

# Service Delivery and Budget Implementation Plan (SDBIP)

## 3<sup>rd</sup> Quarter Report for 17/18



**GREATER TZANEEN MUNICIPALITY**

April 2018

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

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

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

# 1. Introduction

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

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

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

<b>Colour</b>	<b>Result level</b>	<b>Coding of Results</b>
	KPIs with no targets or actuals in the selected period.	KPI Not Yet Measured (not applicable this quarter)
	0% >= Actual/Target < 75%	KPI Not Met
	75% >= Actual/Target < 100%	KPI Almost Met
	Actual/Target = 100%	KPI Met
	100% > Actual/Target < 150%	KPI Well Met
	Actual/Target >= 150%	KPI Extremely Well Met

On 25 January 2018 Council approved adjustments to the SDBIP for 2017/18. This 3<sup>rd</sup> Quarter report presents the process made with the implementation of this Adjusted SDBIP.

## 2. Financial Performance

This section provides an overview of the performance in terms of quarterly revenue collection and expenditure in line with the approved budget for 2017/18.

### 2.1 Revenue Analysis

GTM revenue collection per line item, for the 3<sup>rd</sup> Quarter, is presented in **Table 1** and **Table 2**.

Table 1: 3rd Qtr Revenue Collection for 2017/18												
Ref	Line Item	Jan-18		Feb-18		Mar-18		Total for the Period 1 Jan - 30 Mar '18		Year to-date		
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	%
RS1	Property rates	7 947 129	11 520 218	8 114 043	11 641 180	8 022 497	11 474 892	24 083 669	34 636 290	72 383 441	102 210 233	141%
RS2	Penalties imposed and collection charges on rates	451 476	786 581	434 286	809 229	482 158	801 530	1 367 920	2 397 340	3 605 197	5 811 861	161%
RS3	Service charges	40 428 160	37 231 674	35 336 025	40 591 303	36 968 122	48 021 113	112 732 307	125 844 091	383 017 935	377 298 311	99%
RS4	Rent of facilities and equipment	81 359	135 464	93 450	140 507	98 309	296 556	273 118	572 527	788 976	1 486 183	188%
RS5	Interest earned - external investments	120 235	313 363	143 313	379 688	201 217	81 128	464 765	774 180	1 435 276	2 796 807	195%
RS6	Interest earned - outstanding debtors	1 055 470	1 886 541	1 006 073	1 692 953	1 063 429	1 947 674	3 124 972	5 527 169	9 093 755	17 111 616	188%
RS7	Fines	236 803	1 065 976	162 503	408 483	506 795	38 772	906 101	1 513 231	3 086 114	3 758 285	122%
RS8	Licenses and Permits	35 424	41 664	35 643	122 400	66 646	105 959	137 713	270 022	448 336	775 231	173%

**Table 1: 3rd Qtr Revenue Collection for 2017/18**

Ref	Line Item	Jan-18		Feb-18		Mar-18		Total for the Period 1 Jan - 30 Mar '18		Year to-date		
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	%
RS9	Income from Agency services	6 553 002	4 128 326	5 778 559	2 644 139	4 962 456	5 162 058	17 294 017	11 934 522	39 277 887	36 989 001	94%
RS10	Operating grants and subsidies	0	0	585 000	1 475 000	119 178 742	101 648 000	119 763 742	103 123 000	415 842 000	416 579 495	100%
RS11	Other Revenue	460 958	-197 053	277 381	217 947	11 126	20 829	749 465	41 722	1 891 890	1 193 525	63%
RS12	Gain on disposal of property, plant and equipment	0	0	0	0	0	0	0	0	0	0	
RS13	Income foregone	-1 816 525	-3 357 577	-2 124 209	-3 343 189	-2 140 288	-3 243 069	-6 081 022	-9 943 835	-19 397 626	-30 043 569	155%
<b>Total:</b>		<b>55 553 491</b>	<b>53 555 177</b>	<b>49 842 067</b>	<b>56 779 640</b>	<b>169 421 209</b>	<b>166 355 442</b>	<b>274 816 767</b>	<b>276 690 259</b>	<b>911 473 181</b>	<b>935 966 979</b>	<b>103%</b>

The reasons for deviations as per the budgeted revenue, for the 3<sup>rd</sup> Quarter of 2017/18, are the same as those that influenced collection during the first 3 months:

- **RS 1** – New valuation roll implemented from 1 July 2017, property values increased dramatically.
- **RS 2** – Due to higher value of rates charges, arrears on rates escalated and interest more than budgeted.
- **RS 4** – Insufficient amount budgeted. The rent of facilities and other revenue should be combined.
- **RS 5** – Interest earned on bank account due to available cash in the bank
- **RS 6** – Interest more due to increase of debtors and interest on water services not included in budget amount but in actual amount
- **RS 8** – The increase is due to the approval of building plans
- **RS 12** – No auction held yet.

- **RS 13** – New valuation roll implemented, additional 20% rebate on residential property this has a direct influence on rates rebates.

**Table 2** presents a summary of revenue collection during the 3<sup>rd</sup> quarter of 2017/18.

<b>Table 2: 3rd Quarter Revenue Summary for 2017/18</b>								
<b>2017/18 FY</b>			<b>31 Jan '18</b>		<b>28 Feb '18</b>		<b>30 Mar '18</b>	
<b>Revenue</b>	<b>Budget</b>	<b>Adjustment budget</b>	<b>Year to date receipt</b>	<b>% Receipt</b>	<b>Year to date receipt</b>	<b>% Receipt</b>	<b>Year to date receipt</b>	<b>% Receipt</b>
Grants & Subsidies	439 982 000	439 982 000						
Rates & Taxes (billing)	656 437 140	656 437 140	375 136 923	57%	428 571 795	65%	489 672 472	74.6%
Rates & Taxes (collection rate)	600 000 000	600 000 000	379 785 005	63%	430 889 597	72%	497 043 335	83%
Debtors age analysis			485 769 537		493 910 958		493 944 932	
Bank Balance			7 388 815		27 505 548		16 515 426	

Major deviations regarding revenue collection are:

- Rates and taxes billing is according to budget for 9 months
- Rates and taxes collection rate exceed budget due to increased credit control
- Debtors increase due to payment rate under 100%

## 2.2 3<sup>rd</sup> Quarter Expenditure Analysis

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

<b>Table 3: Operational Expenditure during the 3rd Quarter (1 Jan to 30 Mar '18)</b>													
Ref	Directorate	Jan		Feb		Mar		Year to date			Year-end Total Budget		
		Monthly Adjusted Budget	Monthly Actual	Monthly Adjusted Budget	Monthly Actual	Monthly Adjusted Budget	Monthly Actual	YTD Budget	YTD Actual	YTD % Spent	Total Adjusted Budget	Total Actual	Total % Spent
CF3	Office of the Municipal Manager	1 282 045	851 635	908 868	918 349	983 129	905 983	10 420 675	8 114 938	77.9%	15 145 388	8 114 938	53.6%
CF4	Financial Services	4 316 232	4 953 792	5 350 454	4 848 931	5 862 388	3 955 684	48 275 613	48 511 349	100.5%	92 752 902	48 511 349	52.3%
CF5	Corporate Services	12 062 735	8 421 528	6 409 727	9 925 937	6 901 086	8 619 039	71 319 858	77 601 243	108.8%	101 964 169	77 601 243	76.1%
CF7	Community Services	16 905 518	15 822 151	15 649 345	16 562 728	14 876 969	14 743 607	143 916 456	142 268 214	98.9%	204 770 699	142 268 214	69.5%
CF9	Electrical Engineering	27 781 655	29 361 304	43 580 668	29 967 957	32 680 904	31 447 641	340 108 738	260 616 348	76.6%	507 509 547	260 616 348	51.4%
CF8	Engineering Services	12 103 987	3 431 679	13 259 249	6 128 695	12 503 821	3 445 797	119 505 894	49 812 398	41.7%	153 958 872	49 812 398	32.4%
CF6	Planning and Economic Development	1 527 584	2 921 085	1 558 830	1 448 676	6 455 054	1 398 896	22 600 180	19 131 451	84.7%	28 777 751	19 131 451	66.5%
CF10	GTEDA	0	0	0	0	0	0	0	0	0.0%	0	0	0.0%
<b>Total:</b>		<b>75 979 755</b>	<b>65 763 174</b>	<b>86 717 142</b>	<b>69 801 273</b>	<b>80 263 351</b>	<b>64 516 647</b>	<b>756 147 414</b>	<b>606 055 942</b>	<b>80.2%</b>	<b>1 104 879 328</b>	<b>606 055 942</b>	<b>54.9%</b>

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

- Under expenditure by the Office of the MM (year – to date at 77.9%) due to low spending of disaster relief vote, which is utilized in emergencies only.
- Under expenditure by EED (at 76.6%) due to due to the non-allocation of labour costs and depreciation, on a monthly basis.
- Under expenditure by ESD (at 41.7%) due to the non-allocation of labour costs and depreciation, on a monthly basis.

<b>Table 4: 3<sup>rd</sup> Quarter Expenditure Summary for 2017/18</b>								
<b>2017/18 FY</b>			<b>31 Jan '18</b>		<b>28 Feb '18</b>		<b>30 Mar '18</b>	
<b>Expenditure</b>	<b>Budget</b>	<b>Adjustment budget</b>	<b>Year to date exp</b>	<b>% Spent YTD</b>	<b>Year to date exp</b>	<b>% Spent YTD</b>	<b>Year to date exp</b>	<b>% Spent YTD</b>
Salaries & Allowances	316 680 113	316 680 113	163 148 473	52%	186 573 134	59%	209 531 727	66%
Remuneration of Councilors	24 683 925	24 683 925	14 152 648	57%	16 200 655	66%	18 243 965	74%
Repairs & Maintenance	53 866 275	53 866 275	22 732 005	42%	27 218 870	51%	29 088 690	54%
Bulk Purchases	345 000 000	345 000 000	152 966 181	44%	176 302 605	51%	200 311 959	58%
Contracted Services	49 612 372	49 612 372	28 435 784	57%	32 955 088	66%	35 205 575	71%
Other Expenditure	315 036 644	315 036 644	90 302 933	29%	102 288 945	32%	113 675 028	36%
Operating Expenditure	1 104 879 329	1 104 879 329	471 738 023	43%	541 539 296	49%	606 055 943	55%
Capital Expenditure	140 889 514	162 895 910	91 069 500	56%	93 103 176	57%	109 431 428	67%

**Table 4** presents a summary of performance in terms of the planned expenditure for the 3<sup>rd</sup> Quarter 2017/18, the following are the reasons for major deviations:

- Low spending on other expenditure is due to the non-allocation of Depreciation and Bad debts. These will be captured at year end. Low expenditure on Operating expenditure is due to the non-allocation of monthly depreciation and bad debt.

<b>Table 5: 3<sup>rd</sup> Quarter Grant Expenditure Summary for 2017/18</b>								
<b>2017/18FY</b>			<b>31 Jan '18</b>		<b>28 Feb '18</b>		<b>30 Mar '18</b>	
<b>Conditional Grant</b>	<b>Budget</b>	<b>Adjustment budget</b>	<b>Year to date Exp</b>	<b>% Spent</b>	<b>Year to date Exp</b>	<b>% Spent</b>	<b>Year to date Exp</b>	<b>YTD % Spent</b>
FMG	2 145 000	2 145 000	810 100	38%	837 543	39%	1 016 487	47%
INEP	25 000 000	25 000 000	5 641 428	23%	5 641 428	23%	7 338 960	29%
MIG	95 942 000	95 942 000	82 586 008	86%	83 944 143	87%	91 691 205	90%
EPWP	4 918 000	4 918 000	2 300 454	47%	2 903 376	59%	3 593 059	73%

Expenditure on conditional grants for 2017/18 are progressing well, only expenditure on FMG is below target due the delay in the appointment of interns. The Interns positions were re-advertised. Filling of positions to be concluded by end of April 2018. The expenditure on MIG is progressing very well to an extent that GTM received a bonus allocation of R5.8 million at the end of March '18. INEDP reflects under expenditure due to the utilization of the 2017/18 allocation during 2016/17 through a process of front loading supported by DBSA. GTM refunds DBSA as INEP is received.

## 2.3 Capital Expenditure Analysis

This section provides an overview of capital expenditure during the 3<sup>rd</sup> Quarter of 2017/18. **Table 6** below presents the capital expenditure per department.

Table 6: 3 <sup>rd</sup> Quarter Capital Expenditure per Vote (1 Jan to 30 Mar '18)														
Ref	Directorate	Jan '18		Feb '18		Mar-18			Year to date			Year-end total		
		Original Budget	Monthly Actual	Original Budget	Monthly Actual	Original Budget	Monthly Adjusted Budget	Monthly Actual	YTD Adjusted Budget	YTD Actual	YTD % Spent	Total Adjusted Budget	Total Actual	Total % Spent
CF3	Office of the Municipal Manager	0	0	0	0	0	0	0	0	0	100%	0	0	100%
CF4	Financial Services	0	0	0	0	0	0	0	0	0	100%	0	0	100%
CF5	Corporate Services	0	0	0	0	0	0	0	0	0	100%	0	0	100%
CF7	Community Services	0	0	0	0	0	0	0	0	0	0%	0	0	0%
CF9	Electrical Engineering	6 000 000	155 767	10 246 485	552 155	3 750 000	3 750 000	814 772	38 879 996	3 772 469	9.7%	45 000 000	3 772 469	8.38%
CF8	Engineering Services	8 062 471	11 060 306	13 964 401	1 481 520	6 949 431	6 949 431	15 513 480	74 715 084	105 658 958	141%	95 889 514	105 658 958	110.19%
CF6	Planning and Economic Development	0	0	0	0	0	0	0	0	0	100%	0	0	100.00%
CF10	GTEDA	0	0	0	0	235 000	235 000	0	235 000	0	0.00%	235 000	0	0.00%
<b>Total:</b>		<b>14 062 471</b>	<b>11 216 073</b>	<b>24 210 886</b>	<b>2 033 675</b>	<b>10 934 431</b>	<b>10 934 431</b>	<b>16 328 252</b>	<b>113 830 079</b>	<b>109 431 428</b>	<b>96%</b>	<b>141 124 514</b>	<b>109 431 428</b>	<b>77.54%</b>

Capital expenditure by Department as presented in **Table 6** includes expenditure on roll-over projects which were approved by Council and included in the Adjusted Budget and IDP for 2017/18. The under expenditure on capital for the Electrical Department is due to the DBSA loan application that has not yet been granted. All these projects are therefore on hold.

As can be seen from **Table 6** the expenditure incurred on Capital amounted to R109 431 428 by end of March 2018, which is 96% of the planned expenditure. GTM is therefore progressing well with capital expenditure where multi-year grant funded projects are concerned.

**Table 7: 3rd Quarter Expenditure on Capital projects as planned in the 2017/18 SDBIP**

Ref	Dpt	IDP Number	Project name	Fundin g source	Planned Completio n Date	Wards	Jan-18		Feb-18		Mar-18		1 Jul - 30 Mar '18			Year-end Total		
							Monthly Financials		Monthly Financials		Monthly Financials		YTD Financials			Total Financials		
							Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	% Spent	Budget	Actual	% Spent
CP29	EED	EED 99	Purchase of office furniture and equipment for Electrical Engineering Dpt	Own Funds	30-Jun-18	All	50 000	0	0	0	50 000	0	250 000	0	0.0%	300 000	0	0%
CP38	EED	16/17 EED	Replace 10x11kv and 6x 33 kv Auto Reclosers	Own Funds	30-Jun-18	All	0	0	0	0	0	0	0	0	0.0%	2 025 000	0	0%
CP40	EED		Replacing 600m LV cables	External Loans	30-Jun-18	All	0	0	0	0	0	0	0	0	0.0%	450 000	0	0%
CP39	EED	16/17 roll-over	Procure 5 Meterboxes	External Loans	30-Jun-18	All	0	0	0	0	0	0	0	0	0.0%	50 000	0	0%
CP4	EED	EED 61	Provision of Capital Tools (Operations and Maintenance)	Own Funds	30-Jun-18	All	20 000	0	20 000	0	20 000	0	160 000	0	0.0%	200 000	0	0%

**Table 7: 3rd Quarter Expenditure on Capital projects as planned in the 2017/18 SDBIP**

Ref	Dpt	IDP Number	Project name	Fundin g source	Planned Completio n Date	Wards	Jan-18		Feb-18		Mar-18		1 Jul - 30 Mar '18			Year-end Total		
							Monthly Financials		Monthly Financials		Monthly Financials		YTD Financials			Total Financials		
							Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	% Spent	Budget	Actual	% Spent
CP3	EED	EED 60	Provision of Capital Tools (Customer and Retail Services)	Own Funds	30-Jun-18	All	20 000	0	20 000	0	20 000	0	160 000	0	0.0%	200 000	0	0%
CP1	EED	EED 36	New Entrance Street R36 streetlights	Own Funds	30-Jun-18	14; 15	500 000	0	200 000	0	200 000	0	900 000	0	0.0%	1 100 000	0	0%
CP2	EED	EED 50	Area Lighting at Tarentaal rand crossing	Own Funds	30-Jun-18	13	0	0	130 000	0	120 000	0	250 000	0	0.0%	300 000	0	0%
CP28	EED	EED 55	New electricity Connections (Consumer contributions spent)	Own Funds	30-Jun-18	All	300 000	153 612	450 000	488 997	750 000	476 642	4 500 000	1 980 831	44.0%	14 700 000	1 980 831	13%
CP27	EED	EED 56	Renewal, Repairs and Maintenance on pre-paid meters (Tzaneen, Letsitele & Politsi)	Own Funds	30-Jun-18	13; 14; 15	0	2 156	0	0	30 000	0	30 000	11 507	38.4%	300 000	11 507	4%
CP25	EED	EED 57	Miniature Substation for Urban distribution network	Own Funds	30-Jun-18	14; 15	0	0	0	0	0	0	1 000 000	0	0.0%	1 000 000	0	0%
CP24	EED	EED 58	Replacing 11kv cables for increased capacity	Own Funds	30-Jun-18	14; 15	200 000	0	0	0	100 000	0	700 000	0	0.0%	1 000 000	0	0%
CP22	EED	EED 59	Substation tripping batteries	Own Funds	30-Jun-18	All	0	0	0	0	0	0	400 000	0	0.0%	400 000	0	0%
CP26	EED	EED 62	Replacement of Existing Air conditioners in Municipal Buildings	Own Funds	30-Jun-18	All	100 000	0	50 000	0	50 000	0	250 000	0	0.0%	250 000	0	0%

**Table 7: 3rd Quarter Expenditure on Capital projects as planned in the 2017/18 SDBIP**

Ref	Dpt	IDP Number	Project name	Funding source	Planned Completion Date	Wards	Jan-18		Feb-18		Mar-18		1 Jul - 30 Mar '18			Year-end Total		
							Monthly Financials		Monthly Financials		Monthly Financials		YTD Financials			Total Financials		
							Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	% Spent	Budget	Actual	% Spent
CP5	EED	EED 70	Rebuilding Letsitele Valley Substation - Bosbou and all T-offs (3 Km)	Own Funds	30-Jun-18	14; 15	150 000	0	50 000	0	100 000	0	300 000	0	0.0%	500 000	0	0%
CP6	EED	EED 71	Rebuilding of Valencia 11Kv lines (6km)	Own Funds	30-Jun-18	19	500 000	0	100 000	0	100 000	0	700 000	0	0.0%	1 000 000	0	0%
CP7	EED	EED 72	Rebuilding of Lushof South 11kv line (3km)	Own Funds	30-Jun-18	15	250 000	0	50 000	0	50 000	0	350 000	0	0.0%	500 000	0	0%
CP8	EED	EED 73	Rebuilding of Rooikoppies 11kv lines (6km)	Own Funds	30-Jun-18	16	500 000	0	100 000	0	100 000	0	700 000	0	0.0%	1 000 000	0	0%
CP9	EED	EED 74	Rebuilding of Mabiet 11kv line (6km)	Own Funds	30-Jun-18	36	500 000	0	100 000	0	100 000	0	700 000	0	0.0%	1 000 000	0	0%
CP10	EED	EED 75	Rebuilding of Haenertsburg 11kv lines(6km)	Own Funds	30-Jun-18	16	500 000	0	100 000	0	100 000	0	700 000	0	0.0%	1 000 000	0	0%
CP11	EED	EED 76	Rebuilding of Campsies Glen 11kv lines (6km)	Own Funds	30-Jun-18	14	500 000	0	100 000	0	100 000	0	700 000	0	0.0%	1 000 000	0	0%
CP12	EED	EED 77	Rebuilding of Politsi Valley 11kv lines (6km)	Own Funds	30-Jun-18	14	500 000	0	100 000	0	100 000	0	700 000	0	0.0%	1 000 000	0	0%
CP13	EED	EED 78	Rebuilding of CP Minnaar 11kv lines (2km)	Own Funds	30-Jun-18	36	200 000	0	50 000	0	50 000	0	300 000	0	0.0%	400 000	0	0%
CP14	EED	EED 80	Rebuilding of Mieliekloof/Deerpark 11kv lines (3km)	Own Funds	30-Jun-18	15	250 000	0	50 000	0	50 000	0	350 000	0	0.0%	500 000	0	0%
CP15	EED	EED 82	Upgrading of Waterbok 33/11kv substation	Own Funds	30-Jun-18	36	500 000	0	100 000	0	100 000	0	700 000	0	0.0%	1 000 000	0	0%

**Table 7: 3rd Quarter Expenditure on Capital projects as planned in the 2017/18 SDBIP**

Ref	Dpt	IDP Number	Project name	Fundin g source	Planned Completio n Date	Wards	Jan-18		Feb-18		Mar-18		1 Jul - 30 Mar '18			Year-end Total		
							Monthly Financials		Monthly Financials		Monthly Financials		YTD Financials			Total Financials		
							Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	% Spent	Budget	Actual	% Spent
CP16	EED	EED 83	Upgrading of Blacknoll 33/11kv substation	Own Funds	30-Jun-18	15	500 000	0	100 000	0	100 000	0	700 000	0	0.0%	1 000 000	0	0%
CP17	EED	EED 84	Houtbosdorp 11kv Ring (10km)	Own Funds	30-Jun-18	16	700 000	0	200 000	0	200 000	0	1 100 000	0	0.0%	1 500 000	0	0%
CP18	EED	EED 85	Replace 2x20MVA 66/11kv Transformers	Own Funds	30-Jun-18	15	0	0	2 550 000	0	0	0	2 550 000	0	0.0%	2 550 000	0	0%
CP19	EED	EED 86	Substation fencing (Tarentaal rand Main, Letsitele Main)	Own Funds	30-Jun-18	13	500 000	0	100 000	0	100 000	0	700 000	0	0.0%	1 000 000	0	0%
CP21	EED	EED 87	Replacing of old SS1 electrical substation circuit breakers with compact switchgear	Own Funds	30-Jun-18	15	2 000 000	0	0	63 159	2 000 000	338 130	4 300 000	1 780 073	41.4%	6 000 000	1 780 073	30%
CP23	EED	EED 88	Replacement of auto-reclosers (11kv and 33kv)	Own Funds	30-Jun-18	13; 16	0	0	0	0	0	0	3 000 000	0	0.0%	3 000 000	0	0%
CP20	EED	EED 90	Refurbishment of the Ebenezer 33kv Feeder	Own Funds	30-Jun-18	16	500 000	0	100 000	0	100 000	0	700 000	0	0.0%	1 000 000	0	0%
CP41	ESD	ESD 127 16/17	Upgrading of Runnymede cluster Sport Facility	MIG	30-Jun-18	6	0	0	0	0	438 220	0	438 220	100%	6 500 000	438 220	7%	
CP34	ESD	ESD 13	Moruji to Matswi, Kheshokolwe Tar Road	MIG	30-Jun-18	7	3 298 715	8 612 709	3 298 715	0	3 298 715	14 592 433	29 688 434	61 664 277	207.7%	39 584 590	61 664 277	156%
CP36	ESD	ESD 95	Khubu to Lwandlamuni Low Level Bridge	MIG	30-Jun-18	26	0	0	0	0	0	0	3 181 438	1 157 158	36.4%	3 181 438	1 157 158	36%

**Table 7: 3rd Quarter Expenditure on Capital projects as planned in the 2017/18 SDBIP**

Ref	Dpt	IDP Number	Project name	Fundin g source	Planned Completio n Date	Wards	Jan-18		Feb-18		Mar-18		1 Jul - 30 Mar '18			Year-end Total		
							Monthly Financials		Monthly Financials		Monthly Financials		YTD Financials			Total Financials		
							Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	% Spent	Budget	Actual	% Spent
CP32	ESD	ESD 95	Rita to Mariveni Upgrading of Road from Gravel to Tar	MIG	30-Jun-18	26	264 432	0	264 432	0	264 432	0	2 379 887	333 802	14.0%	3 173 194	333 802	11%
CP33	ESD	ESD 95	Upgrading of Ticklyline Glassworks, Myakayaka, Burgersdorp, Gavaza to Mafarana from Gravel to Tar	MIG	30-Jun-18	26	2 724 800	0	2 724 800	0	2 724 800	0	24 523 193	11 557 846	47.1%	36 637 342	11 557 846	32%
CP30	ESD	ESD 94	Burgersdorp Sports Facility	MIG	30-Jun-18	28	1 076 694	422 623	1 076 694	0	1 076 694	416 363	9 690 243	12 090 622	124.8%	12 920 332	12 090 622	94%
CP35	ESD	ESD 95	Relela Community Hall	MIG	30-Jun-18	26	0	0	0	0	0	0	3 188 640	1 722 330	54%	3 188 640	1 722 330	54%
CP31	ESD	ESD 95	Upgrading of Juliesburg Sports Facility (Phase 1 of 2)	MIG	30-Jun-18	26	544 523	0	544 523	0	544 523	0	4 900 709	6 394 362	130.5%	6 534 282	6 394 362	98%
CP43	ESD	ESD 78 (16/17 IDP)	Construction of Ablution facilities for Parks Division	Own Funds	30-Jun-18	15	0	0	0	0	66 464	0	66 464	66 464	100%	819 703	66 464	8%
CP44	ESD	ESD 13 (16/17 IDP)	Kwekwe low level bridge	Own Funds	30-Jun-18	9	0	0	0	0	0	0	0	0	0.0%	1 300 000	0	0%
CP42	ESD	ESD 34 (16/17 IDP)	Refurbishment of Tzaneen Airfield runway	Own Funds	30-Jun-18	13	0	0	0	0	0	0	0	0	0.0%	2 031 385	0	0%
CP37	GTED A	GTEDA 143	MSCOA equipment and programmes	Own Funds	30-Jun-18	All	0	0	0	0	235 000	0	235 000	0	0.0%	235 000	0	0%
<b>Total:</b>							<b>17 649 163</b>	<b>9 191 100</b>	<b>12 729 163</b>	<b>552 156</b>	<b>12 934 163</b>	<b>16 328 252</b>	<b>105 637 545</b>	<b>99 197 491</b>	<b>93.9%</b>	<b>163 330 906</b>	<b>99 197 491</b>	<b>61%</b>

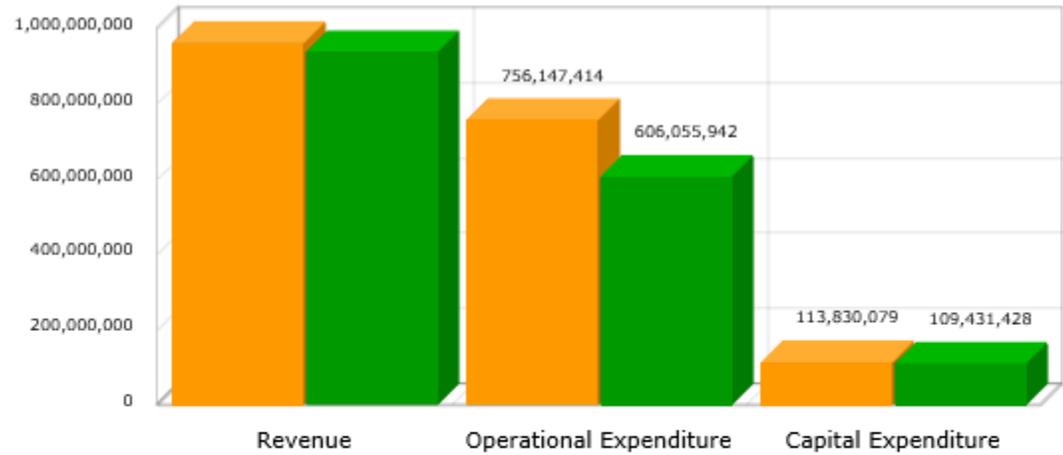
From Table 7 it is evident that the implementation of capital projects (other than those funded from MIG) is not doing well. This mainly due to the dependency on the approval of the loan applications.

## 2.4 Summary of financial performance for the 3<sup>rd</sup> Quarter of 2017/18

The following matters should also be taken note of:

- a) Revenue collection: It is encouraging to note that the collection rate on service charges improved from 84% in the 1<sup>st</sup> Quarter to 93% during the 2<sup>nd</sup> Quarter of 2017/18 to 112% during the 3<sup>rd</sup> Quarter due to increased efforts to pursue overdue accounts.
- b) Operational Expenditure: Under expenditure on operational budget is reflected in the report. The non-allocation of labour, depreciation and bad debts were once again given as the reason for deviation. It is of concern that internal labour especially are not allocated on at least a quarterly basis, to ensure that a more accurate picture of the true state of expenditure on operations and maintenance, is presented to Council.
- c) Capital Expenditure: Capital expenditure are higher than the planned expenditure, but this is mainly due to the continuation of multi-year projects funded through MIG. GTM applied for a loan to fund capital expenditure for especially the electricity network, which was not yet approved by DBSA. The implementation of capital projects (other than those funded through grants) are therefore on hold. The inclusion of projects in the budget without the source of funding secured should be re-considered as it creates unreasonable expectations in communities.

**Figure 1: Financial Performance Summary for the period 1 July '17 to 30 March '18.**



	Budget	Actual	Variance
<b>Revenue:</b>	960,828,667.19	935,966,979.13	24,861,688.06
<b>Operational Expenditure:</b>	756,147,414.49	606,055,942.43	150,091,472.06
<b>Capital Expenditure:</b>	113,830,079.45	109,431,427.82	4,398,651.63
<b>Total:</b>	<b>1,830,806,161.14</b>	<b>1,651,454,349.38</b>	<b>179,351,811.76</b>

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

#### 3.1 Office of the Municipal Manager

The performance of the Office of the Municipal Manager (MM) during the 3<sup>rd</sup> Quarter of 2017/18 is presented below (see **Table 8**).

<b>Table 8: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager</b>													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D1	Good Governance and Public Participation	Increase financial viability	Budget management	% of capital spent on projects as prioritised in IDP for specific year	Percentage	72%	100%	100%	93.72%	O	Initially capital was spent on roll-over projects not in the 17/18 IDP.	IDP was adjusted to remedy the situation	Capital Expenditure report 17/18 IDP project list
D2	Good Governance and Public Participation	Effective and Efficient administration	Council Support	% of GTM Council resolutions implemented vs number passed	Percentage	65%	100%	100%	20.78%	R	The register for Council resolutions will be circulated to Management during the month April and be presented to Council on 25 April 2018.	Council resolutions are presented to Council after every quarter.	Resolution register
D3	Good Governance and Public Participation	Effective and Efficient administration	Management and Administration	# Management meetings	Number	17	26	19	12	R	Only 1 management meeting was held during the month of March 2018.	Management resolved to hold meetings every Monday of the week.	Minutes & Attendance Registers
D4	Good Governance and Public Participation	Effective and Efficient administration	Performance monitoring and reporting	# of meetings held with all staff	Number	0 New KPI	2	1	0	R	The position of MM was filled by Acting MMs for the period under review and they had limited time given other responsibilities in their Depts. However, Directors and Divisions were encouraged to hold staff meetings.	MM now appointed, reporting for duty from 1 April '18.	Minutes & Attendance Registers

**Table 8: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

R ef	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D5	Good Governance and Public Participation	Effective and Efficient administration	Performance monitoring and reporting	# of Departmental meetings held (MM)	Number	2	4	3	0	R	The position of MM was filled by Acting MMs for the period under review and they had limited time given other responsibilities in their Depts. However staff in the MMs Dept were met on individual basis.	MM is now appointed, is reporting for duty from April '18.	Minutes & Attendance Registers
D6	Good Governance and Public Participation	Effective and Efficient administration	Performance monitoring and reporting	Mid-year budget and performance report submitted to PT, COGHSTA, and AG by 25 Jan	Number	1	1	1	1	G			Mid-year Performance Report Acknowledge ment of Receipt
D7	Good Governance and Public Participation	Effective and Efficient administration	Performance monitoring and reporting	Draft Annual Report tabled in Council by 31 Jan	Number	1	1	1	1	G			Draft Annual Report Council Minutes
D8	Good Governance and Public Participation	Effective and Efficient administration	Performance monitoring and reporting	Final Annual Report approved by Council by 31 March	Number	1	1	1	1	G	Final Annual Report approved by Council on 29 March '18	None required	Final Annual Report Council Minutes
D9	Good Governance and Public Participation	Effective and Efficient administration	Performance monitoring and reporting	# of Quarterly SDBIP reports submitted to Council	Number	4	4	3	3	G			Quarterly Performance Reports Council Minutes
D10	Good Governance and Public Participation	Effective and Efficient administration	Performance monitoring and reporting	# of Back to Basics statistical reports submitted to CoGTA by the 10th of each month	Number	12	12	9	9	G	Report submitted on the 12th of March. CoGHSTA moved the deadline to the 15th	None require	B2B Reports, Acknowledge ment of receipt

**Table 8: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

R ef	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D1 1	Good Governance and Public Participation	Effective and Efficient administration	Performance monitoring and reporting	Draft Annual Performance Report submitted to the AG, AC and Mayor by 31 August	Number	1	1	1	1	G			Acknowledgement of Receipt from AG, AC & Mayor
D1 2	Good Governance and Public Participation	Improve stakeholder satisfaction	Customer Care	# of days taken to submit the SDBIP to the Mayor following budget approval	Number	17	28	0	0	N/A			Acknowledgement of receipt - Mayor
D1 3	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	# of quarterly performance reports audited prior to submission to Council	Number	0	4	3	0	R	Electronic Reporting system re-opened for corrections. Audit work completed nullified by this action	Reporting system closing times to be enforced by MM	Quarterly SDBIP Audit reports
D1 4	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	# of community protests	Number	0	0	0	1	R	Water challenges.	GTM constantly engages the Mopani District to address the problems. GTM has also resolved to engage the Minister of Water and Sanitation on WSA.	Community Protest applications register Protest approval Memos
D1 5	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	# of AG audit queries	Number	0	0	0	0	N/A			Audit Report

**Table 8: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D16	Good Governance and Public Participation	Improve stakeholder satisfaction	Customer Care	% of employees that Received paid overtime (12 month average)	Percentage	10%	10%	10%	61.93%	R	Non adherence to the Overtime Policy	Review of Overtime Policy underway Review of overtime approval process underway	Monthly HR reports on overtime
D17	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	Unqualified Audit opinion obtained from AG	Number	Unqualified	1	1	1	G	67 Findings being address in Audit Action Plan as approved by Council end February	Audit Steering Committee meetings held to monitor implementation of Action Plan	AG Audit Report
D18	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	% of customer complaints resolved	Percentage	16.70%	100%	100%	33.33%	R	Shortage of staff in licensing. Other complaints are due to constraints in financial resources and those requiring cooperation other spheres of government.	Draft budget accommodates some needs. Engagements of other organs of state to be continued in finding solutions to the complaints.	Help desk register of resolutions Presidential & Premier hotline reports
D19	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	# audit committee meetings held	Number	3	4	3	4	G2			Agendas, Attendance register

**Table 8: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D20	Local Economic Development	Develop a high performance culture for a changed, diverse, efficient and effective local government	Employee Performance Management	% of audit committee resolutions implemented	Percentage	41.70%	100%	100%	48.11%	R	Directors not monitoring the implementation of the resolutions.	The resolutions register currently serve before management meeting to track implementation	AC resolution register
D21	Good Governance and Public Participation	Attract and retain best human capital to become employer of choice	Employee Performance Management	% of MPAC resolutions implemented	Percentage	8.30%	100%	100%	20.89%	R	MPAC resolutions register will be presented to Management and Council during the month of April 2018.	Resolutions are presented to Council quarter.	MPAC resolution register
D22	Local Economic Development	Develop a high performance culture for a changed, diverse, efficient and effective local government	Employee Performance Management	# of performance assessments for Sect 56 appointments	Number	0	2	2	0	R	Only 2 positions filled. MM, CFO, ESD, CSD positions vacant	MM & CSD appointed to report for duty on 1 April. CFO on 1 May. ESD still to be finalised	Mid-year and Annual Assessment reports
D23	Local Economic Development	Enhanced Integrated developmental planning	Integrated Development Planning	# of Senior Managers (MM & Directors) with signed performance agreements by 30 June	Number	5	7	7	3	R	MM, CFO, ESD, CSD positions vacant	MM & CSD appointed to report for duty on 1 April. CFO on 1 May. Appointment for ESD is underway.	Performance Agreements
D24	Local Economic Development	Enhanced Integrated developmental planning	Integrated Development Planning	# of IDP Steering Committee meetings	Number	4	6	5	7	G2	Meeting held on 8 March '18	None required	Invitations Minutes & attendance registers

**Table 8: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D25	Local Economic Development	Enhanced Integrated developmental planning	Integrated Development Planning	# of IDP Rep forum meetings	Number	4	5	4	4	G	Meeting held on 19 March '18	None required	Invitations Minutes & attendance registers
D26	Local Economic Development	Enhanced Integrated developmental planning	Integrated Development Planning	Draft IDP approved by Council by 31 March annually	Number	1	1	1	1	G	Draft IDP for 18/19 approved on 29 March '18	None required	Draft IDP Council Minutes
D27	Good Governance and Public Participation	Increase financial viability	Revenue Management	Final IDP approved by Council by 31 May annually	Number	1	1	0	0	N/A			Final IDP Council Minutes
D28	Good Governance and Public Participation	Increase financial viability	Supply Chain Management	% equitable share received	Percentage	93%	100%	75%	95%	G2	Performance Target achieved.  EQS Share Received as follows: 1st Tranche - 07 July 2017 2nd Tranche - 05 Dec 2017 3rd Tranche -19 March 2018	Not required	Bank Statement DORA
D29	Good Governance and Public Participation	Increase financial viability	Supply Chain Management	% of Capital Budget spent	Percentage	54%	100%	75%	78.23%	G2	Performance target achieved	Not required	Budget Reports
D30	Good Governance and Public Participation	Increase financial viability	Expenditure Management	% of Operational budget spent	Percentage	101%	100%	75%	54.98%	R	Non allocation of depreciation	Allocation of depreciation to be done on a monthly basis	Budget Reports

**Table 8: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

R ef	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D3 1	Good Governance and Public Participation	Increase financial viability	Budget management	% Operating budget spent on Personnel costs (excl Salaries of councillors)	Percentage	35%	35%	35%	31.11%	B	Performance Target Not Achieved  Annual Budget R 1,104,879,333 Monthly Budget R 92,073,278 Personnel Cost =R22,958,593 = 22,958,593 /92,073,278 = 24.94% =25%	Allocation of Depreciation to be processed monthly	Budget Reports
D3 2	Good Governance and Public Participation	Increase financial viability	Expenditure Management	% of bids approved by MM within 90 days after close of tender	Percentage	60%	100%	100%	55.56%	B	none	none	Bids approval SCM process checklist
D3 3	Good Governance and Public Participation	Increase financial viability	Supply Chain Management	% of Bids awarded within 2 weeks after adjudication recommendation	Percentage	58.33%	100%	100%	100%	G	no deviation	no deviation	SCM Submission register Bids approval by MM
D3 4	Good Governance and Public Participation	Increase financial viability	Financial Reporting	# of Bids awarded that deviated from the adjudication committee recommendation	Number	0	0	0	0	N/A	no deviation	no deviation	SCM Bid register Deviation Forms
D3 5	Good Governance and Public Participation	Increase financial viability	Financial Reporting	Submission of AG Action Plan to Council by 31 January	Number	1	1	1	1	G	Approved by Council end February	Monitoring of Implementation through Audit Steering Committee meetings	AG Action Plan Council Minutes

**Table 8: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

R ef	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D36	Good Governance and Public Participation	Increase financial viability	Revenue Management	% of AG queries resolved	Percentage	100%	100%	40%	40%	G	The action plan was only approved end of February		Acknowledgement of receipt by AG & PT
D37	Basic Service Delivery	Enhance sustainable environmental management and social development	Disaster Management	Revenue enhancement strategy reviewed and approved by 30 June '18	Number	0	1	0	0	N/A			Revenue Enhancement Strategy Council Minutes
D38	Basic Service Delivery	Enhance sustainable environmental management and social development	Disaster Management	Annual Disaster Management report submitted to Mopani District by 30 Sept	Number	1	1	1	1	G			Annual Report Acknowledgement of receipt from MDM
D39	Basic Service Delivery	Enhance sustainable environmental management and social development	Disaster Management	Annual Disaster Management report submitted to Council by 31 Aug	Number	1	1	1	1	G			Disaster Management Report Council Resolution
D40	Basic Service Delivery	Enhance sustainable environmental management and social development	Disaster Management	% Disaster incidences responded to (relieved) within 72-hours	Percentage	100%	100%	100%	100%	G	All the incidences were attended to	Non-required	Disaster Relief forms
D41	Good Governance and Public Participation	Effective and Efficient administration	Risk Management	# of disaster awareness campaigns conducted at schools	Number	9	9	7	12	B	All the nine awareness campaigns were attended to in the previous months	Non-required	Programme for Awareness Campaigns Attendance Register Agenda

**Table 8: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018				Source of Evidence	
								Target	Actual	R	Reason for deviation		Corrective Measures
D4 6	Good Governance and Public Participation	Effective and Efficient administration	Risk Management	# of Anti-corruption committee meetings	Number	1	4	3	1	R	No activity took place for this reporting period. The matter will be taken to management for further discussions.	Resuscitate anti-corruption committee. Council to adopt anti-corruption strategy and Whistle blowing policy.	Agendas, Attendance register, Minutes
D4 7	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	# of reported cases of fraud and corruption investigated	Number	1	0	0	29	B	9 cases were reported to Labour Relations Officer. Two of the cases were finalised whilst seven are still under investigations.	Synergy between HR and CoGHSTA with Risk Management Unit is still a challenge. The matter to be taken to management meeting for further processing.	Register of Fraud & Corruption Cases Investigation Reports
D4 8	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	Strategic Risk Assessment report submitted to Council	Number	1	1	0	2	B	Strategic risk assessment is underway. Risk Management Unit has a program and also is busy with the sessions. Risk Assessment will be finalised before end of May 2018.	Adherence to the risk assessment program.	Risk Assessment Report IDP Council Item IDP Council Minutes

**Table 8: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

R ef	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D49	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	# of Risk Management committee meetings	Number	5	4	3	3	G	The item is not applicable during this reporting period. Risk Committee Meetings are taking place on quarter basis. Preparations for 3rd quarter risk reporting are underway.	Adherence to the risk committee meeting program.	Appointment letter for chairperson & members Invitations Minutes & attendance registers
D50	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	# of Risk monitoring reports submitted to Council	Number	4	4	3	1	R	2nd quarter risk monitoring report was not prioritised by Council during Council meeting of the 29th March 2018	Council to consider governance reports for adoption in future.	Risk Monitoring Reports Council Minutes
D51	Good Governance and Public Participation	Effective and Efficient administration	Sound Governance	Organisational Risk assessment Report submitted to Council	Number	1	1	0	1	B	Organisational risk assessment is underway. The process has started since March 2018, it will be finalised before end of May 2018.	Departments to avail themselves during the sessions.	Strategic Risk Assessment Report
D52	Good Governance and Public Participation	Effective and Efficient administration	Office Administration	3 year Strategic Risk Based Audit plan submitted to Audit Committee by 30 June	Number	1	1	0	0	N/A			3 Year Strategic Risk Audit Plan AC minutes
D53	Good Governance and Public Participation	Effective and Efficient administration	Office Administration	Average number of days taken by Directors to respond to Internal Audit Queries	Number	New KPI	5	5	6.67	G2	Departments not adhering to the due dates	None response to Internal Audit finding is currently reported and tracked in management meetings	Internal Audit Follow-up Reports for all Departments

**Table 8: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 – Office of the Municipal Manager**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018				Source of Evidence	
								Target	Actual	R	Reason for deviation		Corrective Measures
D5 4	Good Governance and Public Participation	Effective and Efficient administration	Office Administration	# of quarterly internal audit reports submitted to audit committee	Number	4	4	3	3	G		Quarterly Audit reports AC minutes	
D5 5	Good Governance and Public Participation	Effective and Efficient administration	Office Administration	Reviewed Internal Audit Charter submitted & approved by Audit Committee by 30 June	Number	Not done on time	1	0	0	N/A		Audit Charter AC Minutes	
D5 6	Good Governance	Effective and Efficient administration	Legal support	% SLAs signed within 10 days after information is provided	Percentage	100%	100%	100%	77.78%	O	Only one SLA drafted	None. Portfolio of Evidence attached	SLA Register containing date of receipt of request & submission to MM for signature)

**Table 9** and the graph below presents a summary of the level of performance for the 3<sup>rd</sup> Quarter of 2017/18 for the Office of the Municipal Manager, indicating that 37% of the targets set for the quarter were not met, which is an improvement on the **59%** of the targets not met for the 2<sup>nd</sup> Qtr of 2017/18.

<b>Table 9: Office of the Municipal Manager- Summary of Results (3<sup>rd</sup> Quarter of 2017/18)</b>			
	Level of performance	Number of KPIs	% Performance at this level
	KPI Not Yet Measured	7	
	KPI Not Met	15	33%

<b>Table 9: Office of the Municipal Manager- Summary of Results (3<sup>rd</sup> Quarter of 2017/18)</b>			
	<b>Level of performance</b>	<b>Number of KPIs</b>	<b>% Performance at this level</b>
	KPI Almost Met	2	4%
	KPI Met	17	38%
	KPI Well Met	5	11%
	KPI Extremely Well Met	6	13%
	<b>Total KPIs measured this quarter</b>	<b>45</b>	

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

1. *Organisational Performance Management:* The high number of vacancies at MM and Director Level affected the organisational performance reporting as acting employees are overstretched to attend to both service delivery and governance matters. This situation contributes to inaccurate/incomplete performance reporting and additional pressure on the performance management unit (which is limited to one employee) to monitor reporting and exercise quality control. Therefore targets for performance reporting and performance auditing could not be reached.
2. *Individual Performance Management:* The performance evaluations for senior personnel could, once again, not take place due to the high number of vacancies in strategic positions.
3. Strategic activities planned by the Office of the Municipal manager were often postponed due to limited human resources at Director Level. This resulted in, targets set for the convening of meetings such as the Audit Committee, Fraud & Corruption and Risk Committees, not being met.

### 3.2 Office of the Chief Financial Officer

The performance of the Office of the Chief Financial Officer (CFO) during the 3<sup>rd</sup> Quarter of 2017/18 is presented below (see **Table 10**).

Table 10: 3 <sup>rd</sup> Quarter Performance on targets set for 2017/18 - Office of the Chief Financial Officer													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D57	Basic Service Delivery	Improve access to sustainable and affordable services	Free Basic Services	R-value of Free Basic Electricity to Households	R-value	R2,991,664	R 4,200,000	R 3,150,000	R 1,906,493	R	Eskom invoice for FBE	Validation of Free basic electricity users, inspection of tampering of meters	FBE Payments
D58	Basic Service Delivery	Improve access to sustainable and affordable services	Free Basic Services	% of households earning less than R 1100 served with free basic electricity (total registered as indigents)	Percentage	100%	100%	100%	100%	G	All registered indigents on Promis receive rebate	Validation of indigents	Indigent register Billing Report
D59	Basic Service Delivery	Improve access to sustainable and affordable services	Free Basic Services	% households earning less than R 1100 with access to free basic waste removal (total registered as indigents)	Percentage	11.80%	7%	7%	3.25%	R	All registered indigents on Promis receive free basic refuse	Validation of indigent register and only indigents in formal towns to be included in calculation	Indigent register Billing Report

**Table 10: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Office of the Chief Financial Officer**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D60	Basic Service Delivery	Improve access to sustainable and affordable services	Free Basic Services	Total number of registered indigent households who received free basic water and sanitation (GTM service area)	Number	1388	1,420	1,420	1,333.11	O	Number of indigents registered on debtors to receive basic services excluding villages	Ongoing indigent verification	Indigent register Billing Report
D61	Good Governance	Effective and Efficient administration	Management and Administration	# of Departmental meetings held (CFO)	Number	New KPI	4	3	5	B			Minutes & Attendance Registers
D62	Good Governance	Effective and Efficient administration	Regulatory Framework	# of finance related policies revised annually	Number	17	17	0	0	N/A			Budget Policies Council Resolution
D63	Good Governance	Increase financial viability	Asset Management	Annual Asset verification report concluded by 30 June	Number	1	1	0	0	N/A			Sign Off report on Asset Verification report Council Resolution
D64	Good Governance	Increase financial viability	Budget management	Draft Budget submitted to Council by 31 March	Number	1	1	1	1	G	The draft budget was submitted to council on 29 March 2018, within the legislative timeframes. No deviation from legislative timeframes as the deadline for approval is 31 March 2018.	N/A	Draft Budget Council resolution

**Table 10: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Office of the Chief Financial Officer**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D65	Good Governance	Increase financial viability	Budget management	Annual Budget tabled by 31 May annually	Number	1	1	0	0	N/A			Budget Council resolution
D66	Good Governance	Increase financial viability	Budget management	Annual Adjustment budget approved by Council by 28 Feb	Number	1	1	1	1	G			Adjustment Budget Council resolution
D67	Good Governance	Increase financial viability	Budget management	Cost coverage	Ratio	0.34	1.6	1.6	0.79	R	Delay in the payment of bulk purchases to relieve cashflow constraints	Bulk payments especially for electricity needs to be effected during the month that it is due	Financial reports Financial viability calculations
D68	Good Governance	Increase financial viability	Budget management	Debt coverage	Ratio	24.5	18.3	18.3	18.84	G2			Financial reports Financial viability calculations
D69	Good Governance	Increase financial viability	Expenditure Management	% creditors paid within 30 days	Percentage	99.60%	100%	100%	96.03%	O	24 creditors not paid at end of Mar 2018: 1 - Invoices not yet signed off 1 - Invoice received, order duplicated 22 - Invoices received but not yet due as per Statement of Account	Follow up made with the respective department, and Invoices to be paid end April 2018	Monthly reports

**Table 10: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Office of the Chief Financial Officer**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D70	Good Governance	Increase financial viability	Financial Reporting	# of Section 71 (MFMA) reports submitted to NT & PT by no later than 10 working days after the end of the month	Number	12	12	9	9	G	The section 71 reports were submitted to Government Departments on 14 March 2018. The reports were submitted within 10 days	N/A	Acknowledgement of receipt by NT & PT
D71	Good Governance	Increase financial viability	Financial Reporting	Annual Financial statements submitted to AG, PT and NT by 31 August annually	Number	42247	1	1	1	G			Acknowledgement of receipt by AG & PT
D72	Good Governance	Increase financial viability	Revenue Management	# of Households billed	Number	23066	24,000	23,600	22,982	O	Accounts as per billing report	Continuous data cleansing	Billing reports
D73	Good Governance	Increase financial viability	Revenue Management	# of revenue generation policies reviewed and approved	Number	6	6	0	0	N/A			Credit Control, Debt Collection, Property rates, Indigent Policy & Cash management Policy, Debt impairment Budget Resolution
D74	Good Governance	Increase financial viability	Revenue Management	% of revenue collected monthly	Percentage	86%	92%	92%	94.44%	G2	Payments from provincial and national government, credit control actions	Continuous credit control and debt collection.	Budget report

**Table 10: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Office of the Chief Financial Officer**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D75	Good Governance	Increase financial viability	Revenue Management	Outstanding service debtors to revenue	Ratio	12.6	10	10	17.17	R	Average payment rate of 94%, debt accumulate on monthly basis	Credit control and debt collection policies to be followed. Disconnection of services and hand over of long outstanding accounts.	Financial reports Financial viability calculations
D76	Good Governance	Increase financial viability	Expenditure Management	% of Finance Management Grant Spent	Percentage	100%	100%	75%	129%	B	Performance target not achieved due to - non appointment of interns - Other Activities to take place during the Fourth quarter	Appointment of interns to be concluded end of April 2018; GRAP Updates Training to be attended Quarter 4; Pay Day to be upgraded to be MSCOA aligned in Quarter 4; and MscOA on-site training to be conducted.	Monthly Expenditure Report

**Table 10: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Office of the Chief Financial Officer**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D77	Good Governance	Increase financial viability	Supply Chain Management	# of SCM reports submitted to national treasury	Number	12	12	9	7	O	no deviation	no deviation	Monthly SCM reports Acknowledgement of receipt from Treasury
D78	Good Governance	Increase financial viability	Supply Chain Management	Demand Management plan approved by Council by 30 June annually	Number	1	1	0	1	B			Demand Management Plan Council Minutes
D79	Good Governance	Increase financial viability	Supply Chain Management	# of Demand Management Progress Reports submitted to Management	Number	New KPI	12	9	7	O			Monthly Demand Management Reports Management Minutes
D80	Good Governance	Effective and Efficient administration	Supply Chain Management	# of contract management reports submitted to Council	Number	0	12	9	7	O	no deviation	no deviation	Monthly Contract Management Report Council Minutes
D81	Good Governance	Increase financial viability	Revenue Management	# of indigents registered	Number	36732	37,000	37,000	25,963	R	Validated 2016/2017 register through external scan processes	Applicants disqualified to be visited and re-apply. New applications to be finalized for approval by Council	Indigent register

**Table 10: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Office of the Chief Financial Officer**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D82	Good Governance	Effective and Efficient administration	Sound Governance	# of employees complying with financial minimum competency requirements	Number	0	35	0	0	N/A			HR Monthly Report Compliance Certificates

**Table 11** below presents a summary of the level of performance for the 3<sup>rd</sup> Quarter of 2017/18 for the Office of the CFO, indicating that **53%** of the targets set for the quarter were not met reflecting a slight improvement from the 67% not met during the 2<sup>nd</sup> Quarter.

**Table 11: CFO - Summary of Results (3<sup>rd</sup> Quarter of 2017/18)**

	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	5	
	KPI Not Met	5	24%
	KPI Almost Met	6	29%
	KPI Met	5	24%
	KPI Well Met	2	10%
	KPI Extremely Well Met	3	14%

<b>Table 11: CFO - Summary of Results (3<sup>rd</sup> Quarter of 2017/18)</b>			
	<b>Level of performance</b>	<b>Number of KPIs</b>	<b>% performance at this level</b>
	<b>Total KPIs measured this quarter</b>	<b>21</b>	

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

1. Delays in the implementation of the Demand Management Plan was caused by the non-submission of specifications by user departments. Furthermore, the loan application submitted to DBSA to fund Capital projects has not yet been approved and as a result capital projects are on hold.
2. Accumulation of debt on a monthly basis due to the revenue collection rate of 94%.
3. The reporting on access to free basic services remains a challenges since the majority of indigents do not reside in the GTM service areas.
4. Not all creditors are being paid within 30 days as required.

### 3.3 Corporate Services Department

The performance of the Corporate Services Department (CORP) during the 3<sup>rd</sup> Quarter of 2017/18 is presented below (see **Table 12**).

Table 12: 3 <sup>rd</sup> Quarter Performance on targets set for 2017/18 - Corporate Services Department													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D42	Good Governance and Public Participation	Effective and Efficient administration	Youth, Gender & Disability support	# of Jobs created by Municipal Capital projects for youth	Number	1015	473	353	2,395	B	Target met	None	Consolidated Job creation reports
D43	Good Governance and Public Participation	Effective and Efficient administration	Youth, Gender & Disability support	# of Jobs created by Municipal Capital projects for women	Number	2407	473	353	4,425	B	Target met.	None	Consolidated Job creation reports
D44	Good Governance and Public Participation	Effective and Efficient administration	Youth, Gender & Disability support	# of Jobs created by Municipal Capital projects for disabled persons	Number	35	17	11	54	B	Target t met	None	Consolidated Job creation reports
D45	Good Governance and Public Participation	Effective and Efficient administration	Risk Management	# of Mayoral (local) imbizos held	Number	9	16	12	13	G 2	Target met	None	Minutes and Attendance register (1 Imbizo per cluster per quarter)
D83	Service Delivery	Develop and build skilled and knowledgeable workforce	Capacity building and Training	# of employees successfully trained	Number	90	90	65	104	B	The appointment of Services Provider was finalised for Protoco, Facilitation and MFMA , however the training will resume in April 2018.	None as the process is moving.	WSP Approval by MM Attendance Register

**Table 12: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Corporate Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D84	Good Governance	Develop and build skilled and knowledgeable workforce	Capacity building and Training	# of senior managers complying with the minimum competency levels	Number	New KPI	5	3	2	R	The Director Community Services and Planning & Economic Development have the certificate. Electrical Director finished waiting for Certificate to be issued by LGSETA. Director Corporate and the Municipal Manager are enrolled with effective from 10 April 2018 and May 2018 respectively.	That the outstanding directors must attend class until completion.	Qualifications of MM & Directors
D85	Good Governance	Effective and Efficient administration	Management and Administration	# of Departmental meetings held (CORP)	Number	New KPI	4	3	1	R	Director CORP was Acting MM, time constraints limited ability to hold meetings	MM appointed as from 1 April	Minutes and Attendance Registers
D86	Service Delivery	Develop and build skilled and knowledgeable workforce	Capacity building and Training	Work place skills plan submitted to LGSETA by 30 Apr	Number	1	1	0	0	N/A			WSP Acknowledgement of receipt
D87	Service Delivery	Develop and build skilled and knowledgeable workforce	Capacity building and Training	% of municipal budget spent on implementing the Work Place Skills Plan	Percentage	0,12%	100%	0%	0%	N/A			Municipal Budget Training Budget Spent
D88	Service Delivery	Develop and build skilled and knowledgeable workforce	Labour Relations	# of Local Labour Forum meetings	Number	4	12	9	6	R	Meeting was held on the 22 March 2018.	None	LLF Invitations, Minutes and attendance registers

**Table 12: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Corporate Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D89	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	# of people from employment equity target groups employed in the 3 highest levels of management in compliance with EE plan	Number	25%	27	27	26.22	O	The decrease is due to resignation of directors, however appointment is done for April 2018. The status will increase.	None is appointment process are ongoing.	EE report
D90	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	# of MM & Director posts vacant for more than three months	Number	2	0	0	0	N/A	The previous MM resigned.	Recruitment process were underway. Council resolved in February 2018 to appoint MM, Director CS and Director PED. In March Council resolved to appoint CFO.	Staff establishment
D91	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	Development of an Institutional Plan finalised by 30 May	Number	1	1	0	0	N/A			Institutional Plan Proof of Submission for inclusion in IDP

**Table 12: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Corporate Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D92	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	# of critical posts filled (MM, CFO, Engineer, Town Planner, Corp, Communications)	Number	4	6	6	0.89	R	The Planner has been appointed from previous financial year. The Director Corporate Services was appointed with effective from 1 June 2017. The Communications Job Description has been revised and is being subjected to job evaluation process.	That council approves the appointment of Engineering Service Director as other directors are appointed.	Staff Establishment
D93	Good Governance	Effective and Efficient administration	Information Technology	# Of ICT Steering Committee Meetings	Number	New KPI	4	3	3	G	Target met	None	Minutes and Attendance Registers
D94	Good Governance	Effective and Efficient administration	Information Technology	Internet services procured by 30 Dec	Number	New KPI	1	1	0	R	Comparison of other options with what was being offered by Vodacom to ensure value for money and service efficiency	Quotations for Vodacom received and approved.	SLA with Vodacom
D95	Good Governance	Effective and Efficient administration	Information Technology	% of Network Availability at Satellite Offices	Percentage	New KPI	80%	80%	84.04%	G 2	Letsitele Does not have connectivity due to damaged equipment as a result of Electricity outages.	We have requested a Supplier to replace and maintain equipment at Letsitele.	Solarwinds Reports
D96	Good Governance	Effective and Efficient administration	Information Technology	Leasing of Desktops and Laptops & Councillor tablets	Percentage	New KPI	100%	100%	100%	G	All users have access to tools of trade though they've exceeded their lifespan.	Council to replacement of laptop and desktop computers.	Specifications, Appointment letter, SLA, Delivery acceptance note

**Table 12: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Corporate Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D97	Good Governance	Effective and Efficient administration	Human Resource Management	% of personnel budget spent	Percentage	100%	100%	75%	66.14%	O	A considerable number of budgeted positions were vacant.	Recruitment processes are ongoing to fill vacancies.	Personnel Budget
D98	Good Governance	Effective and Efficient administration	Occupational Health and Safety	# of OHS committee meetings	Number	2	4	3	0	R	Management does not attend OHS meeting from Services Department. Only Community Services Attend however not consistent due to forum.	Municipal Manager must ensure that management account to non-attendance.	Notice of meeting Attendance Register Minutes
D99	Good Governance	Effective and Efficient administration	Management and Administration	# of awareness workshops to encourage proper filing of documentation	Number	New KPI	2	1	4	B	2 awareness workshops were held with staff members on the 13 & 14 March 2018.	None.	Invitations Training programme Attendance Register
D100	Good Governance	Effective and Efficient administration	Management and Administration	# of file audits conducted	Number	New KPI	4	3	8	B	Out of 37 files booked out, only 5 files were not returned during the month of March 2018.	Auditing of files is a continuous process.	Register of Files Audited
D101	Good Governance	Improve stakeholder satisfaction	Communication	# of media briefings arranged	Number	2	4	3	3	G	18-Feb-18	None	Notice of media briefing Attendance Register
D102	Good Governance	Improve stakeholder satisfaction	Communication	# of newsletters produced	Number	2	4	3	2	R	Printing not yet concluded but draft completed, funds not enough to print four publications.	Budget allocation must be an addressed, allocation only covers the cost of only three publications.	Publications

**Table 12: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Corporate Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D103	Good Governance	Improve stakeholder satisfaction	Communication	# of statutory provisions (website) complied with as contained in Section 75 (a-l) of MFMA within 5 days of approval	Number	12	12	12	9.33	O	all documents uploaded on the website		Print screen of placements Website update register
D104	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	% Staff turnover	Percentage	3.5	1.80%	0%	0%	N/A			Staff establishment
D105	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	% Employees that are female	Percentage	76%	37%	37%	38%	G2	None	None	Employment Equity report
D106	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	% Employees that are youth	Percentage	43%	21%	21%	20%	O	Various vacancies still to be filled	That Municipal Manager approved advertisement of positions to be able to meet the EE target.	Employment Equity report
D107	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	% Employees that are disabled	Percentage	4.50%	2%	2%	2.10%	G2	None	None	Employment Equity report

**Table 12: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Corporate Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D190	Service Delivery	Develop and build skilled and knowledgeable workforce	Capacity building and Training	# of Ward Committee members workshopped on municipal affairs	Number	0	350	350	1	R	No deviation	No corrective measures	Training programme & attendance register
D191	Good Governance	Effective and Efficient administration	Council Support	# of days taken to make MPAC oversight reports available to the public following Council approval	Number	5.4	7	7	4.11	B	The MPAC report was published on the website on 11 March 2018, within the 7 days period.	None.	Council Minutes Copy of Adverts Proof of Website placement
D192	Good Governance	Effective and Efficient administration	Council Support	# of Council meetings held	Number	16	4	3	11	B	1 Special Council meeting was held to approve the draft IDP and Budget for compliance purposes.	None.	Minutes and attendance registers
D193	Good Governance	Effective and Efficient administration	Council Support	# of Exco meetings held	Number	17	26	19	13	R	2 EXCO meetings were held during the month of March 2018.	None.	Minutes and attendance registers
D194	Good Governance	Effective and Efficient administration	Council Support	# of Portfolio Committee meetings held	Number	95	99	74	60	O	7 Portfolio committee meetings were held during the month of March 2018.	Each portfolio committee should hold at least 1 meeting in a month.	Committee meetings register
D196	Good Governance	Improve stakeholder satisfaction	Ward Committees	# of monthly ward committee meetings	Number	12	420	315	263	O	No deviation	no corrective measures	Register of Ward Committee Meetings & Minutes

**Table 12: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Corporate Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D197	Good Governance	Improve stakeholder satisfaction	Ward Committees	# of monthly committee feedback meetings	Number	0	35	35	5.67	R	The dates of Community meetings were clashing with the Ward Committee conference.	Community Feedbacks will be held in April instead.	Register of Committee Feedback Meetings & Minutes
D198	Good Governance	Improve stakeholder satisfaction	Ward Committees	# Fully functional ward committees	Number	9	35	35	29.22	O	No deviation	No corrective measures	Minutes of Ward committee meetings, Consolidated Monthly Ward reports
D199	Good Governance	Improve stakeholder satisfaction	Ward Committees	# of summarised quarterly ward reports submitted to Council	Number	0	4	3	1	R	Some clusters could not hold their monthly meetings	Political Heads of Clusters need to ensure that clusters meet and develop reports. Administrative support and ward committees to be capacitated to process matters from the wards.	Summarised Ward Reports (quarterly) Council Minutes

**Table 13** below presents a summary of the level of performance for the 3<sup>rd</sup> Quarter of 2017/18 for the Corporate Services Department. From the table it can be seen that **54%** of the targets set for the Department were not met by the end of the quarter the same result as at the end of the 2<sup>nd</sup> Quarter.

<b>Table 13: CORP - Summary of Results (3<sup>rd</sup> Quarter of 2017/18)</b>			
	<b>Level of performance</b>	<b>Number of KPIs</b>	<b>% performance at this level</b>
	KPI Not Yet Measured	5	
	KPI Not Met	11	33%
	KPI Almost Met	7	21%
	KPI Met	3	9%
	KPI Well Met	4	12%
	KPI Extremely Well Met	8	24%
	<b>Total KPIs measured this quarter</b>	<b>33</b>	

*Areas of concern in the Corporate Services Department:*

1. Local Labour Forum meetings is not taking place as scheduled.
2. Monthly community feedback meetings are not being held as planned.
3. Ward Committee quarterly reports are not being compiled and submitted to Council.
4. Delays in the filling of critical positions with the positions of MM, CFO, Engineer & Manager: Communication remaining vacant during the 3<sup>rd</sup> Quarter.

### 3.4 Community Services Department

The performance of the Community Services Department (CSD) during the 3<sup>rd</sup> Quarter of 2017/18 is presented below (see **Table 14**).

Table 14: 3 <sup>rd</sup> Quarter Performance on targets set for 2017/18 - Community Services Department													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D108	Good Governance	Effective and Efficient administration	Management and Administration	# of Departmental meetings held (CSD)	Number	New KPI	4	3	1	R	No meetings held, new Director reporting for duty on 1 April	None required	Minutes and Attendance Registers
D109	Good Governance	Effective and Efficient administration	Safety and Security	# of theft cases from council buildings	Number	17	0	0	3	R	On the 19 February 2018 during the night there was a lapse of security at the Lenyenye Stadium because Toilet Cistern was damaged and Copper Pipes stolen. This was evident that there was no Security Guard responsible for night duty, and reason for failure to report confirms absentia, damages worth estimated R18000,00 was caused. The case was reported by Letaba Security under CAs 174/02/2018 at the Maake SAPS which is under investigation.	The Service Provider (Letaba Security) offered to repair and replace all the materials under supervision by the Building and Maintenance Division in the Engineering Services Department.	Theft & damages register Police Case number

**Table 14: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Community Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D110	Service Delivery	Enhance sustainable environmental management and social development	Environmental Health Management	# of contravention notices issued to improve level compliance to Environmental Management legislation (5 formal towns)	Number	281	112	84	120	G2	11 Contravention notices served to property owners for overgrown stands. 12 National product recall monitoring 118 samples collected for detection of Listeria. 60% of the time was spent in implementing SOP for Listeriosis which we developed in house.	The slow process in filling the vacancy of EHP is frustrating, coupled with the limited period that a casual can work. Speed up and conclude the filling of the position of EHP.	Contravention Notices
D111	Service Delivery	Enhance sustainable environmental management and social development	Environmental Health Management	% compliance to the environmental legislation checklist	Percentage	85	90%	0%	0%	N/A			Environmental Checklist
D112	Service Delivery	Enhance sustainable environmental management and social development	Environmental Health Management	% of water samples that comply with SANS 0241	Percentage	85	85%	85%	87.36%	G2	The frequent water shortages has affected the residual chlorine in water at sampling point.	Constant water supply.	Water quality lab reports
D113	Service Delivery	Enhance sustainable environmental management and social development	Waste Management	# of households with collection of waste once per week	Number	8537	8,537	8,537	8,929.33	G2	1) The Category-Tariff-Report from C.F.O. is only available on hard-copy 2) The Category Tariff summary is fluctuating +- 3) Attached Files:- = Cat-Tariff-Summary	1) The Category-Tariff-Report from C.F.O. must available on electronic-copy 2) C.F.O. (Revenue) is continuously being requested for such Cat. Summary-reports Category Tariff Summary 3) Attached Files:- = Cat-Tariff-Summary	Category Tariff Billing Report Monthly Example

**Table 14: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Community Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D114	Service Delivery	Enhance sustainable environmental management and social development	Waste Management	R-value spent on waste management	R-value	R52,302,721	R 85,088,885	R 63,816,660	R 51,404,685.21	O	1) The C.F.O.'s office is dealing with the expenditure report 2) The Divisional Waste Manager is accountable for less than 40% of expenditure-line-items. 3) The control of the other 60 % of such line-items is vested @ Dept. of the C.F.O.	1) The C.F.O.'s office dealing with expenditure must also analyse the root-cause for the un-even monthly	Budget reports
D115	Service Delivery	Enhance sustainable environmental management and social development	Waste Management	# of Rural Waste Service Areas serviced (waste management)	Number	30	40	40	40	G	1) Oversight function is being done by Ward Cllr. and Traditional Leader to ensure the Temp.Workers (T.o.w.'s) are working according to schedule 2) Fleet Management fail service delivery at present as only 2-3 of the 7 x R.E.L.'s is functional 3) Fleet replacement must be initiated	1)The Workshop must work on a Rapid-Turn-Around time to ensure the Removal-Fleet is always functional 2) The Waste-Fleet should be replaced on a "round-robin" 5 x year plan (i.o.w.'s 20% of fleet to be replaced annually) 3) The "OLD" fleet become more dysfunctional 4) Budget to be available to operationalize all 66 x W.S.A.'s 5) An URGENT Work-study by H.R. must be conducted to design a proper organogram to operationalize the Rural Waste Management project -	*EPWP Employee payroll Printout *1 Example of Timesheets signed off by Ward Committee and traditional authority

**Table 14: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Community Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
												EPWP Payment Advice	
D116	Service Delivery	Enhance sustainable environmental management and social development	Waste Management	# of Urban Waste Service Areas serviced (on level 1 service))	Number	5	5	5	5	G	1) To ensure more accurate P.o.E.'s an electronic routesheet / tracking-system need to be installed in each vehicle with a sustainable monitoring as per a "unique-route" for each area	1) Budget provision by Fleet Management for vehicle-tracking systems	Waste Management Monthly statistical Report *Waste Service Route Maps
D117	Service Delivery	Enhance sustainable environmental management and social development	Waste Management	# of Rural Skip-bins with Waste being removed to Tzaneen landfill site as on-call service		New KPI	1,920	1,440	1,205	O	1)The Workshop must work on a Rapid-Turn-Around time to ensure the Removal-Fleet is always functional 2) The Waste-Fleet should be replaced on a "round-robin" 5 x year plan (i.o.w.'s 20% of fleet to be replaced annually 3) Vacancy of 1 x Teamleader position create an under performance of the collections at Rural D.o.C.s. 4) Mostly only 2-3 REL's is functional-resulted in non-frequent visitations at Rural D.o.C.s	1) The "OLD" fleet become more dysfunctional 2) Budget must be available to operationalize all 66 x W.S.A.'s 3) A URGENT Work-study by H.R. must be conducted to design a proper organogram to operationalize the Rural Waste Management project 4) Vacancies must be filled a.s.a.p.	Rural Bulk-waste removal Tellisheet summary

**Table 14: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Community Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D118	Service Delivery	Enhance sustainable environmental management and social development	Waste Management	% Households with access to basic level of solid waste management services	Percentage	41%	52%	52%	52%	G	1) Urban numbers is validated by Category-Tariff-Billing-Report 2) Rural is validated by Maps (by Digicap) of which the nu. of H/h's is not validated due to no-formalized villages	1) Rural areas had to be formalised to ensure ACCURATE figures 2) Vehicle fleet must be renewed as well as additional Rural-vehicles 3) Organogram for Rural Bulk collections must be established	Informal demarcation removal schedule maps for rural areas Category Tariff Summary reports for urban suburbs
D119	Service Delivery	Improve access to sustainable and affordable services	Traffic Services	Traffic fine collection rate [(Rand value received for fines/ R value of fines issued as %]	Percentage	30.60%	70%	70%	70%	G	No deviation done.	More than one road block might bear better results but due to resources needed, we able to do one road block.	Revenue reports Traffic Fine system report
D120	Service Delivery	Improve access to sustainable and affordable services	Traffic Services	R-value of traffic fines issued	R-value	New KPI	R 5,400,000	R 4,050,000	R 63,395,505	B	Traffic fines payment depends on response of customers to fines that they receive. We able to do one road block a month and we send sms to remind customers of their fines.	We will pursue to request Magistrate assistance to enforce payment of fines.	Monthly Traffic Fine System report
D121	Service Delivery	Enhance sustainable environmental management and social development	Library Services	# of library users	Number	139,653	96,000	72,000	92,742	G2	None required 10907 users; 5171 items circulated	None required	Tattletape statistics Monthly Reports

**Table 14: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Community Services Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D122	Service Delivery	Enhance sustainable environmental management and social development	Maintenance and upgrade of parks and open spaces	# of cemeteries developed or extended	Number	0	1	0	0	N/A			Agatha Cemetery Extension Plans EIAC Project Progress Reports
D123	Service Delivery	Enhance sustainable environmental management and social development	Maintenance and upgrade of parks and open spaces	m <sup>2</sup> of parks and open spaces maintained	Number	1,162,647	395,000	395,000	2,108,453.44	B	Grass cutting work is affected by weather condition. Old machines that breaks now and then and shortage of grass cutting machine operators also affects productivity.  Grass cutting areas done by Internal personnel is not covered on the checklist but on monthly report is covered.	We requested budget for machines of which we waiting prioritisation	Grass cutting and garden maintenance sheets Monthly report
D124	Service Delivery	Enhance sustainable environmental management and social development	Maintenance and upgrade of parks and open spaces	# of developed parks maintained	Number	18	18	18	18	G	No deviation done		Parks maintenance sheets Monthly report
D125	Service Delivery	Improve access to sustainable and affordable services	Licensing and Testing services	% compliance with ENATIS legislative compliance (ad-hoc audits)	Percentage	New KPI	100%	100%	100%	G	No reports	N/A	Ad hoc Audit inspection reports by Department of Transport

**Table 15** below presents a summary of the level of performance for the 3<sup>rd</sup> Quarter of 2017/18 for CSD indicating that **26%** of the targets were met a marked improvement from the **70%** of targets which not met during the 2<sup>nd</sup> Quarter of 17/18.

<b>Table 15: CSD - Summary of Results (3<sup>rd</sup> Quarter of 2017/18)</b>			
	<b>Level of performance</b>	<b>Number of KPIs</b>	<b>% performance at this level</b>
	KPI Not Yet Measured	2	
	KPI Not Met	2	13%
	KPI Almost Met	2	13%
	KPI Met	6	38%
	KPI Well Met	4	25%
	KPI Extremely Well Met	2	13%
	<b>Total KPIs measured this quarter</b>	<b>16</b>	

*Areas of concern in the Community Services Department:*

1. Theft from Council buildings are taking place despite a security service provider being in place.
2. Expenditure Management – the expenditure on solid waste management services is not a true reflection of the status quo since the allocation of labour costs and depreciation is only done by Finance at year-end. In-year reports are therefore not accurate.

3. Rural solid waste service delivery is being compromised by the non-availability of vehicles. The turnaround time of the mechanical workshop should be closely monitored and fleet management should be improved.
4. The low rate of traffic fine payments, efforts should be made to ensure that the appointment of a service provider becomes cost effective.

### 3.5 Electrical Engineering Services Department

The performance of the Electrical Engineering Services Department (EED) during the 3<sup>rd</sup> Quarter of 2017/18 is presented below (see **Table 16**).

<b>Table 16: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Electrical Engineering Department</b>													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D126	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure	% of households with access to electricity	Percentage	99%	98%	0%	0%	N/A	Not applicable this quarter	To be reported in the last quarter	Electrification reports
D127	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure	# of households with access to electricity	Number	105332	107,878	0	0	N/A	Not applicable this quarter	To be reported in the last quarter	Electrification reports
D128	Service Delivery	Optimise and sustain infrastructure investment and services	Cost Recovery	% Electricity loss (Kwh)	Percentage	18	18%	0%	0%	N/A	Not applicable this quarter	To be reported at the end of financial year	Eskom account Revenue reports
D129	Service Delivery	Optimise and sustain infrastructure investment and services	Cost Recovery	Kilow Watt Hour Electricity loss (Kwh)	Kilow Watt Hour	42540860	42,540,860	0	0	N/A	Not applicable this quarter	To be reported in the end of financial year	Eskom account Revenue reports
D130	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Km of overhead lines rebuilt	Kilometres	43	52	0	0	N/A	Not applicable this quarter	To be reported in the last quarter	Project Progress reports Completion certificates

**Table 16: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D131	Service Delivery	Optimise and sustain infrastructure investment and services	Asset Management	R-value spent on maintenance of electricity infrastructure as % of asset value	Percentage	2.13	2.70%	0%	0%	N/A	Not applicable this quarter	To be reported at the end of financial year	Asset Register Expenditure Reports
D132	Service Delivery	Optimise and sustain infrastructure investment and services	Asset Management	R-value electricity maintenance	R-value	R26,641,947	R 51,083,568	R 38,312,676	R 11,989,995	R	Expenditure does not include internal labour	Maintenance expenditure to include Internal labour	Budget expenditure, (Vote 162/066, 173/066 & 608 183/066)
D133	Service Delivery	Optimise and sustain infrastructure investment and services	Cost Recovery	% of electricity loss reduced	Percentage	New KPI	10%	0%	10%	B	Consultant appointed to determine losses and Meter audits Can only be reported at the end of the last quarter as the consultant is still busy with field work which includes meter accuracy checks.	Appointment Letter, Legal busy with SLA Attached Files: Letter of Appointment HAMS Electrical Engineers.docx Guideline_Fees_2016.pdf Appointment of Consultants.doc	Eskom account Revenue reports
D134	Service Delivery	Optimise and sustain infrastructure investment and services	Cost Recovery	# of data cleansing performed (meter services)	Number	New KPI	5	4	15	B	No deviations	No corrective measures	Eskom account Revenue reports

**Table 16: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D135	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Km of Electrical underground High Tension (11kv) cable replaced	Number	New KPI	1	0	0	N/A	Reporting only in the 4th quarter	Not applicable this quarter	Project Progress reports Completion certificates
D136	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	New Entrance Street R36 streetlights	Q1 : Specifications completed (10%), Q2 : Procurement process completed (20%), Q3 : Construction in progress (50%), Q4 :Traffic lights at R36 completed (100%)	New project	100%	50%	15%	R	Consultant appointed. Designs completed. Project restarted to finalize documents to appoint Contractor. Loan approved in March 2018. Litigation processes to follow.	Process started to appoint contractor. Project to be rolled over to 2018/19	Appointment Letter Progress reports Completion certificate
D137	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Area Lighting at Tarentaal rand crossing	Q1 : Specifications completed (10%) Q2 : Procurement process completed (20%) Q3 : Construction in progress (50%) Q4 : Area Lighting at Tarentaalrand crossing completed (100%)	New project	100%	50%	15%	R	Consultant appointed. Designs completed. Project restarted to finalize documents to appoint Contractor. Loan approved in March 2018. Litigation processes to follow.	Process started to appoint contractor. Project to be rolled over to 2018/19	Appointment Letter Progress reports Completion certificate

**Table 16: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D138	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of 541 units at Xihoko/ Radoo/ Thapana/ Mavele Phase2	Q1: Appointment of service provider finalised (5%) Q2: Designs approved by ESKOM (10%) Q3: Construction 50% (60%) Q4: Electrification of 541 hh in Xihoko/ Radoo/ Thapana/ Mavele Phase 2 completed	New project	100%	60%	100%	B	Project completed. 508 Households connected, 33 empty stands provided with infrastructure	None	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D139	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of 330 units at Leolo/ Legobareng/Sera re/ Mogabe/ Tshidinko Phase2	Q1: Designs approved by ESKOM (10%) Q2: Appointment of contractor finalised (25%) Q3: Construction in progress (50%) Q4:Electrification of 330 households completed	New project	100%	50%	100%	B	Project completed and energized. 396 households connected. 82 empty stands provided with infrastructure	None	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D140	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of 425 units at Julesburg area	Q1: Appointment of service provider finalised (10%) Q2: Designs approved by GTM (25%) Q3: Construction (50%) Q4: Electrification of 425 units at Julesburg area completed (100%)	New project	100%	50%	100%	B	Project completed and energized. 327 Households connected. 18 households provided with infrastructure.	None	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover

**Table 16: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
													certificate PCS File (ESKOM)
D141	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of 25 units at Canners Settlement	Q1: Appointment of service provider finalised (10%) Q2: Designs approved by GTM (25%) Q3: Construction (50%) Q4: Electrification of 25 units at Canners Settlement completed (100%)	New project	100%	50%	28%	R	Delays with delivery of meters	Meters to be delivered in order for construction to be completed.	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D142	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of 100 units at the Schultz Settlement	Q1: Appointment of service provider finalised (10%) Q2: Designs approved by GTM (25%) Q3: Construction (50%) Q4: Electrification 100 units at the Schultz Settlement completed (100%)	New project	100%	50%	20%	R	Project delayed by agreement between the municipality and the new owner of the land to electrify the area.	Agreement between the municipality and the new owner of the land to be reached in order to commence with construction.	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)

**Table 16: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D143	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of 90 units at Nyanyukani, Masoma and Hweetsi	Q1: Appointment of service provider finalised (10%) Q2: Designs approved by Eskom (25%) Q3: Construction (50%) Q4: Electrification 90 units at Nyanyukani, Masoma and Hweetsi completed (100%)	New project	100%	50%	52%	G2	Construction in progress	None	Appointment Letter Approval letter on Designs from Eskom Project progress reports Handover certificate PCS File (Eskom)
D144	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of 20 units at Pulaneng	Q1: Appointment of service provider finalised (10%) Q2: Designs approved by Eskom (25%) Q3: Construction (50%) Q4: Electrification 20 units at Pulaneng completed (100%)	New project	100%	50%	94%	B	Physical construction completed. ENS Updated. HOC signed. Awaiting energization	None	Appointment Letter Approval letter on Designs from Eskom Project progress reports Handover certificate PCS File (Eskom)
D145	Service Delivery	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of 218 units at Wisani, Shikwambana, Vento Park	Q1: Appointment of service provider finalised (10%) Q2: Designs approved by Eskom (25%) Q3: Construction (50%) Q4: Electrification 218 units at Wisani, Shikwambana, Vento Park completed (100%)	New project	100%	50%	83%	B	Construction in progress	None	Appointment Letter Approval letter on Designs from Eskom Project progress reports Handover

**Table 16: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
													certificate PCS File (ESKOM)
D146	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Provision of Capital Tools (Customer and Retail Services)	Q 1: Procurement of capital tools as and when required, report acquisitions to Council (25%) Q2: Procurement of capital tools as and when required, report acquisitions to Council (50%) Q3: Procurement of capital tools as and when required, report acquisitions to Council (75%) Q4: Procurement of capital tools as and when required, report acquisitions to Council (100%)	New project	100%	75%	75%	G	Link stick was purchased	N/A	Proof of purchase Asset register update
D147	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Provision of Capital Tools (Operations and Maintenance)	Q 1: Procurement of capital tools as and when required, report acquisitions to Council (25%) Q2: Procurement of capital tools as and when required, report acquisitions to Council (50%)	New project	100%	75%	52%	R	Tools to be purchase as and when required	No corrective measures needed	Proof of purchase Asset register update

**Table 16: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
					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%)								
D148	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding Letsitele Valley Substation - Bosbou and all T-off's (3 Km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding Letsitele Valley Substation - Bosbou and all T-off's (3 Km) completed. (100%)	New project	100%	60%	15%	R	Final approval of the loan awaited before project can be implemented.	Process started to appoint contractor. Project to be rolled over to 2018/19	Progress report Completion Certificate

**Table 16: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D149	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Valencia 11Kv lines (6km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Valencia 11Kv lines (6km) completed (100%)	New project	100%	60%	15%	R	Final approval of the loan awaited before project can be implemented.	Process started to appoint contractor. Project to be rolled over to 2018/19	Progress report Completion Certificate
D150	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Lushof South 11kv line (3km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Lushof South 11kv line (3 km) completed (100%)	New project	100%	60%	15%	R	Final approval of the loan awaited before project can be implemented.	Process started to appoint contractor. Project to be rolled over to 2018/19	Progress report Completion Certificate
D151	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Rooikoppies 11kv lines (6km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Rooikoppies 11kv lines (6km) completed (100%)	New project	100%	60%	15%	R	Final approval of the loan awaited before project can be implemented.	Process started to appoint contractor. Project to be rolled over to 2018/19	Progress report Completion Certificate

**Table 16: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D152	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Mabiet 11kv line (6km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Mabiet 11kv line (6km) completed (100%)	New project	100%	60%	15%	R	Final approval of the loan awaited before project can be implemented.	Process started to appoint contractor. Project to be rolled over to 2018/19	Progress report Completion Certificate
D153	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Haenertsburg 11kv lines(6km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Haenertsburg 11kv lines (6km) completed (100%)	New project	100%	60%	15%	R	Final approval of the loan awaited before project can be implemented.	Process started to appoint contractor. Project to be rolled over to 2018/19	Progress report Completion Certificate
D154	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Campsies Glen 11kv lines (6km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Campsies Glen 11kv lines (6km) completed (100%)	New project	100%	60%	15%	R	Final approval of the loan awaited before project can be implemented.	Process started to appoint contractor. Project to be rolled over to 2018/19	Progress report Completion Certificate

**Table 16: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D155	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Politsi Valley 11kv lines (6km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Politsi Valley 11kv lines (6km) completed (100%)	New project	100%	60%	15%	R	Final approval of the loan awaited before project can be implemented.	Process started to appoint contractor. Project to be rolled over to 2018/19	Progress report Completion Certificate
D156	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of CP Minnaar 11kv lines (2km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of CP Minnaar 11kv lines (2km) completed (100%)	New project	100%	60%	15%	R	Final approval of the loan awaited before project can be implemented.	Process started to appoint contractor. Project to be rolled over to 2018/19	Progress report Completion Certificate
D157	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Mieliekloof/ Deerpark 11kv lines (3km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Rebuilding of Mieliekloof/ Deerpark 11kv lines completed (3km)(100%)	New project	100%	60%	15%	R	Final approval of the loan awaited before project can be implemented.	Process started to appoint contractor. Project to be rolled over to 2018/19	Progress report Completion Certificate

**Table 16: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D158	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Upgrading of Waterbok 33/11kv substation	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Upgrading of Waterbok 33/11kv substation completed 100%	New project	100%	60%	15%	R	Final approval of the loan awaited before project can be implemented.	Process started to appoint contractor. Project to be rolled over to 2018/19	Progress report Completion Certificate
D159	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Upgrading of Blacknoll 33/11kv substation	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Upgrading of Blacknoll 33/11kv substation completed 100%	New Project	100%	60%	15%	R	Final approval of the loan awaited before project can be implemented.	Process started to appoint contractor. Project to be rolled over to 2018/19	Progress report Completion Certificate
D160	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Houtbosdorp 11kv Ring (10km)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Houtbosdorp 11kv Ring (10km) completed (100%)	New Project	100%	60%	15%	R	Final approval of the loan awaited before project can be implemented.	Process started to appoint contractor. Project to be rolled over to 2018/19	Progress report Completion Certificate

**Table 16: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D161	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Replace 2x20MVA 66/11kv Transformers	Q1 : Tender process and appointment of service provider (10%) Q2: Preparation of Specifications (15%) Q3: Order submitted for transformers (20%) Q4: Project completed 50%. Run over 2 financial years	New Project	100%	20%	15%	O	Final approval of the loan awaited before project can be implemented.	Process started to appoint contractor. Project to be rolled over to 2018/20	Progress report Specifications Order
D162	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Substation fencing (Tarentaal rand Main, Letsitele Main)	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Substation fencing (Tarentaal rand Main, Letsitele Main)	New Project	100%	60%	15%	R	Final approval of the loan awaited before project can be implemented.	Process started to appoint contractor. Project to be rolled over to 2018/21	Progress report Completion Certificate
D163	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Refurbishment of the Ebenezer 33kv Feeder	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Refurbishment of the Ebenezer 33kv Feeder completed (100%)	New Project	100%	60%	15%	R	Final approval of the loan awaited before project can be implemented.	Process started to appoint contractor. Project to be rolled over to 2018/22	Progress report Completion Certificate

**Table 16: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D164	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Replacing of old SS1 electrical substation circuit breakers with compact switchgear	Q1: Initiate the appointment of a consultant (10%) Q2: Appointment of consultant and contractor finalised. (25%) Q3: Construction of Switching station SS1 commencing, physical progress at 50%. (50%)	New Project	100%	50%	15%	R	Final approval of the loan awaited before project can be implemented.	Process started to appoint contractor. Project to be rolled over to 2018/23	Appointment letters Progress reports Completion certificate
D165	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Substation tripping batteries	Q1: Procurement process and appointment of service provider (20%) Q2: Project implementation (50%) Q3: Project implementation (70%) Q4: Project completed (100%)	New Project	100%	70%	15%	R	Final approval of the loan awaited before project can be implemented.	Process started to appoint contractor. Project to be rolled over to 2018/24	Progress report Completion certificate
D166	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Replacement of auto-reclosers (11kv and 33kv)	Q1: Identify strategic location of auto-reclosers (10%) Q2: Order for Delivery of auto-reclosers (20%) Q3: Auto Reclosers delivered (30%) Q4: Installation of Auto Reclosers completed (100%)	New project	100%	30%	15%	R	Final approval of the loan awaited before project can be implemented.	Process started to appoint contractor. Project to be rolled over to 2018/25	Sketches Payment certificate Delivery Certificate Asset Register

**Table 16: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D167	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Replacing 11kv cables for increased capacity	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Replacing 11kv cables for increased capacity completed (100%)	New project	100%	60%	15%	R	Final approval of the loan awaited before project can be implemented.	Process started to appoint contractor. Project to be rolled over to 2018/26	Progress report Completion certificate
D168	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Miniature Substation for Urban distribution network	Q1 : Tender process and appointment of service provider (10%) Q2: Order submitted for Minisubs (20%) Q3: Project implementation (30%) Q4: Miniature Substation for Urban distribution network completed (100%).	New project	100%	30%	0%	R	This is a store item will be drawn from stores	Stock levels at store is 1 DBSA loan approved council busy with legal papers	Progress report Completion certificate
D169	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Replacement of Existing Air conditioners in Municipal Buildings	Q1: Procurement process and appointment of service provider (10%) Q2: Determination of scope of works (20%) Q3: Construction phase (60%) Q4: Replacement of Existing Air conditioners in Municipal Buildings completed (100%)	New project	100%	60%	60%	G	No maintenance was required	N/A	Progress report Completion certificate

**Table 16: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D170	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Renewal, Repairs and Maintenance on pre-paid meters (Tzaneen, Letsitele & Politsi)	Q1 : Specifications submitted to SCMU : Replace old meters at Politsi (10%) Q2: Tender process (25%) Q3: Service provider appointed (40%) Q4: Project at Politsi complete (100%)	New project	100%	40%	40%	G	building of a new line is completed  Prepaid meters are maintained and Six prepaid conversion completed	N/A	Completion Certificate; Specifications ; Appointment letter
D171	Service Delivery	Optimise and sustain infrastructure investment and services	Electricity Infrastructure Development	New electricity Connections (Consumer contributions spent)	Q1: Funds received for services contributions spent on re-capitalisation of the network (10%) Q2: Funds received for services contributions spent on re-capitalisation of the network (20%) Q3: Funds received for services contributions spent on re-capitalisation of the network (30%) Q4: Funds received for services contributions spent on re-capitalisation of the network (100%)	New project	100%	30%	30%	G	Three (3) connections were completed	N/A	New connections register Job card sign off
D172	Good Governance	Effective and Efficient administration	Office Administration	Purchase of office furniture and equipment for Electrical Engineering Dpt	Q1: Not applicable this quarter Q2: Procurement process for the acquisition of furniture (10%) Q3: Furniture procured for EED offices and delivered (100%)	New project	100%	10%	0%	R	Furniture to be purchased as and when required	Furniture to be purchased as and when required	Quotations Proof of receipt of furniture

**Table 16: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Electrical Engineering Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
					Q4: Not applicable this quarter								
D173	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	# of employees with technical skills/capacity (engineers & technicians - EED)	Number	19	20	19	17	O	Post still vacant	delay on appointment of Two Managers (Plan and Project & Customer Care and retail)	EED Monthly reports
D174	Good Governance	Effective and Efficient administration	Management and Administration	# of Departmental meetings held (EED)	Number	New KPI	4	3	4	G2	Meeting held as planned	None	Minutes and Attendance Registers
D236	Basic Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Replace 10x11kv and 6x33kv Auto Reclosers	Q1: None Q2: None Q3: Project completion at 50% (50%) Q4: Project 100% complete (100%)	Auto reclosers not yet installed	100%	50%	20%	R	Budget that was rolled over was only opened by CFO department in beginning of March 2018	Job number was given to personnel to start work	Progress report Completion Certificate
D238	Basic Service Delivery	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Replacing 600m Low Voltage cables	Q: 1 Not applicable Q2: Not applicable Q3: Identification of critical areas and sourcing of quotations (10%) Q4: Installation of 600m of LV cables completed (100%)	Project on hold since funding not yet secured through external loan	100%	10%	0%	R	Vote number only opened by CFO in the beginning of March 2018, busy with legal documents for loan	Waiting for vote to open	Quotations Job Cards

**Table 17** below presents a summary of the level of performance for the 3<sup>rd</sup> Quarter of 2017/18 for EED indicating that **71%** of targets were not met, a slight improvement from the **81%** not achieved by the end of the 2<sup>nd</sup> Quarter.

<b>Table 17: EED - Summary of Results (3<sup>rd</sup> Quarter of 2017/18)</b>			
	<b>Level of performance</b>	<b>Number of KPIs</b>	<b>% performance at this level</b>
	KPI Not Yet Measured	7	
	KPI Not Met	29	66%
	KPI Almost Met	2	5%
	KPI Met	4	9%
	KPI Well Met	2	5%
	KPI Extremely Well Met	7	16%
	<b>Total KPIs measured this quarter</b>	<b>44</b>	

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

1. Expenditure Management – the expenditure on electricity operations is not a true reflection of the status quo since the allocation of labour costs and depreciation is only done by Finance at year-end. In-year reports are therefore not accurate.
2. The increase in power outages.
3. Limited number of vehicles available to service the existence GTM electricity network.
4. Efficiency of the electricity line clearing teams.

5. Efficiency of and the impact made by the expenditure on the operational budget of EED is not being monitored. Since capital is not available the department is dependent on the operational budget to ensure that service delivery is continued. The Department should identify Key Performance Indicators to monitor maintenance activities, for inclusion in the 2018/19 IDP.

### 3.6 Engineering Services Department

The performance of the Engineering Services Department during the 3<sup>rd</sup> Quarter of 2017/18 is presented below (see **Table 18**).

Table 18: 3 <sup>rd</sup> Quarter Performance on targets set for 2017/18 - Engineering Services Department													
Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D175	Increase financial viability	Good Governance	Budget management	% MIG funding spent	Percentage	102	100%	75%	90%	G2	Projects are progressing well	None	Budget printout
D176	Increased investment in the GTM economy	Economic Growth	Expanded Public Works	# of jobs created through municipal EPWP initiatives (FTE)	Number	7,583	1,084	810	6,521	B	No deviation. Performance exceeded the target	None	Project reports, EPWP reports
D177	Enhance sustainable environmental management and social development	Service Delivery	Sport and Recreation	Burgersdorp Sports Facility	Q1: Appointment of contractor finalised and site handover (50%) Q2: Construction in progress (65%) Q3: Physical Construction at 75% (75%) Q4: Physical Construction completed (100%)	New Project	100%	75%	95%	G2	The project is progressing well	None	*Appointment letter of the contractor *Project Progress Reports
D178	Enhance sustainable environmental management and social development	Service Delivery	Sport and Recreation	Relela Community Hall	Q1 : Specifications submitted and Tender Evaluation in process (60%) Q2: Appointment of contractor finalised and site handover (65%) Q3: Construction in progress at (85%) Q4: Physical Construction	Physical Progress at 97%	100%	85%	100%	G2	The project is complete	None	*Evaluation Report *Appointment letter of the contractor *Project Progress Reports

**Table 18: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Engineering Services Department**

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D179	Enhance sustainable environmental management and social development	Service Delivery	Sport and Recreation	Upgrading of Juliesburg Sports Facility (Phase 1 od 2)	Q1: Physical construction at 25% (25%) Q2: Physical construction at 40% (40%) Q3: Physical construction at 75% (75%) Q4: Sports facility at Runnymede completed (100%)	Designs completed. Draft Tender document to be approved by BSC	100%	75%	84%	G2	The project is progressing well	None	Project progress Report Completion Certificate
D180	Improve access to sustainable and affordable services	Service Delivery	Roads and Storm water Infrastructure Development	Khubu to Lwandlamuni low level bridge	Q1: Specifications submitted and Tender Evaluation in process (60%) Q2: Appointment of contractor finalised and site handover (65%) Q3: Construction in progress at (85%) Q4: Physical Construction completed (100%)	New project	100%	85%	100%	G2	The project is complete	None	*Evaluation Report *Appointment letter of the contractor *Project Progress Reports
D181	Improve access to sustainable and affordable services	Service Delivery	Roads and Storm water Infrastructure Development	Moruji to Matswi, Ksheshokolwe Tar Road (Phase 4 of 5)	Q 1: Physical construction at 45% (25%) Q2: Physical construction at 65% (50%) Q3: Physical construction at 75% (75%) Q4: Physical construction of 4.86km completed (100%)	Physical progress at 27%	100%	75%	74%	O	The project is a percentage behind schedule because of inclement weather.	The contractor has increased resources to speed up the works.	Project Progress Reports
D182	Improve access to sustainable and affordable services	Service Delivery	Roads and Storm water Infrastructure Development	Rita, Khopo, Lefara, Zanghoma, Uhuru, Xipungu to Mariveni Tar Road (Phase 3 of 4)	Q1: Specifications submitted and Tender Evaluation in process (60%) Q2: Appointment of contractor finalised and site handover (65%) Q3: Construction in progress at (85%) Q4: Physical Construction completed (100%)	Contractor appointed, physical progress at 44% (25%)	100%	85%	98%	G2	The project is progressing well	None	*Evaluation Report *Appointment letter of the contractor *Project Progress Reports

**Table 18: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Engineering Services Department**

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D183	Improve access to sustainable and affordable services	Service Delivery	Roads and Storm water Infrastructure Development	Tickyline, Myakayaka, Burgersdorp, Gavaza to Mafarana Tar Road	Q1 : Specifications submitted and Tender Evaluation in process (60%) Q2: Appointment of contractor and site handover (65%) Q3: Construction in progress (85%) Q4: 12km construction completed (100%)	Project re-advertised, physical progress at 21%	100%	85%	98%	G2	The project is progressing well	None	*Evaluation Report *Appointment letter of the contractor *Project Progress Reports
D184	Improve access to sustainable and affordable services	Service Delivery	Building Control	# of contravention notices issued to decrease non-compliance to building regulations	Number	28	50	36	27	B	The actual performance is 2 of is below the target of 4 and the KPI itself is to reduce the number of non-compliance	no corrective measures required	Register of contraventions
D185	Improve access to sustainable and affordable services	Service Delivery	Roads and Storm water Infrastructure Development	Km of roads tarred	Kilometers	11	8	0	0	N/A	No road completed, as they are multiyear projects	None	Road Progress Reports
D186	Improve access to sustainable and affordable services	Service Delivery	Water & Sanitation services	# of households with access to water (GTM service area)	Number	New KPI	14,480	14,480	14,518.78	G2	Not required	None	Billing report Job cards for new connections
D187	Improve access to sustainable and affordable services	Service Delivery	Water & Sanitation services	# of households with access to sanitation (GTM service area)	Number	New KPI	14,484	14,484	14,514.33	G2	Not required	None	Billing report Job cards for new connections

**Table 18: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Engineering Services Department**

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D188	Attract and retain best human capital to become employer of choice	Good Governance	Human Resource Management	# of employees with technical skills/capacity (engineers & technicians - ESD)	Number	7	8	8	8	G	No deviation.	No corrective measure required	ESD Monthly reports
D189	Effective and Efficient administration	Good Governance	Management and Administration	# of Departmental meetings held (ESD)	Number	New KPI	4	3	1	R	The meeting was scheduled but never took place due to other urgent council meetings which are not on the corporate calendar. Ensuring that we have meetings even if is in between other council meetings. None	Ensuring that we have meetings even if is in between other council meetings.	Minutes and Attendance Registers
D239	Enhance sustainable environmental management and social development	Basic Service Delivery	Sport and Recreation	Upgrading of Runnymede cluster Sport Facility	Q1: Physical Progress at 85% Q2: Physical Progress at 100% Q3: Sport facility completed (100%) Q4: Sport facility completed (100%)	Project under construction at 80%	100%	100%	98%	O	The project is on practical completion	The contractor is busy with the snag list which should be completed by the 27/04/2018.	Project progress reports Completion certificate
D240	Enhance sustainable environmental management and social development	Basic Service Delivery	Roads and Storm water Infrastructure Development	Kwekwe low level bridge construction	Q1: Physical Progress at 50% Q2: Physical Progress at 100% Q3: Bridge completed (100%) Q4: Bridge completed (100%)	Bridge under construction	100%	100%	100%	G	Project on practical completion	Not required	Project Progress report Completion certificate

**Table 18: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Engineering Services Department**

Ref	Strategic Objective	Municipal KPA	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D241	Optimise and sustain infrastructure investment and services	Basic Service Delivery	Roads and Storm water Infrastructure Development	Refurbishment of Tzaneen Airfield runway	Q1: Physical Progress at 25% Q2: Physical Progress at 100% Q3: Physical Progress at 100% Q4: Physical Progress at 100%	Project not completed awaiting approval of contractor	100%	100%	60%	R	Contractor's performance is very poor and he has been given warning letters.	Fast tracking progress on site or termination if the contractor continues with non-performance.	Appointment letter Progress reports Completion Certificate
D242	Optimise and sustain infrastructure investment and services	Basic Service Delivery	Maintenance and upgrading of municipal buildings	Construction of Ablution facilities for Parks Division	Q1: Physical Progress at 50% (50%) Q2: Physical Progress at 100% (100%) Q3: Project complete (100%) Q4: Project complete (100%)	No progress, appointment of consultant and contractor delayed	100%	100%	100%	G	project completed during the second quarter	no corrective measures required	

**Table 19** and the graph below presents a summary of the level of performance for the 3<sup>rd</sup> Quarter of 2017/18 for ESD indicating that only **22%** of the targets set were not met by the end of the quarter, a slight improvement from the 2<sup>nd</sup> Quarter.

	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	1	
	KPI Not Met	2	11%
	KPI Almost Met	2	11%
	KPI Met	3	17%

<b>Table 19: ESD - Summary of Results (3<sup>rd</sup> Quarter of 2017/18)</b>			
	<b>Level of performance</b>	<b>Number of KPIs</b>	<b>% performance at this level</b>
	KPI Well Met	9	50%
	KPI Extremely Well Met	2	11%
	<b>Total KPIs</b>	<b>18</b>	

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

1. The Department is doing very well in the expenditure on MIG through the implementation of multi-year projects. However the expenditure on MIG should still be monitored as over-expenditure may cause further cashflow problems.
2. Various soft projects (some of which were planned for previous years) have not been finalised as planned, some of these have the potential to result in penalties and/or loss of income to the municipality. These include:
  - a. Construction of a lift for the Civic Centre (OHS matter)
  - b. Additional office space for GTM employees (OHS matter)
  - c. Refurbishing of internal streets in towns
  - d. Refurbishment of the Airfield runway (risk of airfield being closed)

### 3.7 Planning and Economic Development Department

The performance of the Planning Economic Development Department during the 3<sup>rd</sup> Quarter of 2017/18 is presented below (see **Table 20**).

Table 20: 3 <sup>rd</sup> Quarter Performance on targets set for 2017/18 - Planning and Economic Development Department													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D200	Economic Growth	Enhanced Integrated developmental planning	Spatial Development	Integrated Sustainable Human Settlements Plan (ISHSP) reviewed by 30 May '18	Percentage	100	100%	85%	85%	G	Integrated Sustainable Human Settlements Plan/ IDP Housing chapter is complete, waiting for approval of Council.	none	Council minutes Revised ISHSP
D201	Economic Growth	Increased investment in the GTM economy	Community Works Programme	No of cooperatives established and still functional in wards where the CWP is implemented	Number	2	2	2	2	G	No Reason for Deviation	No Corrective Measures	CWP reports Minutes & Attendance register of CWP meetings
D202	Economic Growth	Increased investment in the GTM economy	Community Works Programme	Number of job opportunities created through the CWP	Number	2,153	2,100	2,100	2,146.22	G2	No Reason for Deviation	No Corrective Measures	CWP Employment register
D203	Economic Growth	Increased investment in the GTM economy	Marketing and Investor Targeting	# of Agricultural Expos held	Number	1	1	1	1	G			Agricultural EXPO Advert & Programme List of exhibitors
D205	Economic Growth	Increased investment in the GTM economy	Marketing and Investor Targeting	# of jobs created through municipal LED initiatives including Capital Projects	Number	1,237	600	450	179	R	The target was not reached for the quarter but 831 jobs for the quarter was sustained and 48 new jobs were created	Extension of the EPWP	*Consolidated LED monthly job creation report *MIG Monthly Reports *EPWP Monthly Reports

**Table 20: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Planning and Economic Development Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D206	Economic Growth	Increased investment in the GTM economy	Marketing and Investor Targeting	# of GTM LED forum meetings arranged	Number	4	4	3	1	R	The meeting for the quarter was postponed to the next quarter due to the unavailability of the chairperson and non-confirmation by stakeholders.	Convene LED Forum in the next quarter	Invitations Minutes & Attendance Register
D207	Economic Growth	Increased investment in the GTM economy	SMME support	# of meetings held with informal traders	Number	4	4	3	3	G	No Reason for Deviation	No Corrective Measures	Invitations Minutes & Attendance Register
D208	Economic Growth	Increased investment in the GTM economy	SMME support	# of Local Tourism Association Meetings	Number	4	4	3	1	R	No Reason for Deviation	No Corrective Measures	Invitations Minutes & Attendance Register
D209	Economic Growth	Increased investment in the GTM economy	Tourism	# of Tourism SMMEs exposed to the market	Number	64	45	38	27	R	There was only two events that we exposed SMME's that is:- i. Gateway Show 2 ii. Letaba Show 2	No Corrective Measures	Itinerary Events report
D210	Economic Growth	Enhanced Integrated developmental planning	Integrated Development Planning	Spatial Development Framework review	Q1: SDF approved by Council (25%) Q2: Alignment of the capital investment program with the current IDP (50%) Q3: Abstract all catalytic projects for implementation and input into the 18/19 IDP (75)	Draft SDF ready for Council Approval	100%	75%	100%	G2	Implementation of SDF in determination of Land Development Applications	Not Applicable	*SDF Status Quo Report *Minutes of Steering Committee *Minutes of Public Participation *Draft and Final SDF *Council Minutes *Monthly TP report

**Table 20: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Planning and Economic Development Department**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D211	Economic Growth	Enhanced Integrated developmental planning	Spatial Development	Formulation of land use scheme for GTM area	Q1: Prepare procurement specifications for appointment of a service provider. (10%), Q2: Status quo report completed (50%) Q3: Formulation of a land use scheme at 50% (75%) Q4: Land use scheme for GT	New Project	100%	75%	40%	R	Formulation of TOR for the recruitment of service providers to put together a Land Use Scheme	Procurement of funds has done through the January budget adjustment. And further budget appropriated in the next coming three financial	Govt Gazette *Specifications *Status Quo Report
D212	Good Governance	Attract and retain best human capital to become employer of choice	Human Resource Management	# of employees with spatial planning capacity	Number	Actual awaited	8	8	7.89	O			PED Monthly reports
D213	Good Governance	Effective and Efficient administration	Management and Administration	# of Departmental meetings held (PED)	Number	New KPI	4	3	2	R			Minutes and Attendance Registers

**Table 21** below presents a summary of the level of performance for the 3<sup>rd</sup> Quarter of 2017/18 for PED, indicating that **54%** of the targets set were not met by the end of the quarter.

<b>Table 21: PED - Summary of Results (3<sup>rd</sup> Quarter of 2017/18)</b>			
	<b>Level of performance</b>	<b>Number of KPIs</b>	<b>% performance at this level</b>
	KPI Not Yet Measured	0	
	KPI Not Met	6	46%
	KPI Almost Met	1	8%
	KPI Met	4	31%
	KPI Well Met	2	15%
	KPI Extremely Well Met	0	0%
	<b>Total KPIs measured this period</b>	<b>13</b>	

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

1. Performance reporting on Local Economic Development KPIs are not taking place in line with the targets and reporting requirements.
2. The land development initiatives driven by this department is not being monitored in the SDBIP. The Department should set milestones for the finalisation of these developments e.g. Adams Farm, McDonalds, Thalana Hostel and Land procured at Letsitele etc.

### 3.8 Greater Tzaneen Economic Development Agency

The performance of the Greater Tzaneen Economic Development Agency (GTEDA) during the 3<sup>rd</sup> Quarter of 2017/18 is presented below (see **Table 22**).

Table 22: 3 <sup>rd</sup> Quarter Performance on targets set for 2017/18 - Greater Tzaneen Economic Development Agency													
Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D214	Good Governance	Effective and Efficient administration	Sound Governance	Unqualified Audit opinion for GTEDA	Audit opinion	Unqualified	1	1	1	G	Not applicable		Audit Report
D215	Good Governance	Effective and Efficient administration	Sound Governance	% of organogram positions filled by 30 June	Percentage	Actual Awaited	100%	75%	67%	O	The job evaluation process is in progress	Placement will be done once the job evaluation process has been concluded.	Staff Establishment
D216	Good Governance	Effective and Efficient administration	Sound Governance	% of board members inducted and orientated by 30 July '18	Percentage	Actual Awaited	100%	100%	57.57%	R	Board training concluded		Invitations Attendance Register of Induction training
D217	Good Governance	Effective and Efficient administration	Sound Governance	# of Board packs circulated 7 days before each meeting	Number	Actual Awaited	4	3	3	G	Board meeting held on 7 March 2018		Invitations to Board Meeting Acknowledgement of receipt of Board Pack
D218	Good Governance	Effective and Efficient administration	Sound Governance	% of Board resolutions implemented by the end of each quarter	Percentage	Actual Awaited	100%	100%	64.78%	R	All resolutions were implemented		Resolution Register
D219	Good Governance	Effective and Efficient administration	Sound Governance	Annual Report submitted to the Board by end of December	Number	Actual Awaited	1	1	1	G	Not available this quarter		Annual Report Board Minutes

**Table 22: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Greater Tzaneen Economic Development Agency**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D220	Good Governance	Effective and Efficient administration	Sound Governance	GTEDA Annual Report submitted to GTM by 10 January	Number	Actual Awaited	1	1	1	G	Not applicable this quarter		Annual Report Acknowledgement of receipt from GTM
D221	Good Governance	Effective and Efficient administration	Sound Governance	Institutional Scorecard finalised by 30 May	Number	Actual Awaited	1	0	0	N/A	Not applicable this quarter		Institutional Scorecard Board Minutes
D222	Good Governance	Increase financial viability	Budget management	% of GTEDA budget spent	Percentage	Actual Awaited	100%	75%	72%	B	Timing of expenditure	The budget will be spent in Q4	Monthly financial reports
D223	Good Governance	Increase financial viability	Budget management	3 Year Budget approved by 30 April	Number	Actual Awaited	1	0	0	N/A	Not applicable this quarter		3 Year Budget Board Minutes
D224	Good Governance	Increase financial viability	Budget management	Annual Financial Statements submitted to GTM by 15 August	Number	Actual Awaited	1	1	1	G	Not applicable this quarter		AFS Acknowledgement of Receipt from GTM
D225	Good Governance	Increase financial viability	Sound Governance	% GRAP Compliance on the Asset register	Percentage	1	100%	100%	72.22%	R	Assset register is 100% GRAP compliant		AG Audit Report
D226	Economic Growth	Create a stable and an enabling environment by attracting suitable investors	Economic Growth and Investment	# of committed investors attracted through GTEDA	Number	Actual Awaited	3	2	2	G	Not applicable this quarter	KPI will be reported at year end	Investment reports (Transactional advisors, MDDA, Private investors)

**Table 22: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Greater Tzaneen Economic Development Agency**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D227	Economic Growth	Increased investment in the GTM economy	Enterprise Development (SMME support)	# of SMMEs capacitated through GTEDA	Number	Actual Awaited	30	25	45	B	27 SMMEs attended training facilitated by Bank SETA		*Training Programme *SMME training and development Policy *Assessment Report on the training provided to 15 SMME's *Service Provider Appointment letters
D228	Good Governance	Effective and Efficient administration	Information management	MSCOA equipment and programmes	Q1: Not applicable this quarter, Q2: Source quotations. (10%), Q3: Procurement of MSCOA equipment finalised (100%), Q4: Not applicable this quarter	New project	100%	100%	50%	R	Lap tops bought	GTM requested to incorporate GTEDA in its plans.	Quotations Invoice
D229	Economic Growth	Create a stable and an enabling environment by attracting suitable investors	Marketing and Investor Targeting	Support SMME's in accessing investment capital	Q1: Investors/funders Data base developed by 30 September 2017. (25%) Q2:4 Business plans developed and Funding applications submitted per annum. (50%) Q3: Do follow-ups to facilitate Successful funding applications (75%) Q4: Funding commitment received for 4 applications (100%)	New initiative	100%	75%	100%	G2	SMME funding facilitated		*SMME database *Business Plans *Copies of funding applications. *Approved applications. Reports.
D230	Economic Growth	Create a stable and an enabling environment by attracting suitable investors	Marketing and Investor Targeting	# of Agri-park Project Steering Committee meetings	Number	New initiative	4	3	2	R	Not applicable this quarter		Agri-Park meeting schedule Steering Committee Minutes Agri park progress reports

**Table 22: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Greater Tzaneen Economic Development Agency**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D231	Economic Growth	Create a stable and an enabling environment by attracting suitable investors	Enterprise Development	Entrepreneurship career guidance and mentorship	Q1: Entrepreneurship training programme for 16/17 debate winners developed by 30 September 2017. (25%) Q2: 3 Youths (16/17 debate winners) mentored on entrepreneurship to establish mini-businesses by 31 December 2017. (50%) Q3: Conduct 17/18 schools entrepreneurship debate competition (75%) Q4: 17/18 Award ceremonies conducted by 30 June 2018. (100%)	New initiative	100%	75%	75%	G	Debate competition launched and schools are participating.		*Training programme. *Communique with Mentors *17/18 Debate report.
D232	Economic Growth	Increased investment in the GTM economy	Enterprise Development	# of SMME Incubation reports submitted to the Board	Number	New initiative	4	3	4	G2	Incubation of GTFSC, GTEDA hub and GTFM by GTEDA		Incubation Reports on Village Bank, Leather Making Project & GTFM
D233	Economic Growth	Increased investment in the GTM economy	Marketing and Investor Targeting	Tzaneen Dam Resort Facilitation	Q1: Facilitate item to council on Tzaneen dam resort approval (25%) Q2: Provide project management services for the Tzaneen dam resort development. Generate monthly progress reports (50%) Q3: Provide project management services for the Tzaneen dam resort development. Generate monthly progress reports (75%); Q4: Support Tzaneen dam resort development, generate monthly progress reports (100%)	New initiative	100%	75%	75%	G	The project is being reviewed by council and new TORs would be developed		Council Item Monthly Project Progress Reports

**Table 22: 3<sup>rd</sup> Quarter Performance on targets set for 2017/18 - Greater Tzaneen Economic Development Agency**

Ref	Municipal KPA	Strategic Objective	Programme	KPI	Unit of Measurement	Baseline	Annual Target	Year-To-Date As At March 2018					Source of Evidence
								Target	Actual	R	Reason for deviation	Corrective Measures	
D234	Economic Growth	Increased investment in the GTM economy	Enterprise Development	Library Project Support at Khwekhwe High School	Q1: Provide PM services for the Motupa library development and Submit quarterly PM reports to stakeholders (25%) Q2: Provide PM services for the Motupa library development and Submit quarterly PM reports to stakeholders (50) Q3: Provide PM services for the Motupa library development and Submit quarterly PM reports to stakeholders (75) Q4: Provide PM services for the Motupa library development and Submit quarterly PM reports to stakeholders (100%)	New initiative	100%	75%	75%	G	MCEDP project supported		Project Management Reports. Minutes of meetings with Stakeholders
D235	Economic Growth	Increased investment in the GTM economy	Enterprise Development	Coordination of Entrepreneurs to the Nkowankowa Industrial Park	Q1: Compile data base of ideal/suitable entrepreneurs for LEDA to utilise on the Nkowankowa industrial project. (25%) Q2: Facilitate and monitor the utilisation of local labour and SMME's in the renovation of the factories (50%) Q3: Facilitate and monitor the utilisation of local labour and SMME's in the renovation of the factories (75%) Q4: Facilitate and monitor the utilisation of local labour and SMME's in the renovation of the factories (100%)	New initiative	100%	75%	75%	G	Project is on schedule		*Database of entrepreneurs *Reports on local re-investment and job creation

**Table 23** below presents a summary of the level of performance for the 3<sup>rd</sup> Quarter of 2017/18 for GTEDA reflecting that **30%** of the targets set were not met by the end of the period.

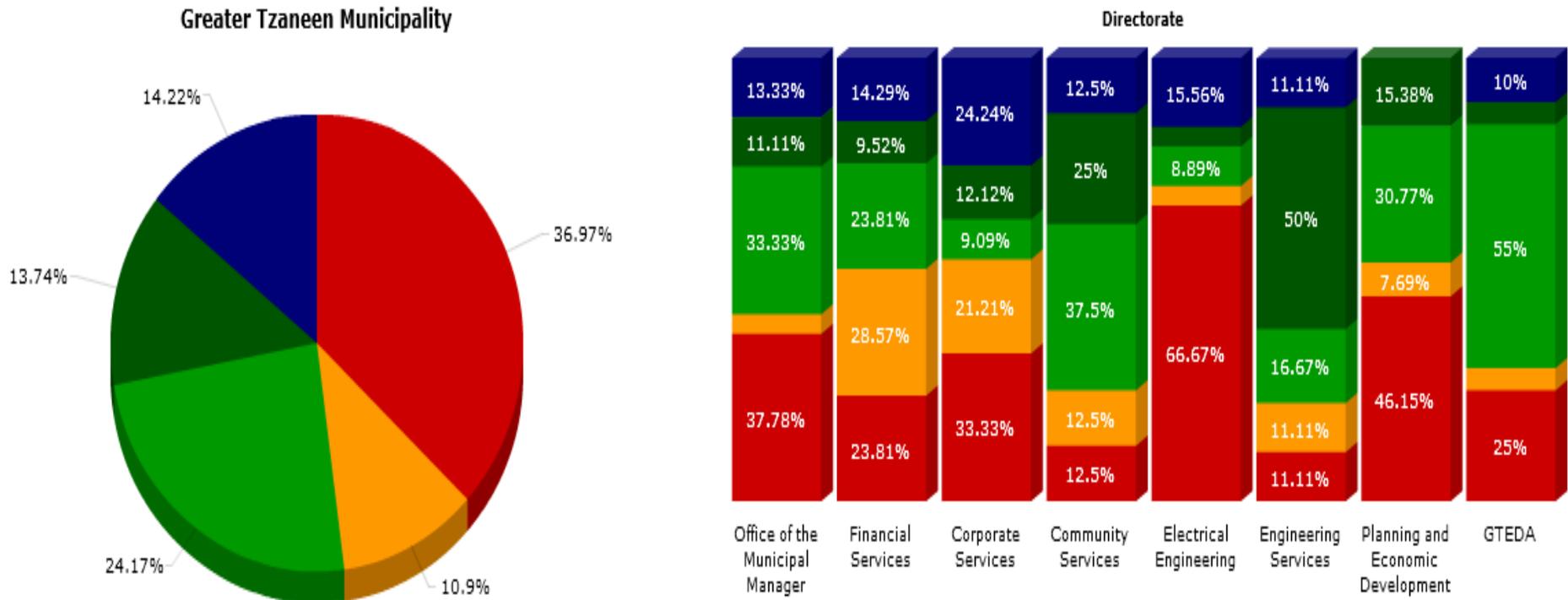
<b>Table 23: GTEDA - Summary of Results (3<sup>rd</sup> Quarter of 2017/18)</b>			
	<b>Level of performance</b>	<b>Number of KPIs</b>	<b>% performance at this level</b>
	KPI Not Yet Measured	2	
	KPI Not Met	5	25%
	KPI Almost Met	1	5%
	KPI Met	10	50%
	KPI Well Met	2	10%
	KPI Extremely Well Met	2	10%
	<b>Total KPIs measured this quarter</b>	<b>20</b>	

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

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

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

Figure 2 below, illustrates the performance of the organization up to the 3<sup>rd</sup> Quarter of 2017/18.



#### 4. Assessment of the performance of Service providers (2017/18) for the 3<sup>rd</sup> Quarter of 2017/18

**Table 24** contains an evaluation of the performance of service providers that were appointed through a competitive bid process, delivering services during the 2017/18 financial year.

Table 24: 3 <sup>rd</sup> Quarter Evaluation of Service Provider Performance for 2017/18													
Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - (Narrative required)	Challenges and interventions	Assessment of service provider				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								(Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent					
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
MM	Electronic Performance Reporting System	Action IT	Own funds	1/07/2015	1/04/2018	ActionAssist is assisting in performance reporting and limited the audit findings on the AOPO for 16/17	None	5	5	5	n/a	Excellent support from service provider, continued use of the software would be beneficial to Council	R495 917
MM	Travel agency services	Uniglobe travel agency	Own funds	1/02/2017	31/01/2020	Booking of accommodation and travel arrangements done as and when required	Additional expense putting pressure on the limited budget	3	3	3	n/a	The outsourcing of this function should be re-considered as internal capacity exist	rates
CFO	Credit control and debt collection	Physon Business solutions	Own funds	4/2015	4/2018	Continuous credit control actions monthly. Disconnection and reconnection of services	None	3	3	3	n/a	Management functions should not be outsourced. Continue with service provider till contract lapse.	R3 200 000
CFO	Debt collection	Altimax Zandile Monene Business, Trifecta	Own funds	10/2015	9/2018	Continuous debt collection. Altimax still have dispute, no work done by them. New accounts handed over in October 17	Altimax was performing extremely well till dispute came up. Other debt collectors average 15% recover rate. Zandile not to be considered again due to very unprofessional behaviour and threats.	3	3	3	n/a	Altimax & Zandile not to be considered again	R3 200 000
CFO	Meter reading	Electrocuts	Own funds	7/2015	7/2018	Monthly reading of electricity and water meters	Many meters not read on a monthly basis due to IT systems not fully compatible.	2	2	3	n/a	Performance improved. Would not consider for re-appointment	R1 600 000

**Table 24: 3<sup>rd</sup> Quarter Evaluation of Service Provider Performance for 2017/18**

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - (Narrative required)	Challenges and interventions	Assessment of service provider				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
CFO	Valuation roll	Uniquéco	Own funds	1/2017	6/2022	New valuation roll implemented. Objections attended to.	Dispute has been resolved. Service provider responses good	4	4	4	n/a	Contract to continue	R2 100 000
CFO	Insurance	Lateral Unison ( Insurance Brokers)	Own funds	7/2015	6/2018	New tender due 2018/2019	Lateral Unison requested the assets to be listed and submitted to them on replacement value.	4	3	3	n/a	The company restructured their personnel arrangements which make day to day communication difficult.	R1 814 951
CFO	Assets Management Consultants	ARMS	Own funds	04/2017	04/2020	All the audits has been responded to accordingly and since the assets are forming major part of the Audit Opinion the Audit Opinion is Unqualified	Electrical Infrastructure Assets is under investigation and verification	5	5	4	n/a	Electrical Infrastructure Assets is under investigation and verification	
CFO	MSCOA	SEBATA	Own funds	06/2017	06/2020	Submission of Section 71 reports month 5. IDP and Budget aligned to data strings.	Late appointment of Service provider, changes in chart of accounts to 6, 1 by National Treasury and programme not thoroughly tested.	4	3	3	n/a	Long term agreement, no immediate changes	
CFO	VAT Consultants	PK Consulting	Own funds	02/2017	01/2020	PK Consulting submitted VAT 201 returns to SARS for October to December 2017. The scope of work according to the contract was not met because information submitted to SARS do not balance with the one on Financial System.	Failed to inform the Municipality of the payment to be made to SARS for September 2017 which resulted in penalties being imposed on the Municipality. Consultancy were instructed to stop completing the returns on behalf of the Municipality.	1	1	n/a	n/a	The matter between GTM and PK Consulting still pending in court (In progress). So the VAT reconciliations, submission of VAT Returns is currently done internally until further notice	R 1 102 375
CORP	Managed printing service	Phinnet Communications	GTM	2016/11/01	30-Oct-19	Council has taken the service provider to court and awaiting the outcome.	None	1	1	1	n/a	Not recommended to be utilized in the future due poor customer services and non-compliance.	

**Table 24: 3<sup>rd</sup> Quarter Evaluation of Service Provider Performance for 2017/18**

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - (Narrative required)	Challenges and interventions	Assessment of service provider				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
CORP	Managed printing service	Anaka Group	GTM	01/12/2017	31/05/2018	Anaka Group was appointed on interim to curb printing challenges.	The arrangement did not include libraries and other offices.	n/a	3	3	n/a	The service provider can be used in the future	
CORP	Paperless Council Meetings	Telkom Mobile	GTM	01-Apr-15	31-Mar-17	Paperless Council Services on going.	None	3	4	n/a	n/a	Services can be utilized in the future as their service are good	
CORP	Mimecast : Unified Email Management System	EOH	GTM	01-Jun-15	30-Jun-17	Contract Terminate and awaiting data Extraction	None	4	4	n/a	n/a	Services can be utilised in the future their services are excellent	
CORP	Unified Communication System (Telephone System)	Callsave	GTM	01-May-17	30-Apr-20	All offices have access to telephones	Crackling on the telephone caused by obsolete ICT Infrastructure	3	3	3	n/a	Services can be utilised in the future as their services are good though they affected by our ICT Infrastructure	
CORP	Website Services	SITA	GTM	01-May-15	31-May-18	Website maintenance services on going	None	4	4	4	n/a	Service can be utilised in the future as SITA is providing excellent website services	
CORP	MFMA Training	Kamanga Skills Projects	GTM	28-Jun-16	31-Dec-17	service Finalised waiting for Certificates	None	4	n/a	n/a	n/a	Service provider meet all expectation during the course	R966 000
CORP	Truck Mounted Crane Training	Gumela Projects	GTM	01-Nov-17	11-Nov-17	Once off training service	None	n/a	4	n/a	n/a	Service provider meet expectations and all certificates are back	R120 000
CORP	OHS Training	Gumela Projects	GTM	09-Nov-17	10-Nov-17	Once off training service	None	n/a	4	n/a	n/a	Service provider meet expectations and all certificates are back	R70 000.00
CSD	Firefighting Training	Gumela Projects	GTM	09-Nov-17	10-Nov-17	Once off training service	None	n/a	4	n/a	n/a	Service provider meet expectations and all certificates are back	R75 000.00

**Table 24: 3<sup>rd</sup> Quarter Evaluation of Service Provider Performance for 2017/18**

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - (Narrative required)	Challenges and interventions	Assessment of service provider				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
CSD	First Aid Training	Gumela Projects	GTM	09-Nov-17	10-Nov-17	Once off training service	None	n/a	4	n/a	n/a		R100 000
CORP	Linux Administrator Training	Torque IT	GTM	12-Feb-18	16-Feb-18	Training - Once off service (1 employee trained)	None	n/a	n/a	4	n/a	Services can be utilised in the future their services are excellent	R14 986.01
CORP	EC-Council Certified Security Analyst / LPT Bootcamp Training	Torque IT	GTM	05-Feb-18	09-Feb-18	Training - Once off service (1 employee trained)	None	n/a	n/a	4	n/a	Services can be utilised in the future their services are excellent	R28 386.00
CORP	Windows Server Administration Training	Business Optimization Training Institute (BOTI)	GTM	19-Feb-18	21-Feb-18	Training - Once off service (1 employee trained)	None	n/a	n/a	4	n/a	Services can be utilised in the future their services are excellent	R18 012. 00
CORP	Linux Essential Training	Torque IT	GTM	05-Mar-18	09-Mar-18	Training - Once off service (1 employee trained)	None	n/a	n/a	4	n/a	Services can be utilised in the future their services are excellent	R9 058
CORP	Advanced Report Writing Training	Imisimbi Training	GTM	13-Mar-18	16-Mar-18	Training - Once off service (2 employees trained)	None	n/a	n/a	4	n/a	Services can be utilised in the future their services are excellent	R17 111.40
CORP	Events Management Training	CBM Training	GTM	11-Mar-18	12-Mar-18	Training - Once off service (2 employees trained)	None	n/a	n/a	4	n/a	Services can be utilised in the future their services are excellent	R9 006
CORP	Customer Care Training	Staff Training	GTM	27-Feb-18	28-Feb-18	Training - Once off service (1 employee trained)	None	n/a	n/a	4	n/a	Services can be utilised in the future their services are excellent	R4 590

Table 24: 3 <sup>rd</sup> Quarter Evaluation of Service Provider Performance for 2017/18													
Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - (Narrative required)	Challenges and interventions	Assessment of service provider				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
CORP	Electronic Records Management System (Collaborator)	Business Engineering	GTM	01-Aug-06	Automatic renewal after 3 years	Support Services are provided as per the SLA.	None	4	4	4	n/a	The Service Provider meets the expectations in terms of the SLA and is recommended for future utilisation.	R7 650 908
CORP	Municipal Governance Training For Councillors	South African Institute of Learning	GTM	29-Mar-17	31-Dec-17	POE submitted to services Provider	None	4	4	n/a	n/a	The services provider meet expectations and councillors waiting for Results	R13 859 064
CSD	Treatment & Disposal Management	Mmatshpe J.V. Theuwedi C.C.	GTM	1/08/2014	31/07/2017	Service is being provided, regular penalties applied in areas of under performance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	4	4	n/a	n/a	Contract expired	R20 060 640
CSD	Treatment & Disposal Management	Theuwedi Trading Enterprise	GTM	1/12/2017	30/11/2020	Service is being provided, regular penalties applied in areas of under performance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	4	4	4	n/a	Municipal Service Providers must be subjected to a "Waste Management Skills-rating" during SCM-processes. Norms & Standards-regulations not yet promulgated (Sec.7 of Nat.Waste Management Act 59/2008)	R20 060 640
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 under performance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	4	4	4	n/a	Municipal Service Providers must be subjected to a "Waste Management Skills-rating" during SCM-processes. Norms & Standards-regulations not yet promulgated (Sec.7 of Nat.Waste Management Act 59/2008)	R20 060 640
CSD	Litterpicking Region-South	Selema Planthire Construction C.C.	GTM	1/08/2015	31/07/2018	Service is being provided, regular penalties applied in areas of under performance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	4	4	4	n/a	Municipal Service Providers must be subjected to a "Waste Management Skills-rating" during SCM-processes. Norms & Standards-regulations not yet	R8 675 726

**Table 24: 3<sup>rd</sup> Quarter Evaluation of Service Provider Performance for 2017/18**

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - (Narrative required)	Challenges and interventions	Assessment of service provider				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
												promulgated (Sec.7 of Nat.Waste Management Act 59/2008)	
CSD	Collection & Transportati on Nkowankowa	Ingwe Waste Management	GTM	1/08/2014	31/07/2017	Service is being provided, regular penalties applied in areas of under performance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	4	4	n/a	n/a	Contract expired	R17 458 429
CSD	Collection & Transportati on Nkowankowa & Rural Bulk-waste	Molebogeng Trading Enterprise C.C.	GTM	01/03/2018	28/02/2021	Service is being provided, regular penalties applied in areas of under performance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	4	4	4	n/a	Municipal Service Providers must be subjected to a "Waste Management Skills-rating" during SCM-processes. Norms & Standards-regulations not yet promulgated (Sec.7 of Nat.Waste Management Act 59/2008)	R15 913 917
CSD	Collection & Transportati on Lenyenye	Selema Planthire Construction C.C.	GTM	1/08/2015	31/07/2018	Service is being provided, regular penalties applied in areas of under performance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	4	4	4	n/a	Municipal Service Providers must be subjected to a "Waste Management Skills-rating" during SCM-processes. Norms & Standards-regulations not yet promulgated (Sec.7 of Nat.Waste Management Act 59/2008)	R12 502 952
CSD	Grass Cutting	Shidila Trading Enterprise	GTM	1/08/2015	31/07/2018	Grass cutting is done when needed, we cut and finish a park within days or one	They working well	5	4	4	n/a	We would love to work with them in the future. They know their work.	0.15
CSD	Garden Maintenan ce	Tshandukos Consultation and Projects	GTM	1/08/2015	31/07/2018	We do all 18 parks and gardens every month. We redo	They working well	5	4	4	n/a	They a great team to work with	R1 386 000
CSD	Physical Security	Letaba Security	GTM	12/07/2017	31 /01/2018	Guarding done as per SLA	Lack of Guarding House in the new postings remain a challenge.	5	4	5	5	Performed above standard recommended for future use	R1 140 00,00 pm

**Table 24: 3<sup>rd</sup> Quarter Evaluation of Service Provider Performance for 2017/18**

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - (Narrative required)	Challenges and interventions	Assessment of service provider				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
CSD	Cash In Transit	Fidelity Cash Solutions	GTM	01/13/2017	03/03/2020	Collection is done as per SLA	They do not send invoice regularly and we have to always request same	5	5	5	n/a	Performed above standard. Service may be utilised in future	R665 750.88
CSD	Electronic Morpho Access Control	Prosatelite	GTM	01/07/2013	to date	The Communication/ Credit Control gate locked itself and as a result had to cut the cable loose in order to function but without Controlled access	The Service Provider was requested to come and repair	5	4	5	n/a	Performed well and always available when needed in an emergency. Recommended for future use.	
CSD	Parking	BCIT	GTM	31/09/2013	01/08/2017	Managing parking services in the Tzaneen CBD	Contract expired, but work is continuing. We waiting SCM processes, specs are submitted.	3	3	3	n/a	Yes, they are the owners of the machines we use. GTM does not pay them, they pay us for the services they render.	R5
CSD	Speed Law Enforcement	Mavamboits	GTM	01/04/2017	30/06/2017	Speed law enforcement through cameras, issuing of tickets and collection of payments	The service provider has introduced an SMS system to remind offenders to pay, he has established a call centre as well, and he has hired a tracer for the tickets with warrants of arrest.	4	4	4	n/a	Mavambo its has proven to be efficient in their speed, accuracy and quality of work. Since their inception traffic production has improved and the fine collections have improved.	R69.54
EEM	Specialist emergency services for GTM (electrical department)	Rhino Consulting Engineers	GTM	2017/03/22	2020/03/22	Consultant provide specialist and emergency services as and when required.	None	4	4	4	n/a	Service Provider on standard. Service Providers can be utilised in future	R4 871 577
EEM	Metering Audit and determining causes for Revenue losses (NERSA directive)	HAMSA	GTM	2017/03/17	2019/06/30	1500 Meters audited.	None	4	4	4	n/a	Service Provider on standard. Service Providers can be utilised in future	R8 487 072

**Table 24: 3<sup>rd</sup> Quarter Evaluation of Service Provider Performance for 2017/18**

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - (Narrative required)	Challenges and interventions	Assessment of service provider				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
EEM	Electrification of 541 units at Xihoko/ Radoo/ Thapana/ Mavele Phase2	Calibre Consulting Engineers and Tshabalala Multi Service Workshop	DoE Grant	01-07-2017	30-06-2018	Project completed and energised (100%). 508 households connected. Infrastructure also provided for 33 empty stands		5	5	5	n/a	Performed above standard. Service Providers can be utilised in future	R6 897 904
EEM	Electrification of 330 units at Leolo/ Legobareng/ Serare/ Mogabe/ Tshidinko Phase2	IZEW Engineering investments and Kedibone Electrical	DoE Grant	01-07-2017	30-06-2018	Project completed and energised (100%).396 households connected. Infrastructure also provided for 82 empty stands	None	5	5	5	n/a	Preformed above standard. Service Providers can be utilised in future	R4 993 176
EEM	Electrification of 425 units at Julesburg area	Simollola Engineering services and Rivisi Electrical	DoE Grant	01-07-2017	30-06-2018	Project completed and energised (100%).327 households connected. Infrastructure also provided for 18 empty stands	None	4	4	4	n/a	Good performance. Service Providers can be utilised in future	R5 951 952
EEM	Electrification of 25 units at Canners Settlement	AES Consulting and Manco Business Enterprise	DoE Grant	01-07-2017	30-06-2018	Project at construction phase (28%)	Delayed site handover due to agreement between the owner of the land and the municipality to electrify the area. Site handover done on 13 March 2018.	4	4	4	n/a	Good performance. Service Providers can be utilised in future	R385 612

**Table 24: 3<sup>rd</sup> Quarter Evaluation of Service Provider Performance for 2017/18**

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - (Narrative required)	Challenges and interventions	Assessment of service provider				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
EEM	Electrification of 100 units at the Schultz Settlement	AES Consulting and Manco Business Enterprise	DoE Grant	01-07-2017	30-06-2018	Designs completed.	Construction of the project delayed by agreement between the Municipality and the new owner of the land to electrify the area. Negotiations with the new owner of the land in progress	4	4	4	n/a	Good performance. Service Providers can be utilised in future	R1 048 866
EEM	Electrification of 90 units at Masoma and Hweetsi	AES Consulting and The Great Rocks Trading	DoE Grant	01-07-2017	30-06-2018	Project at construction phase (52%).	None	4	4	4	n/a	Good performance. Service providers can be utilised in future	R2 483 345
EEM	Electrification of 20 units at Pulaneng	AES Consulting and Manco Business Enterprise	DoE Grant	01-07-2017	30-06-2018	Physical construction completed (94%). ENS updated, Awaiting energization	None	4	4		n/a	Performed above standard. Service Providers can be utilised in future	R925 470
EEM	Electrification of 218 units at Vento Park	AES Consulting Moagi Electrical and Building	DoE Grant	01-07-2017	30-06-2018	Project at construction phase (83%).	None	4	4	4	n/a	Good performance. Service Providers can be utilised in future	R2 313 675
EEM	Upgrading of Waterbok 33/11kV substation	Chule Projects	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	4	n/a	Service Provider on standard. Service Provider can be used in future	R1 000 000
EEM	Upgrading of Blacknoll 33/11kV substation	Chule Projects	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	4	n/a	Service Provider on standard. Service Provider can be used in future	R130 434
EEM	Replace 2x20 MVA 66/11 kV	Chule Projects	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	4	n/a	Service Provider on standard. Service Provider can be used in future	R332 608 696

**Table 24: 3<sup>rd</sup> Quarter Evaluation of Service Provider Performance for 2017/18**

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - (Narrative required)	Challenges and interventions	Assessment of service provider				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
EEM	Substation fencing (Tarentaal rand Main, Letsitele Main)	Chule Projects	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	4	n/a	Service Provider on standard. Service Provider can be used in future	R130 434
EEM	Replacing of old SS1 electrical substation circuit breakers with compact switchgear	Chule Projects	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	4	n/a	Service Provider on standard. Service Provider can be used in future	R782 608
EEM	Substation tripping batteries	Chule Projects	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	4	n/a	Service Provider on standard. Service Provider can be used in future	R52 174
EEM	Replacing 11kV cables for increased capacity	Chule Projects	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	4	n/a	Service Provider on standard. service Provider can be used in future	R130 434
EEM	Rebuilding of Valencia 11Kv lines (6km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	4	n/a	Service Provider on standard. Service Provider can be used in future	R130 344
EEM	Rebuilding of Lushof South 11kv line (3km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	4	n/a	Service Provider on standard. Service Provider can be used in future	R65 217

**Table 24: 3<sup>rd</sup> Quarter Evaluation of Service Provider Performance for 2017/18**

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - (Narrative required)	Challenges and interventions	Assessment of service provider				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
EEM	Rebuilding of Rooikoppies 11kv lines (6km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	4	n/a	Service Provider on standard. Service Provider can be used in future	R130 344
EEM	Rebuilding of Mabiet 11kv line (6km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	4	n/a	Service Provider on standard. Service Provider can be used in future	R130 344
EEM	Rebuilding of Haenertsburg 11kV lines (6km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	4	n/a	Service Provider on standard. Service Provider can be used in future	R130 344
EEM	Rebuilding of Campsies Glen 11kV lines (6km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	4	n/a	Service Provider on standard. Service Provider can be used in future	R130 344
EEM	Rebuilding of Politsi Valley 11kV lines (6km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	4	n/a	Service Provider on standard. Service Provider can be used in future	R130 344
EEM	Rebuilding of CP Minnaar 11kV lines (2km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	4	n/a	Service Provider on standard. Service Provider can be used in future	R52 174
EEM	Rebuilding of Mieliekloof/Deerpark 11kV lines (3km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	4	n/a	Service Provider on standard. Service Provider can be used in future	R65 217

**Table 24: 3<sup>rd</sup> Quarter Evaluation of Service Provider Performance for 2017/18**

Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - (Narrative required)	Challenges and interventions	Assessment of service provider				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
EEM	Houtbosdor p 11kv Ring (10km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	4	n/a	Service Provider on standard. Service Provider can be used in future	R195 652
EEM	Refurbishment of the Ebenezer 33kv Feeder (5km)	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	4	n/a	Service Provider on standard. Service Provider can be used in future	R130 344
EEM	New Entrance Street R36 streetlights	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	4	n/a	Service Provider on standard. Service Provider can be used in future	R143 478
EEM	Area Lighting at Tarentaal rand crossing	Calibre Consulting Engineers	DBSA	01-07-2017	30-06-2018	Designs completed	Awaiting Approval of the DBSA loan	4	4	4	n/a	Service Provider on standard. Service Provider can be used in future	R39 130.00
ESD	Supply and delivery of water treatment chemicals	Zamangwane	GTM	01/04/2016	30/04/2019	Supply chemicals to purify water at the water and waste water treatment plants.	None	5	5	5	n/a	Service Provider on standard	36 months contract. Orders issued as and when needed.
ESD	Supply and delivery of water treatment chemicals	Zamandlambili Trading	GTM	01/04/2016	30/04/2019	Supply chemicals to purify water at the water and waste water treatment plants.	None	5	5	5	n/a	Service Provider on standard	36 months contract. Orders issued as and when needed.
ESD	Supply and delivery of water treatment chemicals	Indlela Construction	GTM	01/04/2016	30/04/2019	Supply chemicals to purify water at the water and waste water treatment plants.	None	5	5	5	n/a	Service Provider on standard	36 months contract. Orders issued as and when needed.

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Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - (Narrative required)	Challenges and interventions	Assessment of service provider				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
ESD	Supply and delivery of water treatment chemicals	Ifa Lethu	GTM	01/04/2016	30/04/2019	Supply chemicals to purify water at the water and waste water treatment plants.	None	5	5	5	n/a	Service Provider on standard	36 months contract. Orders issued as and when needed.
ESD	Construction of Agatha Cemetery low-level bridge	Mosomo Consulting Engineers	GTM	28/07/2015	Depends on the approval of the WULA	Water Use Licence Authorisation (WULA) application has been approved	WULA has been approved and Commencement of work is going to start in the next financial year when the new budget will be available.	5	5	5	n/a	We are happy with the performance of the service provider and can be utilised in future	R255 259.54
ESD	Construction of Khubu to Lwandlamun i low-level bridge	Sky High	GTM	30/03/2015	14/06/2017	Bridge Complete	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	
ESD	Construction of Khubu to Lwandlamun i low-level bridge	Ndoni Properties	MIG	02-Feb-17	14/06/2017	Bridge is Complete	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	R2 138 556
ESD	Refurbishment of Tzaneen Airfield runway	AES Consulting Engineers	GTM	08/2016	Depends on the contractor's appointment	60% physical progress	The contractor's progress is very slow.	n/a	3	3	n/a	They are supervising the contractor whose progress is very slow and unsatisfactory.	R340 940
ESD	Refurbishment of Tzaneen Airfield runway	Modulaodira Trading Enterprise	GTM	01/10/2017	31/01/2018	60% physical progress	Progress is very slow	n/a	2	1	n/a	The contractor's performance is very slow and unsatisfactory	R1 786 249

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Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - (Narrative required)	Challenges and interventions	Assessment of service provider				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
ESD	Rita to Mariveni: Upgrading of Road from Gravel to Tar: Phase 3 of 4	Tangos Engineering Consultant	MIG	22/09/2015	31/09/2018	69%. Contractor is busy with construction of R36 intersection approach. An item to council is being prepared to stop and register the Zanghoma section of the project with MIG	None	5	5	5	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Rita to Mariveni: Upgrading of Road from Gravel to Tar: Phase 3 of 4	Selby Construction	MIG	22/09/2015	31/09/2018	69%. Contractor is busy with construction of R36 intersection approach. An item to council is being prepared to stop and register the Zanghoma section of the project with MIG	None	5	5	5	n/a	We are happy with the performance of the service provider and can be utilised in future	R104 474 437.40
ESD	Moruji to Matswi: Upgrading of Road from Gravel to Tar: Phase 3 of 4	Makasela Engineering and Projects	MIG	05/09/2016	04/09/2018	76%-The contractor has surfaced and opened the road up to chainage 7km and is busy with Construction of the layerworks at 11km and concrete lined drains from chainage 0km.	None	5	5	5	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Moruji to Maswi: Upgrading of Road from Gravel to Tar: Phase 3 of 4	Quality Plant Hire/Expectra 388 CC JV	MIG	05/09/2016	04/09/2018	76%-The contractor has surfaced and opened the road up to chainage 7km and is busy with Construction of the layerworks at 11km and concrete lined drains from chainage 0km.	None	5	5	5	n/a	We are happy with the performance of the service provider and can be utilised in future	R71 347 670

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								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
ESD	Upgrading of Mafarana to Burgersdorp Road From Gravel to Tar	Southern Ambition Consulting Engineers	MIG	28/02/2018	28/02/2018	91%-The contractor has surfaced and opened the road for 8km and is busy surfacing in Myakayaka and Construction of R529 intersection.	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Upgrading of Mafarana to Burgersdorp Road From Gravel to Tar	Selby Construction	MIG	28/02/2018	28/02/2018	91%-The contractor has surfaced and opened the road for 8km and is busy surfacing in Myakayaka and Construction of R529 intersection.	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	R70 713 306.75
ESD	Tickyline to Makhwibidung Tar Road	Southern Ambition Consulting Engineers	MIG	23/11/2015	03/06/2016	The project is Complete	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Tickyline to Makhwibidung Tar Road	Makasana Construction	MIG	23/11/2015	03/06/2016	The project is Complete	None	5	5	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	R14 474 173.12
ESD	Upgrading of Runnymede Cluster Sports Facility: Phase 2 of 2	Uranus Consulting ENGINEERS CC	MIG	14/03/2016	30/08/2017	99%. The Contractor has 14 working days to attend to the Snag list	None	5	5	5	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Upgrading of Runnymede Cluster Sports	Selby Construction	MIG	14/03/2016	30/08/2017	99%. The Contractor has 14 working days to attend to the Snag list	None	5	5	5	n/a	We are happy with the performance of the service provider and can be utilised in future	R30 008 546.00

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								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
	Facility: Phase 2 of 2												
ESD	Relela Community Hall: Phase 2 of 2	Melco Consulting and Projects	MIG	15/11/2013	24/11/2016	The project is Complete	None	5	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Relela Community Hall: Phase 2 of 2	Masrik Social Development Consultancy	MIG	24/11/2016	24/11/2016	The project is Complete	None	5	n/a	n/a	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Upgrading of Juliesburg Sports Complex	Sky High Consulting Engineers	MIG	13/01/2014	5/12/2017	80%-The contractor is busy with construction of the soccer pitch, palisade fence, and construction of combo courts	None	5	5	5	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Upgrading of Juliesburg Sports Complex	Moepeng Trading 40	MIG	29/06/2017	5/12/2017	80%-The contractor is busy with construction of the soccer pitch, palisade fence, and construction of combo courts	None	5	5	5	n/a	We are happy with the performance of the service provider and can be utilised in future	R11 561 753
ESD	Upgrading of Burgersdorp Sports Complex	Sky High Consulting Engineers	MIG	13/01/2014	2017/12/06	95% The contractor is busy with finishes and general cleaning	None	5	5	5	n/a	We are happy with the performance of the service provider and can be utilised in future	17% of the contract value
ESD	Upgrading of Burgersdorp Sports Complex	Leb P	MIG	29/06/2017	2017/12/06	95% The contractor is busy with finishes and general cleaning	None	5	5	5	n/a	We are happy with the performance of the service provider and can be utilised in future	R10 820 101
ESD	New ablution block and upgrading of existing at parks	F And A Consulting engineers	own	24/07/2017	24/10/2017	Construction of new ablution block and upgrading of the existing one completed.	None	4	4	n/a	n/a	We are happy with the performance of the service provider and can be utilized in future	17% of the contract value

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								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
ESD	New ablution block and upgrading of existing at parks	Mandebele and family	own	24/07/2017	24/10/2017	Construction of new ablution block and upgrading of the existing one completed.	None	4	4	n/a	n/a	We are happy with the performance of the service provider and can be utilized in future	R700 000
ESD	Maintenance of tarred roads	Moepeng Trading 40	own	05/2017	05/2020	Tarred roads patching on request	None	5	5	5	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arise
ESD	Maintenance of tarred roads	Makasana Construction	own	05/2017	05/2020	Tarred roads patching on request	None	3	4	4	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arise
ESD	Maintenance of tarred roads	Selby Construction	own	05/2017	05/2020	Tarred roads patching on request	None	4	4	4	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arise
ESD	Maintenance of tarred roads	Kamojoe Trading & Projects	own	05/2017	05/2020	Tarred roads patching on request	None	3	4	4	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arise
ESD	Machine hire	Selby Construction	Own	05/2017	05/2020	Grading of gravel roads, regravelling and TLB hire on request	None	4	4	4	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arise
ESD	Machine hire	Kamojoe Trading & Projects	Own	05/2017	05/2020	Grading of gravel roads, regravelling and TLB hire on request	None	4	4	4	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arise
ESD	Machine hire	Selema Planthire Construction C.C.	Own	05/2017	05/2020	Grading of gravel roads, regravelling and TLB hire on request	None	4	4	4	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arise

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Dept	Project name	Name of Service provider	Source of funding	Start date	End date	Physical Progress to date - (Narrative required)	Challenges and interventions	Assessment of service provider				Assessment comments (future utilisation of service provider)	R-value of contract (total period)
								(Scale 1-5)	1 - Poor	2 - Fair	3 - Average		
ESD	Machine hire	Bukuta BK	Own	05/2017	05/2020	Grading of gravel roads, regravelling and TLB hire on request	None	4	4	4	n/a	We are happy with the performance of the service provider and can be utilized in future	Orders issued as need arise
ESD	Water tankers hire	Hulelasi	Own	05/2017	05/2020	Delivery /supplying water to villages, schools clinics and crèches.	None	3	5	5	n/a	Good performance. Service may be utilised in future	R898 041
ESD	Water tankers hire	Selby Construction	Own	05/2017	05/2020	Delivery /supplying water to villages, schools clinics and crèches.	None	3	5	5	n/a	Good performance. Service may be utilised in future	R674 764
ESD	Water tankers hire	Bukuta BK	Own	05/2017	05/2020	Delivery /supplying water to villages, schools clinics and crèches.	None	4	5	5	n/a	Good performance. Service may be utilised in future	R1 083 889
ESD	Water tankers hire	Mathothoka	Own	05/2017	05/2020	Delivery /supplying water to villages, schools clinics and crèches.	None	3	5	5	n/a	Good performance. Service may be utilised in future	R674 764
ESD	Repair and Maintenance of all Equipment	BMK Electro mechanical(PTY) Ltd	Own	09/2017	09/2020	Repair and maintain the pumps at the water purification plant, inspect and test the booster pumps	None	4	5	5	n/a	Good performance. Service may be utilised in future	R198 622
ESD	Machine hire	Bukuta BK	Own	05/2017	05/2020	Excavation of tranches to operate and maintain the water and sewer reticulation.	None	4	4	n/a	n/a	We are happy with the performance of the service provider and can be utilized in future	R 896 700.12
ESD	Supply and delivery of water treatment chemicals	Zamangwane	GTM	01/04/2016	30/04/2019	Supply chemicals to purify water at the water and waste water treatment plants.	None	5	5	n/a	n/a	Service Provider on standard	R 134 634.00
PED	Review of the LED Strategy	Urban-Econ	Own	15/03/2017	30/06/2017	Project completed. LED Strategy to be approved by Council	N/A	4	4	n/a	n/a	Can be recommended for future engagements	R449 559

From **Table 24** above it can be seen that most service providers are performing very well. It is only the service provider responsible for the refurbishment of the Tzaneen Airfield runway that is cause for concern.

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

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

<b>Table 25: Progress with the implementation of APR recommendations (3<sup>rd</sup> Quarter of 2017/18)</b>						
<b>Recommendation</b>		<b>Department</b>	<b>Timeframe</b>	<b>Progress made by 30 March 2018</b>	<b>Challenges in implementing the recommendation</b>	<b>Required interventions</b>
<b>1</b>	1. That the challenges emanating from the approval of the 2017/18 organogram, be identified and that the changes in roles, responsibilities and reporting lines be formalised accordingly.	CORP	End of April 2018	After the approval of the structure, memos were sent to all Directors to inform the changes on the approved structure. The approved structure was also presented to the LLF and letters went sent out to all employees affected by the changes.	Budget constraints to make provision for newly created positions.	To reduce non-critical positions and positions not budgeted for.
<b>2</b>	2. That the Fleet Management Policy be finalised and submitted to Council.	CFO	30 June 2018	The draft Policy is available, but up to the point of finalisation in the split of duties the Policy cannot be finalised.	No Management decision on the splitting of duties between the two appointed Fleet Managers.	The termination of roles and responsibilities of two Fleet Managers where after the draft Policy can be finalised.
<b>3</b>	3. That a Ward Committee Report be submitted to Council on a quarterly basis, reflecting the main challenges raised, which department it was referred to and the progress made in attending to the matters raised.	CORP	30-Mar-18	A report was submitted from Lesedi Cluster and issues raised are receiving attention	Budgetary constraints	Availing financial resources.
<b>4</b>	4. That quarterly Financial Statements be submitted to the Audit Committee.	CFO	30-Mar-18	Quarterly AFS not being compiled	AFS up to march will be provided	None
<b>5</b>	5. That reports on the implementation of the MSCOA Process Plan be submitted to Council on a monthly basis.	CFO	Monthly	MSCOA monthly reports not being submitted to Council	MSCOA not functional, matter will be addressed with service provider and legal department	None
<b>6</b>	6. That the attendance of IDP steering committee meetings be monitored through the Performance Plans for Directors.	MM	30-Jun-18	To be included in Performance Plans for 2018/19	None	None

**Table 25: Progress with the implementation of APR recommendations (3<sup>rd</sup> Quarter of 2017/18)**

Recommendation		Department	Timeframe	Progress made by 30 March 2018	Challenges in implementing the recommendation	Required interventions
7	7. That PED conducts a cost benefit analysis on GTEDA covering the past 10 years, and advises Council on the way forward.	PED	30 June '18	Exco Item on Re-modelling, Re-engineering and alignment of GTEDA Business Processes was referred back on 22 March 2018 for further investigation	None	None
8	8. That the Managers: Risk and Legal be represented in the Bid Evaluation Committee meetings.	MM	30 January '18	The matter is not yet implemented. It will be discussed with new Municipal Manager when he resumes his duties in April 2018.	None	None
9	9. That the process and criteria for the evaluation of service providers be included in the Performance Monitoring and Evaluation Framework.	MM	30 January '18	Revised framework was approved by Council on 25 January '18	None	None
10	10. That measurable deliverables be included in all the Service Level Agreements to enable monitoring and evaluation to take place.	MM	30 January '18	The Legal Division craft contract is manner which hold the service provider accountable and liable for discharging poor services and standards. The contracts are drafted in such a way that the service providers are encouraged to finish their scope of work in time within budgeted amount as directed by the Bid Documents. The End User Departments are encouraged to ensure that quality services are provided and standards in line with such concerned bids are adhered to.	The Municipality does not have a dedicated Projects Managers and Contract Management Unit to manage projects in the Municipality.	Consider Establishment of a Contract Management Unit All long standing contracts to be reviewed and advertised anew to improve on cost effective measures.All existing Municipal Contracts should to be advertised six months before their expiry date to avoid month to month contracts which are illegal and does not have the force of the law.
11	11. That an advertisement be placed in the local newspapers requesting the public to report matters of fraud and corruption to the Presidential and Premier Hotlines.	MM	30-Mar-18	The matter is not yet implemented. The municipality is in the process of launching anti-fraud and corruption workshop before end of April. Where after an advertisement will be placed in the newspaper	None	None

## 6. 3<sup>rd</sup> Quarter Performance Evaluation of overall performance

Considering the performance reported by the Departments for the 3<sup>rd</sup> Quarter of 2017/18 the following matters needs to be attended to, to ensure that targets set for the financial year are met.

### 6.1 None-compliance to performance reporting requirements

During the first six months of the 2017/18 financial year challenges were experienced with late and incomplete performance reporting. The continuation of this situation would once again cause challenges when the AG audits the outcome on predetermined objectives. Management therefore decided to re-open the reporting system for all 9 months (up to March 2018) to ensure that reporting can be corrected. The contents of this report is therefore a result of these efforts but the auditing of the Portfolio of Evidence still needs to be conducted.

#### **Recommendations:**

- Performance Management training scheduled for 17 May must be attended by all Directors and Managers
- Directors must monitor performance reporting in their Departments and take corrective action where there are challenges.

### 6.2 Revenue enhancement & debt management

GTM cashflow is under severe strain, a situation which is worsened by increasing debtors due to the non-payment of rates and taxes.

#### **Recommendations:**

- Revenue enhancement strategy must be developed to identify alternative revenue streams
- In-house debt collection capacity must be enhanced to avoid accumulation of debt.

### 6.3 Fleet Management

The availability of vehicles is essential for service departments to operate efficiently. During the 2017/18 financial year the unavailability of vehicles for service departments resulted in slow response times for electricity outages, road, water and garden maintenance and also the removal of solid waste.

#### **Recommendations:**

- Monthly reports for the Mechanical Workshop must include a detailed analysis of the vehicles that were in for service/repairs, number of days taken to return vehicle to user department and highlight any challenges which needs to be addressed
- Fleet Management Policy must be finalised.

### 6.4 Performance Planning

Performance planning through the IDP process is critical in facilitating performance monitoring for the organisation. The operational budget is implemented through various operational programmes which are currently not being monitored through the SDBIP. Directors must ensure that the outcomes of all major business units are covered in the IDP and that the targets set are in line with the available human and financial resources.

#### **Recommendations:**

- Directors to identify KPIs to monitor the efficiency for the following activities:
  - Debt collection
  - Asset Management
  - Electricity line-clearing
  - Road maintenance
  - Traffic law enforcement
  - Vehicle and equipment maintenance (Mechanical Workshop)
  - Fleet Management
  - Land development

## 6.5 Reporting on community consultations

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

### **Recommendations:**

- Public Participation Unit to be capacitated to analyse inputs raised by the community and compile reports for Council.

## 6.6 GTEDA value for money

GTEDA was established to attract investment into the municipal area in order to create jobs. Since GTM is investing in excess of R6 million in the Agency annually (increasing to R7.6 million for 2018/19) it is essential that the efficiency of the agency in achieving these objectives are monitored and evaluated to determine value for money. Of concern is that R5,3 million of the total expenditure of GTEDA represents salaries and an amount of R1,6 million of total expenditure represents general expenditure. GTM is therefore mainly investing in human resources. Considering the projects being reported on GTEDA is mainly fulfilling a facilitation role in projects initiated by other entities and the impact of these activities are extremely difficult to monitor and evaluate.

### **Recommendations:**

- PED to conduct a "value for money" evaluation on GTEDA, covering the past 10 years.
- PED to assist in ensuring that the activities planned by GTEDA are contained in the IDP along with measurable performance outcomes.

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