10 hours a week or 40 hours a month</p> <p><b>CSD:</b> None</p> <p><b>EED:</b> Shortage of staff</p> <p><b>ESD:</b> Shortage of personnel</p> <p><b>PED:</b> None</p>	<p><b>CORP:</b> Directors are urged not to approve overtime in excess of the hours in the Overtime Policy</p> <p><b>CSD:</b> None</p> <p><b>EED:</b> Recruitment ongoing</p> <p><b>ESD:</b> Filling of vacant positions</p> <p><b>PED:</b> None</p>	
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	The problems were identified through the High Level ICT infrastructure Audit and was budget allocated for procurement of ICT equipment including and not limited to desktop, laptops and other related. The network at Stores is stable. A BID has been issued and	None.	None.	Y



**Table 10: Progress made with implementation of recommendations of the Annual Performance Report for 2014/15**

Item no	Recommendations	Implementing Agent	Timeframe	Progress to date (30 June '16)	Challenges	Intervention required	Fully implemented by Year-end
				advertised for replacement of the current telephone system which will in turn address the current challenges of telephones.			
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	Disaster Recovery Equipment prioritised for 2016/17 with the IDP.	None.	None.	Y
20	IT technicians to be sent on training on an annual basis to allow them to keep up with the available technology	CORP	Ongoing	Training provided for IT Staff: 1. Microsoft Windows Server 2012: installing and Configuring 2. Administering Microsoft Windows Server 2012 3. Configuring Advanced Windows Server 2012 Services 4. Microsoft System Centre Configuration Manager 2012: Deploying and Administering. 5. Advance Solution Of	None.	None.	Y



**Table 10: Progress made with implementation of recommendations of the Annual Performance Report for 2014/15**

Item no	Recommendations	Implementing Agent	Timeframe	Progress to date (30 June '16)	Challenges	Intervention required	Fully implemented by Year-end
				<p>Microsoft Exchange Server 2012.</p> <p>6. Core solution of Microsoft Exchange Server 2012.</p> <p>7. Introduction to Unix Server Administration - Mr Milton Sibuyi</p> <p>8. Informal Training on UNIX server Administration, Backups and User Account Management</p>			
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	<p>Manager Internal Audit was advertised and interviewed. PMU have been filled with effect from 1 June 2016. Manager Water have been filled with effect from 1 September 2016. IDP have been filled with effect from 1 March 2016. Communication Manager post still to be advertised.</p>	None	None	N



**Table 10: Progress made with implementation of recommendations of the Annual Performance Report for 2014/15**

Item no	Recommendations	Implementing Agent	Timeframe	Progress to date (30 June '16)	Challenges	Intervention required	Fully implemented by Year-end
22	That all training requests (including MFMP) be subjected to a prioritization process prior to drafting the WSP	CORP	30/04/2016	Enrolled the last batch of 25 delegates on the MFMA Training from Budget and Treasury as per the directive of Circular 60 on Minimum Competency Levels.	Inadequate budget to deal with Skills Development matters for the institution.	Budget correctly. The Municipality is supposed to budget 1% of its annual pay roll and as per legislation and the 2003 SALGA Lekgotla.	Y
23	That provision be made on the HR organogram for the appointment of an Employee Performance Management Officer.	CORP	30/04/2016	The position cannot be created without review of the organisational structure.	The organisational structure review has been put into ice.	To proceed with review of the structure as we don't comply with MSA.	N
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	The revision of the PMS policy framework is not yet completed	Human resource time limitations due to the Roll-out and training on the Electronic Reporting system as well as additional reporting requirements.	PMS Policy framework to be revised by December 2016.	N
25	Adherence to the Performance Management Process Plan be monitored by the Municipal Manager	MM	Ongoing	PMS monitored through Management and monthly reports	Performance Evaluations for Directors for 2015/16 has not yet taken place due to the change management challenges relating to implementing	Performance Evaluations for Directors to be concluded by September 2016.	N



**Table 10: Progress made with implementation of recommendations of the Annual Performance Report for 2014/15**

Item no	Recommendations	Implementing Agent	Timeframe	Progress to date (30 June '16)	Challenges	Intervention required	Fully implemented by Year-end
					an electronic reporting system		
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	N

From **Table 10** it can be seen that only 10 of the recommendations made in 2014/15 were fully implemented by 30 June 2016. This resulted in the re-occurrence of performance challenges reported in this report.

## 7. Evaluation of Performance

The information provided in the previous sections provides a detailed picture of the performance of GTM in relation to the planned targets. This section will highlight only those areas viewed as the root causes to the challenges experienced during 15/16, in order to make recommendations on how to address these (see **Section 8**).

### 7.1 Procurement of goods & services

As in the past, the majority of projects were in one way or another delayed by the procurement processes. The impact of delays in the procurement process is most visible when assessing the performance of capital project implementation. However, a hidden side of this coin is the impact on operational activities. As can be seen in **Table 11**, there was a marked improvement in the percentage of bids awarded compared to the previous financial years (from 43% in 14/15 to 81% in 15/16). Herein the appointment of the Municipal Manager greatly assisted as he closely monitored the Demand Management Plan. However, the delays caused at the beginning of the financial year (when bid committees struggled to quorate) delayed most projects, to an extent that roll over projects will once again be on the cards for 16/17.

FY	No of Bids on Register	No of Awards made	% Bids awarded	No of Bids in Tendering Process (not yet awarded)	% of Bids not yet awarded	No of Re-advertisements	% of Bids re-advertised	No of Cancelled Bids
2012/13	41	26	63%	15	37%	8	20%	12
2013/14	50	22	44%	28	56%	7	14%	10
2014/15	46	20	43%	24	57%	2	4%	6
2015/16	52	42	81%	9	17%	7	13%	1

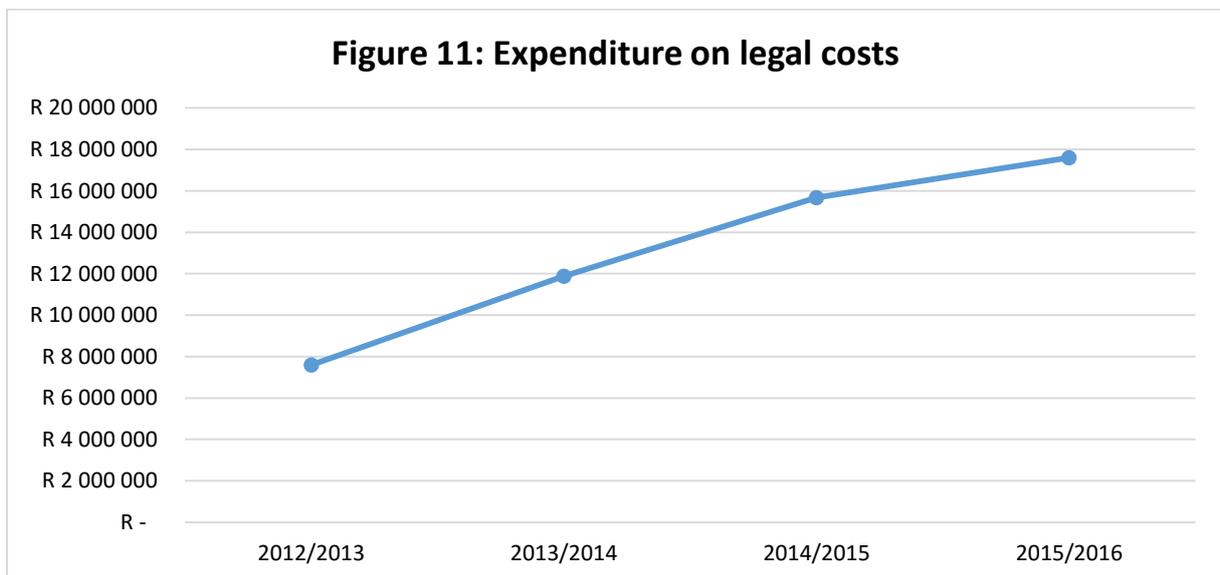
The operational activities were however also impacted upon by hiccups in the procurement process. Herein the gravest example is the appointment of a new service provider for meter reading services, without a handover period being considered. The extent and nature of the GTM service area resulted in various meters not being read for a few months, resulting in financial loss and customer frustration. Other examples include, vehicles being stuck in the GTM workshop for months on end awaiting the approval of orders & the non-availability of protective clothing which are severely affecting service delivery, to mention but a few.



## 7.2 Financial Management

Various challenges has been identified with financial administration of which most importantly:

- A. Human resource challenges in the Revenue division, exposing Council to unnecessary risks in terms of revenue collection, faulty billing and fraudulent transactions.
- B. Inadequate regular, accurate and complete financial reports that are supported and evidenced by reliable information.
- C. Inadequate controls over daily and monthly processing and reconciling transactions.
- D. Expenditure on legal costs has spiralled out of control, with an amount of R17,597,233 reported. Since a forensic audit has been conducted to investigate the matter, Council will be able to take action in this regard.



Since, this excessive expenditure on legal costs were not planned for the funds had to be sourced from other votes, affecting other planned activities.

## 7.3 Human Resource Management

The performance information submitted by Departments identified various challenges with regard to Human Resource Management the most critical of these are:

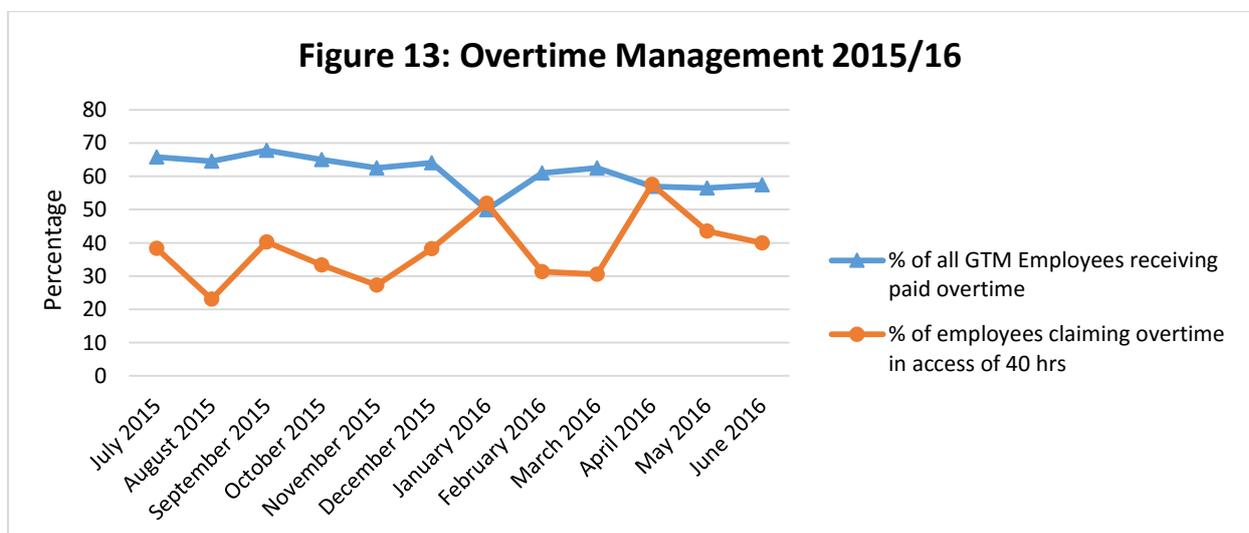
- A. Delays in the filling of critical vacancies have had a major impact on the ability of administration to implement the planned activities. Key positions such as Corporate Services Director, Water Services Manager, Internal Audit Manager etc. remain vacant, while the Engineering Director has been suspended. The vacancies at managerial level increases the



pressure on the existing staff to monitor project implementation and gradually leads to a deterioration in performance accompanied by a loss in institutional memory.

- B. Employees are not being held accountable for poor performance which is contributing to a lack of discipline and in the end discourages those that are willing to work
- C. Overtime is not being controlled by Management in line with the Overtime policy (a result of A & B above). **Table 12** presents the expenditure on overtime during 15/16, clearly indicating that the controls put in place are not working with almost R28 million spent. The Overtime Policy is still not being implemented since, on average, 61% of employees claimed paid overtime and 38% of employees claimed in excess of 40 Hours.

Month	Rand Value Overtime paid	No of Employees Claiming Overtime	Above 40 Hours (Employees)	% of all GTM Employees receiving paid overtime	% of employees claiming overtime in excess of 40 hrs
July '15	R 2 444 364	430	165	66	38
August '15	R 1 998 148	421	97	65	23
September '15	R 2 701 006	<b>442</b>	178	<b>68</b>	40
October '15	R 2 322 289	423	141	65	33
November '15	R 1 737 846	406	111	63	27
December '15	R 2 733 217	416	159	64	38
January '16	R 2 354 513	322	167	50	52
February '16	R 2 121 871	393	123	61	31
March '16	R 2 181 975	402	123	63	31
April '16	<b>R 2 876 039</b>	374	<b>215</b>	57	<b>57</b>
May '16	R 2 181 598	370	161	56	44
June '16	R 2 180 196	375	150	57	40
<b>Average p/m</b>	<b>R 2 319 422</b>	<b>398</b>	<b>149</b>	<b>61</b>	<b>38</b>
<b>Total</b>	<b>R 27 833 061</b>				





## 7.4 Public Participation

The participation of the public in local government is a requirement set out in the Constitution of South Africa, Act 108 of 1996. GTM did not do well with the implementation of public participation programmes, especially in relation to giving feedback to the community. The IDP Representative is not being utilised optimally as a platform to communicate with stakeholders. In order to improve on this public participation initiatives must be better planned, integrated and feedback mechanisms must be formalised.

## 7.5 Performance Management

During the previous financial years performance reporting was compromised by the submission of inaccurate reports, delays in the submission of information and the non-submission of evidence to be verified by Internal Audit. This resulted in various audit queries from the AG. In order to address these challenges GTM procured an electronic system to improve performance reporting. The electronic system allows managers to report on a monthly basis, directors to verify information and Internal Audit to audit the evidence provided. The system sends email reminders to the users on a monthly basis, informing them of closing date for that month. Although the roll-out of electronic reporting system went well a few officials are still resisting change by not adhering to the reporting timeframes resulting in repeated requests to re-open the system for reporting. Furthermore, the evaluation of performance for Directors have also been delayed due to the above reasons.

## 7.6 Uncoordinated Development Approach

Development initiatives of Council should be aimed at expanding the GTM revenue base, integrating human settlements and also creating jobs. Yet, the current approach to development is marked by a disintegration in planning and implementation. The development of new areas involves all Departments at various phases of such development but the initial planning thereof needs to be formalised through the IDP process and informed by the Spatial Development Framework (currently under review). GTM needs to improve development planning to ensure that:

- Land procured for development is serviced and sold in an effort to increase the GTM revenue base.



- Development taking place, on land procured by Council, contributes to the integration of human settlements.
- The potential of development initiatives to create jobs (during construction and also with the settlement of households) is exploited.



## 8. Recommendations for improving institutional performance

The recommendations in this section considers the overall performance of Council and only highlights strategic interventions which are urgently required.

- A. That Internal Audit investigate the bottlenecks in the procurement process and submit recommendations to Management on how the process can be streamlined, within the legislative requirements.
- B. That the overtime management by Directors be closely monitored and linked to their individual performance, wherein a reduction in expenditure is required.
- C. That a Risk Assessment be conducted on the Engineering Services Workshop.
- D. That monthly reconciliations and clearing of suspense accounts be monitored and non-compliance be reported to the MM.
- E. That quarterly Financial Statements be submitted the Audit Committee.
- F. That vacancies in the Revenue division be filled by 30 October 2016.
- G. That Ward committee reports be consolidated and a summary of the key challenges, with recommendations to resolving these, be submitted to Management and Council on a monthly basis.
- H. That the quarterly performance reports be presented to the IDP representative forum.
- I. That the monthly performance management reports reflect the level of compliance to the monthly timeframes as set on the electronic reporting system.
- J. That the none-attendance of IDP Steering Committee meetings by Directors and Managers be monitored by the Municipal Manager.
- K. That reports on the implementation of the MSCOA Process Plan be submitted to Council on a monthly basis.
- L. That a Revenue enhancement strategy be developed.

