

Service Delivery and Budget Implementation Plan (SDBIP)

4th Quarter Report for 15/16



GREATER TZANEEN MUNICIPALITY

Office of the Municipal Manager
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Contents

List of Acronyms	3
1. Introduction	5
2. Financial Performance.....	6
2.1 Revenue Analysis.....	6
2.2 Expenditure Analysis	9
2.3 Capital Expenditure Analysis	12
2.4 Summary of financial performance for the 4th Quarter of 2015/16.....	24
3. Delivery on Key Performance Indicators & Projects	25
3.1 Office of the Municipal Manager.....	25
3.2 Office of the Chief Financial Officer.....	42
3.3 Corporate Services Department	54
3.4 Community Services Department.....	69
3.5 Electrical Engineering Services Department.....	77
3.6 Engineering Services Department.....	93
3.7 Planning and Economic Development Department.....	103
3.8 Greater Tzaneen Economic Development Agency	112
4. Assessment of the performance of Service providers (2015/16)	120
5. Progress with implementing the recommendations of the 14/15 Annual Performance Report (APR)	138
6. Overall Performance Evaluation.....	144
6.1 Filling of critical vacancies & Organogram Review	144
6.2 IDP, budget and SDBIP alignment.....	145
6.3 Public Participation & Feedback to Council.....	145
6.4 MSCOA Implementation	146
6.5 Performance Management.....	146
6.6 Procurement of goods and services	147

List of Acronyms

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

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

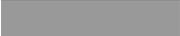
1. Introduction

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

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

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

Coding of Results

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

The information contained in the 4th Qtr Performance Report has not yet been audited by internal audit as the office is experiencing resource limitations, since they do not have sufficient tools of trade and the position Manager: Internal Audit remains vacant.

2. Financial Performance

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

An overview

2.1 Revenue Analysis

GTM collected 97% of the budgeted revenue during the 1st Quarter of 2015/16, 95% during the 2nd Quarter, 94% during the 3rd Quarter and 114% during the 4th Quarter. The revenue collected per vote is presented in **Table 1** below.

Ref	Line Item	16-Apr		16-May		16-Jun		Total for the Period		
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Variance
RS1	Property rates	7 191 670	8 106 232	7 056 516	8 044 686	5 174 265	7 403 140	19 422 451	23 554 058	21%
RS2	Penalties imposed and collection charges on rates	440 942	524 815	499 471	575 375	454 389	462 010	1 394 802	1 562 200	12%
RS3	Service charges	36 671 577	36 390 883	37 664 601	31 094 018	53 772 572	50 528 349	128 108 751	118 013 250	-8%
RS4	Rent of facilities and equipment	87 239	113 460	89 045	120 853	76 594	26 619	252 878	260 932	3%
RS5	Interest earned - external investments	33 450	617 746	248 815	728 017	288 498	2 987 503	570 763	4 333 266	659%
RS6	Interest earned - outstanding debtors	1 047 695	1 693 367	839 137	1 678 924	874 101	-2 635 370	2 760 933	736 921	-73%
RS7	Fines	262 776	412 020	224 125	362 731	224 574	31 105 684	711 474	31 880 435	4381%
RS8	Licenses and Permits	23 401	58 492	17 445	51 942	40 009	81 104	80 855	191 538	137%

Ref	Line Item	16-Apr		16-May		16-Jun		Total for the Period		
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Variance
RS9	Income from Agency services	2 250 440	4 046 350	3 053 115	4 900 641	3 085 861	-41 691 920	8 389 416	-32 744 929	-490%
RS10	Operating grants and subsidies	0	0	0	1 000 000	100 000	39 170 568	100 000	40 170 568	40071%
RS11	Other Revenue	4 602	344 933	58 077	174 389	4 330 053	31 117 269	4 392 731	31 636 591	620%
RS12	Gain on disposal of property, plant and equipment	0	210	0	180	2 300 000		2 300 000	390	-100%
RS13	Income foregone	-701 812	-1 846 700	-1 931 498	-1 832 477	-1 932 272	-1 570 054	-4 565 583	-5 249 231	15%
Total:		47 311 979	50 461 808	47 818 849	46 899 279	68 788 644	116 984 902	163 919 472	214 345 989	31%

Deviations to take note of in terms of revenue collection, for the 4th Quarter (see **Table 1**) are:

- **RS1:** Property rates: Increase property rates collected can be attributed to new developments and improvements on properties.
- **RS3:** Service charges were lower than expected possibly due to the impact of pre-paid electricity meters and also the challenges experienced with the meter reading services.
- **RS5:** Interest earned on external investments was more than budgeted for due to the fact that excess funds were invested with different financial institutions to ensure maximum benefit to Council and also the capitalization of the interest earned on investments.
- **RS7:** Fines: The disclosure of fines was done in accordance with the change in the treatment of fines in the GRAP standards wherein the R-value issued should be disclosed and not the R-value received (as budgeted).
- **RS8:** Licenses and permits reflects a higher than anticipated income mainly as a result of building plan applications and clearance certificates issued.

- **RS12:** There was no gain on the disposal of assets a loss was registered. This was due to the fact that no assets were disposed of during 15/16 and the transfer of properties, following the sale thereof, reflected a loss due to the increase in the value of the property by the time the registration and transfer takes place.
- **RS13:** The variance income foregone is due to the huge increase on property rates.

Table 2: 4th Quarter Revenue Summary for 2015/16

2015/16 FY			30 Apr '15		30 May 2015		30 June 2016	
Revenue	Budget	Adjustment budget	Year to date receipt	% Receipt	Year to date receipt	% Receipt	Year to date receipt	% Receipt
Grants & Subsidies	424,780,000	550 009 228	433,939,000	102%	433,939,000	102%	433,939,000	102%
Rates & Taxes (billing)	550,009,228		435,980,968	79%	489,680,055	89%	541,435,442	98%
Rates & Taxes (collection rate)	93%	251 171 266		94%		96%		96%
Debtors age analysis	251,171,266	550 009 228	332,522,683		324,212,505		351,203,495	
Bank Balance	12,343,058		101,722,780		51,240,462		54,369,420	

2.2 Expenditure Analysis

This section provides details regarding the expenditure in terms of the Operational Budget for the period 1 April '16 – 30 June 2016. **Table 3** contains the expenditure for the 4th Quarter of 2015/16.

Table 3: 4th Quarter Monthly Operational Expenditure (Period April to June 2016)											
Ref	Department	16-Apr		16-May		16-Jun					
		Operational Expenditure		Operational Expenditure		Operational Expenditure					
		Original Budget	Monthly Actual	Original Budget	Monthly Actual	Original Budget	Monthly Actual	YTD Budget	YTD Actual	YTD Variance	YTD % Spent
CF3	Office of the Municipal Manager	1 390 329	2 008 191	914 211	1 101 686	5 591 182	578 350	16 620 709	15 857 836	762 873	95%
CF4	Financial Services	6 034 647	4 359 362	4 106 398	4 388 356	24 340 519	19 845 004	78 095 464	87 694 815	-9 599 351	112%
CF5	Corporate Services	8 175 301	7 949 791	5 416 444	6 945 596	11 845 530	18 000 514	85 519 576	100 946 456	-15 426 880	118%
CF7	Community Services	16 018 934	14 568 249	15 836 648	13 047 214	21 230 387	236 392	179 957 459	148 600 821	31 356 638	83%
CF9	Electrical Engineering	34 269 579	30 695 341	31 560 918	41 603 129	111 295 189	131 070 231	473 421 861	457 059 799	16 362 062	97%
CF8	Engineering Services	7 636 573	2 932 888	12 761 215	3 844 670	9 197 324	174 091 131	133 392 823	222 558 357	-89 165 534	167%
CF6	Planning and Economic Development	1 515 338	1 520 253	1 808 948	2 497 965	2 573 869	5 101 647	25 079 345	27 687 018	-2 607 673	110%
CF10	GTEDA	335 201	0	341 479	1 099 190	573 131	0	5 498 000	5 054 109	443 891	92%
Total:		75 375 901	64 034 075	72 746 259	74 527 807	154 294 484	293 107 759	997 585 237	1 065 459 211	-67 873 974	107%

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

- Over-expenditure reported by the Office of the CFO of 112% is due to the implementation of debt collection strategy that resulted in the writing off of bad debt.

- Over-expenditure reported for the Corporate Service Department are due **R17,597,233** spent on legal costs and also contracted services such as ProMIS, Website, Telephone Rental and the Paperless Council Project. In order to correct the situation adequate budget provision should be made to cover the annual increments of contracted services.
- Under expenditure by the Community Services Department is due to the fact that the budgeted amount includes 100% of the agency fees to be transferred to provincial government, while the actual expenditure incurred represent only 80% transferred to provincial government
- Over expenditure by the Engineering Services Department of 167% is due to roads constructed on behalf of RAL amounting to R86 025 860 having been reported as operational, while planned as Capital.
- Over-expenditure by the PED Department of 110% is due to the fair value adjustment made on Dwarsfontein, following a valuation by a valuer.

Table 4 presents a summary of performance in terms of the planned expenditure for the 4th Quarter of 2015/16. Major variations to take note of is the following:

- Expenditure on repairs and Maintenance at 162% vs the under expenditure on Capital at 45% which was caused by the contribution made towards RAL wherein GTM upgraded roads belonging to RAL and the capital expenditure was then transferred to operational expenditure as these are not Council Assets.
- Over expenditure on “other expenditure” at 134% which was contributed to by bad debt as well as the expenditure incurred on RAL roads.

Table 4 : 4th Quarter Expenditure Summary for 2015/16								
2015/16 FY			Quarter ending 30 April '16		Qtr ending 31 May '15		Qtr ending 30 June '16	
Expenditure	Budget	Adjustment budget	Year to date exp	% Spent	Year to date exp	% Spent	Year to date exp	% Spent
Salaries & Allowances	273 288 235	273 288 235	206 943 506	76%	227 482 087	83%	261 235 123	96%
Remuneration of Councilors	22 180 856	22 845 330	17 509 775	77%	19 280 631	84%	22 094 776	97%
Repairs & Maintenance	134 968 777	23 580 884	21 720 079	92%	23 163 062	98%	38 132 120	162%
Bulk Purchases	307 100 624	307 100 624	224 869 029	73%	246 097 744	80%	301 974 600	98%
Contracted Services	43 865 637	42 615 637	30 229 457	71%	32 201 074	76%	38 524 347	90%
Other Expenditure	183 828 461	296 854 528	118 333 492	40%	144 809 356	49%	396 566 424	134%
Operating Expenditure	965 232 590	966 285 238	619 605 337	64%	693 033 953	72%	1 060 219 489	110%
Capital Expenditure	144 684 479	200 254 351	107 439 050	54%	122 861 561	61%	89 142 550	45%

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

- **INEP (68%):** All electrification projects' construction started during the 3rd Quarter. Initial expenditure concomitant with the progress achieved (against the implementation plan) was low. However, the finalisation of the projects are dependent on resolving external factors such as the delay in the delivery of transformers.
- **EEDP (81%):** The projects were fully implemented, the amount reflected as unspent includes 14% vat.
- **NDPG (43%):** Low spending on NDPG is due to delays securing approval for the roll-over of the grants funding to 15/16, which was only received from Treasury in April 2016. The site handover was on the 4 May 2016.
- **MSIG (75%): CFO inputs awaited**

- **MIG (87%):** The reason for low expenditure on MIG was because two road projects were on hold because of court interdict.

Table 5: 4th Quarter Grant Expenditure Summary for 2015/16										
2015/16 FY			Quarter ending 30 Sept '15		Quarter ending 31 Dec '15		Quarter ending 30 Mar '16		Quarter ending 30 June '16	
Conditional Grant	Budget	Adjustment budget	Year to date Exp	% Spent	Year to date Exp	% Spent	Year to date Exp	% Spent	Year to date Exp	% Spent
FMG	1,675,000	1 675 000	302,101	18%	746,856	45%	1 102 534	66%	1 559 268	93%
INEP	30,000,000	30 000 000	0	0%	598,792	3%	4 316 032	14%	20 504 414	68%
EEDG	5,000,000	5 000 000	164,862	3%	192,943	4%	1 194 220	50%	4 041 618	81%
NDPG	0	11 845 900	2,061,054		2,061,054		2 061 054	17%	5 073 428	43%
MSIG	930,000	1 052 647	333,380	36%	333,380	36%	466 653	23.54%	789 233	75%
MIG	91,191,000	134 916 972	15,738,371	17%	55,056,012	60%	76 589 674	56.77%	116 763 519	87%
EPWP	1,842,000	1 842 000	0	0%	1,569,587	85%	1 569 587	85%	1 867 779	101%

2.3 Capital Expenditure Analysis

This section provides an overview of capital expenditure during the 4th Quarter of 2015/16. **Table 6** below presents the capital expenditure per department.

Table 6: 4th Qtr Capital Expenditure per Vote (April to June '16)									
Ref	Department	April '16		May '16		June '16			
		YTD Adjusted Budget	YTD Actual	YTD Adjusted Budget	YTD Actual	YTD Adjusted Budget	YTD Actual	YTD Variance	YTD % Spent
CF3	MM	0	0	0	0	0	0	0	100%
CF4	CFO	0	0	0	0	0	0	0	100%
CF5	CORP	0	0	0	0	0	0	0	100%
CF7	CSD	0	0	0	0	0	130 941	-130 941	100%
CF9	EED	24 892 314	13 953 350	32 573 314	19 137 910	35 793 314	22 814 954	12 978 360	64%

Ref	Department	April '16		May '16		June '16			
		YTD Adjusted Budget	YTD Actual	YTD Adjusted Budget	YTD Actual	YTD Adjusted Budget	YTD Actual	YTD Variance	YTD % Spent
CF8	ESD	83 706 201	93 485 699	96 722 477	103 723 651	107 738 765	123 188 489	-15 449 724	114%
CF6	PED	1 150 000	0	1 150 000	0	1 150 000	31 500	1 118 500	3%
CF10	GTEDA	2 000	0	2 000	0	2 000	0	2 000	0%
Total:		109 750 515	107 439 049	130 447 791	122 861 561	144 684 079	146 165 884	-1 481 805	101%

As can be seen from **Table 6** the expenditure incurred on Capital amounted to R146 165 8841 at the end of June 2016, which is a total expenditure of 101% of the initial budget. This is due to the fact that the data in **Table 6** includes expenditure on roll-overs project but is excluded in **Table 7** since these projects were not included in the SDBIP. A situation caused by the delays in securing approval from Treasury for roll-overs.

Table 7 presents the expenditure on capital projects as planned in the 15/16 SDBIP.

Ref	IDP no	Project Name	Planned activities	Actual Activities	Budget	Adjustment Budget	Actual Expenditure	Year-end Budget Variance	Reasons for deviations
Electrical Engineering Department									
CP28	EED101	Service Contribution for Tzaneen distribution area	Replacement of mini-substations	Project completed	10 100 000	10 107 314	2 917 164	7 190 150	None
CP15	EED109	Substation tripping batteries	Installation of substation tripping batteries	Tripping batteries purchase and installed at Letsitele main substation	150 000	150 000	163 237	-13 237	None
CP19	EED112	Rebuilding of Lines-Greenfog - Haenertsburg (12km)	Rebuilding of Lines-Greenfog - Haenertsburg (12km) completed	Project completed	1 400 000	1 400 000	1 044 734	355 266	None

Table 7: Capital Project implementation during 2015/16

Ref	IDP no	Project Name	Planned activities	Actual Activities	Budget	Adjustment Budget	Actual Expenditure	Year-end Budget Variance	Reasons for deviations
CP20	EED115	Rebuilding of Lines-Lalapanzi - Waterbok (7km)	Rebuilding of Lines-Lalapanzi - Waterbok (7km) completed	Project completed	1 000 000	1 000 000	1 138 426	-138 426	None
CP27	EED121	Substation fencing	Construction of fence Completed	Project completed	100 000	100 000	96 667	3 333	None
CP18	EED122	Provision of Capital Tools (outlying)	Procurement of tools and equipment as and when need arise	Procurement of tools and equipment as and when need arise	100 000	100 000	0	100 000	Combined expenditure reflected at CP17
CP21	EED123	Rebuilding of Lines-11kv lines Grys Appel (Atherston to Redbank) (12km)	Rebuilding of Lines- 11kv lines Grys Appel completed	Project completed	2 160 000	2 160 000	1 995 543	164 457	None
CP23	EED126	Replace 10x11kv and 6x33 kv auto-reclosers per annum	Installation of Auto Reclosers completed	One autoreclores not installed.	1 000 000	1 000 000	878 022	121 978	Planned outage to install the A/R was cancelled by the customer.
CP25	EED134	Telephone Network Management System (Control Room)	Procurement and installation of the telephone system by December '15	Not implemented, to be done by IT	300 000	0	0	0	Budget revoked during 15/16 adjustment process
CP79	EED58	Split meters	Installation of split meters completed	Not implemented,	R406 400	0	0	0	Capital cannot be spent outside GTM service area

Table 7: Capital Project implementation during 2015/16									
Ref	IDP no	Project Name	Planned activities	Actual Activities	Budget	Adjustment Budget	Actual Expenditure	Year-end Budget Variance	Reasons for deviations
CP14	EED107	Protection relays at Electrical Distribution substation	Installation of protection relays at prioritised areas completed	Completed	300 000	300 000	0	300 000	Budget transferred inter departmentally to form part of Capacity Building/ cable network renewal (11kv Cable from Church substation via old SAR to Power station)
CP17	EED110	Provision of Capital Tools (Urban)	Procurement of tools and equipment as and when need arise	Procurement of tools and equipment as and when need arise	100 000	500 000	343 894	156 106	Expenditure combined with Rural (CP 18)
CP16	EED111	Replacement of airconditioners in Municipal Buildings	Replacement of airconditioners in Municipal Buildings	Replacement of air conditioners done as and when required	50 000	50 000	0	50 000	This amount was transferred in conjunction with other departments to do airconditioners
CP22	EED124	Old technology main circuit breakers in town	Installation of Old technology main circuit breakers in town completed	Installation of circuit breakers completed	1 000 000	1 000 000	0	1 000 000	Budget transferred inter departmentally to form part of Capacity Building/ cable network renewal (11kv Cable from Church substation via old SAR to Power station)

Table 7: Capital Project implementation during 2015/16									
Ref	IDP no	Project Name	Planned activities	Actual Activities	Budget	Adjustment Budget	Actual Expenditure	Year-end Budget Variance	Reasons for deviations
CP5	EED39	Apollo lights at Dan Village	Apollo light in Dan Village completed (100%)	90% complete Contractor to do self-built (line) for Eskom the connection cost is paid to Eskom	520 000	520 000	853 458	-333 458	Two Consultants with their respective Contractors were appointed to implement the Apollo light projects. Expenditure has been combined accordingly reflecting expenditure to date at R457 6905,43 with a variance of R143 094,57
CP6	EED40	Apollo lights at Motupa Village	Apollo light in Motupa completed (100%)	Still waiting for Eskom to do connections all connections have been paid. there is still a dispute with the Consultant regarding the cost per high mast	520 000	520 000	403 840	116 160	2 Service providers implementing Apollo lights, expenditure combined
CP7	EED41	Apollo lights at Nyagelani Village	Apollo light in Nyagelani completed (100%)	90% complete Contractor to do self-built (line) for Eskom the connection cost is paid to Eskom	520 000	520 000	420 000	100 000	2 Service providers implementing Apollo lights, expenditure combined
CP8	EED42	Apollo lights at Tickyline Village	Apollo light in Tickyline Village completed (100%)	90% complete Contractor to do self-built (line) for Eskom the connection cost is paid to Eskom	520 000	520 000	510 086	9 914	2 Service providers implementing Apollo lights, expenditure combined

Table 7: Capital Project implementation during 2015/16									
Ref	IDP no	Project Name	Planned activities	Actual Activities	Budget	Adjustment Budget	Actual Expenditure	Year-end Budget Variance	Reasons for deviations
CP9	EED43	Apollo lights at Moruji Village	Apollo light in Moruji completed (100%)	90% complete Still waiting for Eskom to do connections all connections have been paid. there is still a dispute with the Consultant regarding the cost per high mast	520 000	520 000	794 077	-274 077	2 Service providers implementing Apollo lights, expenditure combined
CP1	EED54	Apollo light at Burgersdorp	Apollo light in Burgersdorp completed (100%)	90% complete Contractor to do self-built (line) for Eskom the connection cost is paid to Eskom	520 000	520 000	34 352	485 648	2 Service providers implementing Apollo lights, expenditure combined
CP2	EED55	Apollo lights at Khopo	Apollo light in Khopo completed (100%)	90% complete Contractor to do self-built (line) for Eskom the connection cost is paid to Eskom	520 000	520 000	30 722	489 278	2 Service providers implementing Apollo lights, expenditure combined
CP4	EED56	Apollo lights at Moloko and Pelana village	Apollo light in Moloko and Pelana completed (100%)	90% complete Still waiting for Eskom to do connections all connections have been paid. there is still a dispute with the Consultant regarding the cost per high mast	540 000	540 000	652 039	-112 039	2 Service providers implementing Apollo lights, expenditure combined
CP3	EED57	Apollo lights at Mawa Block 8 and 9	Apollo light in Mawa Block 8 and 9 completed (100%)	90% complete Still waiting for Eskom to do connections all connections have been paid. there is still a dispute with the Consultant regarding the cost per high mast	540 000	540 000	680 330	-140 330	2 Service providers implementing Apollo lights, expenditure combined

Table 7: Capital Project implementation during 2015/16									
Ref	IDP no	Project Name	Planned activities	Actual Activities	Budget	Adjustment Budget	Actual Expenditure	Year-end Budget Variance	Reasons for deviations
CP13	EED102	Energy efficiency and demandside management (Tzaneen, Nkowankowa & Lenyenye)	Retrofitting of energy efficiency equipment in buildings	Project completed	5 000 000	5 000 000	4 832 056	167 944	None
CP24	EED103	Renewal, Repairs and Maintenance on pre-paid meters (Tzaneen, Letsitele & Politsi)	Replacement of old technology meters at Lemoenfontein & Tarentaalrand	UPS installed Infrastructure upgrades completed LV lines for new connections completed	150 000	150 000	95 988	54 012	None
CP12	EED106	Capacity Building/ cable network renewal (11kv Cable from Church substation via old SAR to Power station)	Installation of 11kv Cable from Church substation via old SAR to Power station	Project completed & also installed protection relays and circuit breakers in Tzaneen	7 000 000	7 000 000	7 371 942	-371 942	Scope of project extended to include protection relays and circuit breakers in Tzaneen (within 10%)
	EED114	New double garage to house protection equipment trailer	Procurement of New double garage to house protection equipment trailer completed	Not implemented	150 000	0	0	0	Budget revoked during 15/16 adjustment process
	EED61	Traffic lights at R71 Turnoff-Deerpark	Installation of traffic lights at R71 Deerpark turnoff	Not implemented	300 000	0	0	0	Budget revoked during 15/16 adjustment process
	EED62	Traffic Lights at Letaba Cross	Installation of Traffic lights at Letaba Cross	Not implemented	300 000	0	0	0	Budget revoked during 15/16 adjustment process
Engineering Services Department									

Table 7: Capital Project implementation during 2015/16									
Ref	IDP no	Project Name	Planned activities	Actual Activities	Budget	Adjustment Budget	Actual Expenditure	Year-end Budget Variance	Reasons for deviations
CP35	ESD 13	Rikhotso low level bridge	Construction of low level bridge at Rikhotso completed (100%)	The contractor is busy on site and physical progress is 30%.	400 000	1 000 000	568 413	431 587	Delay in supply chain processes, project was re-advertised
CP33	ESD11	Politsi road	Politsi road completed	Politsi road completed (100%)	2 600 000	2 200 000	1 251 806	948 194	Lowest bidder appointed
CP34	ESD12	Agatha Cemetery Low Level Bridge	Construction of Agatha Cemetery low level bridge completed (100%)	Designs complete.	400 000	500 000	69 149	430 851	Progress delayed to await project prioritisation for 2016/17. Project initially not prioritised for 16/17
CP36	ESD14	Mokonyane low level bridge	Construction of low level bridge at Mokonyane completed (100%)	The contractor is busy on site and physical progress is 15%.	1 700 000	2 100 000	348 552	1 751 448	Delay in supply chain processes, project was re-advertised
CP37	ESD17	Khubu to Lwandlamuni low level bridge	Construction of low level bridge, physical progress at 10%	Design complete.	400 000	400 000	229 267	170 733	Budget only sufficient for designs.
CP38	ESD27	Speed humps	Construction of speed humps completed (100%)	The contractors are busy on site and physical progress is 50%.	2000000	1 819 721	224 888	1 594 833	Delay in supply chain processes caused service provider to start only in June '16
CP32	ESD30	Lenyenye DoC entrance road	Construction of road to Lenyenye DoC completed (100%)	Project completed.	600 000	600 000	0	600 000	No deviation.
CP30	ESD138	New Runnymede Sports facility	Physical construction at 25%	The project only commenced on the 14/03/16	7 550 926	7 550 926	3 842 011	3 708 915	Contractor appointed late

Table 7: Capital Project implementation during 2015/16									
Ref	IDP no	Project Name	Planned activities	Actual Activities	Budget	Adjustment Budget	Actual Expenditure	Year-end Budget Variance	Reasons for deviations
CP29	ESD139	Construction of a new community hall at Relela Cluster	Construction of community hall completed	Physical construction at 40%	9 165 496	9 165 496	4 093 164	5 072 332	The project only commenced on the 14/04/16 - Supply chain delays in sitting of committees
CP112	ES 17 (12/13)	Sasekani to Nkowankowa Tar Road	Construction of Tar Road 100% completed	8.5km completed	24 000 000	17 758 760	14 648 351	3 110 409	None (VAT & Retention fees only)
CP40	ESD7	Rita, Khopo, Lefara, Zanghoma, Uhuru, Xipungu to Mariveni Tar Road	Physical construction at 35%	Physical construction at 18%	25 781 034	25 781 038	50 827 230	-25 046 192	The contractor was appointed late due to delays in the sitting of bid committees
CP41	ESD8	Tickyline, Myakayaka, Burgersdorp, Gavaza to Mafarana Tar Road	Physical construction at 35%	Physical construction at 18%	22 876 026	20 031 933	27 647 331	-7 615 398	The contractor was delayed by inclement weather, community strikes and unauthorized water pipes.
CP39	ESD9	Moruji to Matswi, Kheshokolwe Tar Road	Physical construction at 35%	Physical construction at 10%	31 365 267	26 934 496	7 892 929	19 041 567	The project was delayed because of litigation as Supply chain processes were queried
CP31	ESD89	VIP Toilets at Mulati and Shiluvane Libraries	Construction of VIP toilets at Mulati & Shiluvani completed	Project completed	120 000	120 000	398 646	-278 646	None (expenditure incorrectly allocated)
CP44	ESD86	Tzaneen air field fencing (phase1)	Construction of fence at the airfield completed	The project is 100% complete	800 000	800 000	453 754	346 246	Lowest bidder appointed

Table 7: Capital Project implementation during 2015/16									
Ref	IDP no	Project Name	Planned activities	Actual Activities	Budget	Adjustment Budget	Actual Expenditure	Year-end Budget Variance	Reasons for deviations
CP42	ESD95	Upgrading of municipal offices in Tzaneen	Site ready for installation of disability lift	Supply chain instructed to appoint a structural engineer, no progress	80 000	80 000	0	80 000	Project not implemented due to delays in SCMU
CP43	ESD96	Disability Access Lift	Construction of disability lift completed (100%)	No progress	300 000	300 000	0	300 000	Project was not implemented due to SCM delays in appointment of structural engineer for designing of lift shaft
Planning and Economic Development									
CP46	PED6	Lenyenye Cemetery (land)	Land purchased	Project completed	2 000 000	2 000 000	340 004	1 659 996	None
	PED2	Acquisition of two farms in Tzaneen for residential purposes	Procurement of land in Tzaneen	Project not implemented	1 250 000	R100 000	R31 500	68 500	Budget revoked during 15/16 adjustment process.
GREATER TZANEEN ECONOMIC DEVELOPMENT AGENCY									
CP47	GTEDA154	Purchase of Printers	Procurement of a printer	Project not implemented	2 000	2 000	0	2 000	Mobile Printer was not bought because projects were not implemented, it was solely going to be used to print documents in the field.
-	TOTAL	-	-		169 177 149	153 981 684	138 123 572	15 858 112	-
PROJECTS INCLUDED IN 2015/16 ADJUSTMENT BUDGET									
Engineering Services Department									

Table 7: Capital Project implementation during 2015/16

Ref	IDP no	Project Name	Planned activities	Actual Activities	Budget	Adjustment Budget	Actual Expenditure	Year-end Budget Variance	Reasons for deviations
	ESD 74 (14/15)	Public Toilets- Tzaneen/JHB Taxi rank	Additions to existing public toilets at Tzaneen JHB Taxi rank	Public Toilets completed	14/15 Roll-over	130 000	19 064	110 936	None – (expenditure incorrectly allocated)
	ESD 72 (14/15)	Public Toilet block extensions at Tzaneen Sanlam Taxi rank	Construct public toilets at Tzaneen Sanlam Taxi rank	Not implemented	14/15 Roll-over	80 000	0	80 000	Land not owned by GTM, processes to secure permission delayed the project
	ESD 73 (14/15)	Public Toilet block extension at Letsitele Sanlam Taxi rank	Construct Public Toilet block extension at Letsitele Sanlam Taxi rank	Construction completed, only plumbing remain outstanding	14/15 Roll-over	130 000	0	130 000	Two specialised stainless steel basins ordered, awaiting delivery (expenditure incorrectly allocated)
CP116	ESD 130 (14/15)	Lenyenyene Stadium	Completing stadium at Lenyenyene	99% physical progress	14/15 Roll-over	7 000 000	6 298 103	701 897	Contractor progress slow
	ESD 11	Marumofase Pedestrian bridge	Construct pedestrian bridge at Marumofase	Designs completed only	14/15 Roll-over	6 120 155	684 281	5 435 874	Implementation approved for 2016/17
	Not available	Thako to Sefolwe Low Level bridge	Bridge completed	Bridge completed	14/15 Roll-over	0	38 066	-38 066	Retention fees only
	ESD128 (14/15)	Tzaneen Swimming Pool	Tzaneen swimming pool construction completed	Project completed	14/15 Roll-over	0	94 891	-94 891	Retention fees only
	ESD 71 (14/15)	Replacement of the Roof – Tzaneen Civic Centre	New roof to be constructed over Council Chamber and Entertainment Hall	Project completed	14/15 Roll-over	500 000	398 646	101 354	None

Table 7: Capital Project implementation during 2015/16									
Ref	IDP no	Project Name	Planned activities	Actual Activities	Budget	Adjustment Budget	Actual Expenditure	Year-end Budget Variance	Reasons for deviations
	ESD 27 (14/15)	Haenertsburg DoC Entrance	Construction of concrete entrance roads to Solid Waste Drop off centre	Project completed	14/15 Roll-over	400 000	209 862	190 138	None
	ESD 28 (14/15)	Nkowankowa Doc Entrance	Construction of concrete entrance roads to Solid Waste Drop off centre	Project completed	14/15 Roll-over	400 000	402 224	-2 224	None
	ESD 36 (14/15)	Purchase Generators/Welding Machines	Procurement of	Diesel bowser and pruners procured and brush cutters	14/15 roll-over project	85 000	75 042	9 958	Budget adjusted and re-prioritised to procure diesel bowser and pruners
Community Services									
	CSD 141 (14/15)	Bulk Recycling Bins	Procurement of bulk recycling bins completed	Procured bulk recycling bins	14/15 Roll-over	160 000	130 941	29 059	None
		Roll-over capital				15 005 155	8 351 120	6 654 035	

Considering the capital expenditure during 2015/16, as presented in **Table 7** the major areas of concern are:

- a) Of the 17 projects planned for Engineering Services only 5 were completed at year-end **(29.5% completed)**
- b) Of the 29 projects planned for Electrical Engineering Services only 14 were completed at year-end **(48% completed)**
- c) The factors affecting the ability of Departments to complete projects on time are:
 - i. Delays in the procurement process, which started with the delay in the development of a Demand Management Plan
 - ii. The delays in the finalisation of specifications by user departments
 - iii. Bid committee meetings not taking place as scheduled
 - iv. Project Teams not established to ensure that projects contained in the IDP are feasible and accurately costed

- v. Poor attendance by Directors and Managers in the IDP Steering Committee

2.4 Summary of financial performance for the 4th Quarter of 2015/16

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

- Revenue collection improved since the challenges with the meter reading services were resolved. By year end 98% of the amount billed was collected.
- Actual Operational Expenditure is not accurately represented in monthly reports as provision for bad debt and depreciation is not allocated on a monthly basis. Council will not be able to monitor over expenditure on items such as legal costs, overtime, contracted services if this is not corrected.
- Low level of spending on Conditional Grants which needs to be addressed to avoid grant being revoked. E.g. Conditional Grants such as NDPG cannot be rolled-over more than once.
- Excessive expenditure on overtime is continuing with **R 27 833 061** spent on overtime by 30 June 2016, an average of R 2 million a month wherein **61%** of employees are claiming paid overtime on a monthly basis (peaking at 68% in September '15). GTM is not implementing the regulations in terms of the Basic Conditions of Employment Act (Act 75 of 1997) in this respect – an issue raised by the AG during the 14/15 audit.
- Excessive expenditure on legal costs due to non-compliance to policies and legal prescripts resulting in year-end expenditure on legal costs being at **R17,597,233** by 30 June '16.
- Balancing the expenditure on Capital at year-end proved to be a challenge due to expenditure not allocated to the correct projects and also the various changes to the amounts allocated to capital projects effected through Council Items and the adjustment budget.

3. Delivery on Key Performance Indicators & Projects

3.1 Office of the Municipal Manager

The performance of the Office of the Municipal Manager (MM) during the 4th Quarter of 2015/16 is presented below (see **Table 9**).

Table 9: 4th Quarter Performance on targets set for 2015/16 – Office of the Municipal Manager																
Ref	Strategic Objective	Programmes	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D1	Enhance sustainable environmental management and social development	Disaster Management	Disaster awareness campaigns conducted at schools	Programme & Awareness campaign Attendance register	19	6	10	B	6	10	B	7	15	B	Disaster awareness campaigns were conducted all in wards and the target were met	None required
D2	Enhance sustainable environmental management and social development	Disaster Management	Annual Disaster Management report submitted to MDM within legislated timeframes	Annual Report Acknowledgement of receipt from MDM	1	1	1	G	1	1	G	1	1	G		
D3	Enhance sustainable environmental management and social development	Disaster Management	Annual Disaster Management report submitted to Council within legislated timeframes	Disaster Management Report Council Resolution	1	1	1	G	1	1	G	1	1	G		

Table 9: 4th Quarter Performance on targets set for 2015/16 – Office of the Municipal Manager

Ref	Strategic Objective	Programmes	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D4	Enhance sustainable environmental management and social development	Disaster Management	Disaster incidences responded to (relieved) within 72-hours	Relief reports	100%	100%	100%	G	100%	100%	G	100%	100%	G	25 households were attended to	Non required
D5	Enhance sustainable environmental management and social development	Disaster Management	Event Disaster Risk and Contingency Plans developed for stakeholders	Event Disaster Risk and Contingency Plans	12	10	18	B	11	18	B	12	18	B	Contingency plans, the target for the financial year were met in the previous quarter	Non required
D6	Effective and Efficient administration	Council Support	% of GTM Council resolutions implemented vs number passed	Council annual program Resolution register	100%	100%	90.74%	O	100%	90.74%	O	100%	78.63%	O	Implementation of Council resolutions is an ongoing process. Out of 52 resolutions, 22 were implemented and 30 still outstanding.	The register of Council resolutions will continuously be circulated to management to indicate progress with the implementation.

Table 9: 4th Quarter Performance on targets set for 2015/16 – Office of the Municipal Manager

Ref	Strategic Objective	Programmes	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D7	Effective and Efficient administration	Management and Administration	# Management meetings	Invitations Minutes & Attendance Registers	52	43	28	R	48	31	R	52	31	R	No management meeting was held during the month of June 2016 due to activities attended in preparation for the election and the new Council.	The approved schedule of meeting will be adhered to in future.
D8	Effective and Efficient administration	Performance monitoring and reporting	Mid-year performance report submitted to PT, COGHSTA, and AG by 25 Jan	Mid-year Performance Report Acknowledgement of Receipt	1	1	1	G	1	1	G	1	1	G		
D9	Effective and Efficient administration	Performance monitoring and reporting	Draft Annual Report considered by Council by 31 Jan	Draft Annual Report Council Minutes	1	1	1	G	1	1	G	1	1	G		
D10	Effective and Efficient administration	Performance monitoring and reporting	Draft Annual Report advertised for public comments by 5 Feb	Newspaper Adverts Website Printscreen	1	1	1	G	1	1	G	1	1	G		

Table 9: 4th Quarter Performance on targets set for 2015/16 – Office of the Municipal Manager

Ref	Strategic Objective	Programmes	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D11	Effective and Efficient administration	Performance monitoring and reporting	Final Annual Report approved by Council by 31 March	Final Annual Report Council Minutes	1	1	1	G	1	1	G	1	1	G		
D12	Effective and Efficient administration	Performance monitoring and reporting	# of Quarterly SDBIP reports submitted to Council	Quarterly Performance Reports Council Minutes	4	3	3	G	3	3	G	4	3	O	3rd Qtr SDBIP report approved by Council only on 7 July '16	Council scheduled for 30 June was postponed
D13	Effective and Efficient administration	Performance monitoring and reporting	# of Back to Basics statistical reports submitted to CoGTA by the 10th of each month	B2B Reports, Acknowledgement of receipt	12	10	10	G	11	11	G	12	12	G	B2B report submitted on 8 July	None required
D14	Effective and Efficient administration	Performance monitoring and reporting	Draft Annual Performance Report submitted to the AG, AC and Mayor by 31 August	Acknowledgement of Receipt from AG, AC & Mayor	1	1	1	G	1	1	G	1	1	G		
D15	Effective and Efficient administration	Performance monitoring and reporting	# of days taken to submit the SDBIP to the Mayor following budget approval	Acknowledgement of receipt - Mayor	28	0	0	N/A	0	0	N/A	28	18	B	Mayor approved the 16/17 SDBIP on 27 June 2016	None required

Table 9: 4th Quarter Performance on targets set for 2015/16 – Office of the Municipal Manager

Ref	Strategic Objective	Programmes	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D16	Effective and Efficient administration	Performance monitoring and reporting	# of performance reports audited prior to submission to Council	Quarterly SDBIP Audit reports	10	6	0	R	6	0	R	10	0	R	3rd Qtr SDBIP submitted to Council un-audited	Internal audit capacity constraints has been partially resolved with the allocation of a laptop. Auditing is however still behind schedule
D17	Effective and Efficient administration	Risk Management	# of Risk committee meetings	Appointment letter for chairperson & members Invitations Minutes & attendance registers	4	3	3	G	3	3	G	4	4	G	All risk committee meetings took place as required.	None
D18	Effective and Efficient administration	Risk Management	Risk Assessment report submitted to Treasury & Internal Audit by 30 May	Risk Assessment Report Acknowledgement of receipt (PT & IA)	1	0	0	N/A	1	0	R	1	0	R	It is not a prerequisite to submit the risk assessment report to Treasury, only Internal Audit for risk based plan. Risk Assessment report must be finalised on	Risk Assessment to be done and finalised at strategic planning for timeous submission.

Table 9: 4th Quarter Performance on targets set for 2015/16 – Office of the Municipal Manager

Ref	Strategic Objective	Programmes	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
															the 30th June every year.	
D19	Effective and Efficient administration	Risk Management	# of Risk monitoring reports submitted to Council	Risk Monitoring Reports Council Minutes	4	3	3	G	3	3	G	4	3	O		
D20	Effective and Efficient administration	Risk Management	# of strategic risks identified	Strategic Risk Assessment Report	10	0	0	N/A	0	0	N/A	10	10	G	Ten strategic risks were identified	None
D21	Effective and Efficient administration	Risk Management	# of identified risks addressed by year-end	Strategic Risk Assessment Report	10	0	4	B	0	4	B	10	7	R	Only 3 out of 10 strategic risks were addressed at the end of June 2016 which is 30%. Mitigation of risks is poor.	Risk owners should address risks in their department effectively.
D22	Effective and Efficient administration	Sound Governance	3 year Strategic Risk Based Audit plan submitted to Audit Committee by 30 June	3 Year Strategic Risk Plan AC minutes	1	0	0	N/A	0	0	N/A	1	0	R	Risk register not completed on time. Received the risk register on 27 June 2016. Awaiting date for the fourth quarter meeting to submit the	The risk register must be completed by end April.

Table 9: 4th Quarter Performance on targets set for 2015/16 – Office of the Municipal Manager

Ref	Strategic Objective	Programmes	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
															plan. The initial set date cancelled due to elections.	
D23	Effective and Efficient administration	Sound Governance	# of quarterly internal audit reports submitted to audit committee	Quarterly Audit reports AC minutes	4	3	4	G2	3	4	G2	4	5	G2	5 quarterly reports submitted to audit committee	
D24	Effective and Efficient administration	Sound Governance	# of Audit committee packs submitted 7 days before meeting	Invitation Acknowledgement of receipt & schedule of meetings	4	3	4	G2	3	4	G2	4	5	G2	5 audit packs submitted on time	
D25	Effective and Efficient administration	Sound Governance	Annual Audit Plan approved by Audit Committee by 30 June	Audit Plan AC Minutes	1	0	0	N/A	0	0	N/A	1	0	R	Risk register not finalized on time, 27/06/2016. Awaiting fourth quarter audit committee meeting date to submit plan for approval	Risk register must be finalized by April

Table 9: 4th Quarter Performance on targets set for 2015/16 – Office of the Municipal Manager

Ref	Strategic Objective	Programmes	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D26	Effective and Efficient administration	Sound Governance	Revised Internal Audit Charter submitted & approved by Audit Committee by 30 June	Audit Charter AC Minutes	1	0	0	N/A	0	0	N/A	1	0	R	Charter not yet approved. It will be submitted with the fourth quarter audit committee package. Delay caused by late finalization of Risk register	Risk reports should be approved by second quarter meeting to allow internal audit reports to be approved by third quarter meeting
D27	Effective and Efficient administration	Sound Governance	# of audit queries from AG	Audit Report	0	0	0	G	0	0	G	0	0	G		
D28	Effective and Efficient administration	Sound Governance	Audit opinion	Audit Report	100%	100%	0%	R	100%	0%	R	100%	0%	R		
D29	Effective and Efficient administration	Sound Governance	# audit committee meetings held	Agendas, Attendance register	4	3	7	B	3	7	B	4	8	B	8 audit committee meetings held, 19/08/15,26/08/15,01/09/15, 23/09/15,05/11/15,12/02/16, 29/03/16 and 13/06/16	

Table 9: 4th Quarter Performance on targets set for 2015/16 – Office of the Municipal Manager

Ref	Strategic Objective	Programmes	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D30	Increase financial viability	Budget management	% of capital spent on projects as prioritised in IDP for specific year	Expenditure report	100%	100%	34.67%	R	100%	34.67%	R	100%	48.25%	R	Late Appointment of service providers resulting in rollovers and Litigations instituted against the Municipality	Contractors to be appointed in the first quarter of the new financial year
D31	Increase financial viability	Budget management	% Capital expenditure	Budget Reports	100%	75%	62%	O	75%	62%	O	100%	75%	O	Late Appointment of Contractors and Litigations instituted against the municipality	Ensure that contractors are appointed in the first quarter of the new financial year
D32	Increase financial viability	Budget management	% Operational expenditure	Budget Reports	100%	75%	56%	R	75%	56%	R	100%	96%	O	The deviation is due to less spending on Employee costs allocated to other operating items and general expenses	Ensure that expenditure is prioritised on employee costs and general expenses
D33	Increase financial viability	Supply Chain Management	% of bids approved by MM within 60 days after	Bids approval SCM process checklist	100%	100%	100%	G	100%	100%	G	100%	75%	O	not applicable	not applicable

Table 9: 4th Quarter Performance on targets set for 2015/16 – Office of the Municipal Manager

Ref	Strategic Objective	Programmes	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
			close of tender													
D34	Increase financial viability	Supply Chain Management	# of Tenders awarded that deviated from the adjudication committee recommendations	Monthly SCM report	0	0	0	G	0	0	G	0	0	G	not applicable	not applicable
D35	Increase financial viability	Supply Chain Management	% of Bids awarded within 2 weeks after adjudication committee resolution	SCM Submission register Bids approval by MM	100%	100%	164.67 %	B	100%	164.67 %	B	100%	136%	G2	Delay in Supply Chain process	Bids to be approved immediately after BAC
D36	Enhanced Integrated developmental planning	Integrated Development Planning	IDP credibility rating	COGHSTA report	100%	100%	0%	R	100%	0%	R	100%	0%	R	Rating not available from CoGHSTA	CoGHSTA to include rating in IDP assessment report
D37	Enhanced Integrated developmental planning	Integrated Development Planning	IDP strategic session conducted by 30 Oct	Invitations Agenda Attendance Register Strategic Session Report	1	1	2	B	1	2	B	1	2	B	Not applicable	Not applicable
D38	Enhanced Integrated developmental planning	Integrated Development Planning	# of IDP Steering Committee meetings	Invitations Minutes & attendance registers	6	5	5	G	5	6	G2	6	6	G	None required	None required

Table 9: 4th Quarter Performance on targets set for 2015/16 – Office of the Municipal Manager

Ref	Strategic Objective	Programmes	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D39	Enhanced Integrated development al planning	Integrated Development Planning	# of IDP Rep forum meetings	Invitations Minutes & attendance registers	5	4	3	O	5	4	O	5	4	O	Last IDP Repforum meeting held on 26 May '16	None required
D40	Enhanced Integrated development al planning	Integrated Development Planning	Draft IDP approved by Council by 31 March annually	Draft IDP Council Minutes	1	1	1	G	1	1	G	1	1	G	Not applicable	Not applicable
D41	Enhanced Integrated development al planning	Integrated Development Planning	Final IDP approved by Council by 31 May annually	Final IDP Council Minutes	1	0	0	N/A	1	1	G	1	1	G	Not applicable	Not applicable
D42	Enhanced Integrated development al planning	Integrated Development Planning	# of working days taken to submit draft IDP to COGHSTA & Treasury after approval by Council	Acknowledgem ent of Receipt by COGHSTA & PT	10	0	0	N/A	0	0	N/A	10	4	B	Submitted to CoGHSTA & PT; Treasury on 18 March (Council approval 14 March)	None required
D43	Enhanced Integrated development al planning	Integrated Development Planning	# of working days taken to submit Final IDP to COGHSTA & Treasury after approval by Council	Acknowledgem ent of Receipt by COGHSTA & PT	10	0	0	N/A	0	0	N/A	10	8	B	Submitted to PT & CoGHSTA on 10 June	None required
D44	Enhanced Integrated development al planning	Integrated Development Planning	# of days taken to place the Final IDP	IT website printout	14	0	0	N/A	0	0	N/A	14	6	B	Final IDP published on Website on 8 June	None required

Table 9: 4th Quarter Performance on targets set for 2015/16 – Office of the Municipal Manager

Ref	Strategic Objective	Programmes	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
			on the website after approval													
D45	Enhanced Integrated development al planning	Integrated Development Planning	# of days taken to advertise the draft IDP in the media for public comments after approval by Council	IT website printout	14	0	2	R	0	2	R	14	2	B	Draft IDP advertised on 1 April	None required
D46	Develop a high performance culture for a changed, diverse, efficient and effective local government	Employee Performance Management	# of formal employee performance reviews for Sect 57	Mid-year and Annual Assessment reports	1.5	1.5	0	R	1.5	0	R	1.5	0	R	Mid-year assessment postponed to accommodate training on electronic system	Training of MM & CFO to be concluded
D47	Develop a high performance culture for a changed, diverse, efficient and effective local government	Employee Performance Management	# of critical posts with signed performance agreements (MM, CFO, Engineer, Town Planner, CORP, Communications)	Signed Performance Agreements	6	6	1	R	6	3	R	6	3	R	CORP, Communications & Town Planner positions did not sign Performance Agreements	CORP & Communications are vacant Salary discrepancies to be resolved for Town Planner to sign

Table 9: 4th Quarter Performance on targets set for 2015/16 – Office of the Municipal Manager

Ref	Strategic Objective	Programmes	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D48	Develop a high performance culture for a changed, diverse, efficient and effective local government	Employee Performance Management	# Section 56/57 Managers with signed Performance Agreements/ within legislated timeframes	Performance Agreements for Sect 56/57 Managers	7	7	6	O	7	6	O	7	6	O	CORP position vacant	CORP position to be filled
D49	Enhanced Integrated development al planning	Integrated Development Planning	IDP, Budget and PMS process plan approved by Council on 30 Aug	Process Plan Council Minutes	1	1	1	G	1	1	G	1	1	G	Not applicable	Not applicable
D50	Enhance sustainable environmental management and social development	Disaster Management	Integrated Corporate Disaster Management and Emergency Planning	Correspondence with MDM Corporate Disaster Management Plan Council Resolution	100%	80%	80%	G	80%	80%	G	100%	100%	G	The plan was not prepared and the taken to Council for this financial year awaiting the next council	The plan will be reviewed and taken to the next council
D51	Enhance sustainable environmental management and social development	Disaster Management	Disaster response and recovery	GTM Response & Recovery plan Council minutes Training Programme Training attendance register	100%	85%	85%	G	85%	85%	G	100%	100%	G	The plan is awaiting the next newly elected Council to approved it	Non required

Table 9: 4th Quarter Performance on targets set for 2015/16 – Office of the Municipal Manager

Ref	Strategic Objective	Programmes	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D52	Effective and Efficient administration	Fraud & Anti-Corruption	Fraud & Anti-corruption monitoring	Anti-corruption strategy Minutes of Anti-corruption committee meetings	100%	85%	50%	R	85%	50%	R	100%	100%	G	No cases of fraud and corruption were reported at the end of June 2016. No monitoring could be done as there are no cases to monitor. Cases of housing disputes were directly reported to CoGHSTA for investigations.	Whistle Blowing policy is not yet approved Council. Case register has been development which will be in use after Whistle blowing policy and anti-corruption strategy has been approved by Council.
D53	Effective and Efficient administration	Performance monitoring and reporting	Performance Management System	E-PMS training schedule Training Attendance Registers Service Provider progress reports Council Resolutions	100%	75%	60%	O	75%	60%	O	100%	95%	O	3rd Quarter SDBIP report only approved by Council on 7 July	Council sitting scheduled for 30 June was postponed

Table 9: 4th Quarter Performance on targets set for 2015/16 – Office of the Municipal Manager

Ref	Strategic Objective	Programmes	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
						D54	Develop a high performance culture for a changed, diverse, efficient and effective local government	Employee Performance Management	Employee Performance Evaluation	Audit report on Annual Individual Performance Report -Audit report on Mid-year individual performance report	100%	100%	0%	R	100%	0%
D55	Enhanced Integrated development al planning	Integrated Development Planning	IDP review	Council Minutes on Process Plan Progress report per phase Correspondence with Departments Council Minutes for IDP adoption	100%	75%	80%	G2	75%	95%	G2	100%	100%	G	Final IDP approved by Council on 31 May and submitted to CoGHSTA on 10 June.	None required
D56	Enhanced Integrated development al planning	Integrated Development Planning	IDP, Budget & PMS alignment	Process Plan Correspondence IDP, budget and PMS progress reports	100%	75%	75%	G	75%	90%	G2	100%	90%	O	Last minute changes to budget not reflected in the IDP thus KPI targets no in line with approved Budget	IDP to be adjusted in January '17 along with the budget

Table 10 below presents a summary of the level of performance for the 4th Quarter of 15/16 for the Office of the Municipal Manager, indicating that **41%** of the targets set have not yet been met by year-end:

Table 10: Office of the Municipal Manager- Summary of Results (4th Qtr 2015/16)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	0	0%
	KPI Not Met	13	23%
	KPI Almost Met	10	18%
	KPI Met	21	38%
	KPI Well Met	3	5%
	KPI Extremely Well Met	9	16%
	Total KPIs	56	

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

1. The functionality of the Internal Audit Division is being compromised by the following issues:
 - i. Inadequate human resources as the unit is short-staffed and functioning without a Manager
 - ii. Inadequate tools of trade
 - iii. Lack of support from Management in that audit queries are not being attended to within the required timeframes
 - iv. The repeated requests to re-open the Performance Reporting system delays the audit on performance information and the year-end request to re-open all the months resulted in the audits conducted on prior months being null and void.

- v. The delay in the finalisation of the Risk Assessment resulting in Audit Planning Documents for 2016/17 not being ready on time.
2. Implementation of Council resolutions are not at the expected level
3. The functionality of the Performance Management office is being compromised by the following:
 - i. Non-adherence to reporting timeframes and requirements for the electronic system.
 - ii. Not all Directors are verifying the performance information reported for their Departments on a monthly basis resulting in incomplete and inaccurate reports being submitted to Council.
 - iii. Repeated requests to re-open the reporting system is delaying performance reporting and compromising the integrity of the reports.
 - iv. Assessments of Directors did not take place mid-year and the annual assessments will also be postponed due to the fact that the audit on the portfolio of evidence has to be re-done, since the system was re-opened in August.
4. Audit opinion: The implementation of the Audit Action plan needs to be closely monitored.
5. The delays in the awarding of bids affects the performance on capital expenditure.
6. Anti-corruption committee is not functional.
7. None adherence to the IDP process plan due to the following:
 - i. Postponement of scheduled meetings (Steering Committee and Rep Forum)
 - ii. None adherence to timeframes set for the submission of information which is contributed to by the poor attendance of meetings by Directors and Managers.

3.2 Office of the Chief Financial Officer

The performance of the Office of the Chief Financial Officer (CFO) during the 4th Quarter of 2015/16 is presented below (see **Table 11**).

Table 11: 4th Quarter Performance on targets set for 2015/16 - Office of the CFO																
Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D57	Improve access to sustainable and affordable services	Electricity Infrastructure	R-value of Free Basic Electricity to Households	FBE Payments	4,000,000	3,000,000	2,054,570	R	3,000,000	2,488,631	O	4,000,000	2,856,439	R	Less people claim from Eskom for FBE	Eskom to investigate tampering with meters
D58	Improve access to sustainable and affordable services	Free Basic Services	% of households earning less than R1100 (R2520) served with free basic electricity (total registered as indigents)	Indigent register Billing Report	100%	100%	266.67%	B	100%	300%	B	100%	250%	B	All indigents register on financial system receive 50kwh free basic electricity	Continuously verify information on financial system
D59	Improve access to sustainable and affordable services	Free Basic Services	% households earning less than R1100 (R2520) with access to free basic waste removal (total registered as indigents)	Indigent register Billing Report	5%	5%	3.33%	R	5%	3.33%	R	5%	3.36%	R	All indigents registered on financial system receives rebate, Information to other indigents in villages not measurable.	Monthly reports check for deviations

Table 11: 4th Quarter Performance on targets set for 2015/16 - Office of the CFO

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D60	Improve access to sustainable and affordable services	Free Basic Services	Total number of registered indigent households who received free basic water and sanitation (5 formal towns)	Indigent register Billing Report	1,260	1,260	3,378.33	B	1,260	3,865	B	1,260	3,265.50	B	New indigents registered and benefitting	
D61	Optimise and sustain infrastructure investment and services	Asset Management	R-value spent on maintenance of electricity infrastructure as % of asset value	Asset Register Expenditure Reports	2.60%	2.60%	0.74%	R	2.60%	3.20%	G2	2.60%	1.75%	R	The target must be change and redirected as the budget is controlled by different department.	The target must be change and redirected as the budget is controlled by different department.
D62	Optimise and sustain infrastructure investment and services	Asset Management	R-value spent on fleet maintenance as % of asset value	Asset Register Expenditure Reports	8%	8%	1.29%	R	8%	1.43%	R	8%	1.12%	R	The target must be change and redirected as the budget is controlled by different department.	The target must be change and redirected as the budget is controlled by different

Table 11: 4th Quarter Performance on targets set for 2015/16 - Office of the CFO

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
								R			R			R		departme nt.
D63	Optimise and sustain infrastructure investment and services	Asset Management	R-value spent on maintenance of municipal buildings as % of asset value	Asset Register Expenditure Reports	3%	3%	0.12%	R	3%	0.73%	R	3%	0.43%	R	The target must be change and redirected as the budget is controlled by different department.	The target must be change and redirected as the budget is controlled by different departme nt.
D64	Optimise and sustain infrastructure investment and services	Asset Management	R-value spent on maintenance of roads infrastructure as % of asset value	Asset Register Expenditure Reports	5%	5%	1.27%	R	5%	3.19%	R	5%	2.07%	R	The target must be change and redirected as the budget is controlled by different department.	The target must be change and redirected as the budget is controlled by different departme nt.

Table 11: 4th Quarter Performance on targets set for 2015/16 - Office of the CFO

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D65	Effective and Efficient administration	Contract Management	# of monthly contract management reports submitted to Council	Contract Management Monthly reports	12	10	37	B	11	38	B	12	39	B	Part of Monthly report	not applicable
D66	Effective and Efficient administration	Regulatory Framework	# of budget related policies revised annually	Budget Policies Council Resolution	17	0	0	N/A	0	0	N/A	17	17	G	No deviation. A number of 17 budget related policies were tabled to council on 31 May 2016 for approval.	N/A
D67	Increase financial viability	Asset Management	Annual Asset verification report concluded by 30 June	Sign Off report on Asset Verification report Council Resolution	30	0	40	B	0	130	B	30	230	B	Verification and investigation was done	
D68	Increase financial viability	Expenditure Management	% Operating budget spent on Personnel costs (excl Salaries of councillors)	Budget Reports	35%	35%	32.86%	O	35%	32.86%	O	35%	33.02%	O	The actual Personnel cost represents 33.5% of the total actual expenditure which is in line with the	Actual achieved is within the maximum percentage spending allowed

Table 11: 4th Quarter Performance on targets set for 2015/16 - Office of the CFO

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
															target of 35%.	
D69	Increase financial viability	Budget management	Draft Budget submitted to Council by 31 March	Draft Budget Council resolution	1	1	1	G	1	1	G	1	1	G		
D70	Increase financial viability	Budget management	Annual Budget tabled by 31 May annually	Budget Council resolution	1	0	0	N/A	1	1	G	1	1	G		
D71	Increase financial viability	Budget management	Annual Adjustment budget approved by Council by 28 Feb	Adjustment Budget Council resolution	1	1	1	G	1	1	G	1	1	G		
D72	Increase financial viability	Budget management	Cost coverage	Financial reports Financial viability calculations	1.20%	1.20%	3.37%	B	1.20%	3.37%	B	1.20%	2.13%	B	The cost coverage demonstrates how many times the monthly fixed operating expenditure can be covered. The actual is lower than the target.	Ensure that all roll-over projects are cash backed.

Table 11: 4th Quarter Performance on targets set for 2015/16 - Office of the CFO

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D73	Increase financial viability	Budget management	Debt coverage	Financial reports Financial viability calculations	17.45%	17.50%	19.26%	G2	17.50%	19.26%	G2	17.45%	18.16%	G2	The debt coverage demonstrates how many times debt service payments can be accommodated. The actual is 17.06 which is in line with the target of 17.40	The actual is in line with the target
D74	Increase financial viability	Expenditure Management	% creditors paid within 30 days	Monthly reports	100%	100%	97.71%	O	100%	97.83%	O	100%	97.92%	O	1 creditor not paid at end of June 2016	To be followed up in July 2016/2017
D75	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	Acknowledgement of receipt by NT & PT	12	10	10	G	11	11	G	12	12	G	Section 71 Report submitted on 14 June 2016. The reports were submitted within 10 working days	N/A
D76	Increase financial viability	Financial Reporting	Timeous submission of annual financial statements	Acknowledgement of receipt by AG & PT	1	1	1	G	1	1	G	1	1	G		

Table 11: 4th Quarter Performance on targets set for 2015/16 - Office of the CFO

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
			to AG and PT & NT													
D77	Increase financial viability	Financial Reporting	% of AG queries responded to within 3 working days	Records of Audit queries	100%	100%	82%	O	100%	82%	O	100%	82%	O		
D78	Increase financial viability	Revenue Management	# of Households billed	Billing reports	25,000	25,000	24,222	O	25,000	22,782	O	25,000	23,886	O	Development of properties influenced by water availability, fewer new accounts opened than expected	Revenue enhancement strategy to be approved and implemented
D79	Increase financial viability	Revenue Management	Average Payment rate for municipal area	Budget report	91%	91%	97%	G2	91%	97%	G2	91%	97%	G2	Debt collection appointments, increased payment rate	Debt collection to continue
D80	Increase financial viability	Revenue Management	Outstanding service debtors to revenue	Financial reports Financial viability calculations	41.80%	41.80%	17.19%	B	41.80%	18.48%	B	41.80%	17.42%	B	Debtors increase on a monthly basis, payment rate below 100%	Identify and write off bad debt

Table 11: 4th Quarter Performance on targets set for 2015/16 - Office of the CFO

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D81	Increase financial viability	Revenue Management	% increase in R-value revenue collection	Report on revenue generated	5%	0%	66.20%	B	0%	66.20%	B	5%	66.20%	B	Payment rate less than 100%	Increase credit control and debt collection
D82	Increase financial viability	Revenue Management	% equitable share received	Bank Statement DORA	100%	100%	102%	G2	100%	102%	G2	100%	102%	G2	Funds withheld by treasury	All reports to National treasury must be submitted on time and conditional grants must be spent.
D83	Increase financial viability	Supply Chain Management	# of SCM reports submitted to national treasury	Monthly SCM reports Acknowledgement of receipt from Treasury	12	9	11	G2	9	11	G2	12	11	O	no awarded bids	not applicable because there are no bids awarded
D84	Increase financial viability	Supply Chain Management	% of advertised Bids evaluated within 10 working days of close of tender	Bids Register BEC minutes	100%	100%	37.10%	R	100%	37.10%	R	100%	27.83%	R	BEC not forming quorum	BEC members to attend bid evaluation meetings.

Table 11: 4th Quarter Performance on targets set for 2015/16 - Office of the CFO

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D85	Increase financial viability	Revenue Management	# of indigents registered	Indigent register	32,000	32,000	36,252	G2	32,000	36,252	G2	32,000	36,252	G2	More registrations received than anticipated	None
D86	Optimise and sustain infrastructure investment and services	Infrastructure Planning	5 Year Capital Investment framework	5 Yr. Capital Investment framework	100%	80%	80%	G	80%	80%	G	100%	100%	G	The contents of the 5-year Capital Investment Framework has been finalized , reviewed and submitted to the IDP Office for inclusion in the Final IDP	N/A
D87	Increase financial viability	Asset Management	Assets Management Services	*Quarterly Reconciliations *Updated Asset Register * Asset register monthly reports	100%	90%	95%	G2	90%	98%	G2	100%	100%	G	See attached	

Table 11: 4th Quarter Performance on targets set for 2015/16 - Office of the CFO

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D88	Increase financial viability	Financial Reporting	Operation Clean Audit	Council Minutes approving Audit Action Plan Audit Report & Management report	100%	60%	60%	G	60%	60%	G	100%	100%	G	Council approve the action plan	n/a
D89	Increase financial viability	Financial Viability	5 Year Financial Plan	5 Year Financial Plan Correspondence	100%	90%	90%	G	90%	90%	G	100%	100%	G	Approved with the IDP	N/A
D90	Increase financial viability	Financial Viability	Financial System improvement	Acknowledgement of receipt by AG for AFS Council Resolution approving Revenue Enhancement Strategy Attendance registers of GRAP training sessions	100%	75%	75%	G	75%	75%	G	100%	100%	G	Submitted the AFS on the 31 August 2015	n/a

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D91	Increase financial viability	Financial Viability	Cash flow management	Monthly Reports Fin Cluster Minutes	100%	75%	75%	G	75%	75%	G	100%	100%	G	not applicable	N/A

Table 12 below presents a summary of the level of performance for the 4th Quarter of 15/16 for the Office of the CFO, indicating that **34%** of the targets set for the quarter were not met.

	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	0	0%
	KPI Not Met	7	20%
	KPI Almost Met	5	14%
	KPI Met	12	34%
	KPI Well Met	4	11%
	KPI Extremely Well Met	7	20%
	Total KPIs	35	

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

1. Expenditure administration such as monthly reconciliations need to improve to avoid year-end delays.
2. Performance reporting on the re-investment into council assets were not being done on a monthly basis.
3. All creditors are not being paid within the required 30 days.
4. Expenditure on personnel needs to be curbed. The excessive expenditure on overtime (more than R27 million in 15/16) is being justified by the vacancies that exists in some Departments. However if we consider that already 33% of the budget is being spent on personnel costs, the filling of vacancies have the potential to result in GTM exceeding the 35% limit.
5. Most Bids are not evaluated within 10 working days of close of tender delaying project implementation and service delivery.
6. Allocation of depreciated and bad debts is not being done on a monthly basis presenting a skewed expenditure pattern to Council.
7. Monthly reporting on the electronic SDBIP reporting system is not being done by all officials in the CFO's office, this caused a delay in the finalisation of the 4th Quarter SDBIP report to Council. Also the request to re-open the system for reporting on prior months impacted on the validity of the performance and audit reports submitted to Council. Resulting in the assessments for Directors being further delayed.

3.3 Corporate Services Department

The performance of the Corporate Services Department (CORP) during the 4th quarter of 2015/16 is presented below (see **Table 13**).

Table 13: 4th Quarter Performance on targets set for 2015/16 - Corporate Services Department																
Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D92	Develop and build skilled and knowledgeable workforce	Capacity building and Training	# of employees successfully trained	WSP Approval by MM Attendance Register	90	60	36	R	60	36	R	90	153	B	There is no deviation as the total is above the target	Supply Chain to fast track the process.
D93	Develop and build skilled and knowledgeable workforce	Capacity building and Training	Work place skills plan submitted to LGSETA by 30 Apr	WSP Acknowledgement of receipt	1	1	0	R	1	0	R	1	0	R	Awaiting LG SETA to send the letter	Council don't have control over acknowledgement letter. However we are putting pressure on the institution.
D94	Develop and build skilled and knowledgeable workforce	Capacity building and Training	% of municipal budget spent on implementing the Work Place Skills Plan	Municipal Budget Training Budget Spent	1%	0%	115%	R	0%	115%	R	1%	192%	R	Supply Chain Management process in sourcing quotes and appointing service providers delayed.	Supply Chain Management process to be prioritised for training by obtaining quotes and appointment of services provider as per demand plan approved.

Table 13: 4th Quarter Performance on targets set for 2015/16 - Corporate Services Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D96	Develop and build skilled and knowledgeable workforce	Capacity building and Training	# of senior managers successfully completed minimum competency levels	CPMD/ MFMP Training Results	7	7	2.67	R	7	2.67	R	7	2.5	R	1. Corp services Director-Vacant 2. MM to enrol waiting for quotation to be approved. 3. CFO & ESD: To complete Course as it was paid for them. 4. PED & EES Completed	MM to approve quotations for MFMP. CFO & ESD to submit POE to university.
D97	Develop and build skilled and knowledgeable workforce	Capacity building and Training	# of Ward Committee members workshopped on municipal affairs	Training programme & attendance register	340	255	290	G2	255	290	G2	340	290	O		
D98	Develop and build skilled and knowledgeable workforce	Labour Relations	# of LLF meetings	LLF Invitations, Minutes and attendance registers	12	9	10	G2	9	10	G2	12	12	G	Postponement of LLF by management and labour unions.	Compliance of the Corporate Calendar.
D99	Enhance sustainable environmental management and social development	Youth, Gender & Disability support	# of Jobs created by Municipal Capital projects for youth	Consolidated Job creation reports	393	295	2,520	B	295	2,520	B	393	2,520	B		

Table 13: 4th Quarter Performance on targets set for 2015/16 - Corporate Services Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D100	Enhance sustainable environmental management and social development	Youth, Gender & Disability support	# of Jobs created by Municipal Capital projects for women	Consolidated Job creation reports	393	295	1,830	B	295	1,830	B	393	1,830	B		
D101	Enhance sustainable environmental management and social development	Youth, Gender & Disability support	# of Jobs created by Municipal Capital projects for disabled persons	Consolidated Job creation reports	24	18	11	R	18	11	R	24	11	R		
D102	Attract and retain the best human capital to become employer of choice	Human Resource Management	# of budgeted level 0-6 positions filled	Staff establishment	154	149	139	O	149	139	O	154	142	O	Advertised positions closed month end of June 2016. However shortlisting process is ongoing through the assistance of departments.	That Management adhere to the turnaround time of appointment process as stipulated in the Personnel Provisioning Policy.

Table 13: 4th Quarter Performance on targets set for 2015/16 - Corporate Services Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D103	Attract and retain the 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	EE report	27	27	22	O	27	22	O	27	32	G2	None	None.
D104	Attract and retain the best human capital to become employer of choice	Human Resource Management	% of budgeted posts filled within three months of advertising during the financial year	Staff Establishment HR Monthly reports	100%	100%	9%	R	100%	9%	R	100%	9%	R	Postponement of shortlisting's by various departments.	Management should adhere to the turnaround time of Personnel Provisioning policy in appointment processes.
D105	Attract and retain the best human capital to become employer of choice	Human Resource Management	Number of Section 57 posts vacant for more than three months	Staff establishment	0	0	1	R	0	1	R	0	1	R	Turnaround time in terms of the Government Gazette expired.	Turnaround Time of appointment in terms of Government Gazette on appointment of senior managers must be adhered by management.

Table 13: 4th Quarter Performance on targets set for 2015/16 - Corporate Services Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D106	Improve stakeholder satisfaction	Communication	Revised communication strategy approved by Council by 31 May	Communication Strategy Council Minutes	1	0	1	B	1	1	G	1	1	G	All policies were held back for the new Council which will be after the elections in August.	Policies to be reviewed and approved by the new Council after August.
D107	Improve stakeholder satisfaction	Communication	Communication Policy approved by Council by 31 May	Communication Policy Council Minutes	1	0	0	N/A	1	0	R	1	0	R	All policies were held back for the new Council	to be reviewed by the new Council after August
D108	Improve stakeholder satisfaction	Customer Care	% of complaints received on the Presidential and Premier hotlines attended to	Help desk register of resolutions	100%	100%	21%	R	100%	21%	R	100%	40.75%	R	8 complaints received from the Presidential Hotline and they were all resolved	<ol style="list-style-type: none"> 1. Burst water pipes at Thabina village (referred back to Mopani district municipality) 2. Councillor candidate (referred back to ANC) 3. electricity installation 4. Payment of security guards 5. Lefara to Zangoma road 6. Khopo to Long valley

Table 13: 4th Quarter Performance on targets set for 2015/16 - Corporate Services Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
								R			R					road 7. Renting of municipal house 8. Allocation of /stand
D109	Improve stakeholder satisfaction	Customer Care	# of community protests	Community Protest applications register	0	0	7	R	0	7	R	0	7	R		
D110	Improve stakeholder satisfaction	Public Participation	Integrated Public Participation Annual Programme submitted to Council by 30 July	Integrated Public Participation Programme Council Resolution	1	1	1	G	1	1	G	1	1	G		
D111	Effective and Efficient administration	Council Support	MPAC oversight report on Annual Report submitted to Council by 31 March	MPAC Report on AR Council Minutes	1	1	1	G	1	1	G	1	1	G		
D112	Effective and Efficient administration	Council Support	# of days taken to make MPAC oversight reports available to the public following	Council Minutes Copy of Adverts Proof of Website placement	7	7	19	R	7	19	R	7	24.25	R	The report was delayed for publishing which was an oversight from the administration .	The target date to be complied with in future.

Table 13: 4th Quarter Performance on targets set for 2015/16 - Corporate Services Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
			Council approval													
D113	Effective and Efficient administration	Council Support	# of Council meetings held (formal)	Minutes and attendance registers	4	3	14	B	3	15	B	4	17	B	Special meetings are held from time to time to resolve on urgent issues.	Abnormal special meetings should be avoided and the schedule of meetings be adhered to.
D114	Effective and Efficient administration	Council Support	# of Exco meetings held	Minutes and attendance registers	26	23	13	R	25	14	R	26	16	R	Special Executive Committee meetings were held to finalize on urgent matters.	The approved schedule of meetings should be adhered to.
D115	Effective and Efficient administration	Council Support	# of Portfolio Committee meetings held	Committee meetings register	108	90	40	R	99	46	R	108	51	R	Some of the portfolio committees do not hold meetings as expected due to no reports prepared for discussion by management.	All stakeholders to adhere to the approved schedule of meetings.

Table 13: 4th Quarter Performance on targets set for 2015/16 - Corporate Services Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D116	Effective and Efficient administration	Information management	% Broadband Availability in Satellite offices	Broadband Statistical report	100%	100%	89.59%	○	100%	89.59%	○	100%	91.91%	○	The network availability for June 2016 is 98.84%, due network devices reading with do not have any great significance on network availability. Relela, Runnymede and Bulamahlo are not active on the network as a result of the following: 1. Renovations at Relela; 2. No Electricity at Runnymede; and 3. Disconnection of Bulamahlo by the Landlord.	The network will be monitored continually to ensure maximum availability.

Table 13: 4th Quarter Performance on targets set for 2015/16 - Corporate Services Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D117	Effective and Efficient administration	Information management	% of workstations with access to IT network	Monthly reports	95%	95%	95%	G	95%	95%	G	95%	95%	G	95% is for computers that have direct access to the network, whilst 5% are those who are not having network access.	
D119	Effective and Efficient administration	Legal support	% SLAs signed within 10 days of receiving acceptance	SLA Register	100%	100%	100%	G	100%	100%	G	100%	100%	G	The turnaround time to draft the service level agreement if five days but we manage to do it in day	Not Applicable
D120	Effective and Efficient administration	Legal support	R-value spent on legal costs	Budget report	9,000,000	6,750,000	6,331,857.39	O	6,750,000	205,394,535	B	9,000,000	205,394,535	B	the amount spent on legal fees for the legal services rendered was exceeded because settlements agreement and legal costs had to be paid from the same budget	Not Applicable

Table 13: 4th Quarter Performance on targets set for 2015/16 - Corporate Services Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D121	Effective and Efficient administration	Occupational Health and Safety	# of OHS committee meetings	Notice of meeting Attendance Register Minutes	4	3	7	B	3	7	B	4	8	B	none	none
D122	Improve stakeholder satisfaction	Communication	# of media briefings arranged	Notice of media briefing Attendance Register	4	3	1	R	3	1	R	4	1	R	Media briefings never held due to political leaders commitments	To draft a schedule which will be approved by political leaders with will be aligned with their diaries.
D123	Improve stakeholder satisfaction	Communication	# of newsletters produced	Publications	4	3	2	R	3	2	R	4	2	R	Newsletter budget was used by Public participation division for state of the Wards address which left communications without budget to print the newsletters	To control manage the budget

Table 13: 4th Quarter Performance on targets set for 2015/16 - Corporate Services Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D124	Improve stakeholder satisfaction	Communication	# of statutory provisions (website) complied with as contained in Section 75 (a-l) of MFMA within 5 days of approval	Printscreen of placements Website update register	12	12	14	G2	12	14	G2	12	12	G	All MFMA required documents were updated on the website	
D125	Improve stakeholder satisfaction	Public Participation	# of Mayoral (local) imbizos held	Minutes and Attendance register (1 Imbizo per cluster per quarter)	16	12	4	R	12	4	R	16	4	R		
D126	Attract and retain the best human capital to become employer of choice	Human Resource Management	% Staff turnover	Staff establishment	2%	0%	1.82%	B	0%	1.82%	B	2%	2.12%	G2	The exit is due to Pension and Death of employees.	Turnaround due to death and pension cannot be corrected as pension is legislated and death in unforeseen.
D127	Attract and retain the best human capital to become employer of choice	Human Resource Management	% Employees that are female	Employment Equity report	40%	39%	37.20%	O	39%	37.20%	O	40%	38%	O	Selected candidates are determined by performance of candidate. However the panel members are	That Female candidate be shortlisted when meeting the requirements of the Job.

Table 13: 4th Quarter Performance on targets set for 2015/16 - Corporate Services Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
															aware of the target.	
D128	Attract and retain the best human capital to become employer of choice	Human Resource Management	% Employees that are youth	Employment Equity report	26%	25%	23.30%	O	25%	23.30%	O	26%	23.30%	O	Progression of age.	To attract more youth to apply positions when advertised and offer learnership to encourage them.
D129	Attract and retain the best human capital to become employer of choice	Human Resource Management	% Employees that are disabled	Employment Equity report	2%	2%	17%	B	2%	17%	B	2%	17%	B	No Deviation	None
D130	Improve stakeholder satisfaction	Ward Committees	# of monthly ward committee meetings	Register of Ward Committee Meetings & Minutes	408	306	204	R	306	204	R	408	204	R		
D131	Improve stakeholder satisfaction	Ward Committees	# Fully functional ward committees	Minutes of Ward committee meetings, Consolidated Monthly Ward reports	34	34	34	G	34	34	G	34	34	G	none	none

Table 13: 4th Quarter Performance on targets set for 2015/16 - Corporate Services Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D132	Enhance sustainable environmental management and social development	Special Programmes	Special Programmes Management	Special Programmes Activity Plan Invitations Minutes/Reports and Attendance Registers	100%	75%	2%	R	75%	2%	R	100%	2%	R		
D133	Effective and Efficient administration	Regulatory Framework	Promulgation of By-laws	Programme for By-law Public Participation Government Gazette Invitations to and Minutes of Public Participation sessions	100%	75%	50%	R	75%	100%	G2	100%	100%	G		

Table 14 below presents a summary of the level of performance for the 4th Quarter of 15/16 for the Corporate Services Department. From the table it can be seen that 56 % of the targets set for the Department were not met by year-end.

Table 14: CORP - Summary of Results (4 th Qtr 15_16)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	0	0%
	KPI Not Met	17	43%
	KPI Almost Met	5	13%

Table 14: CORP - Summary of Results (4th Qtr 15_16)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Met	9	23%
	KPI Well Met	2	5%
	KPI Extremely Well Met	7	18%
	Total KPIs	40	

Areas that require intervention in the Corporate Services Department:

1. The performance of the Department is severely affected by the vacancies at managerial level. The positions Director: Corporate Services and Manager: Communications & Marketing remain vacant.
2. As a result of no 1, the monthly reporting on performance in terms of the SDBIP target were not being monitored, resulting in inaccurate reporting for the Department e.g. R-value spent on Legal fees & expenditure on training as percentage of operational budget. Also no reporting was done on special programmes activities.
3. Training of employees are not taking place at the expected rate due to delays in the procurement of service providers.
4. Only 2 Directors are complying with the minimum competency requirements, CoGHSTA has raised a concern regarding this.
5. The filling of vacancies takes too long, the LLF's role, if any, in deciding which positions to advertise needs to be clarified.
6. The Job Evaluation Process is behind schedule, impacting on labour relations, the filling of vacancies and also the review of the organogram.
7. Executive Committee & Portfolio Committee meetings were not taking place as scheduled a situation possibly worsened by the transition of Council and the Local Government Election processes.
8. Communications Division is not performing in terms of the arrangement of media briefings and the publication of newsletters.
9. Mayoral Imbizos did not take place at the rate planned (4 per quarter- 1 in each cluster).
10. The Ward Committee functionality should be improved, since not all wards having their monthly meetings.

11. Consolidated Ward Reports are not being sent to Council on at least a quarterly basis. This, together with an absence of community feedback sessions contributed to 7 community protests taking place during 15/16.

3.4 Community Services Department

The performance of the Community Services Department (CSD) during the 4th Quarter of 2015/16 is presented below (see Table 15).

Table 15: 4th Quarter Performance on targets set for 2015/16 - Community Services Department																
Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D135	Effective and Efficient administration	Safety and Security	# of theft cases from council buildings	Theft & damages register Police Case number	0	0	0	G	0	2	R	0	2	R	A Case of theft at the Ritavi SAPS was opened after an electrical cable (3x35mm) was stolen during the night of 22 June 2016. Value of the material is R5379,67	The service provider responsible for Physical Security was informed and sent request to the Finance Department to deduct the value to be recovered.
D136	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)	Contravention Notices	125	65	95	G2	65	95	G2	190	231	G2	There was an increase in legal compliance monitoring.	None

Table 15: 4th Quarter Performance on targets set for 2015/16 - Community Services Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D137	Enhance sustainable environmental management and social development	Environmental Health Management	% compliance to the environmental legislation checklist	Environmental Checklist	85%	0%	0%	N/A	0%	0%	N/A	85%	95%	G2	None required	None Required
D138	Enhance sustainable environmental management and social development	Environmental Health Management	# of formal food handling premises evaluated quarterly	Monthly reports on hygiene at formal food handling premises	82	82	126.33	B	82	126.33	B	82	116	G2	For the period under review July 2015 to June 2016 a total of 185 premises were evaluated.	None
D139	Enhance sustainable environmental management and social development	Environmental Health Management	% of water samples that comply with SANS 0241	Water quality lab reports	80%	80%	77.07%	O	80%	77.07%	O	80%	77.56%	O	80% which under circumstances of water shortages in Nkowankowa and Lenyenye is good performance in terms of water quality.	Address water resource management.

Table 15: 4th Quarter Performance on targets set for 2015/16 - Community Services Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D140	Enhance sustainable environmental management and social development	Waste Management	R-value spent on waste management (collection & transportation, street cleansing, public toilets)	Budget reports	71,017,213	53,262,910	39,173,002.76	R	53,262,910	39,173,002.76	R	71,017,213	55,205,369	O	All June expenditure was not yet reconciled by C.F.O. viz:- (1)Employee related costs (2) Transport costs (3)Contracted Services (4) P.P.E.'s	CFO to reconcile expenditure on a monthly basis.
D141	Enhance sustainable environmental management and social development	Waste Management	# of service areas (rural waste) serviced (EPWP)	Sect 25 Registrations (Waste Act) Waste KPI scorecard for area	13	13	18	G2	13	18	G2	13	21	B	30 of Waste Service Areas (rural waste) serviced via EPWP-programme	Not applicable
D142	Enhance sustainable environmental management and social development	Waste Management	% Households with access to basic level of solid waste management services	Category Tariff summary Billing reports	8%	8%	8%	G	8%	8%	G	8%	8%	G	No deviation	N/A

Table 15: 4th Quarter Performance on targets set for 2015/16 - Community Services Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
						D143	Improve access to sustainable and affordable services	Traffic Services	Traffic fine collection rate [(Rand value received for fines as a percentage of the total Rand value of fines issued)]	Revenue reports	70%	70%	82.87%	G2	70%	106.20 %

Table 15: 4th Quarter Performance on targets set for 2015/16 - Community Services Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D144	Enhance sustainable environmental management and social development	Environmental Health Management	Environmental Health Services	Environmental Health Management Plan Food Hygiene inspection forms (2 per formal site per annum)& Report Monthly Reports	100%	75%	78%	G2	75%	78%	G2	100%	100%	G	No deviation. Inspections conducted and mosquito habitats identified and sprayed.	None
D145	Enhance sustainable environmental management and social development	Library Services	Library management	Tattletape statistics Book circulation register Monthly Reports	100%	70%	106%	B	70%	117%	B	100%	128%	G2	Users 10,632 during June, total 126,777 to date; Items circulated 4881 during June, total 59,201 to date. Note that the Shiluvane and Mulati libraries do not yet issue books as the Internet	None required

Table 15: 4th Quarter Performance on targets set for 2015/16 - Community Services Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
															provision is not stable enough to operate the electronic lending system SLIMS.	
D146	Enhance sustainable environmental management and social development	Maintenance and upgrade of parks and open spaces	Parks & open space management	Council Resolution Parks Development Policy Maintenance Plan Inspection checklists Monthly Reports	100%	90%	70%	O	90%	70%	O	100%	70%	R	Grass cutting is done in overgrown areas by contractor as orders are issued. Greater Tzaneen personnel is on go slow, they do not cut grass because of lack of Protective Clothing that the institution is waiting for it to be delivered. Developed	Frequent follow ups are made with Stores

Table 16: CSD - Summary of Results (4th Qtr 15_16)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	0	0%
	KPI Not Met	2	15%
	KPI Almost Met	3	23%
	KPI Met	2	15%
	KPI Well Met	5	38%
	KPI Extremely Well Met	1	8%
	Total KPIs	13	

Areas that require intervention in the Community Services Department:

1. Initiatives to improve the collection rate on traffic fines should be implemented.
2. The maintenance of parks and open spaces are affected by a reported go-slow by employees due to the fact that they have not been provided with protective clothing.
3. The efficiency of the solid waste management division is affected by the non-availability of vehicles for extended periods of time.

3.5 Electrical Engineering Services Department

The performance of the Electrical Engineering Services Department (EED) during the 4th Quarter of 2015/16 is presented below (see **Table 17**).

Table 17: 4th Quarter Performance on targets set for 2015/16 - Electrical Engineering Department																
Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D148	Improve access to sustainable and affordable services	Electricity Infrastructure	% of households with access to electricity	Electrification reports	96%	0%	0%	N/A	0%	0%	N/A	96%	94%	O	Projects still under construction due to the following reasons; 1. Late appointment of other contracts 2. Areas rocky and inaccessible 3. Delays with delivery of transformers due to shortage of copper	Transformers delivered. Construction in progress. Projects to be completed during first quarter of 2016/17.
D149	Optimise and sustain infrastructure investment and services	Cost Recovery	% Electricity loss (Kwh)	Eskom account Revenue reports	14%	0%	0%	N/A	0%	0%	N/A	14%	19.57%	R	Incorrect meter reading by newly appointed meter readers	meters to be read correctly in 2016/17 financial year
D150	Optimise and sustain infrastructure investment	Cost Recovery	Kilo Watt Hour Electricity loss (Kwh)	Eskom account Revenue reports	42,540,860	0	0	N/A	0	0	N/A	42,540,860	75,794,203	B	Incorrect meter reading by newly appointed meter readers.	meters to be read correctly in 2016/17

Table 17: 4th Quarter Performance on targets set for 2015/16 - Electrical Engineering Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
	and services															financial year
D151	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	R-value electricity maintenance	Budget expenditure, (Vote 162/066, 173/066 & 608 183/066)	48,420,444	37,065,333	36,308,339	O	37,065,333	41,183,624	G2	48,420,444	45,156,651	O	All actual materials budget spent. Some line items on repairs and maintenance not the responsibility of EED.	Some line items not the responsibility of EED. All journals to be transferred by relevant department.
D152	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Km of overhead lines rebuilt	Project Progress reports Completion certificates	31	0	0	N/A	0	0	N/A	31	31	G	Project completed	None
D153	Increase financial viability	Budget management	% of EED departmental budget spent	Monthly financial budget reports	100%	75%	66.59%	O	75%	68.88%	O	100%	96.33%	O	Budget not completely spent due vacant positions	Some vacant positions to be filled in 2016/17 financial year
D154	Increase financial viability	Expenditure Management	% of capital budget for electricity spent	Expenditure report	100%	50%	40.11%	O	50%	62.14%	G2	100%	65.10%	R	All capital projects in the IDP were completed during the year.	Ensure that future budget allocation to department is correctly

Table 17: 4th Quarter Performance on targets set for 2015/16 - Electrical Engineering Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
																identified and utilised
D155	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Apollo light at Burgersdorp	Progress reports Hand over certificate	100%	60%	70%	G2	60%	80%	G2	100%	90%	O	Contractor to do self-built(line) for Eskom the connection cost is paid to Eskom	contractor to do self-built
D156	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Apollo lights at Khopo	Progress reports Hand over certificate	100%	60%	70%	G2	60%	80%	G2	100%	90%	O	Contractor to do self-built(line) for Eskom the connection cost is paid to Eskom	Contractor to do self-built
D157	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Apollo lights at Mawa Block 8 and 9	Progress reports Hand over certificate	100%	60%	70%	G2	60%	80%	G2	100%	90%	O	Still waiting for Eskom to do connections all connections have been paid. there is still a dispute with the Consultant regarding the cost per high mast	Eskom to fast track connection
D158	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Apollo lights at Moloko and Pelana village	Progress reports Hand over certificate	100%	60%	70%	G2	60%	80%	G2	100%	90%	O	Still waiting for Eskom to do connections all connections have been paid. there is	Eskom to fast track connection

Table 17: 4th Quarter Performance on targets set for 2015/16 - Electrical Engineering Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
															still a dispute with the Consultant regarding the cost per high mast	
D159	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Apollo lights at Dan Village	Progress reports Hand over certificate	100%	60%	70%	G2	60%	80%	G2	100%	90%	○	Contractor to do self-built(line) for Eskom the connection cost is paid to Eskom	contractor to do self-built
D160	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Apollo lights at Motupa Village	Progress reports Hand over certificate	100%	60%	70%	G2	60%	80%	G2	100%	90%	○	Still waiting for Eskom to do connections all connections have been paid. there is still a dispute with the Consultant regarding the cost per high mast	Eskom to fast track connection
D161	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Apollo lights at Nyagelani Village	Progress reports Hand over certificate	100%	60%	70%	G2	60%	80%	G2	100%	90%	○	Contractor to do self-built(line) for Eskom the connection cost is paid to Eskom	Eskom to fast track connection

Table 17: 4th Quarter Performance on targets set for 2015/16 - Electrical Engineering Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D162	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Apollo lights at Tickyline Village	Progress reports Hand over certificate	100%	60%	70%	G2	60%	80%	G2	100%	90%	O	Contractor to do self-built(line) for Eskom the connection cost is paid to Eskom	Contractor to do self-built
D163	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Apollo lights at Moruji Village	Progress reports Hand over certificate	100%	60%	70%	G2	60%	80%	G2	100%	90%	O	Still waiting for Eskom to do connections all connections have been paid. there is still a dispute with the Consultant regarding the cost per high mast	Eskom to fast track connection
D164	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of households at Khujwana	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)	100%	60%	82%	G2	60%	82%	G2	100%	85%	O	Busy with construction of additional 25 households	Construction of additional 25 households in progress. Project to be completed during first quarter of 2016/17.

Table 17: 4th Quarter Performance on targets set for 2015/16 - Electrical Engineering Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D165	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of households at Wally village	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)	100%	60%	63%	G2	60%	63%	G2	100%	88%	O	Project completion delayed due to unavailability of transformers from suppliers.	Transformers have been delivered and project construction to be completed during first quarter of 2016/17
D166	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of households at Mohlakong/Moruji village	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)	100%	60%	20%	R	60%	20%	R	100%	50%	R	Areas rocky and inaccessible. Delays with delivery of transformers from the suppliers due to copper shortage.	Project to be completed during first quarter of 2016/17 financial year. Transformers delivered.

Table 17: 4th Quarter Performance on targets set for 2015/16 - Electrical Engineering Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D167	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of households at Bonn/ Lekutswi	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)	100%	60%	32%	R	60%	32%	R	100%	53%	R	Project delayed due to late site establishment and delivery of transformers	More teams to be added for project to be completed during first quarter of 2016/17
D168	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of households at Mopye/Sebabane Village	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)	100%	60%	20%	R	60%	20%	R	100%	70%	R	Area Rocky and inaccessible	Project to be completed during first quarter of 2016/17

Table 17: 4th Quarter Performance on targets set for 2015/16 - Electrical Engineering Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D169	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of households at Botludi/ Mothomeng Villages	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)	100%	60%	20%	R	60%	20%	R	100%	50%	R	Area rocky and inaccessible. Delays with delivery of transformer from the supplier due to shortage of copper.	Project to be completed during first quarter of 2016/17. Transformer s delivered.
D170	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of households at Motupa/ Marirone/ Kubjana Villages	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)	100%	60%	63%	G2	60%	63%	G2	100%	88%	O	Project completion delayed due to unavailability of transformers from suppliers	Project to be completed during first quarter of 2016/17. Transformer s delivered

Table 17: 4th Quarter Performance on targets set for 2015/16 - Electrical Engineering Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D171	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of households at Khopo (Civic) (Rita) and Segabedi villages	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)	100%	60%	46%	O	60%	46%	O	100%	80%	O	Delays with delivery of material by the supplier	More teams to be utilized to ensure completion of teams by the first quarter.
D172	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of households at Hospital view/ Mineview villages	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)	100%	60%	33%	R	60%	33%	R	100%	60%	R	Project delayed due to late site establishment by contractor and unavailability of transformers from the suppliers	More teams to be utilised to ensure completion by the first quarter of 2016/17

Table 17: 4th Quarter Performance on targets set for 2015/16 - Electrical Engineering Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D173	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of households at Sunnyside/ Myakayaka villages	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)	100%	60%	25%	R	60%	25%	R	100%	60%	R	Delays with delivery of transformers from the supplier due to copper shortage. Rocky area.	Rock drill to be utilized on rocky areas. Transformers to be delivered. Project to be completed during first quarter of 2016/17.
D174	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Electrification of households at Morapalala villages	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)	100%	60%	61%	G2	60%	61%	G2	100%	88%	O	Delays with delivery of transformers from the supplier.	Transformers do be delivered. Project to be completed during first quarter of 2016/17
D175	Improve access to sustainable and affordable services	Electricity Infrastructure Development	Split meters	Final Payment Certificate	100%	100%	100%	G	100%	100%	G	100%	100%	G	Project completed at Runnymede village.	Final claim for additional connection not paid to service providers

Table 17: 4th Quarter Performance on targets set for 2015/16 - Electrical Engineering Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D178	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Capacity Building/ cable network renewal (11kv Cable from Church substation via old SAR to Power station)	Project Progress Reports Completion certificate	100%	50%	100%	B	50%	100%	B	100%	100%	G	Original scope 100% completed. Extended scope 100% completed	Not applicable
D179	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Energy efficiency and demandside management (Tzaneen, Nkawkowa & Lenyenye)	DOE Reports Close-up report Verification Report	100%	70%	60%	O	70%	80%	G2	100%	100%	G	Construction completed	Not applicable
D180	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Protection relays at Electrical Distribution substation	Proof of purchase Asset register update	100%	60%	50%	O	60%	50%	O	100%	100%	G	Project completed	None
D181	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Substation tripping batteries	Proof of purchase Asset register update	100%	100%	20%	R	100%	20%	R	100%	100%	G	Tripping batteries purchase and installed at Letsitele main substation	none
D182	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Replacement of airconditioner	Proof of purchase Asset	100%	75%	90%	G2	75%	100%	G2	100%	100%	G	Replacement of air conditioners	None

Table 17: 4th Quarter Performance on targets set for 2015/16 - Electrical Engineering Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
	investment and services		s in Municipal Buildings	register update											done as and when required	
D183	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Master Plan Review (Electricity)	Revised Electricity Master Plan Progress Reports	100%	80%	10%	R	80%	20%	R	100%	100%	G	Inception report submitted. Project over 2 financial years because of the late appointment of the Service Provider (appointed 8 Dec 2015)	Project to be finalized over 2 years
D184	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Provision of Capital Tools (Urban)	Proof of purchase Asset register update	100%	75%	75%	G	75%	100%	G2	100%	100%	G	Tools purchased as and when required	Tools to be purchased as and when required
D185	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Provision of Capital Tools (outlying)	Proof of purchase Asset register update	100%	75%	83%	G2	75%	83%	G2	100%	100%	G	Capital tools purchased as and when required	Capital tools to be purchased as and when required

Table 17: 4th Quarter Performance on targets set for 2015/16 - Electrical Engineering Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D186	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Lines- Greenfog - Haenertsburg (12km)	Scope of Work Quotations Project Progress Reports Final payment certificate	100%	70%	100%	G2	70%	100%	G2	100%	100%	G	Project completed	None
D187	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Lines- Lalapanzi - Waterbok (7km)	Scope of Work Quotations Project Progress Reports Final payment certificate	100%	70%	100%	G2	70%	100%	G2	100%	100%	G	Project completed	None
D188	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Rebuilding of Lines- 11kv lines Grys Appel (Atherston to Redbank) (12km)	Scope of Work Quotations Project Progress Reports Final payment certificate	100%	100%	83%	O	100%	83%	O	100%	100%	G	Project completed	None
D189	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Old technology main circuit breakers in town	Payment Certificate Delivery Certificate Asset Register	100%	50%	60%	G2	50%	60%	G2	100%	100%	G	Project completed	None

Table 17: 4th Quarter Performance on targets set for 2015/16 - Electrical Engineering Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D190	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Replace 10x11kv and 6x33 kv auto-reclosers per annum	Sketches Payment certificate Delivery Certificate Asset Register	100%	30%	30%	G	30%	30%	G	100%	90%	O	One autoreclosers not installed. Planned outage to install the A/R was cancelled by the customer.	Planned outage to install the autorecloser to be rearranged.
D191	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Renewal, Repairs and Maintenance on pre-paid meters (Tzaneen, Letsitele & Politsi)	Quotation Proof purchase Asset register Promise system report	100%	60%	60%	G	60%	70%	G2	100%	100%	G	UPS installed Infrastructure upgrades completed LV lines for new connections completed	Not applicable
D192	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Telephone Network Management System (Control Room)	Proof of purchase Asset register update	100%	100%	100%	G	100%	100%	G	100%	100%	G	Budget surrendered to IT Division	IT Division to implement the project
D194	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Substation fencing	Appointment Letter Final Invoice	100%	60%	20%	R	60%	20%	R	100%	100%	G	Project completed	None

Table 17: 4th Quarter Performance on targets set for 2015/16 - Electrical Engineering Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D195	Optimise and sustain infrastructure investment and services	Electricity network upgrade and maintenance	Service Contribution for Tzaneen distribution area	Store Requisitions Picture	100%	10%	100%	B	10%	100%	B	100%	100%	G	Project completed	None

Table 18 below presents a summary of the level of performance for the 4th Quarter of 15/16 for EED indicating that **58%** of the targets set were not yet fully met by the end of the quarter.

Table 18: EED - Summary of Results (4th Qtr 15_16)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	0	0%
	KPI Not Met	8	18%
	KPI Almost Met	18	40%
	KPI Met	18	40%
	KPI Well Met	0	0%
	KPI Extremely Well Met	1	2%
	Total KPIs	45	

Areas that require intervention in the Electrical Engineering Department:

1. The finalisation of the Apollo light projects are dependent on connections by Eskom, which still needs to be done.
2. Various projects relating to the Electrification of villages are behind schedule due to external environmental factors.
3. Director Electrical Engineering position to be filled.

3.6 Engineering Services Department

The performance of the Engineering Services Department during the 4th Quarter of 2015/16 is presented below (see **Table 19**).

Table 19: 4th Quarter Performance on targets set for 2015/16 - Engineering Services Department																
Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D196	Enhance sustainable environmental management and social development	Environmental Health Management	% of daily water samples taken complying to SANS 241	Records of samples and reports	85%	85%	66.67%	O	85%	66.67%	O	85%	75%	O	target achieved	none
D197	Improve access to sustainable and affordable services	Building Control	% building plans responded to within 30 working days from receipt of payment	Building Plan register	100%	100%	33.33%	R	100%	33.33%	R	100%	25%	R	the KPI was removed from the SDBIP	The KPI is not measurable
D198	Improve access to sustainable and affordable services	Building Control	# of contravention notices issued to decrease non-compliance to building regulations	Register of contraventions	70	35	7	B	35	7	B	70	21	B	the total number for 4th quarter is 9 and in total for the year is 21 in number. Which is way lower than what was projected and it shows the monitoring was very effective	no corrective measures are required for this KPI cause its talking to reducing what was targeted for

Table 19: 4th Quarter Performance on targets set for 2015/16 - Engineering Services Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D199	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Km of roads tarred	Road Progress Reports	11	0	0	N/A	0	0	N/A	11	8.5	O	8.5km completed on Sasekani to Nkowankow a road. Other projects where delayed due to court interdict.	Progress for other projects to be fastracked.
D200	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	% of MIG roads projects on schedule	Project progress reports	100%	100%	72%	R	100%	72%	R	100%	50%	R	The target was not reached because two projects were on hold due to the court interdict	The High Court delivered judgment on the 28 April 2016
D201	Optimise and sustain infrastructure investment and services	Roads and Storm Water Upgrading and Maintenance	R-value spent on road and storm water maintenance	ESD Expenditure reports	15,792,074	11,844,055.50	14,023,773	G2	11,844,055.50	14,745,373	G2	15,792,074	17,130,826	G2	No deviation	Nor required
D202	Optimise and sustain infrastructure investment and services	Roads and Storm Water Upgrading and Maintenance	Km of municipal gravel roads maintained	Re-graveling programme Regraveling reports	1,500	1,000	1,095	G2	1,000	1,095	G2	1,500	1,095	R	No deviation	Not required
D203	Optimise and sustain infrastructure	Water and Sewer Maintenance and Upgrade	% water losses in distribution area (Tzaneen,	Water distribution reports	6%	0%	0%	N/A	0%	0%	N/A	6%	0%	B		

Table 19: 4th Quarter Performance on targets set for 2015/16 - Engineering Services Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
	investment and services		Haenertsburg & Letsitele)													
D204	Optimise and sustain infrastructure investment and services	Water and Sewer Maintenance and Upgrade	# of Sewer purification plants with Green Drop Status	BDC certificates BDC Lab results	1	0	0	N/A	0	0	N/A	1	1	G	no assessment was carried out during the financial year under review	none
D205	Optimise and sustain infrastructure investment and services	Water and Sewer Maintenance and Upgrade	# of Water purification plants with Blue Drop Status	BDC certificates BDC Lab results	2	0	0	N/A	0	0	N/A	2	2	G	No assessment were conducted during the financial year under review	none
D206	Increase financial viability	Budget management	% of ESD departmental budget spent	Monthly financial budget reports	100%	75%	42.90%	R	75%	42.90%	R	100%	42.90%	R	The reason for deviation is the Non allocation of depreciation which will be allocated at the end of the financial year and late appointment of contractors.	Appointment of contractors to be done on time

Table 19: 4th Quarter Performance on targets set for 2015/16 - Engineering Services Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D207	Increase financial viability	Expenditure Management	% of ESD capital budget spent	Monthly financial budget reports	100%	50%	72.80%	G2	50%	72.80%	G2	100%	80.50%	O	Late appointment of contractors	Appointment of contractors to be done on time
D208	Increase financial viability	Budget management	% MIG funding spent	Budget printout	100%	75%	72%	O	75%	72%	O	100%	100%	G	100% MIG funding spent	None
D209	Increased investment in the GTM economy	Expanded Public Works	# of jobs created through municipal EPWP initiatives	Project reports, EPWP reports	715	536	792	G2	536	792	G2	715	892	G2	No deviation	Not required
D210	Enhance sustainable environmental management and social development	Sport and Recreation	Construction of a new community hall at Relela Cluster	Project Progress Reports Site Handover report	100%	76%	7%	R	76%	7%	R	100%	33%	R	The project only commenced on the 14/04/16 and will complete on the 13/10/16.	Cession agreements were made with suppliers to fast track progress.
D211	Enhance sustainable environmental management and social development	Sport and Recreation	New Runnymede Sports facility	Appointment letter Project progress Report	100%	10%	13%	G2	10%	13%	G2	100%	33%	R	The project is well on progress	The project only commenced on the 14/03/16
D212	Improve access to sustainable and affordable services	Public Toilets	VIP Toilets at Mulati and Shiluvane Libraries	Appointment letter Completion certificate	100%	100%	50%	R	100%	50%	R	100%	100%	G	the project is 100% complete and handed over to user department	

Table 19: 4th Quarter Performance on targets set for 2015/16 - Engineering Services Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D213	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Lenyenye DoC entrance road	Specifications Appointment of contractor Completion certificate	100%	100%	15%	R	100%	15%	R	100%	100%	G	Project completed. No deviation.	Not required
D214	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Politisi road	Project progress reports Completion certificate	100%	100%	100%	G	100%	100%	G	100%	100%	G	No deviation	Not required
D215	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Agatha Cemetery Low Level Bridge	Appointment letter Site meeting minutes Completion certificate	100%	10%	10%	G	10%	10%	G	100%	10%	R	Designs complete. Progress delayed due to delay in provision of the budget for implementation. Budget only sufficient for designs.	Construction budget available for 2016/17 financial year.
D216	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Rikhotso low level bridge	Appointment letter Site meeting minutes Completion certificate	100%	70%	10%	R	70%	10%	R	100%	20%	R	Delay in supply chain processed. The contractor is busy on site and physical progress is 30%.	Fast tracking progress on site

Table 19: 4th Quarter Performance on targets set for 2015/16 - Engineering Services Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D217	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Mokonyane low level bridge	Appointment letter Site meeting minutes Completion certificate	100%	70%	10%	R	70%	10%	R	100%	20%	R	Delay in supply chain processed. The contractor is busy on site and physical progress is 15%.	Fast tracking progress on site.
D218	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Khubu to Lwandlamuni low level bridge	Appointment Letter Minutes of site meetings	100%	10%	10%	G	10%	10%	G	100%	10%	R	Design complete. Budget only sufficient for designs.	Constructi on budget available for 2016/2017 financial year.
D219	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Speed humps	Appointment letter Completion certificates	100%	100%	10%	R	100%	10%	R	100%	50%	R	Delay in supply chain processed. The contractors are busy on site and physical progress is 50%.	Fast tracking progress on site through progress meetings.
D220	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Moruji to Matswi, Kheshokolwe Tar Road	Project Progress Reports	100%	75%	35%	R	75%	35%	R	100%	35%	R	The project was delayed because of litigation	High court judgment was delivered on the 28 April 2016 to commence afresh with

Table 19: 4th Quarter Performance on targets set for 2015/16 - Engineering Services Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
								R			R			R		tender process
D221	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Rita, Khopo, Lefara, Zanghoma, Uhuru, Xipungu to Mariveni Tar Road	Project Progress Reports	100%	75%	39%	R	75%	39%	R	100%	50%	R	The contractor was appointed late.	The contractor has put two teams to fast track progress
D222	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Tickyline, Myakayaka, Burgersdorp, Gavaza to Mafarana Tar Road	Project Progress Reports	100%	75%	29%	R	75%	29%	R	100%	50%	R	The contractor was delayed by inclement weather, community strikes and unauthorized water pipes.	Extension of time is granted, revised completion date is 16/09/2016
D223	Optimise and sustain infrastructure investment and services	Maintenance and upgrading of municipal buildings	Upgrading of municipal offices in Tzaneen	Progress payment Photos	100%	100%	50%	R	100%	50%	R	100%	50%	R	project not implemented due to delays in SCMU	Demand management plan must be adhered to
D224	Optimise and sustain infrastructure investment and services	Maintenance and upgrading of municipal buildings	Disability Access Lift	Appointment letter Progress Payment Completion certificate	100%	100%	30%	R	100%	30%	R	100%	30%	R	project was not implemented due to SCM delays in appointment of structural engineer for designing of lift shaft	Demand management plan must be adhered to

Table 19: 4th Quarter Performance on targets set for 2015/16 - Engineering Services Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D225	Optimise and sustain infrastructure investment and services	Maintenance and upgrading of municipal buildings	Tzaneen air field fencing (phase1)	Specifications Appointment Letter Progress Payment Completion Certificate	100%	100%	20%	R	100%	20%	R	100%	100%	G	the project is 100% complete	
D266	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Sasekani to Nkowankowa Tar Road	Completion Certificate	100%	100%	100%	G	100%	100%	G	100%	100%	G		
D267	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Moruji to Matswi Tar Road	Project Progress Reports	100%	0%	0%	N/A	20%	16%	O	100%	16%	R	The project was delayed because of litigation	The High Court judgment was delivered on the 28 April 2016 for the municipality to commence afresh with tender process
D268	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Rita to Mariveni Tar Road	Project Progress Reports	100%	60%	39%	R	80%	44%	R	100%	50%	R	The contractor was appointed late.	The contractor has put two teams on site to fast track progress

Table 19: 4th Quarter Performance on targets set for 2015/16 - Engineering Services Department

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D269	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Tickyline to Mafarana Tar Road	Court Judgement Project Progress Reports	100%	0%	0%	N/A	0%	0%	N/A	100%	21%	R	The project was delayed due to litigation	The High Court judgment was delivered on the 28 April 2016 for the municipality to commence afresh with tender process
D270	Improve access to sustainable and affordable services	Sport and Recreation	Lenyenye Stadium	Project Progress Reports Completion Certificate	100%	75%	73%	O	88%	89%	G2	100%	99%	O	The contractor is still busy with outstanding works	The contractor is working extra hours to complete the works, planned 29/07/2016

Table 20 below presents a summary of the level of performance for the 4th Quarter of 15/16 for ESD indicating that **65%** of the targets set were not met by year end.

Table 20: ESD - Summary of Results (4th Qtr 15_16)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	0	0%
	KPI Not Met	19	54%
	KPI Almost Met	4	11%
	KPI Met	8	23%
	KPI Well Met	2	6%
	KPI Extremely Well Met	2	6%
	Total KPIs	35	

Areas that require intervention in the Engineering Services Department:

1. MIG projects behind schedule due to litigation on appointments, the Supply Chain Policy must be strictly adhered to avoid litigations.
2. Most projects are behind schedule due to delays in the appointment of contractors, these delays are caused by delays in various stages of the procurement process.
3. The Director Engineering Services was suspended in December 2015. The case has not yet been finalised. The delay in finalising the case is affecting the performance of the department.

3.7 Planning and Economic Development Department

The performance of the Planning Economic Development Department during the 4th Quarter of 2015/16 is presented below (see **Table 21**).

Table 21: 4th Quarter Performance on targets set for 2015/16 - Planning and Economic Development Department																
Ref	Strategic Objective	Pre-determined Objectives	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D226	Improve access to sustainable and affordable services	Integrated Human Settlements	Integrated Sustainable Human Settlement Plan reviewed by 30 Jun '17	Council minutes	1	0	100	B	0	100	B	1	200	B	No Deviation	none
D227	Improve access to sustainable and affordable services	Integrated Human Settlements	# of land parcels acquired for development	Deed of Sale (Tzaneen Portion 9 & 38 Hamawasha)	1	0	300	B	0	300	B	1	400	B	No Deviation	none
D228	Increased investment in the GTM economy	Community Works Programme	Nr of cooperatives established and still functional in wards where the CWP is implemented	CWP reports Minutes & Attendance register	4	4	2,057	B	4	2,061	B	4	1,032.50	B	No Deviation	Not Applicable
D229	Increased investment in the GTM economy	Community Works Programme	Number of job opportunities created through the CWP	CWP Employment register	2,045	2,000	2,050	G2	2,000	2,050	G2	2,045	2,175	G2	No deviation	No Corrective Measures
D230	Increased investment in the GTM economy	Marketing and Investor Targeting	# of jobs created through municipal LED initiatives including Capital Projects	LED monthly job creation report	650	400	818	B	400	818	B	650	818	G2	No Deviation	No Corrective Measures

Table 21: 4th Quarter Performance on targets set for 2015/16 - Planning and Economic Development Department

Ref	Strategic Objective	Pre-determined Objectives	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D231	Increased investment in the GTM economy	Marketing and Investor Targeting	# of GTM LED forum meetings arranged	Invitations Minutes & Attendance Register	4	3	4	G2	3	4	G2	4	4	G	No Deviation	No Corrective Measures
D232	Increased investment in the GTM economy	Tourism	# of Tourism SMMEs exposed to the market	Itinerary Events report	35	20	38	B	20	38	B	35	38	G2	No Deviation	No Corrective Measures
D233	Enhanced Integrated developmental planning	Integrated Spatial Development	Integrated Rural Nodal Development Plan for Runnymede approved completed by 30 June '16	Nodal development plan for Runnymede Council Minutes	1	0	0	N/A	0	0	N/A	1	0	R		
D234	Improve access to sustainable and affordable services	Integrated Human Settlements	Housing coordination (700 RDP units)	Report on Fofeza (36), Mphatsedi ba (16), Dan (4), Rampelo (9), Mogapeng (6), Shoromong (8), Ezekhaya (3), Semarela (18), Mbekwane (64), Relela (27), Ramotshiny	100%	80%	100%	G2	80%	100%	G2	100%	100%	G	No Deviation project completed	none

Table 21: 4th Quarter Performance on targets set for 2015/16 - Planning and Economic Development Department

Ref	Strategic Objective	Pre-determined Objectives	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
				adi (30), Radoo (40), Wally (30), Hweetjie(50), Nsolani (30), Shikwambana (29), Rhulani (50), Hovheni (50), Nsolani (20), Nyanyukani (50), Mohlaba Cross (50), Khujwane (50), Sethone (24), Shikwambana (6)												
D236	Improve access to sustainable and affordable services	Integrated Human Settlements	Lenyenye Cemetery (land)	Deed of sale	100%	60%	80%	G2	60%	80%	G2	100%	100%	G	No deviation	NONE

Table 21: 4th Quarter Performance on targets set for 2015/16 - Planning and Economic Development Department

Ref	Strategic Objective	Pre-determined Objectives	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D237	Improve access to sustainable and affordable services	Integrated Human Settlements	Formalisation of Nkambako Informal Settlements	Minutes & attendance register of Public Participation Steering Committee Establishment notice Minutes & Attendance Register of monthly meetings	100%	90%	80%	O	90%	80%	O	100%	100%	G	No Deviation	none
D238	Improve access to sustainable and affordable services	Integrated Human Settlements	Selling of sites at Dan ext 2	Deed of sale	100%	80%	80%	G	80%	80%	G	100%	100%	G	No deviation	none
D239	Increase financial viability	Revenue Management	Strategy for expanding Revenue base	Strategy Expanding GTM Revenue Base Council Minutes	100%	66%	0%	R	66%	0%	R	100%	0%	R	The KPA has been moved to the budget and treasury department	The KPA has been moved to the budget and treasury department
D240	Enhanced Integrated developmental planning	Integrated Development Planning	Spatial Development Framework review	Appointment letter 12 X Minutes of Steering Committee Minutes of Public Participation Draft SDF	100%	70%	30%	R	70%	40%	R	100%	60%	R	SDF status quo report was completed and presented only to the technical committee and still need	meeting scheduled with various head of department to follow-up on the comments.

Table 21: 4th Quarter Performance on targets set for 2015/16 - Planning and Economic Development Department

Ref	Strategic Objective	Pre-determined Objectives	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
				Council Minutes											to presented to Steering committee prior to Council adoption, process running two months behind due to slow input from most of the Council Departments.	
D241	Enhanced Integrated developmental planning	Integrated Development Planning	Socio - Economic survey (Poverty Allevation)	*Programme of Community Facilitation in Ward 2 &5 *List of participants in reference group Validation Workshop Attendance Register Survey Report *Council Item on roll-out programme	100%	90%	80%	○	90%	80%	○	100%	90%	○	No Deviation	No Corrective Measures

Table 21: 4th Quarter Performance on targets set for 2015/16 - Planning and Economic Development Department

Ref	Strategic Objective	Pre-determined Objectives	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D242	Enhanced Integrated developmental planning	Integrated Spatial Development	SPLUMA implementation	Council Resolution on Tribunal Submission to HR on Organogram Correspondence Promulgation Notices Minutes of Tribunal Meetings and Task teams	100%	75%	30%	R	75%	40%	R	100%	60%	R	1.Delay in the finalisation of the appointment of Planning Tribunal Members. 2. Delay in obtaining the comments from the Provincial Department of Cogsta Legal Section regarding vetting of the bylaw that was adopted by GTM.	1. meeting of task team was held on the 13th June 2016 to streamline all the outstanding Legal Compliance issues. 2. An appointment was secure with the Provincial Government Printers for the by law gazetted due to happen before the 30th June 2016. 3. Follow-up emails through our legal section to get vetting process to be speeded up.

Table 21: 4th Quarter Performance on targets set for 2015/16 - Planning and Economic Development Department

Ref	Strategic Objective	Pre-determined Objectives	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D243	Enhanced Integrated developmental planning	Integrated Spatial Development	Land identification for social housing	Correspondence with HAD Appointment letter for service providers (township establishment) Housing designs Construction Costing	100%	90%	100%	G2	90%	100%	G2	100%	100%	G	No deviation	none
D244	Enhanced Integrated developmental planning	Neighbourhood Development	Rural Broadband (NDPG)	NDPG Progress Reports Minutes of NDPG meetings Completion certificate	100%	100%	0%	R	100%	0%	R	100%	0%	R	See attached comments by the IT Manager	See attached comments by the IT Manager
D245	Enhanced Integrated developmental planning	Neighbourhood Development	Indoor sports Centre & outdoor sports facilities(NDPG)	NDPG Progress Reports Minutes of NDPG meetings Completion certificate	100%	100%	100%	G	100%	100%	G	100%	100%	G	There was no deviation	There was no deviation
D246	Enhanced Integrated developmental planning	Neighbourhood Development	Nkowankowa Taxi Rank (High point Development)	NDPG Progress Reports Minutes of NDPG	100%	100%	100%	G	100%	100%	G	100%	100%	G	No deviation	None required

Table 21: 4th Quarter Performance on targets set for 2015/16 - Planning and Economic Development Department

Ref	Strategic Objective	Pre-determined Objectives	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
			Initiative) (NDPG)	meetings Completion certificate												

Table 22 below presents a summary of the level of performance for the 4th Quarter of 15/16 for PED, indicating that **30%** of the targets set were not met by year-end.

Table 22: PED - Summary of Results (4th Qtr 15_16)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	0	0%
	KPI Not Met	5	25%
	KPI Almost Met	1	5%
	KPI Met	8	40%
	KPI Well Met	3	15%
	KPI Extremely Well Met	3	15%
	Total KPIs	20	

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

1. The reporting of performance are in some instances not accurate and needs to be verified before the reporting system closes.
2. The implementation of SPLUMA is delayed by the non-appointment of a Tribunal by the Mopani District Municipality and also delays in securing comments from CoGHSTA on the vetting of the By-law adopted by GTM.

3.8 Greater Tzaneen Economic Development Agency

The performance of the Greater Tzaneen Economic Development Agency (GTEDA) during the 4th Quarter of 2015/16 is presented below (see **Table 23**).

Table 23: 4th Quarter Performance on targets set for 2015/16 - Greater Tzaneen Economic Development Agency																
Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D247	Effective and Efficient administration	Sound Governance	Audit opinion for GTEDA	Audit Report	1	1	0	R	1	0	R	1	0	R	Not applicable this quarter	
D248	Increase financial viability	Budget management	% of GTEDA budget spent	Monthly financial reports	100%	75%	62%	O	75%	62%	O	100%	86%	O	Projects spending was less due to a resolution taken by Board and approved by Council on 31/05/2016 to put most projects on hold. Item 2.5 on PIC report attached	rolled over amount will be spent on 2016/17 projects as adopted by Council on 31/05/2016
D249	Create a stable economic environment by attracting suitable investors	Economic Growth and Investment	# of committed investors attracted through GTEDA	Investment reports (LADC, MDDA, Premiers Office & SEDA)	5	0	0	N/A	0	0	N/A	5	0	R	Target revised as key investment attraction projects had disputes as per Council resolution taken on 31/05/2016	Council has approved new GTEDA strategic plan on the 31 May 2016 to address these challenges.

Table 23: 4th Quarter Performance on targets set for 2015/16 - Greater Tzaneen Economic Development Agency

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D250	Increased investment in the GTM economy	Enterprise Development (SMME support)	# of SMMEs capacitated through GTEDA (1 Per cluster)	GTEDA SMME support report	4	3	35	B	3	35	B	4	35	B	Capacitated through CBDA training on governance, audit and supervision.	
D251	Increased investment in the GTM economy	Marketing and Investor Targeting	# of jobs created by GTEDA	GTEDA monthly project progress reports, Minutes of meetings	200	150	10	R	150	10	R	200	10	R	Target revised as key job creation projects had disputes. i.e. restituted farms; shopping centres were not developed due to Tribal Authorities not releasing land earmarked for development.	A new strategic plan was put in place to ensure GTEDAs mandate is well on track, this was presented and adopted by council on 31 May 2016.
D252	Effective and Efficient administration	Information management	Purchase of Printers	Quotation Invoice	100%	100%	0%	R	100%	0%	R	100%	0%	R	Not applicable this quarter	Mobile Printer was not bought because projects were not implemented, it was solely going to be used to print documents in the field.

Table 23: 4th Quarter Performance on targets set for 2015/16 - Greater Tzaneen Economic Development Agency

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D253	Increased investment in the GTM economy	Agriculture	Livestock improvement - Leathermaking	Operational Plan Business plan & acknowledgement of receipt Funding Agreement Monitoring Reports Progress Report Minutes of Meetings Draft Exit Plan	100%	75%	75%	G	75%	75%	G	100%	100%	G	Implementation of project plan is on track. Funding sourced from Department of Rural Development and Land Reform.	
D254	Increased investment in the GTM economy	Agriculture	Livestock improvement - Tannery	Registration Certificate. Revised Concept Document. Business Operational Plan. Business Plan. Signed funding Agreement. Monthly and quarterly Board Reports.	100%	75%	60%	O	75%	60%	O	100%	70%	R	Target revised and project has been put on hold due to disputes and lack of funders and investors.	New beneficiaries will be identified and project plan will be revised (subject to availability of prospective funders)

Table 23: 4th Quarter Performance on targets set for 2015/16 - Greater Tzaneen Economic Development Agency

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D255	Increased investment in the GTM economy	Agriculture	Support to farms: Makgoba Tea Estates	Minutes and Attendance registers. Signed Agreement. Monthly and quarterly Board Reports.	100%	80%	80%	G	80%	80%	G	100%	80%	O	Reports compiled and project was put on hold due to challenges.	The project will be monitored closely until disputes are resolved and GTEDA will review its role (if any)
D256	Increased investment in the GTM economy	Agriculture	Support to farms: Bathabine Farms	Signed Investment Agreement. List of potential investors Minutes and Attendance registers of Steering committee meetings. Monthly and Quarterly Board Reports.	100%	90%	90%	G	90%	90%	G	100%	100%	G	Reports compiled and monitoring done as planned	
D257	Increased investment in the GTM economy	Agriculture	Support to farms: Tours Farm	TOR. Established Procurement Committees. Minutes and Attendance registers. Monthly and Quarterly Board Reports.	100%	75%	50%	R	75%	50%	R	100%	90%	O	Reports compiled Project put on hold as per Board and Council resolution attached	A new strategic plan and project prioritisation plan has been adopted by Council on 31/05/2016

Table 23: 4th Quarter Performance on targets set for 2015/16 - Greater Tzaneen Economic Development Agency

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D258	Increased investment in the GTM economy	Enterprise Development (SMME support)	Nwamitwa Shopping Centre	TOR Advert Appointment letter Minutes and Attendance Registers	100%	75%	75%	G	75%	75%	G	100%	90%	O	Reports compiled Developer not appointed pending Tribal Authority resolution	project put on hold as per Council resolution taken on 31/05/2016
D259	Increased investment in the GTM economy	Enterprise Development (SMME support)	Morutji Shopping Centre	Established Task Team. Appointment letter for developer Proposed Agreement. Facilitation Report Minutes and Attendance Registers	100%	75%	65%	O	75%	65%	O	100%	90%	O	Reports compiled Developer not appointed pending Tribal Authority resolution	Project put on hold as per council resolution taken on 31/05/2016
D260	Increased investment in the GTM economy	Enterprise Development (SMME support)	Dan/Bindzulani Shopping Centre	Signed Agreement. Implementation Plan. Facilitation Report Minutes and Attendance Registers	100%	75%	65%	O	75%	65%	O	100%	90%	O	Reports compiled Implementation plan not done as project had disputes.	Project put on hold due to stakeholders & #039; disputes, by Council on 31/05/2016.

Table 23: 4th Quarter Performance on targets set for 2015/16 - Greater Tzaneen Economic Development Agency

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D261	Increased investment in the GTM economy	Enterprise Development (SMME support)	Mokgwathi Shopping Centre	Modjadji TA letter of consent Established Task Team. Signed MOU. Facilitation Report Minutes and Attendance Registers	100%	75%	65%	O	75%	65%	O	100%	90%	O	Reports compiled Agreements not signed pending Tribal Authority resolutions	Project put on hold as per council resolution taken on 31/05/2016
D262	Increased investment in the GTM economy	Enterprise Development (SMME support)	Village Bank	Operational Plan. Board Induction Report. Exco & Mass meeting minutes Monthly and Quarterly Board Reports.	100%	90%	90%	G	90%	90%	G	100%	100%	G	Report compiled Training of members by CBDA facilitated	
D263	Increased investment in the GTM economy	Enterprise Development (SMME support)	Community Radio Station (current affairs & entertainment)	AGM Report. Newly Appointed Board members. Monitoring Reports. Strategic Planning Report. Operational Plan. Monthly and quarterly Board Reports.	100%	90%	60%	R	90%	60%	R	100%	90%	O	Radio station is back on air Staff recruitment done Report compiled	Revenue generating strategy and operational plan to be developed

Table 23: 4th Quarter Performance on targets set for 2015/16 - Greater Tzaneen Economic Development Agency

Ref	Strategic Objective	Programme	KPI	Source of Evidence	Annual Target	Year-To-Date As At April 2016			Year-To-Date As At May 2016			Year-To-Date As At June 2016				
						Target	Actual	R	Target	Actual	R	Target	Actual	R	Reason for deviation	Corrective Measures
D264	Increased investment in the GTM economy	Enterprise Development (SMME support)	Ideas Hub (Research & Innovation centre)	Attendance register & minutes of stakeholder meetings Advert Appointment letter (partner). Operational Plan. Monthly and Quarterly Board Reports.	100%	80%	80%	G	80%	80%	G	100%	100%	G	Reports compiled Blog/forum developed on GTEDA website	
D265	Increased investment in the GTM economy	Tourism	Tzaneen Dam	Resource Management Plan. Minutes and Attendance Registers. Signed agreement (GTM and Water Affairs). Monthly and quarterly Board Reports.	100%	80%	70%	O	80%	70%	O	100%	100%	G	Reports compiled Development of the Resource Management plan in progress	

Table 24 below presents a summary of the level of performance for the 4th Quarter of 15/16 for GTEDA reflecting that **68%** of the targets set were not met. The performance of GTEDA on the implementation of projects are severely affected by community disputes on land ownership.

Table 24: GTEDA - Summary of Results (4th Qtr 15_16)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	0	0%
	KPI Not Met	5	26%
	KPI Almost Met	8	42%
	KPI Met	5	26%
	KPI Well Met	0	0%
	KPI Extremely Well Met	1	5%
	Total KPIs	19	

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

1. Performance reporting by GTEDA must improve as it is not in line with the set targets, thus not reflecting a true state of affairs e.g. Tzaneen Dam project the Resource Management Plan and Agreement between GTM and Water Affairs were not concluded by year-end yet 100% performance is reported. Other projects were given a 90% score while they were on hold.
2. The majority of the major projects identified for GTEDA are not progressing due to community disputes. GTEDA should be assisted to identify feasible projects that can create jobs and attract investment into the municipal area. The continued poor performance of the Agency, in terms of delivering on its mandate to attract investment, raises concerns regarding the return on the investment by GTM in GTEDA.
3. The bulk of the funds channeled to GTEDA are spent on administrative and board activities (salaries) while very little funds is available for project support, the core function of the agency.

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

Table 25: 4th QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16													
Dept	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments	
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
CFO	GTM Insurance	Lateral Unison	GTM	01/07/2015	30/06/2018	Service provider handling claims as sent through by GTM	There is challenges in terms of the tender amount and subsequent agreement before the appointment on the access amount and the amount for 2016/17 has not been paid.	4	4	4	3	None	
CFO	Meter reading	Electro cutts	GTM	23/07/2015	22/07/2018	Electro-cutts still provides meter reading services and level of service has improved.	The service provider was initially having challenges in terms of accessing the route but currently there is improvement.	2	3	4	3	None	
CFO	Credit control	Physon business solution (PBS)	GTM	1/04/2015	30/04/2018	Credit control actions is carried out by service provider to the extent of information supplied.	Credit control was affected by wrong disconnection and the matter is being addressed currently	3	4	4	3	None	
CFO	Valuation roll	DDP Valuers	GTM	1/07/2013	1/07/2017	Valuers is providing service within contract stipulations	None	5	5	5	4	None	
CFO	Sms/mms communication	Ntsumi telecommunic ations	GTM	1/04/2015	31/03/2018	Service provider is distributing mms as supplied by Municipality	The service provider is sending SMS and some of consumer doesn't want an email. The appointment and the SLA differ in terms of rate.	1	1	2	3	None	

Table 25: 4th QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16

Dept	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
CFO	Assets Management Consultants	ARMS	GTM	01/05/2013	30/11/2016	Service Provider still working on the Annual Financial Statements (95%)	The input on the AFS was not submitted as per initial agreement but they also have challenges in terms of us submitting the information to them to finalised the input.	4	4	5	4	Still working on the Annual Financial Statements
Corp	Telephone Exchange System	Gijima	GTM	1/12/2000	30/11/2005	Gijima still provides support services whenever calls are logged. The Municipality uses a service plus support agreement on quarterly basis.	The telephone system is absolute as a result we have lots of outages on digital and IP phones. The procurement processes to replace the current are in progress.	4	4	4	3	The overall service by Gijima is satisfactory
Corp IT	Managed printing service	Nashua Limpopo	GTM	1/07/2012	30/06/2015	The SLA was extended from month to month. There is an in-house support technician who services the MFP machines in a timely manner.	The challenge is that the service provider takes time to receive part for its supplier hence services are affected.	4	4	4	3	The overall service is satisfactory
Corp IT	Paperless Council Meetings	Telkom Mobile	GTM	1/04/2015	31/03/2017	Paperless Council Meeting are on going using the service of Telkom mobile for Data bundles for accessing Council documentations.	No challenges	4	4	4	4	The overall service is Good

Table 25: 4th QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16

Dept	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Corp IT	Unified Email Management System	EOH	GTM	1/06/2015	30/06/2017	The Municipality email server and clients are protected against spams and other emails security vulnerabilities.	No challenges	4	4	4	5	The overall service is excellent
COR P HR	Job Evaluation and Salary Disparities	Deloitte Consulting Pty Ltd	GTM	01/11/2015	31/03/2016	Contract for Deloitte lapsed and SALGA is currently implementing the Job Evaluation process for all municipalities.	The progress is very slow and GTM don't have control over the process.	n/a	3	2	n/a	Services Provider did not meet our expectation.
Corp HR	Report Writing and Minutes Taking	Paseka Business Enterprise	GTM	30/03/2016	31/03/2016	Training completed	Training not accredited and not based on a Unit Standard.	n/a	n/a	4	n/a	Service Provider not to be considered in future until proof of accreditation of their programmes is submitted
Corp HR	Customer Care	Paseka Business Enterprise	GTM	14/04/2016	15/04/2016	Training completed	The biggest challenge is that the training was not accredited and as such was not based on a Unit Standard and is therefore not NQF aligned.	n/a	n/a	n/a	4	Service Provider not to be considered in future until proof of accreditation of their programmes is submitted

Table 25: 4th QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16

Dept	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Corp HR	Pay day Report Writing	Pay Day Software Systems pty Ltd	GTM	05/11/2015	06/11/2015	The training has been completed. Pay Day are the owners of the system that is being used by the Municipality and therefore they train, monitor, evaluate and update as and when needed.	It is recommended that there must be continuous training on Pay Day systems.	n/a	5	n/a	n/a	Provide support and training on their own product.
Corp HR	Trade test Training _ diesel	Olifantsfontein Training Centre	GTM	09/11/2015	20/11/2015	Training completed and awaits Assessment Results.	Accredited Training Centre that produces Technicians, Artisans, Plumbers and Engineers for the Country.	n/a	4	n/a	n/a	Training Centre that fulfils the requirements as set out by the Department of Labour.
Corp HR	Power Point Training	High Echelon	GTM			Training was completed.	Accredited Training Provider which facilitates IT Skills Programmes.	N/A	N/A	N/A	5	Fulfilled the Municipality's expectation
Corp HR	Supervisory Training	Nkuhlwana Trading	GTM	04/05/2016	06/04/2016	Training was completed.	Their skills programmes not aligned to Unit Standards and also not accredited. The company's approach to training is still like in the past where it issues certificate of attendance at the end of the training session.	N/A	N/A	N/A	1	Not to be considered in future for any training intervention.

Table 25: 4th QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16

Dept	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Corp HR	MFMA Training	Kamanga Skills Projects	GTM	28/06/2016	21/07/2017	The Training is currently in progress and will be completed July 2017.	Fully accredited to facilitate the MFMA training with the National Treasury and LGSETA as the programme approval body.	NA	N/A	N/A	5	Very good Service Provider. Can be considered for other future interventions.
CSD	Traffic law enforcement	Mavambo	GTM	04/07/2014	36 months conditional	Providing speed monitoring equipment, captures fines and receives payment (back office services)	No challenges	5	5	5	5	None
CSD	Physical Security	Mapheto Business Servises CC	GTM	01/01/2016	31 /12/2018	Not satisfactory	They don't provide the required number of security personnel and no firearms	n/a	n/a	3	2	None
CSD	Physical Security	Kgosi Monene Security Services	GTM	01/10/2010	31/12/2015	Contract expired	Contract expired and company left premises	5	4	n/a	n/a	None
CSD	Surveillance Cameras	Bravospan	GTM	01/10/2014	31/10/2016	Satisfactory	No challenges	5	5	5	5	None
CSD	Electronic Morpho Access Control	Prosatelite	GTM	01/07/2013	to date	Satisfactory	No maintenance contract and it very difficult to pay for call ups	5	5	5	5	None

Table 25: 4th QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16

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

Table 25: 4th QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16

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

Table 25: 4th QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16												
Dept	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
CSD	Collection & Transportation Lenyenye	Selema Plant hire Construction C.C.	GTM	1/08/2015	31/07/2018	Service is being provided, regular penalties applied in areas of underperformance.	Constant supervision and training required from GTM personnel to ensure that service is sustainable.	4	4	3	4	Service provider must be subjected to a "Waste Management Skills-rating" by the B.A.C. during procurement. Awaiting regulations by Minister i.t.o. Section 7 of Act 59/2008 (Nat. Waste Act)
CSD	Grass cutting	Shidila Trading Enterprise	GTM	23/04/2015	23/04/2018	Grass cutting is done when necessary on parks and side walks	No challenges	5	5	5	5	Work is done when orders are issued
CSD	Garden maintenance	Tshandukos Consultation and projects	GTM	4/03/2015	4/03/2018	Garden maintenance being done	No challenges	3	3	4	4	Work is proceeding monthly and checklist is submitted monthly
EED	Energy Efficiency and demand (Tzaneen, Nkowankowa and Lenyenye) Phase 2	Rivisi Electrical Contractors	DOE	1/06/2015	30/05/2016	Project completed (100%)	None	N/A	4	4	4	Project completed in time

Table 25: 4th QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16

Dept	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
EED	Energy Efficiency and demand (Tzaneen, Nkowankowa and Lenyenye) Phase 2	MVM Africa Consultant	DOE	1/06/2015	30/05/2016	Project completed (100%)	None	4	4	5	5	Project completed in time
EED	Masterplan Study	Royal Haskoning GDHV LTD	GTM	1/01/2015	30/12/2016	Master Plan study in progress (50%)	None	N/A	N/A	4	4	Project on track
EED	Electricity Capacity Building - From Church sub via Old SAR to Power station	OSCON Electrical Contractors	GTM	1/06/2015	30/03/2016	Original and extended scope completed	None	5	5	5	5	Excellent execution
EED	Electricity Capacity Building - From Church sub via Old SAR to Power station	MOTLA Consulting Engineers	GTM	1/06/2015	30/03/2016	Original and extended scope completed	None	5	5	5	5	Excellent execution
EED	Rebuilding of Haenertsburg 33-kV Line	Rivisi Electrical Contractors	GTM	26/10/2015	31/03/2015	Project completed (100%)	None	N/A	4	5	n/a	Excellent execution
EED	Rebuilding of Lalapanzi 33-kV line	Rivisi Electrical Contractors	GTM	01/10/2015	30/11/2015	Project completed (100%)	None	N/A	4	5	n/a	Excellent execution
EED	Rebuilding of 11-kV Lines at Grysappel / Redbank	Van Wyk & Prinsloo	GTM	01/10/2015	31/03/2016	Project completed (100%)	None	N/A	4	3	3	Project delayed by a quarter

Table 25: 4th QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16												
Dept	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
EED	Rebuilding & Refurbishment of lines	Rivisi Electrical Contractors	GTM	29/10/2014	29/10/2017	Project completed (100%)	None	4	4	4	4	Ongoing 3 year contract
EED	Sampling and Purification of Transformer Oil	Mandlakazi Electrical Technologies	GTM	01/12/2014	31/12/2015	None	No budget for execution of remedial work. Provision to be made in 2016/17	N/A	N/A	N/A	n/a	No tasks performed during the period due to financial constraints
EED	Electrification of Mohlaba Cross Phase 2	S&D Consulting J/V Rolinda	Department of Energy	01/10/2014	30/11/2015	Project completed and energized (100%)	None	1	1	N/A	n/a	None
EED	Electrification of Runnymede	AES Consulting J/V Xiverengi	Department of Energy	01/10/2014	30/11/2015	Project completed and energized (100%)	None	1	1	N/A	n/a	None
EED	Electrification of Khujwana Phase 1	Bawelile Consulting J/V Humphry's	Department of Energy	01/10/2013	31/01/2016	Project completed and energized (100%)	None	1	1	3	n/a	None
EED	Electrification of Khujwana Phase 2	Mogalemole Consulting JV Rivisi	Department of Energy	01/11/2015	30/06/2016	Project at Construction (85%)	Busy with additional 25 households	N/A	3	5	3	Project to be completed in the first quarter of 2016/17
EED	Electrification of Khopo / Civic	Mogalemole Consulting JV Rivisi	DBSA	01/12/2015	30/06/2016	Project at Construction (80%)	Delivery of material delayed by the supplier.	N/A	4	4	3	Project to be completed in the first quarter of 2016/17
EED	Electrification of Sunnyside / Myakayaka / Sepacheng	Bawelile Consulting JV MPTJ	DBSA	01/11/2015	30/06/2016	Project at Construction (60%)	Change of design. Area rocky and not accessible at Sepacheng	N/A	5	2	2	Project to be completed in the first quarter of 2016/17

Table 25: 4th QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16

Dept	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
EED	Electrification of Mine View / Hospital View	Bawelile Consulting JV AVN	Department of Energy	01/11/2015	30/06/2016	Project at Construction (60%)	Delays with delivery of transformers due to copper shortage	N/A	5	2	2	Project to be completed in the first quarter of 2016/17
EED	Electrification of Bonn / Lekutswi	Bawelile Consulting JV AVN	Department of Energy	01/11/2015	30/06/2016	Project at Construction (53%)	Delays with delivery of transformers due to copper shortage	N/A	5	2	2	Project to be completed in the first quarter of 2016/17
EED	Electrification of Kubjana / Marirone / Motupa	Bawelile Consulting JV REMS Electrical	Department of Energy	01/11/2015	30/06/2016	Project at Construction (88%)	Delays with delivery of transformers due to copper shortage	N/A	5	3	3	Project to be completed in the first quarter of 2016/17
EED	Electrification of Morapalala	Bawelile Consulting JV REMS Electrical	Department of Energy	01/11/2015	30/06/2016	Project at Construction (88%)	Delays with delivery of transformers due to copper shortage	N/A	5	4	3	Project to be completed in the first quarter of 2016/17
EED	Electrification of Wally	Bawelile Consulting JV REMS Electrical	Department of Energy	01/11/2015	30/06/2016	Project at Construction (85%)	Delays with delivery of transformers due to copper shortage	N/A	5	4	3	Project to be completed in the first quarter of 2016/17
EED	Electrification of Mopje / Seabane	IZEW Engineering JV	Department of Energy	01/11/2015	30/06/2016	Project at Construction (70%)	Area rocky and inaccessible	N/A	3	2	3	Project to be completed in the first quarter of 2016/17
EED	Electrification of Madumane / Morutji / Botludi	IZEW Engineering JV	Department of Energy	01/11/2015	30/06/2016	Project at Construction (50%)	Area rocky and inaccessible	N/A	3	2	3	Project to be completed in the first quarter of 2016/17
EED	Electrification of Xihoko / Radoo	Calibre Consulting	DBSA	01/12/2015	30/06/2016	Project at Construction (80%)	Construction started late due to late appointment of contractor.	N/A	3	4	4	Project to be completed in the first quarter of 2016/17

Table 25: 4th QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16

Dept	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
EED	Electrification of Thabina Valley	Superior Quality Engineers	DBSA	01/12/2015	30/06/2016	Project at Construction (90%)	Work stoppage by the contractor due to clarity on the revised scope.	N/A	4	4	4	Project to be completed in the first quarter of 2016/17
EED	Electrification of Julesburg Area	Simolola Engineering Services	DBSA	01/12/2015	30/06/2016	Project at Construction (80%)	Construction started late due to late appointment of contractor.	N/A	5	3	4	Project to be completed in the first quarter of 2016/17
EED	Apollo Lights	AES Consulting Engineers	GTM	1-Jul-15	30/06/2016	Installation of high mast completed (90%)	Awaiting Eskom connection to energise the Apollo lights	3	3	3	3	Project to be completed in the second quarter of 2016/17
EED	Apollo Lights	Simolola Consulting Engineers	GTM	1-Jul-15	30/06/2016	Installation of high mast completed (90%)	Awaiting Eskom connection to energise the Apollo lights	3	3	3	3	Project to be completed in the second quarter of 2016/17
ESD	Tickyline, Glasswork, Myakayaka, Mineview, Burgersdorp, Gavaza to Mafarana Tar Road	Southern Ambition Consulting Engineers (SACE)	MIG	23/09/2015	01/03/2017	The project is progressing well and is at 45%	None	n/a	4	4	4	Good performance
ESD	Rita to Mariveni Tar Road	Tango's Consultants	MIG	22/09/2015	22/08/2018	The project is progressing well and is at 55%	None	n/a	4	4	4	Good performance

Table 25: 4th QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16

Dept	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
ESD	Moruji to Maswi/ Kweshokolwe	Mtema Mashao Consulting Engineers	MIG	23/09/2015	23/09/2015	The tender is still at Bid Adjudication stage. The Engineer has not done any work since the court interdict.	None	n/a	4	n/a	n/a	None
ESD	Sasekani to Nkowankowa D Tar Road	SML Projects	MIG	05/03/2015	04/12/2015	Project completed (100%)	Project is complete.	n/a	3	n/a	n/a	Project is complete.
ESD	Upgrading of Lenyenye Stadium	Shikwambana Sithole & Associates (SSA)	MIG	08/09/2015	30/06/2016 (Revised date)	The contractor is busy with the outstanding works and is at 99%	None	n/a	1	3	4	Good performance
ESD	Relela Community Hall	Melco Consulting & Projects	MIG	14/04/2016	13/10/2016	The contractor is busy with the main hall foundation and the septic tank and the physical progress is at 45%	None	n/a	3	4	4	Good performance
ESD	Runnymade Sports Facility	Uranus Consulting Engineers	MIG	14/03/2016	10/02/2017	The contractor is busy with earthworks for the soccer pitch, tennis and volleyball platforms. The physical progress is at 40%	None	n/a	4	4	4	Good performance

Table 25: 4th QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16

Dept	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
ESD	Tickyline, Glasswork, Myakayaka, Mineview, Burgersdorp, Gavaza to Mafarana Tar Road	Selby Construction	MIG	23/09/2015	01/03/2017	The contractor is busy with site establishment, the site was recently handed over on the 08/08/2016	None	n/a	4	n/a	n/a	None
ESD	Rita to Mariveni Tar Road	Selby Construction	MIG	22/09/2015	22/08/2018	The project is progressing well and is at 55%	None	n/a	4	4	4	Good performance
ESD	Moruji to Maswi/ Kweshokolwe	Readira/Nyapale Matlala JV	MIG	23/09/2015	23/09/2015	The tender is still at Bid Adjudication stage		n/a	3	n/a	n/a	None
ESD	Sasekani to Nkowankowa D Tar Road	Koena Mokone Trading	MIG	05/03/2015	04/12/2015	Project completed (100%)	Project is complete.	n/a	3	n/a	n/a	Project is complete.
ESD	Upgrading of Lenyenye Stadium	Makgetsi Construction	MIG	08/09/2015	30/06/2016 (Revised date)	The contractor is busy with the outstanding works and is at 99%	None	n/a	1	4	4	Good performance
ESD	Politsi road	Mashrik Social Development	Own funding	01/06/2015	01/11/2015	Project completed (100%)	None	3	4	n/a	n/a	Performance of the service provider is good
ESD	Refurbishment of Haenertsburg drop off centre	Moribo wa Africa Trading Enterprise	Own funding	11/01/2016	06/05/2016 (Revised date)	Completed	none	n/a	n/a	4	4	Good performance
ESD	Refurbishment of Nkowankowa drop off centre	Moribo wa Africa Trading Enterprise	Own funding	11/02/2016	06/05/2016 (Revised date)	Completed	none	n/a	n/a	4	4	Good performance

Table 25: 4th QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16

Dept	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
ESD	Roofing of Council Chamber	Moepeng Trading 40	Own funding	16/08/2015	30/11/2015	Project completed (100%)	None	n/a	3	n/a	n/a	Performance of the service provider is good
ESD	Construction of Relela community hall	Mashrik Social	MIG	14/04/2016	13/10/2016	The contractor is busy with the main hall foundation and the septic tank and the physical progress is at 45%	None	n/a	3	4	4	Good performance
ESD	Construction of sports centre at Runnymede cluster	Selby Construction	MIG	14/03/2016	14/03/2017	The contractor is busy with earthworks for the soccer pitch, tennis and volleyball platforms. The physical progress is at 40%	None	n/a	4	4	4	Good performance
ESD	Re Advert-Construction of Mokonyane low level bridge Option A and B	Muavuli Trading	GTM	20/06/2016	20/10/2016	Busy with rock fill	Contractor not performing well and behind the schedule	n/a	n/a	n/a	1	Poor performance
ESD	Re Advert-Construction of Rikhotso low level bridge.	Zacks Business	GTM	24/05/2016	24/09/2016	Contractor busy with floor slab	Contractor progress is slow	n/a	n/a	n/a	3	Average performance
ESD	Construction of speed humps around Greater Tzaneen Municipality	Paxair Project	GTM	01/05/2016	30/06/2016	Completed	none	n/a	n/a	n/a	5	Excellent performance

Table 25: 4th QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16

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

Table 25: 4th QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16

Dept	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
ESD	Construction of speed humps around Greater Tzaneen Municipality	Rigogo Projects	GTM	01/05/2016	30/06/2016	Completed	none	n/a	n/a	n/a	5	Excellent performance
ESD	Construction of speed humps around Greater Tzaneen Municipality	Modulaodira Trading	GTM	01/05/2016	30/06/2016	Completed	none	n/a	n/a	n/a	3	Average performance
ESD	Construction of Lenyenye drop off centre entrance road	Paxair Projects	GTM	06/05/2016	30/06/2016	Completed	none	n/a	n/a	n/a	5	Excellent performance
ESD	Construction of Nkowankowa Taxi Rank	Uyapho Engineering	GTM	4/05/2016	6/12/2016	The contractor is busy setting out for the new stalls, steel fixing and strip footing for the foundations	None	n/a	n/a	n/a	4	Good performance
MM	Electronic Performance management system	Action IT	Own Funds	1/07/2015	1/07/2018	SDBIP reporting is being done on the system.	None	5	5	5	5	Excellent Support received from service provider
PED	Beacon rectification at Dan Ext2	Phil Shihundla Land Surveyors	GTM	7/03/2016	8/12/2016	Service provider recently appointed and on-site.	None.	n/a	n/a	3	5	The Surveyor has completed the work and submitted to Surveyor

Table 25: 4th QUARTER ASSESMENT OF SERVICE PROVIDERS FOR 2015/16												
Dept	Project name	Name of Service provider	Source of funding	Start date	Completion date	Physical Progress to date	Challenges and interventions	Assessment of service provider (Scale 1-5) 1 - Poor 2 - Fair 3 - Average 4 - Good 5 - Excellent				Assessment comments
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
												General for approval
PED	Review of spatial development framework	P Dludla	GTM	1/3/2016	1/2/2017	Status quo document	Slow response on data requested	n/a	n/a	n/a	4	Service provider may be considered for any future work.

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

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

Table 26: Progress made with implementation of recommendations of the Annual Performance Report for 2014/15							
Item no	Recommendations	Implementing Agent	Timeframe	Progress to date (30 June '16)	Challenges	Intervention required	Fully implemented by Year-end
1	That a Risk Assessment on the procurement process be conducted and recommendations be made as to how improve the turn-around time.	MM	30/12/2015	Enterprise-wide risk assessment, which including SCM, was conducted.	Non-adherence to turnaround times of procurement processes which lead to irregular expenditure.	Compliance to the policies, procedures and processes and also legislative prescripts. Proper management of contracts by developing contract management policy and procedure manual.	Y
2	That a Demand Management Plan (DMP) must be approved by Council by 30 June, annually	CFO	30/10/2015	The Demand Management Plan was approved in May 2016	None	None	N
3	Monthly DMP progress reports must be submitted to Management and quarterly to the Audit Committee and Council	CFO	Monthly	Verbal reporting to Management and SCM activities reported in Monthly financial reports only.	Reports to management were verbal and not formalised. Monthly reports do not clearly reflect delays in procurement	Management to receive monthly DMP progress reports	N
4	That the efficiency of the bid committees in finalising bids must be evaluated in the monthly reports of the Finance Department to Management and Council	CFO	Monthly (Management) & Quarterly (Council)	Committee activities reported but efficiency not evaluated	Bid committee efficiency was monitored through the Back to Basics reporting only.	None	N

Table 26: Progress made with implementation of recommendations of the Annual Performance Report for 2014/15

Item no	Recommendations	Implementing Agent	Timeframe	Progress to date (30 June '16)	Challenges	Intervention required	Fully implemented by Year-end
5	That the Audit Committee meetings must take place at least once per quarter	MM	Quarterly	Audit Committee meetings are taking place quarterly.	None	None	Y
6	That a schedule of Audit Committee meetings be developed and submitted to Council	MM	30/10/2015	Schedule of Audit Committee meetings have been approved by Council. Council resolution no. A6	None	None	Y
7	That the strategic planning capacity of the IDP office be improved by filling the IDP officer position.	MM	30/12/2015	IDP officer position has been filled	None	None	Y
8	That CoGHSTA be requested to provide IDP training for all Directors and Managers	MM	30/10/2015	IDP training was provided on 6 June 2016	None	None	Y
9	The IDP process plan must be adhered to, to ensure that sufficient time is spent on planning and integrating all initiatives	MM	Ongoing	IDP Process Plan has been revised two times due to NT circular 78 & 79. The Process Plan is on schedule.	Several postponement of committee meetings due to unavailability of key stakeholders and amendments of the process plan by Council	IDP activities to be prioritised by Management and Council	N
10	Project teams be established during the Projects phase of the IDP to ensure that all projects are well planned and all stakeholders are consulted prior to implementation (as recommended for 13/14)	MM	30/12/2015	Project teams not yet established	Postponement of committee meetings due to unavailability of key stakeholders	Municipal Manager to advise Service delivery Directors to provide support to allow project teams to be established.	N
11	The reasons behind the delays in the awarding of bids (especially major service delivery projects) must be investigated and addressed	MM	30/10/2015	A Timetable is in place for the sitting of bid committees and monitored by the Municipal Manager.	None	None	Y
12	That the roll-over of capital projects not be approved if they are not cash backed.	MM	30/08/2015	Not all roll-over projects approved by National Treasury due to a shortage of cash	14/15 Roll over projects approved by Council without being cash backed	Capital budget for 16/17 being planned - taking roll-overs of projects, funded from own funds, into account	N
13	That a Financial Recovery plan to Council for approval by 30 Sept '15 (as recommended for 13/14)	MM	30/09/2015	Financial recovery plan drafted but not finalised	CoGHSTA advised GTM not to develop a financial recovery plan when not under financial distress	Financial situation has improved as a result of cost containment measures	N

Table 26: Progress made with implementation of recommendations of the Annual Performance Report for 2014/15

Item no	Recommendations	Implementing Agent	Timeframe	Progress to date (30 June '16)	Challenges	Intervention required	Fully implemented by Year-end
14	That HR, in consultation with the service Departments, identify employees that deliver an essential service and that overtime payment be limited to these employees, within the legislated parameters	CORP	30/12/2015	Draft essential services submitted to LLF for inputs and comments on 8 April 2016	Item not yet discussed in LLF, other items prioritised	Adoption from Council as soon as possible.	N
15	That all overtime for none-essential service employees be taken as time off	All Directors	Immediate	MM: Only one employees claiming paid overtime	MM: None (Disaster officer duties seen as essential)	MM: None	N
				CFO: No inputs received	CFO: No inputs received	CFO: No inputs received	
				CORP: Pre-approval process instituted but not adhered to by all	CORP: Not all Departments are adhering to the pre-approval of overtime	CORP: Pre-approval application form to be signed by Directors	
				CSD: Resolution will be adhered to	CSD: Personnel shortage	CSD: Filling vacant posts budgeted for to be filled	
				EED: Essential services provided on 24 hour basis	EED: Shortage of staff	EED: Recruitment ongoing	
				ESD: Employees refuse to work if not remunerated	ESD: Shortage of personnel	ESD: Filling of vacant positions	
				PED: No cases in PED	PED: None	PED: None	
16	That Regulation 531 of the Labour Relations Act (Act 75 of 1997) be implemented, wherein employees exceeding a regulated wage level are not allowed to claim payment for overtime	All Directors	Immediate	MM: Only one employees claiming paid overtime	MM: None (Disaster officer duties seen as essential)	MM: None	N
				CFO: No inputs received	CFO: No inputs received	CFO: No inputs received	
				CORP: Overtime policy being adhered to	CORP: Still some cases where employees work more overtime beyond the regulated levels	CORP: To regularly conscientise management and employees about the relevant wage levels	
				CSD: Only essential services are allowed to exceed limit	CSD: Personnel shortage	CSD: Filling vacant posts budgeted for to be filled	
				EED: Essential services provided on 24 hour basis	EED: Shortage of staff	EED: Recruitment ongoing	
				ESD: Employees refuse to work if not remunerated	ESD: Shortage of personnel	ESD: Filling of vacant positions	
				PED: No cases in PED	PED: None	PED: None	

Table 26: Progress made with implementation of recommendations of the Annual Performance Report for 2014/15

Item no	Recommendations	Implementing Agent	Timeframe	Progress to date (30 June '16)	Challenges	Intervention required	Fully implemented by Year-end
17	That the Overtime Policy of Council be adhered to wherein overtime may not exceed 3 hours per day, 10 hours per week or 40 hours per month	All Directors	Immediate	MM: No such case in MM Department	MM: None	MM: None	N
				CFO: No inputs received	CFO: No inputs received	CFO: No inputs received	
				CORP: Legislation being adhered to	CORP: Still have employees that exceed 3 hrs a day and 10 hours a week or 40 hours a month	CORP: Directors are urged not to approve overtime in excess of the hours in the Overtime Policy	
				CSD: Only essential services are allowed to exceed 40 hr limit	CSD: None	CSD: None	
				EED: Essential services provided on 24 hour basis	EED: Shortage of staff	EED: Recruitment ongoing	
				ESD: Only essential service employees exceeding the limit	ESD: Shortage of personnel	ESD: Filling of vacant positions	
				PED: No cases in PED	PED: None	PED: None	
18	That IT evaluate the problems relating to the IT & telephone network at stores and that Management be presented with a report on what needs to be done to resolve the matter	CORP	30/10/2015	The problems were identified through the High Level ICT infrastructure Audit and was budget allocated for procurement of ICT equipment including and not limited to desktop, laptops and other related. The network at Stores is stable. A BID has been issued and advertised for replacement of the current telephone system which will in turn address the current challenges of telephones.	None.	None.	Y
19	IT Hardware be prioritised during the 16/17 IDP/Budget process to facilitate the implementation of the Disaster Recovery Plan	MM	30/02/2016	Disaster Recovery Equipment prioritised for 2016/17 with the IDP.	None.	None.	Y

Table 26: Progress made with implementation of recommendations of the Annual Performance Report for 2014/15

Item no	Recommendations	Implementing Agent	Timeframe	Progress to date (30 June '16)	Challenges	Intervention required	Fully implemented by Year-end
20	IT technicians to be sent on training on an annual basis to allow them to keep up with the available technology	CORP	Ongoing	Training needs for 2016 /17 were submitted to the Human Resources Management Division. Training provided for IT Staff: 1. Microsoft Windows Server 2012 : installing and Configuring 2. Administering Microsoft Windows Server 2012 3. Configuring Advanced Windows Server 2012 Services 4. Microsoft System Centre Configuration Manager 2012: Deploying and Administering. 5. Advance Solution Of Microsoft Exchange Server 2012. 6. Core solution of Microsoft Exchange Server 2012. 7. Introduction to Unix Server Administration - Mr Milton Sibuyi 8. Informal Training on UNIX server Administration, Backups and User Account Management (training was offered by Fujitsu) -	None.	None.	Y
21	That all the vacancies at Managerial level be advertised and filled by 30 December 2015, these include the Manager: Internal Audit, Water & Sewer, PMU, Communications as well as the IDP Officer	CORP	30/12/2015	Manager Internal Audit was advertised and interviewed. PMU have been filled with effect from 1 June 2016. Manager Water have been filled with effect from 1 September 2016. IDP have been filled with effect from 1 March 2016. Communication Manager post still to be advertised.	None	None	N

Table 26: Progress made with implementation of recommendations of the Annual Performance Report for 2014/15

Item no	Recommendations	Implementing Agent	Timeframe	Progress to date (30 June '16)	Challenges	Intervention required	Fully implemented by Year-end
22	That all training requests (including MFMP) be subjected to a prioritization process prior to drafting the WSP	CORP	30/04/2016	Enrolled the last batch of 25 delegates on the MFMA Training from Budget and Treasury as per the directive of Circular 60 on Minimum Competency Levels.	Inadequate budget to deal with Skills Development matters for the institution.	Budget correctly. The Municipality is supposed to budget 1% of its annual pay roll and as per legislation and the 2003 SALGA Lekgotla.	Y
23	That provision be made on the HR organogram for the appointment of an Employee Performance Management Officer.	CORP	30/04/2016	The position cannot be created without review of the organisational structure.	The organisational structure review has been put into ice.	To proceed with review of the structure as we don't comply with MSA.	N
24	The Performance Management Policy framework be revisited to amend the incentive scheme and include penalties for non-compliance to reporting timeframes	MM	30/11/2015	The revision of the PMS policy framework is not yet completed	Human resource time limitations due to the Roll-out and training on the Electronic Reporting system as well as additional reporting requirements.	PMS Policy framework to be revised by December 2016.	N
25	Adherence to the Performance Management Process Plan be monitored by the Municipal Manager	MM	Ongoing	PMS monitored through Management and monthly reports	Performance Evaluations for Directors for 2015/16 has not yet taken place due to the change management challenges relating to implementing an electronic reporting system	Performance Evaluations for Directors to be concluded by September 2016.	N
26	That Council consider scheduling monthly Council Sittings to be able to monitor performance through the monthly reports	MM	30/10/2015	The schedule of Council meetings have already been approved by Council for the 2015/16 financial year. A monthly schedule of Council meetings will be considered in the next financial year to avoid disruption of the approved Corporate Calendar for this financial year.	Corporate Calendar has already been approved for 15/16.	Proposal will be considered by the next Council	N

6. Overall Performance Evaluation.

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

6.1 Filling of critical vacancies & Organogram Review

During the 15/16 financial year Human Resource Management was severely affected by labour disputes regarding salary disparities. These disputes resulted in the review of the organogram being stalled and filling of vacancies being placed on hold. During the 2nd Quarter of 15/16 Council approved the filling of critical vacancies and some positions were later filled. Of these positions the following managerial positions remain vacant by year-end:

- **Director: Corporate Services**
- Manager: Communications
- Manager: Internal Audit
- Manager: Water and Sewer

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

The effect of senior positions being vacant for extended periods of time is reflected in the overall departmental performance with Corporate Services & Engineering Services (Director suspended) being examples hereof. CORP did not deliver on **56%** of the targets set and ESD did not deliver on **65%** of the targets. Since the Director Electrical Engineering resigned in August 2016 it is critical that these 2 Director positions be filled (and the case of the Engineering Director be finalised) as a matter of urgency as management is severely weakened by the current situation.

6.2 IDP, budget and SDBIP alignment

The non-alignment between the IDP and the operational budget has for the past years impacted on the audit outcome with respect to Predetermined Performance Objectives. The continued roll-over of projects and the subsequent approval of roll-over amounts, from own funds as well as grants, contributes to the non-alignment in terms of the capital budget. This, because roll-over projects are not contained in the current year IDP and SDBIP. The disjointed financial administration on capital funds contributes to the situation with:

1. Capital projects on the budget not in line with the current-year IDP
2. Roll-over projects approved by Council in August not included in the current year IDP and SDBIP
3. The adjustment budget items not all corresponding to the IDP projects,
4. Delays in securing approval for roll-overs from Treasury

During the 2015/16 financial year the process of securing approval for the roll-overs delayed until final approval was secured in April of 2016, while the adjustment budget was already passed in January. The 15/16 SDBIP was therefore not adjusted as performance targets cannot be adjusted backwards. The monitoring and evaluation of project performance is jeopardised when projects are implemented without being reported on, on a monthly basis through the SDBIP.

6.3 Public Participation & Feedback to Council

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

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

6.4 MSCOA Implementation

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

6.5 Performance Management

Performance reporting proved once again to be a challenge in that the information provided in this report is as reported by Departments on the Electronic SDBIP reporting system on a monthly basis. The challenges experienced are:

- a) Target set in the SDBIP are disowned once reporting has to be done – this can be linked to the poor participation by Directors & Managers in the IDP steering committee, as this is the platform where inputs are made in terms of the IDP KPIs;
- b) Monthly reporting is not being done on time and once the system closes it reflects as under-performance;
- c) The integrity of performance reports are compromised by the non-submission of Portfolio of Evidence on the electronic system as per the requirements;
- d) The actual performance reported is not in line with the actual performance on the ground and requests by Internal Audit for corrections to be made are ignored by users;
- e) The auditing of performance information fell behind schedule because of resource constraints but also since users are not responding to requests from Internal Audit to correct or update the information reported, within the agreed timeframe;
- f) Repeated requests by the CFO to re-open the system for finance to report for June (eventually opened until 18 August) resulted in insufficient time for Internal audit to audit the 4th quarter information and also for the Performance Management office to submit the 4th quarter SDBIP report to Council on time. Financial administration must improve to ensure that reconciliations are done on a monthly basis to avoid the rush for completion of the Annual Financial statements and Annual Performance report at year-end. This, situation leaves no time for the Audit Committee to do a review of the AFS & APR at year-end exposing Council to a possible poor audit outcome on both.

The performance evaluations of Directors also did not take place. Initially the mid-year assessment process was stalled to allow training on the electronic reporting system. However the re-opening of the system, for prior months reporting, resulted in audit reports on this information being null and void. For the assessment to continue Internal Audit will have to re-audit all the information for 2015/16, a delay which could have been avoided if reporting timeframes and requirements were being adhered to on a monthly basis.

6.6 Procurement of goods and services

As with the previous financial years the delays in the procurement process was the main cause to delays in project implementation. These challenges include the following:

- a) The Demand Management Plan for 2015/16 was only approved in December '15 (6 months late).
- b) Delays by user departments in the finalisation of specifications.
- c) Bid committees not meeting as initially scheduled.
- d) Implementation of the new centralized procurement database, wherein many local suppliers are not registered on the data base, resulting in delays and 3rd party appointments.
- e) Delays in the processing of orders contributing to poor service delivery and unauthorised expenditure.

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