

Service Delivery and Budget Implementation Plan (SDBIP)

1st Quarter Report for 15/16



GREATER TZANEEN MUNICIPALITY

Office of the Municipal Manager

Performance Management Section

Contact number: 015 - 307 8002

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List of Acronyms

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

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







1. Introduction

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

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

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

Coding of Results

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

The audit on the performance information could not be concluded due the fact that an Electronic Performance Management System has been introduced to manage performance information and the auditing processes still needs to be streamlined.

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 the revenue collected per vote is presented in **Table 1** below.

Table 1: 1st Qtr Revenue Collection for 2015/16									
Ref	Vote	Jul-15		Aug-15		Sep-15		Total for the Period	
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
RS1	Property rates	6 954 681	7 879 045	7 112 319	8 097 798	6 984 534	8 098 763	21 051 534	24 075 606
RS2	Penalties imposed and collection charges on rates	410 659	360 639	298 343	381 647	309 732	315 809	1 018 735	1 058 095
RS3	Service charges	41 330 049	36 643 383	54 857 774	34 722 603	54 904 665	46 694 067	151 092 489	118 060 053
RS4	Rent of facilities and equipment	77 281	83 685	75 669	111 014	71 865	110 110	224 817	304 809
RS5	Interest earned - external investments	26 623	83 879	96 465	413 420	191 525	87 415	314 613	584 714
RS6	Interest earned - outstanding debtors	894 427	1 229 614	930 010	1 356 502	891 734	745 503	2 716 172	3 331 619
RS7	Fines	230 678	56 241	353 074	445 872	363 632	287 259	947 386	789 372
RS8	Licenses and Permits	46 154	82 975	0	65 147	82 141	58 488	128 295	206 610
RS9	Income from Agency services	3 166 396	4 683 876	2 008 253	3 494 640	2 022 537	4 135 778	7 197 187	12 314 294
RS10	Operating grants and subsidies	150 905 091	154 843 000	3 068 770	737 000	1 000 000	14 600 000	154 973 861	170 180 000
RS11	Other Revenue	7 684	48 650	1 150	-33 541	188 355	66 722	197 191	81 831

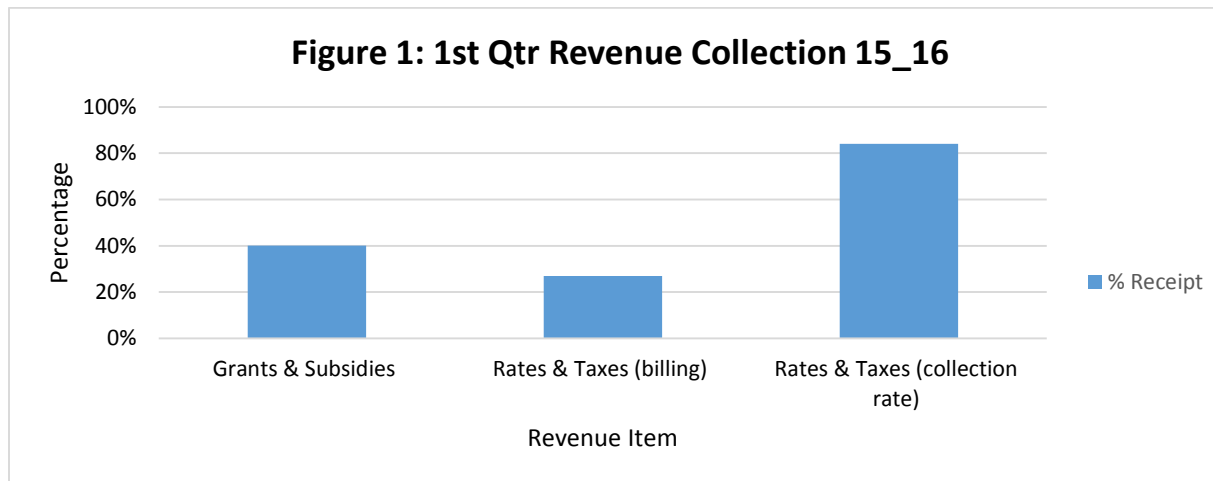
Table 1: 1st Qtr Revenue Collection for 2015/16

Ref	Vote	Jul-15		Aug-15		Sep-15		Total for the Period	
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
RS12	Gain on disposal of property, plant and equipment	0	0	0	0	0	0	0	0
RS13	Income foregone	-1 875 868	-1 933 862	-1 909 715	-1 756 456	-1 939 654	-1 761 625	-5 725 238	-5 451 943
Total:		202 173 860	204 061 125	66 892 116	48 035 646	65 071 069	73 438 289	334 137 046	325 535 060

Deviations to take note of in **Table 1** is the increase in revenue collection on Rent of Facilities and Equipment (RS4) which was as a result of an increase in new applications for rental of facilities received from Politsi. The revenue on interest earned from external investments (RS5) was also more than budgeted for due to the fact that excess funds were invested with different financial institutions to ensure maximum benefit to council. The increase in building plan applications also resulted in a higher revenue collection in terms of licenses and permits (RS8) while the income from Agency services was also significantly higher due to people from neighbouring towns making use of the GTM vehicle and driver licensing services. Lastly, the higher than expected revenue from operating grants and subsidies (RS10) is due to the fact that National Treasury published the municipal payment schedule after the commencement of the financial year resulting in a 40% collection rate by the end of the 1st Quarter (also see **Table 2**).

Table 2: 1st Quarter Revenue Summary for 2015/16

2015/16 FY		30 Sept '15	
Revenue	Budget	Year to date receipt	% Receipt
Grants & Subsidies	424,780,000	170,180,000	40%
Rates & Taxes (billing)	550,009,228	150,060,664	27%
Rates & Taxes (collection rate)	93%	84%	
Debtors age analysis	251,171,266	409,522,489	163%
Bank Balance	12,343,058	22,797,009	185%



2.2 Expenditure Analysis

This section provides details regarding the expenditure in terms of the Operational Budget for the 1st Quarter for 2015/16.

Table 3: 1st Quarter Operational Expenditure 2015_16										
Ref	Department	Jul-15		Aug-15		Sep-15				
		Operational Expenditure		Operational Expenditure		Operational Expenditure				
		Budget	Monthly Actual	Budget	Monthly Actual	Budget	Monthly Actual	YTD Budget	YTD Actual	YTD % Spent ¹
CF3	Office of the Municipal Manager	1 527 818.24	1 208 380	695 711	612 803	815 465.06	836 839	3 038 994	2 658 022	87
CF4	Financial Services	4 633 192	6 583 338	4 571 111	3 596 018	4 545 759	4 356 086	13 750 063	14 535 442	105
CF5	Corporate Services	5 999 053	7 997 722	6 522 910	7 814 745	6 759 084	6 487 138	19 281 049	22 299 605	115
CF7	Community Services	12 950 190	10 412 077	13 336 344	13 936 824	14 181 944	15 011 389	40 468 478	39 360 290	97

¹ Year to date spent reflects the total spent for the three months under review as a percentage of the budget for the three months

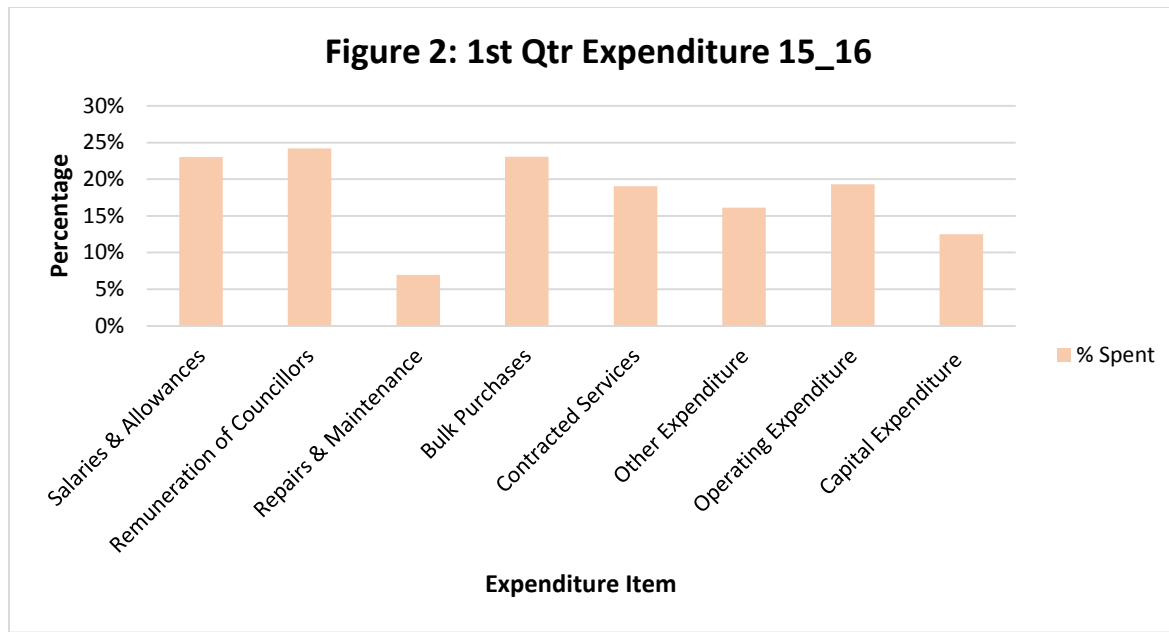
Table 3: 1st Quarter Operational Expenditure 2015_16										
Ref	Department	Jul-15		Aug-15		Sep-15				
		Operational Expenditure		Operational Expenditure		Operational Expenditure				
		Budget	Monthly Actual	Budget	Monthly Actual	Budget	Monthly Actual	YTD Budget	YTD Actual	YTD % Spent ¹
CF9	Electrical Engineering	10 693 616	4 482 824	44 997 590	38 454 622	49 754 796	41 953 639	105 446 004	84 891 085	80
CF8	Engineering Services	10 011 020	3 883 997	10 853 257	4 270 378	14 570 300	4 940 553	35 434 577	13 094 928	36
CF6	Planning and Economic Development	1 818 624	2 484 558	1 741 370	2 197 447	1 467 180	3 179 260	5 027 175	7 861 265	156
CF10	GTEDA	416 637	521 434	846 643	410 085	467 828	801 481	1 731 109	1 733 000	100
Total:		48 050 153	37 574 330	83 564 939	71 292 922	92 562 359	77 566 385	224 177 451	186 433 637	83%

Table 3 presents the actual expenditure on the operational budget for the 1st Quarter per Department the reasons for the deviations as presented are as follows:

- The Office of the Municipal Manager: depreciation not allocated during the first quarter which resulted in low spending and the depreciation will be allocated during the financial year.
- Corporate Services Department overspent on legal fees with R4.6 million of the annual budget of R9 million already spent by the end of the first quarter, which is more than the 25% target.
- Electrical Services Department indicates slow spending due to non-allocation for depreciation and slow spending on grants (INEP)
- Engineering Service Department has a budget of R75 million for depreciation and the allocation for the department hasn't been captured on the system during the first quarter, spending to be allocated during the financial year.
- Planning and Economic Development registers and over expenditure due to the expenditure incurred on NDPG. There was no NDPG allocation for 15/16 but National Treasury later approved a rollover, which will be included in the budget during the adjustment process.

Table 4 : 1st Quarter Expenditure Summary for 2015/16			
2015/16 FY		30 Sept '15	
Expenditure	Budget	Year to date exp	% Spent
Salaries & Allowances	273,288,235	62,925,477	23%
Remuneration of Councilors	20,583,459	4,982,032	24%
Repairs & Maintenance	134,968,777	9,404,360	7%
Bulk Purchases	307,100,624	70,851,575	23%
Contracted Services	43,865,637	8,350,343	19%
Other Expenditure	185,425,858	29,919,850	16%
Operating Expenditure	965,232,590	186,433,638	19%
Capital Expenditure	144,684,479	18,081,276	12%

Table 4 presents a summary of the main expenditure items, the low spending reflected on repairs and maintenance is due to the non-allocation of labour cost, which will be allocated during the financial year.



Expenditure on Conditional grants is presented in **Table 5** below wherein it is indicated that expenditure on INEP, EEDG, EPWP and MIG were not as expected. Expenditure on INEP, EEDG and MIG were impacted upon by the delays in the appointment of service providers while the EPWP expenditure (labour) was not captured on the payroll system (Payday) by 30 September as the uploading of the EPWP employees onto the system (to reduce manual administration of payments) took longer than expected and costing needed to be corrected.

NDPG: The rollover was approved by National Treasury and the monthly projection will be capture during the adjustment budget.

Table 5: 1st Quarter Expenditure Summary for 2015/16			
2015/16 FY		30 Sept '15	
Conditional Grants	Budget	Year to date exp	% Spent
FMG	1,675,000	302,101	18%
INEP	30,000,000	0	0%
EEDG	5,000,000	164,862	3%
NDPG	0	2,061,054	
MSIG	930,000	333,380	36%
MIG	91,191,000	15,738,371	17%
EPWP	1,842,000	0	0%

2.3 Capital Expenditure Analysis

This section provides an overview of capital expenditure during the 1st Quarter of 2015/16. **Table 6** below presents the capital expenditure per department and vote for the 1st Quarter for 2015/16 while **Table 7** presents the expenditure per project on a ward level. It should be noted that the expenditure on roll-overs are included in **Table 6** but is exclude in **Table 7** (these projects have not yet been included in the budget and SDBIP as this will only be done with the Adjustment Budget process during Jan/Feb 2016).

Table 6: 1st Quarter Capital Expenditure 2015_16										
Ref	Department	Annual Budget	Jul-15		Aug-15		Sep-15			
			Capital Expenditure		Capital Expenditure		Capital Expenditure			
			Budget	Monthly Actual	Budget	Monthly Actual	Budget	Monthly Actual	YTD Actual	YTD % Spent
CF3	Office of the Municipal Manager	0	0	0	0	0	0	0	0	0
CF4	Financial Services	0	0	0	0	0	0	0	0	0

Table 6: 1st Quarter Capital Expenditure 2015_16

Ref	Department	Annual Budget	Jul-15		Aug-15		Sep-15			
			Capital Expenditure		Capital Expenditure		Capital Expenditure			
			Budget	Monthly Actual	Budget	Monthly Actual	Budget	Monthly Actual	YTD Actual	YTD % Spent
CF5	Corporate Services	0	0	0	0	0	0	0	0	0
CF7	Community Services	0	0	0	0	0	0	0	0	0
CF9	Electrical Engineering	35 793 314	432 000	491 097	2 838 000	106 265	1 836 000	914 282	1 511 644	29
CF8	Engineering Services	107 738 765	6 326 261	3 552 176	6 126 251	5 058 817	6 326 251	7 958 639	16 569 632	88
CF6	Planning and Economic Development	1 150 000	0	0	0	0	0	0	0	0
CF10	GTEDA		0	0	0	0	0	0	0	0
Total:		144 684 079	6 758 261	4 043 273.00	8 964 251	5 165 082.00	8 162 251	8 872 921	18 081 276	12%

The table below (**Table 7**) presents the monthly capital expenditure on monthly basis for the 1st Quarter of 2015/16, compared to the planned expenditure. From the table it can be seen that the majority of the projects planned for 15/16 had not yet commenced by 30 September 2015.

Table 7: 1st Quarter Capital Works Expenditure 15_16

Wards	IDP Number	Project name	Planned Completion Date	Jul-15		Aug-15		Sep-15		Total		
				Budget	Actual	Budget	Actual	Budget	Actual	Annual Budget	YTD Actual	% ² Total Spent
2	EED101	Service Contribution for Tzaneen distribution area	30-Jun-16	0	0	0	105 598	0	913 453	10,100,000	1019051	10%
All	EED122	Provision of Capital Tools (outlying)	30-Jun-16	0	0	0	0	0	0	150,000	0	0%

² Reflects the total spent to date as a percentage of the total annual budget for the project

Table 7: 1st Quarter Capital Works Expenditure 15_16

Wards	IDP Number	Project name	Planned Completion Date	Jul-15		Aug-15		Sep-15		Total		
				Budget	Actual	Budget	Actual	Budget	Actual	Annual Budget	YTD Actual	% ² Total Spent
16	EED123	Rebuilding of Lines-11kv lines Grys Appel (Atherston to Redbank) (12km)	30-Jun-16	432 000	0	432 000	0	432 000	0	1,400,000	0	0%
16	EED112	Rebuilding of Lines-Greenfog - Heanerzburg (12km)	30-Jun-16	0	0	0	0	0	0	1,000,000	0	0%
23	EED115	Rebuilding of Lines-Lalapanzi - Waterbok (7km)	30-Jun-16	0	0	0	0	0	0	100,000	0	0%
All	EED126	Replace 10x11kv and 6x33 kv auto-reclosers per annum	30-Jun-16	0	0	0	0	0	0	100,000	0	0%
2	EED121	Substation fencing	30-Jun-16	0	0	0	0	0	0	2,160,000	0	0%
All	EED109	Substation tripping batteries	30-Jun-16	0	0	0	0	0	0	1,000,000	0	0%
All	EED134	Telephone Network Management System (Control Room)	30-Jun-16	0	0	0	0	300 000	0	300,000	0	0%
27; 28	EED54	Apollo light at Burgersdorp	30-Jun-16	0	0	0	0	6 000	0	300,000	0	0%
17; 20; 21	EED39	Apollo lights at Dan Village	30-Jun-16	0	0	0	0	6 000	0	100,000	0	0%
26	EED55	Apollo lights at Khopo	30-Jun-16	0	0	0	0	6 000	0	50,000	0	0%
2	EED57	Apollo lights at Mawa Block 8 and 9	30-Jun-16	0	0	0	0	6 000	0	150,000	0	0%
All	EED56	Apollo lights at Moloko and Pelana village	30-Jun-16	0	0	0	0	6 000	0	1,000,000	0	0%

Table 7: 1st Quarter Capital Works Expenditure 15_16

Wards	IDP Number	Project name	Planned Completion Date	Jul-15		Aug-15		Sep-15		Total		
				Budget	Actual	Budget	Actual	Budget	Actual	Annual Budget	YTD Actual	% ² Total Spent
7	EED43	Apollo lights at Moruji Village	30-Jun-16	0	0	0	0	6 000	0	520,000	0	0%
10	EED40	Apollo lights at Motupa Village	30-Jun-16	0	0	0	0	6 000	0	520,000	0	0%
3	EED41	Apollo lights at Nyagelani Village	30-Jun-16	0	0	0	0	6 000	0	520,000	0	0%
29	EED42	Apollo lights at Tickyline Village	30-Jun-16	0	0	0	0	6 000	0	520,000	0	0%
14	EED114	New Double garage to house protection equipment trailer	30-Jun-16	0	0	0	0	0	0	520,000	0	0%
15	EED124	Old technology main circuit breakers in town	30-Jun-16	0	0	0	0	0	0	520,000	0	0%
All	EED107	Protection relays at Electrical Distribution substation	30-Jun-16	0	0	0	0	0	0	520,000	0	0%
All	EED110	Provision of Capital Tools (Urban)	30-Jun-16	0	0	0	667	0	829	540,000	1496	0%
3	EED111	Replacement of airconditioners in Municipal Buildings	30-Jun-16	0	0	0	0	50 000	0	540,000	0	0%
17	EED62	Traffic lights at Letaba Cross	30-Jun-16	0	0	0	0	0	0	300,000	0	0%
13	EED61	Traffic lights at R71 turn off Deerpark	30-Jun-16	0	0	0	0	0	0	300,000	0	0%
All	EED102	Energy efficiency and demandside management (Tzaneen,	30-Jun-16	0	0	1 000 000	0	0	0	5,000,000	0	0%

Table 7: 1st Quarter Capital Works Expenditure 15_16

Wards	IDP Number	Project name	Planned Completion Date	Jul-15		Aug-15		Sep-15		Total		
				Budget	Actual	Budget	Actual	Budget	Actual	Annual Budget	YTD Actual	% ² Total Spent
		Nkowankowa & Lenyenye)										
13; 14; 15	EED103	Renewal, Repairs and Maintenance on pre-paid meters (Tzaneen, Letsitele & Politsi)	30-Jun-16	0	0	0	0	0	0	150,000	0	0%
14; 15	EED106	Capacity Building/ cable network renewal (11kv Cable from Church substation via old SAR to Power station)	30-Jun-16	1 000 000	0	1 000 000	0	1 000 000	0	7,000,000	0	0%
16	ESD12	Agatha Cemetery Low Level Bridge	30-Jun-16	0	0	0	0	0	0	400,000	0	0%
12	ESD17	Khubu to Lwandlamuni low level bridge	30-Jun-16	0	0	0	0	0	0	2,600,000	0	0%
31	ESD30	Lenyenye DoC entrance road	30-Jun-16	0	0	0	0	0	0	400,000	0	0%
32	ESD14	Mokonyane low level bridge	30-Jun-16	0	0	0	0	0	0	1,700,000	0	0%
16	ESD11	Politsi road	30-Jun-16	500 000	0	300 000	238 321	500 000	573 875	400,000	812196	203%
4	ESD 13	Rikhotso low level bridge	30-Jun-16	0	0	0	0	0	0	2,000,000	0	0%
All	ESD27	Speed humps	30-Jun-16	0	0	0	0	0	0	600,000	0	0%

Table 7: 1st Quarter Capital Works Expenditure 15_16

Wards	IDP Number	Project name	Planned Completion Date	Jul-15		Aug-15		Sep-15		Total		
				Budget	Actual	Budget	Actual	Budget	Actual	Annual Budget	YTD Actual	% ² Total Spent
8	ESD139	Construction of a new community hall at Relela Cluster	30-Jun-16	0	0	0	0	0	0	7,550,925	0	0%
6	ESD138	New Runnymede Sports facility	30-Jun-16	0	0	0	0	0	0	91,65,496	0	0%
7	ESD9	Moruji to Matswi, Kheshokolwe Tar Road	30-Jun-16	2 244 541	0	2 244 541	0	2 244 541	0	25,781,034	0	0%
22; 23; 24	ESD7	Rita, Khopo, Lefara, Zanghoma, Uhuru, Xipungu to Mariveni Tar Road	30-Jun-16	1 912 383	0	1 912 383	0	1 912 383	0	22,876,026	0	0%
28; 29	ESD89	Tickyline, Myakayaka, Burgersdorp, Gavaza to Mafarana Tar Road	30-Jun-16	1 669 327	0	1 669 327	0	1 669 327	0	31,365,262	0	0%
25; 27	ESD89	VIP Toilets at Mulati and Shiluvane Libraries	30-Jun-16	0	0	0	0	0	0	120,000	0	0%
15	ESD96	Disability Access Lift	30-Jun-16	0	0	0	0	0	0	800,000	0	0%
13	ESD86	Tzaneen air field fencing (phase1)	30-Jun-16	0	0	0	0	0	0	80,000	0	0%
15	ESD95	Upgrading of municipal offices in Tzaneen	30-Jun-16	0	0	0	0	40 000	0	300,000	0	0%
2	PED2	Acquisition of two farms in Tzaneen for residential purposes	30-Jun-16	0	0	0	0	0	0	2,000,000	0	0%
2	PED6	Lenyenye Cemetery (land)	30-Jun-16	0	0	0	0	0	0	2,000,000	0	0%

Table 7: 1st Quarter Capital Works Expenditure 15_16

Wards	IDP Number	Project name	Planned Completion Date	Jul-15		Aug-15		Sep-15		Total		
				Budget	Actual	Budget	Actual	Budget	Actual	Annual Budget	YTD Actual	% ² Total Spent
All	GTEDA154	Purchase of Printers	30-Jun-16	0	0	0	0	0	0	2,000	0	0%
Total:				7,758,251	0	8,558,251	344,586	8,202,251	1,488,157	145,520,743	1,832,743	1%

2.4 Summary of financial performance for the 1st Quarter

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

- Adequate revenue collection
- Capital expenditure limited to roll-over projects
- Low level of spending on Conditional Grants

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 1st Quarter of 2015/16 is presented below.

Table 8: Office of the Municipal Manager - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI / Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					
						Target	Actual	R	Reason for deviation	Corrective Measures	Proof of Evidence
D1	Basic Service Delivery	Disaster awareness campaigns conducted at schools	14		19	2	7	B	Ramotshinyadi, Lekgwarini, Moleketla, Lefara, Solani, Phepeni, Khutjwana Villages targeted due to fire season	None required	Programme & Awareness campaign Attendance register
D2	Basic Service Delivery	Annual Disaster Management report submitted to MDM within legislated timeframes	3 September '15		1	1	1	G	The report was submitted MDM on the 05 October 2015	Non required	Annual Report Acknowledgement of receipt from MDM
D3	Basic Service Delivery	Annual Disaster Management report submitted to Council within legislated timeframes	28-Aug		1	1	1	G	The plan was submitted to Council on the 15 September 2015. It was supposed to be presented to Council before 31 July 2016, the delay was with the postponement committee (cluster) sitting	To request the committee chairperson to call urgent meeting	Disaster Management Report Council Resolution

Table 8: Office of the Municipal Manager - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI / Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					
						Target	Actual	R	Reason for deviation	Corrective Measures	Proof of Evidence
D4	Basic Service Delivery	Disaster incidences responded to (relieved) within 72-hours	100%		100%	100%	100%	G	27 incidences attended to	None required	Relief reports
D5	Basic Service Delivery	Event Disaster Risk and Contingency Plans developed for stakeholders	3		12	3	5	B	Contingency plans completed for Letaba show, Mamitwa day, By-election ward 24, September festive season and South African bass national	None required	Event Disaster Risk and Contingency Plans
D6	Good Governance and Public Participation	% of GTM Council resolutions implemented vs number passed	100%		100%	100%	78.80%	O	Implementation of Council resolutions is an ongoing process. Out of 90 resolutions, 71 were implemented and 19 are still outstanding.	Council resolutions are submitted to Council each quarter to monitor the progress.	Council annual program Resolution register
D7	Good Governance and Public Participation	# Management meetings	21		52	13	8	R	Other scheduled management meetings were postponed due to other municipal activities.	Management meetings are held every Monday to meet the target.	Invitations Minutes & Attendance Registers
D8	Good Governance and Public Participation	Mid-year performance report submitted to PT, COGHSTA, and AG by 25 Jan	24-Jan		1	0	0	N/A	not applicable this quarter	not applicable this quarter	Mid-year Performance Report Acknowledgement of Receipt

Table 8: Office of the Municipal Manager - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI / Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					
						Target	Actual	R	Reason for deviation	Corrective Measures	Proof of Evidence
D9	Good Governance and Public Participation	Draft Annual Report considered by Council by 31 Jan	31-Jan		1	0	0	N/A	not applicable this quarter	not applicable this quarter	Draft Annual Report Council Minutes
D10	Good Governance and Public Participation	Draft Annual Report advertised for public comments by 5 Feb	7-Feb		1	0	0	N/A	not applicable this quarter	not applicable this quarter	Newspaper Adverts Website print screen
D11	Good Governance and Public Participation	Final Annual Report approved by Council by 31 March	31-Mar		1	0	0	N/A	not applicable this quarter	not applicable this quarter	Final Annual Report Council Minutes
D12	Good Governance and Public Participation	# of Quarterly SDBIP reports submitted to Council	3		4	1	1	G	4th Quarter SDBIP report as well as the Annual Performance Report submitted to Council	None required	Quarterly Performance Reports Council Minutes
D13	Good Governance and Public Participation	# of Back to Basics statistical reports submitted to CoGTA by the 10th of each month	4		12	3	3	G	B2B statistical report for August submitted to CoGHSTA by 10 Sept	None required	B2B Reports, Acknowledgement of receipt

Table 8: Office of the Municipal Manager - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI / Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					
						Target	Actual	R	Reason for deviation	Corrective Measures	Proof of Evidence
D14	Good Governance and Public Participation	Draft Annual Performance Report submitted to the AG, AC and Mayor by 31 August	31-Aug		1	1	1	G	Not applicable this month	None required	Acknowledgement of Receipt from AG, AC & Mayor
D15	Good Governance and Public Participation	# of days taken to submit the SDBIP to the Mayor following budget approval	20		28	0	0	N/A	not applicable this quarter	not applicable this quarter	Acknowledgement of receipt - Mayor
D16	Good Governance and Public Participation	# of performance reports audited prior to submission to Council	0		10	1	0	R	Directors did not submit a PoE to Internal Audit in time to complete an audit on the Annual Performance Report for 14/15	Electronic System Procured to Manage the SDBIP and enforce PoE submission for auditing	Quarterly SDBIP Audit reports
D17	Good Governance and Public Participation	# of Risk committee meetings	0		4	1	3	B	Risk Committee meeting was held on the 4th September 2015, within 1st quarter.	None	Appointment letter for chairperson & members Invitations Minutes & attendance registers

Table 8: Office of the Municipal Manager - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI / Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					
						Target	Actual	R	Reason for deviation	Corrective Measures	Proof of Evidence
D18	Good Governance and Public Participation	Risk Assessment report submitted to Treasury & Internal Audit by 30 May	0		1	0	3	B	not applicable this quarter	not applicable this quarter	Risk Assessment Report Acknowledgement of receipt (PT & IA)
D19	Good Governance and Public Participation	# of Risk monitoring reports submitted to Council	0		4	1	4	B	Risk Monitoring report has been tabled to Risk Committee, Governance portfolio committee but not yet approved by Council. The report couldn't serve in Council because of unavailability of the author.	Alignment of Council activities with vacation leave.	Risk Monitoring Reports Council Minutes
D20	Good Governance and Public Participation	# of strategic risks identified	10		10	0	10	B	not applicable this quarter	not applicable this quarter	Strategic Risk Assessment Report
D21	Good Governance and Public Participation	# of identified risks addressed by year-end	0		10	0	4	B	not applicable this quarter	not applicable this quarter	Strategic Risk Assessment Report
D22	Good Governance and Public Participation	3 year Strategic Risk Based Audit plan submitted to	Not done		1	0	0	N/A	not applicable this quarter	not applicable this quarter	3 Year Strategic Risk Plan AC minutes

Table 8: Office of the Municipal Manager - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI / Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					
						Target	Actual	R	Reason for deviation	Corrective Measures	Proof of Evidence
		Audit Committee by 30 June									
D23	Good Governance and Public Participation	# of quarterly internal audit reports submitted to audit committee	4		4	1	1	G	fourth quarter internal audit report submitted to the audit committee	None required	Quarterly Audit reports AC minutes
D24	Good Governance and Public Participation	# of Audit committee packs submitted 7 days before meeting	0		4	1	1	G	fourth quarter audit pack submitted 8 days before the meeting	None required	Invitation Acknowledgement of receipt & schedule of meetings
D25	Good Governance and Public Participation	Annual Audit Plan approved by Audit Committee by 30 June	Not done		1	0	0	N/A	not applicable this quarter	not applicable this quarter	Audit Plan AC Minutes
D26	Good Governance and Public Participation	Revised Internal Audit Charter submitted & approved by Audit Committee by 30 June	Not done		1	0	0	N/A	not applicable this quarter	not applicable this quarter	Audit Charter AC Minutes
D27	Good Governance and Public Participation	# of audit queries from AG	6		0	0	0	N/A	not applicable this quarter	not applicable this quarter	Audit Report
D28	Good Governance and Public Participation	Audit opinion	Qualified		100%	0%	0%	N/A	not applicable this quarter	not applicable this quarter	Audit Report

Table 8: Office of the Municipal Manager - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI / Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					
						Target	Actual	R	Reason for deviation	Corrective Measures	Proof of Evidence
D29	Good Governance and Public Participation	# audit committee meetings held	1		4	1	3	B	Meeting to review AFS held on 26/08/2015; meetings to consider 3rd quarter reports held on 01/09/2015 and meeting to consider fourth quarter reports held on 23/09/2015.	None required	Agendas, Attendance register
D30	Municipal Financial Viability and Management	% of capital spent on projects as prioritised in IDP for specific year	50%		100%	100%	2%	R	Service providers not yet appointed in the first quarter	Appointment of service providers to be prioritised	Expenditure report
D31	Municipal Financial Viability and Management	% Capital expenditure	54%		100%	0%	2%	B	Service providers not appointed in the first quarter	Appointment of service providers to be prioritised	Budget Reports
D32	Municipal Financial Viability and Management	% Operational expenditure	101%		100%	0%	19.24%	B	Slow spending on grants, repairs and maintenance and contracted services	Accelerate the spending of grants, repairs and maintenance and contracted services	Budget Reports
D33	Municipal Financial Viability and Management	% of bids approved by MM within 60 days after close of tender	60%		100%	100%	0%	R	delays in SCM process	timeous sitting of Bid Committees	Bids approval SCM process checklist

Table 8: Office of the Municipal Manager - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI / Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					
						Target	Actual	R	Reason for deviation	Corrective Measures	Proof of Evidence
D34	Municipal Financial Viability and Management	# of Tenders awarded that deviated from the adjudication committee recommendations	1		0	0	0	G	not applicable	none	Monthly SCM report
D35	Municipal Financial Viability and Management	% of Bids awarded within 2 weeks after adjudication committee resolution	20%		100%	100%	100%	G	not applicable	none	SCM Submission register Bids approval by MM
D36	Local Economic Development	IDP credibility rating	100% (High)		100%	100%	0%	R	CoGHSTA has not yet finalised their assessment report. Preliminary reports reflect a credibility rating of High.	Follow-ups have been made with CoGHSTA	COGHSTA report
D37	Local Economic Development	IDP strategic session conducted by 30 Oct	4-Dec		1	0	0	N/A	not applicable this quarter	not applicable this quarter	Invitations Agenda Attendance Register Strategic Session Report

Table 8: Office of the Municipal Manager - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI / Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					
						Target	Actual	R	Reason for deviation	Corrective Measures	Proof of Evidence
D38	Local Economic Development	# of IDP Steering Committee meetings	4		6	2	2	G	IDP Steering Committee meetings where held on the 3rd of Aug and 21 of Sept 2015	None required	Invitations Minutes & attendance registers
D39	Local Economic Development	# of IDP Rep forum meetings	4		5	1	1	G	IDP Rep forum meeting took place on 18 August to approve the 15/16 Process Plan	None required	Invitations Minutes & attendance registers
D40	Local Economic Development	Draft IDP approved by Council by 31 March annually	29-Mar		1	0	0	N/A	not applicable this quarter	not applicable this quarter	Draft IDP Council Minutes
D41	Local Economic Development	Final IDP approved by	31-May		1	0	0	N/A	not applicable this quarter	not applicable this quarter	Final IDP Council Minutes

Table 8: Office of the Municipal Manager - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI / Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					
						Target	Actual	R	Reason for deviation	Corrective Measures	Proof of Evidence
		Council by 31 May annually									
D42	Local Economic Development	# of working days taken to submit draft IDP to COGHSTA & Treasury after approval by Council	6		10	0	0	N/A	not applicable this quarter	not applicable this quarter	Acknowledgement of Receipt by COGHSTA & PT
D43	Local Economic Development	# of working days taken to submit Final IDP to COGHSTA & Treasury after approval by Council	8		10	0	0	N/A	not applicable this quarter	not applicable this quarter	Acknowledgement of Receipt by COGHSTA & PT
D44	Local Economic Development	# of days taken to place the Final IDP on the website after approval	Not done		14	0	0	N/A	not applicable this quarter	not applicable this quarter	IT website printout
D45	Local Economic Development	# of days taken to advertise the draft IDP in the media for public comments after approval by Council	13		14	0	0	N/A	not applicable this quarter	not applicable this quarter	IT website printout

Table 8: Office of the Municipal Manager - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI / Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					
						Target	Actual	R	Reason for deviation	Corrective Measures	Proof of Evidence
D46	Local Economic Development	# of formal employee performance reviews for Sect 57	0		1.5	1	0	R	14/15 Annual Performance Evaluations cancelled by Council due to the non-functionality of the Audit Committee, MM position being vacant and Management dynamics	MM has been appointed, Audit Committee has been appointed	Mid-year and Annual Assessment reports
D47	Local Economic Development	# of critical posts with signed performance agreements (MM, CFO, Engineer, Town Planner, CORP, Communications)	4		6	6	2	R	MM position recently filled CORP position vacant Communications position vacant Town Planner: signing of performance plans by Managers cancelled until salary disparity matter has been resolved	CORP & Communications Manager positions to be filled	Signed Performance Agreements
D48	Local Economic Development	# Section 56/57 Managers with signed Performance Agreements/ within legislated timeframes	6		7	7	5	R	CORP position Vacant MM Contract not signed by 30 Sept '15	CORP position to be filled MM to conclude Contract & Performance Agreement	Performance Agreements for Sect 56/57 Managers

Table 8: Office of the Municipal Manager - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI / Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					
						Target	Actual	R	Reason for deviation	Corrective Measures	Proof of Evidence
D49	Local Economic Development	IDP, Budget and PMS process plan approved by Council on 30 Aug	2-Oct		1	1	1	G	IDP, Budget and PMS process plan approved by Council on 27 August '15	None required	Process Plan Council Minutes
D50	Basic Service Delivery	Integrated Corporate Disaster Management and Emergency Planning	New initiative	Liaise with Mopani District Municipality to assist with the drafting of an Integrated Corporate Disaster Management and Plan	100%	20%	1%	R	The plan was approved by management on the 20th of May 2015. The delay was because of the postponement of management meetings	Follow-up to be made , when an item is to be presented to management	Correspondence with MDM Corporate Disaster Management Plan Council Resolution
D51	Basic Service Delivery	Disaster response and recovery	New initiative	Develop a response and recovery plan for GTM based on the district plan	100%	50%	1%	R	The plan is being developed and approved by council on 2014-o1/28 and again it will be approved by the next council	None required	GTM Response & Recovery plan Council minutes Training Programme Training attendance register

Table 8: Office of the Municipal Manager - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI / Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					
						Target	Actual	R	Reason for deviation	Corrective Measures	Proof of Evidence
D52	Good Governance and Public Participation	Fraud & Anti-corruption monitoring	Revised Anti-Corruption Strategy not yet approved. Anti-Corruption committee has been established. One meeting took place since establishment.	Review the Anti-Corruption strategy to ensure alignment with the COGTA Anti-corruption strategy	100%	50%	50%	G	Only one case of Fraud and corruption was reported to Labour Relations Officer and the culprit was suspended for 3 months. Anti-corruption committee didn't sit for the reporting quarter.	There must be synergy between HR Labour Relations and Risk Management on the issues of fraud and corruption. Protocol must also be followed. Whistle Blowing Policy must be approved. To improve communication between GTM and CoGHSTA on the issues of corruption.	Anti-corruption strategy Minutes of Anti-corruption committee meetings
D53	Good Governance and Public Participation	Performance Management System	Not implemented due to budget constraints	Manage the roll-out of the Electronic PMS. Ensure that all Directors & Managers are trained in the use of the system and provide continuous support	100%	25%	25%	G	Service Provider provided training during July and additional training was done by the PM Officer. Not all employees are availing themselves for training	Individual training sessions have been scheduled	E-PMS training schedule Training Attendance Registers Service Provider progress reports Council Resolutions

Table 8: Office of the Municipal Manager - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI / Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					
						Target	Actual	R	Reason for deviation	Corrective Measures	Proof of Evidence
D54	Municipal Transformation and Institutional Development	Employee Performance Evaluation	Performance Evaluations did not take place	Conduct audit on 2013/14 Annual Individual Performance Report and submit report to MM & audit committee within 2 weeks	100%	50%	0%	R	Performance assessments for 2013/14 and 2014/15 cancelled	Performance assessments for 2015/16 will be done	Audit report on Annual Individual Performance Report -Audit report on Mid-year individual performance report
D55	Local Economic Development	IDP review	Advertisement was placed within 13 days. Final IDP was submitted to CoGHSTA within 8 days (09/06)	Draft Process plan and submit to Council by 30 July. Circulate community needs to departments and facilitate analysis phase review through the Representative Forum.	100%	25%	25%	G	Ward consultations on needs did not take place due to By-elections process	14/15 community needs and draft analysis circulated to Directors for consideration	Council Minutes on Process Plan Progress report per phase Correspondence with Departments Council Minutes for IDP adoption
D56	Local Economic Development	IDP, Budget & PMS alignment	IDP and Budget are aligned with regard to capital projects but not fully aligned for operational projects	Monitor compliance to the IDP, Budget and PMS process plan and report progress to Council	100%	25%	15%	R	Process plan progress reported during Management meetings (IDP standing item on the Agenda). No formal reports to Council	IDP office requested to submit monthly updates on Process Plan implementation to the MM	Process Plan Correspondence IDP, budget and PMS progress reports

Table 9 below presents a summary of the level of performance for the 1st Quarter of 15/16 for MM:

Table 9: Office of the MM - Summary of Results (1st Qtr 2015/16)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	16	29%
	KPI Not Met	12	21%
	KPI Almost Met	1	2%
	KPI Met	17	30%
	KPI Well Met	0	0%
	KPI Extremely Well Met	10	18%
	Total KPIs	56	

3.2 Office of the Chief Financial Officer

The performance of the Office of the Chief Financial Officer (CFO) during the 1st Quarter of 2015/16 is presented below.

Table 10: Office of the CFO - Key Performance Indicator & Project Performance (1st Quarter 15_16)											
Ref	Municipal KPA	KPI	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D57	Basic Service Delivery	R-value of Free Basic Electricity to Households	3579960		4,000,000	1,000,000	447,822.28	R	Invoice for September not yet processed	Invoices to be captured timeously	FBE Payments
D58	Basic Service Delivery	% of households earning less than R1100 (R2520) served with free basic electricity (total registered as indigents)	100% (31129)		100%	100%	100%	G	All registered indigents receive FBE.		Indigent register Billing Report

Table 10: Office of the CFO - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D59	Basic Service Delivery	% households earning less than R1100 (R2520) with access to free basic waste removal (total registered as indigents)	3% (1000/31129)		5%	5%	3.30%	R	Only Formal towns are billed for refuse removal, total indigent register used for calculation purposes	Calculation should be based on indigents that are being billed	Indigent register Billing Report
D60	Basic Service Delivery	Total number of registered indigent households who received free basic water and sanitation (5 formal towns)	1146		1,260	1,260	1,413	G2	Increased indigent applications	Updated indigent register must be applied	Indigent register Billing Report
D61	Basic Service Delivery	R-value spent on maintenance of electricity infrastructure as % of asset value	2.30%		2.60%	0%	0%	N/A	Not applicable this quarter	Not applicable this quarter	Asset Register Expenditure Reports
D62	Basic Service Delivery	R-value spent on fleet maintenance as % of asset value	8%		8%	0%	0%	N/A	Not applicable this quarter	Not applicable this quarter	Asset Register Expenditure Reports
D63	Basic Service Delivery	R-value spent on maintenance of municipal buildings as % of asset value	3%		3%	0%	0%	N/A	Not applicable this quarter	Not applicable this quarter	Asset Register Expenditure Reports
D64	Basic Service Delivery	R-value spent on maintenance of roads infrastructure as % of asset value	5%		5%	0%	0%	N/A	Not applicable this quarter	Not applicable this quarter	Asset Register Expenditure Reports
D65	Good Governance and Public Participation	# of monthly contract management reports submitted to Council	12		12	3	3	G	None required	None	Contract Management Monthly reports

Table 10: Office of the CFO - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D66	Good Governance and Public Participation	# of budget related policies revised annually	17		17	0	0	N/A	Not applicable this quarter	Not applicable this quarter	Budget Policies Council Resolution
D67	Municipal Financial Viability and Management	Annual Asset verification report concluded by 30 June	30-Jun		30	0	0	N/A	Not applicable this quarter	Not applicable this quarter	Sign Off report on Asset Verification report Council Resolution
D68	Municipal Financial Viability and Management	% Operating budget spent on Personnel costs (excl Salaries of councilors)	35%		35%	35%	33.69%	O	The actual Personnel cost represents 33.69% of the total actual expenditure which is in line with the target of 35%.	Actual achieved is within the maximum percentage spending allowed	Budget Reports
D69	Municipal Financial Viability and Management	Draft Budget submitted to Council by 31 March	27-Mar		1	0	0	N/A	Not applicable this quarter	Not applicable this quarter	Draft Budget Council resolution
D70	Municipal Financial Viability and Management	Annual Budget tabled by 31 May annually	28 May '15		1	0	0	N/A	Not applicable this quarter	Not applicable this quarter	Budget Council resolution
D71	Municipal Financial Viability and Management	Annual Adjustment budget approved by Council by 28 Feb	27-Feb		1	0	0	N/A	Not applicable this quarter	Not applicable this quarter	Adjustment Budget Council resolution
D72	Municipal Financial Viability and Management	Cost coverage	1.20%		1.20%	0%	0%	N/A	Not applicable this quarter	Not applicable this quarter	Financial reports Financial viability calculations

Table 10: Office of the CFO - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D73	Municipal Financial Viability and Management	Debt coverage	18.30%		17.45%	0%	0%	N/A	Not applicable this quarter	Not applicable this quarter	Financial reports Financial viability calculations
D74	Municipal Financial Viability and Management	% creditors paid within 30 days	95%		100%	100%	95.67%	O	Invoices not received on time for payment from relevant departments/divisions	Follow up to be made with the relevant departments/divisions	Monthly reports
D75	Municipal Financial Viability and Management	# of Section 71 (MFMA) reports submitted to NT & PT by no later than 10 working days after the end of the month	12		12	3	3	G	The Section 71 Reports were submitted to the Government Departments on 14 September 2015 . The reports were submitted within 10 working days	N/A	Acknowledgement of receipt by NT & PT
D76	Municipal Financial Viability and Management	Timeous submission of annual financial statements to AG and PT & NT	31-Aug-14		1	1	1	G	Not applicable this quarter	Not applicable this quarter	Acknowledgement of receipt by AG & PT
D77	Municipal Financial Viability and Management	% of AG queries responded to within 3 working days	91%		100%	0%	0%	N/A	Not applicable this quarter	Not applicable this quarter	Records of Audit queries
D78	Municipal Financial Viability and Management	# of Households billed	24200		25,000	0	22,448	B	Accounts for the month of September	None applicable	Billing reports
D79	Municipal Financial Viability and Management	Average % Payment rate for municipal area	95%		91%	91%	84%	O	Billing in September high due to estimated consumption uses July and August 2015 corrected in September. Current	Meter readings now on track with new service providers. % should adjust to target in October 2015	Budget report

Table 10: Office of the CFO - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
									accounts used for determination of payment rate.		
D80	Municipal Financial Viability and Management	Outstanding service debtors to revenue	44%		41.80%	0%	0.34%	B	Billing in September high because of actual readings vs estimated readings for July and August 2015.	Actual readings captured	Financial reports Financial viability calculations
D81	Municipal Financial Viability and Management	% increase in R-value revenue collection	5%		5%	0%	0%	N/A	The debtor's book increased due to increased tariffs from July 2015. Resistance to pay due to non-supply of water 24 hrs. in townships and credit control also affected by this.	Mopani District must maintain the water network plant.	Report on revenue generated
D82	Municipal Financial Viability and Management	% equitable share received	93%		100%	42%	43.16%	G2	Allocation payout not in equal installments	None	Bank Statement DORA
D83	Municipal Financial Viability and Management	# of SCM reports submitted to national treasury	12		12	3	3	G	None required	none	Monthly SCM reports Acknowledgement of receipt from Treasury
D84	Municipal Financial Viability and Management	% of advertised Bids evaluated within 10 working days of close of tender	New KPI		100%	100%	0%	R	not applicable	timeous sitting of Bid Evaluation Committee must be adhered to	Bids Register BEC minutes

Table 10: Office of the CFO - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D85	Municipal Financial Viability and Management	# of indigents registered	31129		32,000	32,000	36,252	G2	New applications more than anticipated	None	Indigent register
D86	Basic Service Delivery	5 Year Capital Investment framework	5-Year Capital Investment framework was approved with the Final IDP	Review the 5-Year Capital Invest framework	100%	10%	10%	G	The contents of the 5-year Capital Investment Framework has been reviewed but the figures cannot be captured before the draft IDP and draft Budget Projects have been determined seeing that the following must be disclosed in the Framework. -Overview of Capital Budget -Capital Funding Sources -Capital Funding Sources per department -Consolidated 3-year Capital Budget per Depart. -Capital Projects : GTEDA	N/A The review will be finalized during the 3rd Quarter.	5 Yr. Capital Investment framework

Table 10: Office of the CFO - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D87	Municipal Financial Viability and Management	Assets Management Services	The Asset Management Division has been working with the service provider to resolve all queries. The opinion on assets moved from a disclaimer for 12/13 to unqualified in 13/14	Monitor the reconciliation of the Asset Register and the General ledger (journals). Ensure that the calculation of depreciation and useful life of assets are completed by 31 July. Ensure that asset register is updated on a continuous bases.	100%	70%	70%	G	The quarterly journals could not be finalized since information particularly on transformers is still gathered and reconciled to finalize.	Communication with user department to be made more earlier for enhance processing of journals.	*Quarterly Reconciliations *Updated Asset Register * Asset register monthly reports
D88	Municipal Financial Viability and Management	Operation Clean Audit	Final Audit findings responded to. Audit Action Plan could not be drafted	Manage annual audit and timeous response on audit queries (AFS 2014/15). Monitor audit preparation processes	100%	40%	40%	G	No deviation	To enforce people to submit responses on time.	Council Minutes approving Audit Action Plan Audit Report & Management report

Table 10: Office of the CFO - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D89	Municipal Financial Viability and Management	5 Year Financial Plan	5 Year Financial Plan approved with the Final IDP	Not applicable this quarter	100%	0%	0%	N/A	Not applicable this quarter	Not applicable this quarter	5 Year Financial Plan Correspondence
D90	Municipal Financial Viability and Management	Financial System improvement	GRAP training attended by five officials	Monitor the completion of the AFS by 30 Aug	100%	25%	25%	G	No deviation	None applicable	Acknowledgement of receipt by AG for AFS Council Resolution approving Revenue Enhancement Strategy Attendance registers of GRAP training sessions
D91	Municipal Financial Viability and Management	Cash flow management	Cash Flow Statement prepared on a monthly basis	Monitor cash flow (liquidity) and Report monthly to Council	100%	25%	25%	G	No deviation	None applicable	Monthly Reports Fin Cluster Minutes

Table 11 below presents a summary of the level of performance for the 1st Quarter of 15/16 for CFO:

Table 11: CFO - Summary of Results (1st Quarter 15_16)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	14	40%
	KPI Not Met	3	9%
	KPI Almost Met	3	9%

Table 11: CFO - Summary of Results (1st Quarter 15_16)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Met	10	29%
	KPI Well Met	3	9%
	KPI Extremely Well Met	2	6%
	Total KPIs	35	

3.3 Corporate Services Department

The performance of the Corporate Services Department (CORP) during the 1st Quarter of 2015/16 is presented below.

Table 12: Corporate Services - Key Performance Indicator & Project Performance (1st Quarter 15_16)											
Ref	Municipal KPA	KPI	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D92	Basic Service Delivery	# of employees successfully trained	87		90	20	16	O	The training intervention was for traffic officers and for the trade test. The traffic approval was for 20 delegates but only 15 attended. The other training session will be advertised through supply chain unit.	The supply chain management unit is currently in the process to advertise training needs submitted.	WSP Approval by MM Attendance Register
D93	Basic Service Delivery	Work place skills plan submitted to LGSETA by 30 Apr	Actual awaited		1	0	0	N/A	Not applicable this quarter	Not applicable this quarter	WSP Acknowledgement of receipt

Table 12: Corporate Services - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D94	Basic Service Delivery	% of municipal budget spent on implementing the Work Place Skills Plan	1%		1%	0%	0%	N/A	Not applicable this quarter	Not applicable this quarter	Municipal Budget Training Budget Spent
D95	Basic Service Delivery	Skills Audit finalised by 31 December	Not done		1	0	0	N/A	Not applicable this quarter	Not applicable this quarter	Skills Audit Report
D96	Basic Service Delivery	# of senior managers successfully completed minimum competency levels	2		7	7	2	R	The programme is ongoing and municipality paid the University. The candidates have not submitted PEO'S.	Letter will be sent to all candidates who still pending submission to the university. However it must be noted that it is the responsibility of the candidates to submit POE and to commit to the programme.	CPMD/ MFMP Training Results
D97	Basic Service Delivery	# of Ward Committee members workshopped on municipal affairs	340		340	85	0	R	No inputs submitted by Department	No inputs submitted by Department	Training programme & attendance register
D98	Basic Service Delivery	# of LLF meetings	9		12	3	4	G2	4 special LLF meeting held. Normal LLF was not scheduled due to the salary disparities within employees of council. Both management and Labour unions are addressing the matter through special LLF.	The Normal LLF will be scheduled from the second quarter.	LLF Invitations, Minutes and attendance registers

Table 12: Corporate Services - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D99	Basic Service Delivery	# of Jobs created by Municipal Capital projects for youth	304		393	98	0	R	No inputs submitted by Department	No inputs submitted by Department	Consolidated Job creation reports
D100	Basic Service Delivery	# of Jobs created by Municipal Capital projects for women	304		393	98	0	R	No inputs submitted by Department	No inputs submitted by Department	Consolidated Job creation reports
D101	Basic Service Delivery	# of Jobs created by Municipal Capital projects for disabled persons	11		24	6	0	R	No inputs submitted by Department	No inputs submitted by Department	Consolidated Job creation reports
D102	Good Governance and Public Participation	# of budgeted level 0-6 positions filled	143		154	143	139	O	The status of the position from 0-6 level decreased and no appointment was made due to the MOU and Moratorium on position.	Council uplifted the MOU and the Moratorium.	Staff establishment
D103	Good Governance and Public Participation	# of people from employment equity target groups employed in the 3 highest levels of management in compliance with EE plan	Actual awaited		27	27	22	O	Personnel Provisioning process was put on ice due to the moratorium place due to salary disparities.	Council uplifted the moratorium and the MOU for the appointment. The process of re advertisement is underway.	EE report
D104	Good Governance and Public Participation	% of budgeted posts filled within three months of advertising	100%		100%	100%	0%	R	There was a Moratorium and MOU signed not to appoint.	Council uplifted the Moratorium and the MOU for appointment. The requisitions are	Staff Establishment HR Monthly reports

Table 12: Corporate Services - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
		during the financial year								prepared and submitted to MM for approval for the advertisements.	
D105	Good Governance and Public Participation	Number of Section 57 posts vacant for more than three months	2		0	0	3	R	The position was advertised and shortlisted. The 6 candidates shortlisted were sent for verification. MIE verified only three candidates and three was not verified due to fees not paid. Panel agreed on re advertisement.	Council approved re advertisement and the position will be placed on the newspaper for the month of October 2015.	Staff establishment
D106	Good Governance and Public Participation	Revised communication strategy approved by Council by 31 May	Actual awaited		1	0	0	N/A	Not applicable this quarter	Not applicable this quarter	Communication Strategy Council Minutes
D107	Good Governance and Public Participation	Communication Policy approved by Council by 31 May	Actual awaited		1	0	0	N/A	Not applicable this quarter	Not applicable this quarter	Communication Policy Council Minutes
D108	Good Governance and Public Participation	% of complaints received on the Presidential and Premier hotlines attended to	Actual awaited		100%	100%	60%	R	Received 5 complaints from the presidential hotline and 3 were resolved and 2 are pending.	1. Site ownership dispute referred to PED (awaiting report from the complainants to close the case) 2.	Help desk register of resolutions

Table 12: Corporate Services - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
										Lephepane/Khujwane speed humps referred to Road Agency Limpopo	
D109	Good Governance and Public Participation	# of community protests	Actual awaited		0	0	0	R	No inputs submitted by Department	No inputs submitted by Department	Community Protest applications register
D110	Good Governance and Public Participation	Integrated Public Participation Annual Programme submitted to Council by 30 July	Not done		1	1	0	R	Not applicable this quarter	Not applicable this quarter	Integrated Public Participation Programme Council Resolution
D111	Good Governance and Public Participation	MPAC oversight report on Annual Report submitted to Council by 31 March	28-Mar		1	0	0	N/A	Not applicable this quarter	Not applicable this quarter	MPAC Report on AR Council Minutes
D112	Good Governance and Public Participation	# of days taken to make MPAC oversight reports available to the public following Council approval	7		7	7	0	B	MPAC oversight report was not presented to Council due to the delays from management in responding to MPAC questions and meetings with management not held to clarify some of the responses.	As soon as the meeting is held with management the report will be presented to Council.	Council Minutes Copy of Adverts Proof of Website placement

Table 12: Corporate Services - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D113	Good Governance and Public Participation	# of Council meetings held (formal)	Actual awaited		4	1	2	B	1 Normal Council meeting and 1 Special Council meetings were held.	A Special meeting was held to resolve on compliance matters.	Minutes and attendance registers
D114	Good Governance and Public Participation	# of Exco meetings held	Actual awaited		26	7	4	R	Other meetings postponed due to other unplanned municipal activities and commitments by stakeholders.	All stakeholders should adhere to the Corporate Calendar as approved by Council.	Minutes and attendance registers
D115	Good Governance and Public Participation	# of Portfolio Committee meetings held	59		108	27	14	R	Other scheduled meetings not held due to the non-attendance of councilors and a quorum not formed.	Councilors to honor the invitations to portfolio committee meetings. A report on the attendance of councilors to all committees of Council will be presented to Council on a quarterly basis.	Committee meetings register
D116	Good Governance and Public Participation	% Broadband Availability in Satellite offices	90%		100%	100%	79%	O	There was 97.7 % of Network Availability in July 2015, 98.3 % in August 2015 and 41.1% in September 2015 due to disconnection of all satellite office from the 15 - 26 of September 2015 when the antennae were removed from the roof.	To monitor the Network availability after the antennae were reinstalled.	Broadband Statistical report

Table 12: Corporate Services - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D117	Good Governance and Public Participation	% of workstations with access to IT network	95%		95%	95%	95%	G	All the workstations had 100% between July and August 2015 network access, between the 15th - 26th of September 2015, all the computers in all satellite offices did not have connectivity due to roof renovations in the Civic Centre.	Workstations network access will be monitored to ensure that they are all connected and have access to all necessary systems.	Monthly reports
D118	Good Governance and Public Participation	# of Local Labour Forum (LLF) meetings	4		12	3	4	G2	The attached minutes are for the special LLF meeting. The normal LLF meeting was not held due to engagements on salary disparities.	None required	Notice of meeting Minutes and attendance registers
D119	Good Governance and Public Participation	% SLAs signed within 10 days of receiving acceptance	Actual awaited		100%	100%	100%	G	six SLAs have been within 3 days	not required	SLA Register
D120	Good Governance and Public Participation	R-value spent on legal costs	Actual awaited		9,000,000	2,250,000	4,612,417.50	B	The target was exceeded as a result of the payment of the settlement agreement of the former MM (Mr E M Mankabidi) and Mr AJJ Le Grange which was unforeseen and not budgeted for.	To request for a virement from divisions within the corporate department until such time that a further allocation can be made during the budget adjustment period.	Budget report

Table 12: Corporate Services - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D121	Good Governance and Public Participation	# of OHS committee meetings	12		4	1	2	B	The meeting held for the OHS committee is for the Electrical and Engineering services.	None required	Notice of meeting Attendance Register Minutes
D122	Good Governance and Public Participation	# of media briefings arranged	2		4	1	1	G	Media Briefing conducted on the 23 of July 2015	none required	Notice of media briefing Attendance Register
D123	Good Governance and Public Participation	# of newsletters produced	0		4	1	0	R	The newsletter has been developed by not yet published. Miscommunication with the printers.	Printing of the Newsletter to be finalized by 16 October 2015.	Publications
D124	Good Governance and Public Participation	# of statutory provisions (website) complied with as contained in Section 75 (a-l) of MFMA within 5 days of approval	12		12	12	49	B	Website contains the following: -the annual and adjustment budget -all budget policies -the annual report -all performance agreements -all service delivery agreements -all long borrowed contracts -all supply chain management contracts -asset register -public-private partnership agreements -quarterly reports	Time frame for the submission of documents from owner departments to communications for uploading on the website must improve	Printscreen of placements Website update register

Table 12: Corporate Services - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
									-any other required documents		
D125	Good Governance and Public Participation	# of Mayoral (local) imbizos held	4		16	4	0	R	No inputs submitted by Department	No inputs submitted by Department	Minutes and Attendance register (1 Imbizo per cluster per quarter)
D126	Municipal Transformation and Institutional Development	% Staff turnover	2.80%		2%	0%	0%	N/A	Not applicable this quarter	Not applicable this quarter	Staff establishment
D127	Municipal Transformation and Institutional Development	% Employees that are female	36.50%		40%	37%	37.10%	G2	The status of the employed women remain stable. However there was no appointment made due to moratorium on the appointment of staff.	None required	Employment Equity report
D128	Municipal Transformation and Institutional Development	% Employees that are youth	24.80%		26%	25%	23.30%	O	The current employees which was youth, full outside the bracket because of age growth. There was no appointment for the quarter due to moratorium on positions.	Council invalidated the MOU and the moratorium and allow process of personnel provisioning.	Employment Equity report

Table 12: Corporate Services - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D129	Municipal Transformation and Institutional Development	% Employees that are disabled	2.20%		2%	2%	2.20%	G2	The status maintained, however there were no appointments made during the quarter for disability.	None required	Employment Equity report
D130	Good Governance and Public Participation	# of monthly ward committee meetings	408		408	102	0	R	No inputs submitted by Department	No inputs submitted by Department	Register of Ward Committee Meetings & Minutes
D131	Good Governance and Public Participation	# Fully functional ward committees	34		34	34	0	R	No inputs submitted by Department	No inputs submitted by Department	Minutes of Ward committee meetings, Consolidated Monthly Ward reports

D132	Basic Service Delivery	Special Programmes Management	<p>The Annual Youth Assembly was held on 09 April 2015 in Tzaneen travel Lodge</p> <p>*The Youth Month was commemorated on 11 June in Nkowankowa hall where the Deputy Minister of Defense & Military Veterans graced the occasion, the Provincial celebration was done on 16 June in University of Venda and the local youth month celebrations was held on the 19th of June at Tzaneen showground.</p> <p>*The Annual Disability Council was held on the 29th of June 2015 at Hotel@Tzaneen</p>	<p>Monitor the Special Programme events to ensure that the Youth Strategic Session is held by 8 July and the Youth Entrepreneurs summit is held by 21 August '15.</p> <p>Monitor the quarterly youth plenaries (4 Sept).</p> <p>Gender Men's Forum launched by 31 July & Women's day celebrations (9 & 18 Aug), Women in NGO forum by 5 Aug & Women in business gala dinner by 28 Aug.</p>	100%	25%	0%	R	No inputs submitted by Department	No inputs submitted by Department	Special Programmes Activity Plan Invitations Minutes/Reports and Attendance Registers
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Table 12: Corporate Services - Key Performance Indicator & Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 Sep-15					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D133	Good Governance and Public Participation	Promulgation of By-laws	8 By-Laws was presented to 20 Wards successfully.	Develop a programme for by-law public participation and monitor the process. Ensure that by-laws are promulgated.	100%	25%	50%	B	The programme for by law public participation has been developed. The bylaws have been promulgated. Public participation has taken place.	not required	Programme for By-law Public Participation Government Gazette Invitations to and Minutes of Public Participation sessions
D134	Good Governance and Public Participation	Review of Organogram	Organogram not reviewed	Finalise Consultation with Departments on the review of the organisational structure. 15/16 Structure approved by 28 Aug '15	100%	25%	25%	G	Seven departments was consulted. Directors further consulted with employees within their units. Labour unions were consulted.		15/16 Revised Organisational Structure Council Resolutions 16/17 Organisational Structure

Table 13 below presents a summary of the level of performance for the 1st Quarter of 15/16 for CORP:

Table 13: CORP - Summary of Results (1st Qtr 15_16)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	7	16%
	KPI Not Met	17	40%
	KPI Almost Met	5	12%
	KPI Met	4	9%
	KPI Well Met	4	9%

Table 13: CORP - Summary of Results (1st Qtr 15_16)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Extremely Well Met	6	14%
	Total KPIs	43	

From the table above it can be seen that 40% of the targets set for Corporate Services were not met during this quarter. A major contributing factor to the low level of performance is the fact that no information was submitted from the Office of the Mayor and Public Participation, all these items therefor will register as “KPI not met”.

3.4 Community Services Department

The performance of the Community Services Department (CSD) during the 1st Quarter of 2015/16 is presented below.

Table 14: CSD - Key Performance Indicator and Project Performance (1st Quarter 15_16)											
Ref	Municipal KPA	KPI	Baseline / Past Year Performance	Quarterly Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D135	Basic Service Delivery	# of theft cases from council buildings	4		0	0	0	G	not required	not required	Theft & damages register Police Case number
D136	Basic Service Delivery	# of contravention notices issued to improve level compliance to Environmental Management legislation (5 formal towns)	139		125	0	0	N/A	Not applicable this quarter	Not applicable this quarter	Contravention Notices

Table 14: CSD - Key Performance Indicator and Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI	Baseline / Past Year Performance	Quarterly Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D137	Basic Service Delivery	% compliance to the environmental legislation checklist	80%		85%	0%	0%	N/A	Not applicable this quarter	Not applicable this quarter	Environmental Checklist
D138	Basic Service Delivery	# of formal food handling premises evaluated quarterly	74		82	82	86	G2	More evaluations done because there were 4 new premises were opened during the period under review.		Monthly reports on hygiene at formal food handling premises
D139	Basic Service Delivery	% of water samples that comply with SANS 0241	79%		80%	80%	79%	O	A water quality monitoring schedule was developed and implemented. Inconsistent water supply in Nkowankowa and Lenyenye have an impact on residual chlorine, this impacts in the credibility of the sample as well as water quality.	Consistent water supply will support the maintenance of residual chlorine. Sample results of the last two weeks in September not yet available.	Water quality lab reports
D140	Basic Service Delivery	R-value spent on waste management (collection & transportation, street cleansing, public toilets)	53000000		71,017,213	17,754,303	13,173,417	R	R13,173,417-32 was spent on waste management-activities r/e collection & transportation, street cleansing, public toilet-management	Budget office confirm that the expenditure on Vote 133/074/1274 was not captured. A confirmation-request that 100% of expenditure was to-date uploaded not yet receive	Budget reports

Table 14: CSD - Key Performance Indicator and Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI	Baseline / Past Year Performance	Quarterly Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D141	Basic Service Delivery	# of service areas (rural waste) serviced (EPWP)	7		13	13	13	G	13 of Waste Service Areas (rural waste) serviced via EPWP-programme	Not required	Sect 25 Registrations (Waste Act) Waste KPI scorecard for area
D142	Basic Service Delivery	% Households with access to basic level of solid waste management services	8% (8515/108717)		8%	0%	0%	N/A	Not applicable this quarter	Not applicable this quarter	Category Tariff summary Billing reports
D143	Basic Service Delivery	Traffic fine collection rate [(Rand value received for fines/ R value of fines issued as (%))]	40%		70%	70%	13.60%	R	Payment beyond the control of the Department	Road blocks held and fines reduces on request to encourage payment	Revenue reports
D144	Basic Service Delivery	Environmental Health Services	268 Informal food handling premises were inspected, processed 55 permit renewals. 134 formal food handling premises inspected, 43 notices issued with follow up inspections; 34 Applications received and processed for Certificates of	Ensure that Environmental Health law enforcement is implemented in urban areas. Report to Council on: * 82 formal food handling premises inspected *30 informal food handling premises inspected *16 Industrial premises inspected *13 areas sprayed for malaria	100%	25%	30%	G2	86 foo handling premises were inspected and Certificates of Acceptability issued. 55 informal traders inspected and applications for permits received and processed.5 industrial premises were inspected and Certificate of competence issued. Vector control programme was developed and		Environmental Health Management Plan Food Hygiene inspection forms (2 per formal site per annum)& Report Monthly Reports

Table 14: CSD - Key Performance Indicator and Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI	Baseline / Past Year Performance	Quarterly Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
			Acceptability. 33 Industrial premises were inspected and 10 contravention notices were issued and follow up inspections conducted. 2 Certificates of Competence were issued to funeral undertakers.						implemented resulting in the identification of 3 new habitats and larviciding commenced.		
D145	Basic Service Delivery	Library management	108284 users (Target 94,500) 64631 Books circulated (Target 80,000)	Ensure that Libraries are well managed. Report on the number of books (13000) circulating and number of users (24000)	100%	25%	25%	G	15381 Books circulated 27630 Users	None required	Tattletape statistics Book circulation register Monthly Reports

Table 14: CSD - Key Performance Indicator and Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI	Baseline / Past Year Performance	Quarterly Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D146	Basic Service Delivery	Parks & open space management	Parks Management Policy not yet approved by Council 5,713,166m ² square meters of parks and open spaces maintained	Policy for Parks and cemetery management approved by Council. Ensure that Parks, Cemeteries and Open spaces are maintained in accordance to the maintenance plan. Report on progress with implementation	100%	70%	0%	R	No information submitted by Department	No information submitted by Department	Council Resolution Parks Development Policy Maintenance Plan Inspection checklists Monthly Reports
D147	Good Governance and Public Participation	Hawkers Policy & By-law	Gazetted By-law	Ensure that Hawkery policy and By-law is revised	100%	40%	40%	G	Public participation programme was developed and implemented though not all wards have been covered. Presentations have been done at 60% of the wards.	Completion of the public participation process.	Council Resolution on Hawkery Policy Hawkery By-law Public Participation Minutes

Table 15 below presents a summary of the level of performance for the 1st Quarter of 15/16 for CSD:

Table 15: CSD - Summary of Results (1st Qtr 15_16)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	3	23%
	KPI Not Met	3	23%

Table 15: CSD - Summary of Results (1st Qtr 15_16)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Almost Met	1	8%
	KPI Met	4	31%
	KPI Well Met	2	15%
	KPI Extremely Well Met	0	0%
	Total KPIs	13	

3.5 Electrical Engineering Services Department

The performance of the Electrical Engineering Services Department (EED) during the 1st Quarter of 2015/16 is presented below.

Table 16: EED - Key Performance Indicator and Project Performance (1st Quarter 15_16)											
Ref	Municipal KPA	KPI/ Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D148	Basic Service Delivery	% of households with access to electricity	96%		96%	0%	0%	N/A	Not applicable this quarter	Not applicable this quarter	Electrification reports
D149	Basic Service Delivery	% Electricity loss (Kwh)	18		14%	0%	0%	N/A	Not applicable this quarter	Not applicable this quarter	Eskom account Revenue reports
D150	Basic Service Delivery	Kilow Watt Hour Electricity loss (Kwh)	New KPI		42,540,860	0	0	N/A	Not applicable this quarter	Not applicable this quarter	Eskom account Revenue reports

Table 16: EED - Key Performance Indicator and Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI/ Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D151	Basic Service Delivery	R-value electricity maintenance	R 43,227,293		48,420,444	12,355,111	2,350,956	R	Figure quoted does not include the labour component, despite request to Finance to update. Amount quoted is therefore not reflective of the actual R spent.	Finance will have to include labour component in future	Budget expenditure, (Vote 162/066, 173/066 & 608 183/066)
D152	Basic Service Delivery	Km of overhead lines rebuilt	18		31	0	0	N/A	Not applicable this quarter	Not applicable this quarter	Project Progress reports Completion certificates
D153	Municipal Financial Viability and Management	% of EED departmental budget spent	100%		100%	25%	9.49%	R	Figure quoted does not include the labour component, despite request to Finance to update. Amount quoted is therefore not reflective of the actual % Dept. budget spent.	Finance must update their figures before next submission	Monthly financial budget reports
D154	Municipal Financial Viability and Management	% of capital budget for electricity spent	103%		100%	10%	4.22%	R	SCM processes that are not happening (BEC and BAC meetings) are delaying processes.	Steps by Management to ensure more frequent meetings were recently implemented, hopefully the backlog will soon be eradicated.	Expenditure report

Table 16: EED - Key Performance Indicator and Project Performance (1st Quarter 15_16)

Ref	Municipa I KPA	KPI/ Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D155	Basic Service Delivery	Apollo light at Burgersdorp	Not implemented	Tender process for appointment of contractor finalised.	100%	10%	8%	○	Consulting Engineer AES Consulting, Contract No SCMU 28/2015, Briefing session was on the 7th of September 2015, Tender closed on the 18th of September 2015, Waiting for a date for BEC to evaluate functionality	There is a problem to get all the appropriate departments together for evaluation of the functionality.	Progress reports Hand over certificate
D156	Basic Service Delivery	Apollo lights at Khopo	Not implemented	Tender process for appointment of contractor finalised.	100%	10%	8%	○	Consulting Engineer AES Consulting, Contract No SCMU 28/2015, Briefing session was on the 7th of September 2015, Tender closed on the 18th of September 2015, Waiting for a date for BEC to evaluate functionality	There is a problem to get all the appropriate departments together for evaluation of the functionality.	Progress reports Hand over certificate
D157	Basic Service Delivery	Apollo lights at Mawa Block 8 and 9	Not implemented	Tender process for appointment of contractor finalised.	100%	10%	8%	○	Consulting Engineer Simolola Engineering Services, Contract No SCMU 24/2015, Briefing session was on the 30th of July 2015, Tender closed on the 14th of August 2015, Waiting for a date for BEC to evaluate functionality	There is a problem to get all the appropriate departments together for evaluation of the functionality.	Progress reports Hand over certificate

Table 16: EED - Key Performance Indicator and Project Performance (1st Quarter 15_16)

Ref	Municipa I KPA	KPI/ Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D158	Basic Service Delivery	Apollo lights at Moloko and Pelana village	Not implemented	Tender process for appointment of contractor finalised.	100%	10%	8%	○	Consulting Engineer Simolola Engineering Services, Contract No SCMU 24/2015, Briefing session was on the 30th of July 2015, Tender closed on the 14th of August 2015, Waiting for a date for BEC to evaluate functionality	There is a problem to get all the appropriate departments together for evaluation of the functionality.	Progress reports Hand over certificate
D159	Basic Service Delivery	Apollo lights at Dan Village	Not implemented	Tender process for appointment of contractor finalised.	100%	10%	8%	○	Consulting Engineer AES Consulting, Contract No SCMU 28/2015, Briefing session was on the 7th of September 2015, Tender closed on the 18th of September 2015, Waiting for a date for BEC to evaluate functionality	There is a problem to get all the appropriate departments together for evaluation of the functionality.	Progress reports Hand over certificate
D160	Basic Service Delivery	Apollo lights at Motupa Village	Not implemented	Tender process for appointment of contractor finalised.	100%	10%	8%	○	Consulting Engineer Simolola Engineering Services, Contract No SCMU 24/2015, Briefing session was on the 30th of July 2015, Tender closed on the 14th of August 2015, Waiting for a date for BEC to evaluate functionality	There is a problem to get all the appropriate departments together for evaluation of the functionality.	Progress reports Hand over certificate

Table 16: EED - Key Performance Indicator and Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI/ Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D161	Basic Service Delivery	Apollo lights at Nyagelani Village	Not implemented	Tender process for appointment of contractor finalised.	100%	10%	8%	○	Consulting Engineer AES Consulting, Contract No SCMU 28/2015, Briefing session was on the 7th of September 2015, Tender closed on the 18th of September 2015, Waiting for a date for BEC to evaluate functionality	There is a problem to get all the appropriate departments together for evaluation of the functionality.	Progress reports Hand over certificate
D162	Basic Service Delivery	Apollo lights at Tickyline Village	Not implemented	Tender process for appointment of contractor finalised.	100%	10%	8%	○	Consulting Engineer AES Consulting, Contract No SCMU 28/2015, Briefing session was on the 7th of September 2015, Tender closed on the 18th of September 2015, Waiting for a date for BEC to evaluate functionality	There is a problem to get all the appropriate departments together for evaluation of the functionality.	Progress reports Hand over certificate
D163	Basic Service Delivery	Apollo lights at Moruji Village	Not implemented	Tender process for appointment of contractor finalised.	100%	10%	8%	○	Consulting Engineer Simolola Engineering Services, Contract No SCMU 24/2015, Briefing session was on the 30th of July 2015, Tender closed on the 14th of August 2015, Waiting for a date for BEC to evaluate functionality	There is a problem to get all the appropriate departments together for evaluation of the functionality.	Progress reports Hand over certificate

Table 16: EED - Key Performance Indicator and Project Performance (1st Quarter 15_16)

Ref	Municipa I KPA	KPI/ Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D164	Basic Service Delivery	Electrification of households at Khujwana	New project	Appointment of service provider finalised	100%	10%	8%	O	Awaiting finalisation of appointment of service provider by MM.	Fastracking of supply chain management processes	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D165	Basic Service Delivery	Electrification of households at Wally village	New project	Appointment of service provider finalised	100%	10%	10%	G	No deviation. Service Provider appointed.	None required	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)

Table 16: EED - Key Performance Indicator and Project Performance (1st Quarter 15_16)

Ref	Municipa I KPA	KPI/ Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D166	Basic Service Delivery	Electrification of households at Mohlakong/ Moruji village	New project	Appointment of service provider finalised	100%	10%	10%	G	No deviation	None required	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D167	Basic Service Delivery	Electrification of households at Bonn/ Lekutswi	New project	Appointment of service provider finalised	100%	10%	10%	G	No deviation. Appointment of service provider finalised by bid committees	None required	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)

Table 16: EED - Key Performance Indicator and Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI/ Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D168	Basic Service Delivery	Electrification of households at Mopye/Sebabane Village	New project	Appointment of service provider finalised	100%	10%	10%	G	No Deviation	None required	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D169	Basic Service Delivery	Electrification of households at Botludi/ Mothomeng Villages	New project	Appointment of service provider finalised	100%	10%	10%	G	No Deviation	None required	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)

Table 16: EED - Key Performance Indicator and Project Performance (1st Quarter 15_16)

Ref	Municipa I KPA	KPI/ Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D170	Basic Service Delivery	Electrification of households at Motupa/ Marirone/ Kubjana Villages	New project	Appointment of service provider finalised	100%	10%	10%	G	No Deviation	None required	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D171	Basic Service Delivery	Electrification of households at Khopo (Civic) (Rita) and Segabedi villages	New project	Appointment of service provider finalised	100%	10%	5%	R	Awaiting Bid Adjudication Committee to recommend appointment to Municipal Manager and Appointment of Service Provider by Municipal Manager	Supply Chain processes to be fastracked	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)

Table 16: EED - Key Performance Indicator and Project Performance (1st Quarter 15_16)

Ref	Municipa I KPA	KPI/ Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D172	Basic Service Delivery	Electrification of households at Hospital view/ Mineview villages	New project	Appointment of service provider finalised	100%	10%	8%	O	Awaiting Letter of Appointment from Municipal Manager. BEC and BAC processes completed	Awaiting signature of appointment letter	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D173	Basic Service Delivery	Electrification of households at Sunnyside/ Myakayaka villages	New project	Appointment of service provider finalised	100%	10%	10%	G	No deviation	None required	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)

Table 16: EED - Key Performance Indicator and Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI/ Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D174	Basic Service Delivery	Electrification of households at Morapalala villages	New project	Appointment of service provider finalised	100%	10%	10%	G	No deviation	None required	Appointment Letter Approval letter on Designs from ESKOM Project progress reports Handover certificate PCS File (ESKOM)
D175	Basic Service Delivery	Split meters	New project	Installation of split meters completed	100%	100%	100%	G	No deviation. Projects completed and energised	None required	Final Payment Certificate
D176	Basic Service Delivery	Traffic lights at Letaba Cross	Not implemented	Application at SANRAL approved	100%	30%	10%	R	Application forwarded to SANRAL for the construction of Traffic Lights at Letaba Cross was forwarded to Mr. K Schmid and Mr. O Stevens the 25 March 2015	Follow up e-mail was forwarded by Mošomo Consulting Civil Engineers.	SANRAL Approval letter Approved Designs Completion certificate
D177	Basic Service Delivery	Traffic lights at R71 turn off Deerpark	Not implemented	Application at SANRAL approved	100%	30%	10%	R	Application forwarded to SANRAL for the construction of Traffic Lights at Deerpark turn off. It was e-mailed to Mr. K Schmid and O Stevens on the 25 March 2015	Follow-up e-mail was forwarded by Mosomo Consulting Engineers as they have an interest in the traffic control because of development there	SANRAL Approval letter Approved Designs Completion certificate

Table 16: EED - Key Performance Indicator and Project Performance (1st Quarter 15_16)

Ref	Municipa I KPA	KPI/ Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D178	Basic Service Delivery	Capacity Building/ cable network renewal (11kv Cable from Church substation via old SAR to Power station)	All materials procured	Physical construction at 20%	100%	20%	51.49%	B	Installation of cable from old SAR up to Star spares. Project to be completed by June 2016.	Project on target	Project Progress Reports Completion certificate
D179	Basic Service Delivery	Energy efficiency and demandside management (Tzaneen, Nkowankowa & Lenyenye)	Funding withheld due to slow spending	Procurement of service provider for retrofitting of energy efficiency equipment for buildings and street lights	100%	10%	10%	G	Tender process for contractor.	Project on target	DOE Reports Close-up report Verification Report
D180	Basic Service Delivery	Protection relays at Electrical Distribution substation	Not implemented	Identify and prioritise relays for replacement.	100%	10%	10%	G	Protection Relays will be changed at the following switching stations, SS2 Claudwheatly sub, SS1 Skirving Loop sub. All incomers relays are SEL relays and other relays are just protection relays, CT and Battery bank must be changed for protection purposes at SS1	None required	Proof of purchase Asset register update
D181	Basic Service Delivery	Substation tripping batteries	Not implemented	Not applicable this quarter	100%	0%	0%	N/A	Not Applicable this quarter	Not Applicable this quarter	Proof of purchase Asset register update

Table 16: EED - Key Performance Indicator and Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI/ Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D182	Basic Service Delivery	Replacement of airconditioners in Municipal Buildings	New project	Identify aircons to be replaced	100%	25%	30%	G2	Air conditioners are replaced as and when required, The following air cons will be replaced, Manager Traffic, Hobson at Work Shop, Superintendent air con at workshop, Then there is the possible change of air cons at Nkowankowa Testing station.	Nkowankowa Testing station is a problem area regarding QOS from Eskom. We have engaged Eskom as soon as QOS is improved we will determine which air cons must be replaced.	Proof of purchase Asset register update
D183	Basic Service Delivery	Master Plan Review (Electricity)	New project	Draft Request for proposal and submit to SCM for Procurement of a consultant. Consultant appointed	100%	10%	10%	G	Tender process for consultant	SCMU process to be fast tract	Revised Electricity Master Plan Progress Reports
D184	Basic Service Delivery	Provision of Capital Tools (Urban)	Procurement of capital tools as and when required, this capital combined with Rural, 6 Links Sticks, Drills, 8 Ladders, 4 Radios, 2 digital clamp meters, 3 crimping tools, 3 magnetic GTM signs and	Procurement of capital tools as and when required, report acquisitions to Council	100%	25%	0%	R	Capitol tools are procured as and when required the following tools were purchased in the first quarter, Voltex electrical toolpack R945.06 and Clamp on tester R760.20	No correctives measures to be taken	Proof of purchase Asset register update

Table 16: EED - Key Performance Indicator and Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI/ Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
			1 ACER laptop was procured								
D185	Basic Service Delivery	Provision of Capital Tools (outlying)	No funding	Procurement of capital tools as and when required, report acquisitions to Council	100%	25%	0%	R	No deviation. Capital tools purchased as and when required	No corrective measures required. The project is mainly for replacement of capital tools and equipment used for O & M purposes.	Proof of purchase Asset register update
D186	Basic Service Delivery	Rebuilding of Lines- Greenfog - Heanerstburg (12km)	New project	Determine scope of work and source quotations	100%	10%	10%	G	No deviation. Scope determined. Busy finalising the costing to generate an order	None	Scope of Work Quotations Project Progress Reports Final payment certificate
D187	Basic Service Delivery	Rebuilding of Lines- Lalapanzi - Waterbok (7km)	New project	Determine scope of work and source quotations	100%	10%	20%	B	No deviation. Construction has already started	None required	Scope of Work Quotations Project Progress Reports Final payment certificate
D188	Basic Service Delivery	Rebuilding of Lines- 11kv lines Grys Appel (Atherston to Redbank) (12km)	New project	Determine scope of work and source quotations. Physical progress at 50%	100%	50%	30%	R	Delays in activation of capital budget and subsequent generation of orders.	More outages planned to speed up project execution	Scope of Work Quotations Project Progress Reports Final payment certificate

Table 16: EED - Key Performance Indicator and Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI/ Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D189	Basic Service Delivery	Old technology main circuit breakers in town	New project	Procurement process for retrofitting circuit breakers completed	100%	10%	5%	R	Discussion about retrofitting old Circuit breakers were done the CB at Claudewheatly sub will be done, dependent on cost 4 will be changed	This project is delayed because of the capacity project that is still busy with the reason for the delay is to see what CB we are using in the OLD SAR substation.	Payment Certificate Delivery Certificate Asset Register
D190	Basic Service Delivery	Replace 10x11kv and 6x33 kv auto-reclosers per annum	New project	Identify strategic location of auto-reclosers	100%	10%	10%	G	No deviation. Strategic locations identified	None required	Sketches Payment certificate Delivery Certificate Asset Register
D191	Basic Service Delivery	Renewal, Repairs and Maintenance on pre-paid meters (Tzaneen, Letsitele & Politsi)	20 Data Concentrators & 100 Din rail meters delivered. Vending unit replace at finance. Upgrading of infrastructure at Tarrentaalrand. Replacing of old tech meters on hold due to personnel shortage.	Source quotations.	100%	10%	10%	G	Quotes requested for a UPS for the AMI server and infrastructure upgrade at Tarentaalrand.	Project on target	Quotation Proof purchase Asset register Promise system report

Table 16: EED - Key Performance Indicator and Project Performance (1st Quarter 15_16)

Ref	Municipa I KPA	KPI/ Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D192	Basic Service Delivery	Telephone Network Management System (Control Room)	Not implemented	Identify system to be installed	100%	20%	20%	G	No deviation. IT Division in the process of identifying a system for the whole municipality.	None required	Proof of purchase Asset register update
D193	Basic Service Delivery	New Double garage to house protection equipment trailer	Not implemented	Building plan completed	100%	10%	0%	R	Waiting for building plan from building section,	Building section was engaged for a building plan	Approved Building Plan Appointment letter
D194	Basic Service Delivery	Substation fencing	New project	Prioritise substation to be fenced	100%	10%	15%	B	No deviation. Substations identified and technical specifications completed. Requisition sent to Supply Chain for procurement of service providers	None required	Appointment Letter Final Invoice
D195	Basic Service Delivery	Service Contribution for Tzaneen distribution area	Only new connections funded	Not applicable this quarter	100%	0%	0%	N/A	Not Applicable this quarter	Not Applicable this quarter	Store Requisitions Picture

Table 17 below presents a summary of the level of performance for the 1st Quarter of 15/16 for EED:

Table 17: EED - Summary of Results (1st Qtr 15_16)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	6	13%
	KPI Not Met	11	23%

Table 17: EED - Summary of Results (1st Qtr 15_16)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Almost Met	11	23%
	KPI Met	16	33%
	KPI Well Met	1	2%
	KPI Extremely Well Met	3	6%
	Total KPIs	48	

3.6 Engineering Services Department

The performance of the Engineering Services Department during the 1st Quarter of 2015/16 is presented below.

Table 18: ESD - Key Performance Indicator and Project Performance (1st Quarter 15_16)											
Ref	Municipal KPA	KPI / Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D196	Basic Service Delivery	% of daily water samples taken complying to SANS 241	100%		85%	85%	100%	G2	No deviation	None required	Records of samples and reports
D197	Basic Service Delivery	% building plans responded to within 30 working days from receipt of payment	100%		100%	100%	100%	G	All plans submitted were approved, however the challenge is that all is captured manually as compared to doing it electronically with the building control system.	Prioritisation and Acquisition of building control system	Building Plan register

Table 18: ESD - Key Performance Indicator and Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI / Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D198	Basic Service Delivery	# of contravention notices issued to decrease non-compliance to building regulations	54		70	0	0	N/A	Not applicable this quarter	Not applicable this quarter	Register of contraventions
D199	Basic Service Delivery	Km of roads tarred	15		11	0	0	N/A	Not applicable this quarter	Not applicable this quarter	Road Progress Reports
D200	Basic Service Delivery	% of MIG roads projects on schedule	0%		100%	100%	0%	R	None of the projects are on schedule. Reasons being delays in the finalization of SCM processes.	Strengthen SCM processes.	Project progress reports
D201	Basic Service Delivery	R-value spent on road and storm water maintenance	R 20,381,042		15,792,074	3,948,018	4,711,879	G2	No deviation	Not required	ESD Expenditure reports
D202	Basic Service Delivery	Km of municipal gravel roads maintained	27km		1,500	250	715.8	B	Grading of roads and regravelling in all clusters	Not required	Re-graveling programme Regravelling reports
D203	Basic Service Delivery	% water losses in distribution area (Tzaneen, Haenertsburg & Letsitele)	10%		6%	0%	0%	N/A	Not applicable this quarter	Not applicable this quarter	Water distribution reports
D204	Basic Service Delivery	# of Sewer purification plants with Green Drop Status	1 (Tzaneen)		1	0	0	N/A	Not applicable this quarter	Not applicable this quarter	BDC certificates BDC Lab results

Table 18: ESD - Key Performance Indicator and Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI / Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D205	Basic Service Delivery	# of Water purification plants with Blue Drop Status	2 (Tzaneen & Letsitele)		2	0	0	N/A	Not applicable this quarter	Not applicable this quarter	BDC certificates BDC Lab results
D206	Municipal Financial Viability and Management	% of ESD departmental budget spent	92%		100%	25%	10%	R	Late appointment of contractors by SCM	Fast tracking the SCM processes	Monthly financial budget reports
D207	Municipal Financial Viability and Management	% of ESD capital budget spent	100%		100%	10%	15%	B	No deviation	None required	Monthly financial budget reports
D208	Good Governance and Public Participation	% MIG funding spent	71%		100%	10%	0.49%	R	Sites were only handed over towards end of September due to delays in finalization of SCM processes.	Meeting confirmed with consultants and contractors for today 13/10/2015 to discuss corrective measures to speed up the projects.	Budget printout
D209	Local Economic Development	# of jobs created through municipal EPWP initiatives	367		715	179	746	B	No deviation	None required	Project reports, EPWP reports
D210	Basic Service Delivery	Construction of a new community hall at Relela Cluster	Design complete and draft tender document awaiting Bid Specification Committee approval. Contractor not yet appointed	Appointment of contractor finalised	100%	10%	7%	R	Advertised, awaiting evaluation and adjudication	Evaluation meeting planned for tomorrow the 14/10/2015	Project Progress Reports Site Handover report

Table 18: ESD - Key Performance Indicator and Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI / Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D211	Basic Service Delivery	New Runnymede Sports facility	Designs completed. Draft Tender document to be approved by BSC	Not applicable this quarter	100%	0%	0%	N/A	Not applicable this quarter	Not applicable this quarter	Appointment letter Project progress Report
D212	Basic Service Delivery	VIP Toilets at Mulati and Shiluvane Libraries	New project	Appointment of contractor finalised	100%	10%	8%	O	Specifications completed in September and there's delays in SCM process to advertise and appoint service provider	Strengthen turnaround time for SCM processes.	Appointment letter Completion certificate
D213	Basic Service Delivery	Lenyenye DoC entrance road	Not implemented	Finalise specifications.	100%	5%	5%	G	Specification finalised	Not required	Specifications Appointment of contractor Completion certificate
D214	Basic Service Delivery	Politisi road	Completed	Construction of road at 50%	100%	50%	99%	B	Regravelling and installation of stormwater pipes.	Not required	Project progress reports Completion certificate

Table 18: ESD - Key Performance Indicator and Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI / Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D215	Basic Service Delivery	Agatha Cemetery Low Level Bridge	Awaiting EIA results	Not applicable this quarter	100%	0%	0%	N/A	Not applicable this quarter	Not applicable this quarter	Appointment letter Site meeting minutes Completion certificate
D216	Basic Service Delivery	Rikhotso low level bridge	Tender advertised	Appointment of contractor finalised	100%	10%	5%	R	Tender advertised and closed on 07 August 2015. Delay in supply chain processes.	Fast tracking the SCM processing.	Appointment letter Site meeting minutes Completion certificate
D217	Basic Service Delivery	Mokonyane low level bridge	Tender advertised	Appointment of contractor finalised	100%	10%	5%	R	Tender advertised and closed on 07 August 2015. Delay in supply chain processes.	Fast tracking SCM processes	Appointment letter Site meeting minutes Completion certificate
D218	Basic Service Delivery	Khubu to Lwandlamuni low level bridge	Not implemented	Not applicable this quarter	100%	0%	0%	N/A	Not applicable this quarter	Not applicable this quarter	Appointment Letter Minutes of site meetings
D219	Basic Service Delivery	Speed humps	New project	Appointment of contractor finalised	100%	10%	3%	R	Specifications finalised.	Fast tracking supply chain processes.	Appointment letter Completion certificates

Table 18: ESD - Key Performance Indicator and Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI / Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D220	Basic Service Delivery	Moruji to Matswi, Kheshokolwe Tar Road	Design and tender documents completed. Contractor not yet appointed	Physical construction at 9%	100%	25%	0%	R	Site hand over was done towards the end of September.	A meeting confirmed with consultants and contractors for today 13/10/2015 to discuss corrective measures to speed up the project.	Project Progress Reports
D221	Basic Service Delivery	Rita, Khopo, Lefara, Zanghoma, Uhuru, Xipungu to Mariveni Tar Road	Design and tender documents completed. Contractor not yet appointed	Physical construction at 9%	100%	25%	0%	R	Site hand over was done towards the end of September.	A meeting confirmed with consultants and contractors for today 13/10/2015 to discuss corrective measures to speed up the project.	Project Progress Reports
D222	Basic Service Delivery	Tickyline, Myakayaka, Burgersdorp, Gavaza to Mafarana Tar Road	Design and tender documents completed. Contractor not yet appointed	Physical construction at 9%	100%	25%	0%	R	Site hand over was done towards the end of September.	A meeting confirmed with consultants and contractors for today 13/10/2015 to discuss corrective measures to speed up the project.	Project Progress Reports

Table 18: ESD - Key Performance Indicator and Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI / Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D223	Basic Service Delivery	Upgrading of municipal offices in Tzaneen	New project	Drafting of specifications for preparing site for installation of the disability lift	100%	10%	8%	O	Specifications requires services a competent structural engineer to do the design of lift shaft and alteration to building and letter of recommendations to appoint the engineer has been send to office of MM	MM to speed up appointment of Structural engineer to design the lift shaft	Progress payment Photos
D224	Basic Service Delivery	Disability Access Lift	New project	Appointment of contractor finalised	100%	10%	8%	O	Contractor not yet appointed due to nature of the work that requires services of a structural engineer to design the lift shaft	MM to speed up appointment	Appointment letter Progress Payment Completion certificate
D225	Basic Service Delivery	Tzaneen air field fencing (phase1)	New project	Finalise specifications.	100%	10%	10%	G	Specifications completed only waiting for SCM to advertise for appointment of a service provider	not required	Specifications Appointment Letter Progress Payment Completion Certificate

Table 19 below presents a summary of the level of performance for the 1st Quarter of 15/16 for ESD:

Table 19: ESD - Summary of Results (1st Qtr 15_16)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	8	27%
	KPI Not Met	10	33%
	KPI Almost Met	3	10%
	KPI Met	3	10%
	KPI Well Met	2	7%
	KPI Extremely Well Met	4	13%
	Total KPIs	30	

3.7 Planning and Economic Development Department

The performance of the Planning Economic Development Department during the 1st Quarter of 2015/16 is presented below.

Table 20: PED - Key Performance Indicator and Project Performance (1st Quarter 15_16)											
Ref	Municipal KPA	KPI / Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D226	Basic Service Delivery	Integrated Sustainable Human Settlement Plan reviewed by 30 June	Not done		1	0	0	N/A	Not applicable this quarter	Not applicable this quarter	Council minutes
D227	Basic Service Delivery	# of land parcels acquired for development	New KPI		1	0	0	N/A	Not applicable this quarter	Not applicable this quarter	Deed of Sale (Tzaneen Portion 9 & 38 Hamawasha)
D228	Local Economic Development	Nr of cooperatives established and still functional in wards	4		4	0	0	N/A	Not applicable this quarter	Not applicable this quarter	CWP reports Minutes &

Table 20: PED - Key Performance Indicator and Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI / Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
		where the CWP is implemented									Attendance register
D229	Local Economic Development	Number of job opportunities created through the CWP	1646		2,045	650	1,939	B	Monthly meeting of the LRC. Deadline is ongoing. 6th October 2015	Target is 2045 by JUNE 2015	CWP Employment register
D230	Local Economic Development	# of jobs created through municipal LED initiatives including Capital Projects	500		650	100	350	B	These is LED monthly job creation through EPWP; MIG and cleaning services. Date: 30 September 2015.	n/a	LED monthly job creation report
D231	Local Economic Development	# of GTM LED forum meetings arranged	0		4	1	1	G	COGSTA was engaged for assistance in establishing the LED forum. TOR received from COGSTA Process plan developed	Identify relevant stakeholder for participation in the fora. Notify Economic Cluster.	Invitations Minutes & Attendance Register
D232	Local Economic Development	# of Tourism SMMEs exposed to the market	15		35	10	34	B	Attended the following tourism events/exhibition to expose SMME: 1. Marula festival. 2 .Letaba show	N/a	Itinerary Events report

Table 20: PED - Key Performance Indicator and Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI / Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
									3. Durban indaba 4. Getaway show		
D233	Local Economic Development	Integrated Rural Nodal Development Plan for Runnymede approved completed by 30 June '16	New indicator		1	0	0	N/A	Not applicable this quarter	Not applicable this quarter	Nodal development plan for Runnymede Council Minutes
D234	Basic Service Delivery	Housing coordination (700 RDP units)	New project	Completion of beneficiary lists and attach documents and details Submission of forms to COGHSTA Verification of beneficiaries Monitor project implementation and attend monthly project steering committee meetings	100%	40%	85%	B	Beneficiaries completed. Verification completed. building is standing at 855	none required	Report on RDP beneficiaries per WARD
D235	Basic Service Delivery	Acquisition of two farms in Tzaneen for residential purposes		Identification of land available for procurement	100%	10%	40%	B	Three land parcels identified (portion 9 and 38 of the Farm Hamawasha, two portions on part of reminder portion of Moblaba's location for extension of	none required	Deed of sale

Table 20: PED - Key Performance Indicator and Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI / Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
									both Nkowankowa and Lenyenye cemetery.		
D236	Basic Service Delivery	Lenyenye Cemetery (land)		Negotiations for the purchase of land to extend the Lenyenye cemetery	100%	20%	20%	G	Negotiation has started.	None required.	Deed of sale
D237	Basic Service Delivery	Formalisation of Nkambako Informal Settlements		Public participation, formation of the project steering committee, monthly reporting meetings and monitoring the implementation of the project.	100%	70%	10%	R	Public participation complete, project committee established required information or Data is available.	None required.	Minutes & attendance register of Public Participation Steering Committee Establishment notice Minutes & Attendance Register of monthly meetings
D238	Basic Service Delivery	Selling of sites at Dan ext 2		Prepare specification documents and submit to SCMU	100%	5%	5%	G	Specifications document and advert submitted to SCUM.	none	Deed of sale

Table 20: PED - Key Performance Indicator and Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI / Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D239	Municipal Financial Viability and Management	Strategy for expanding Revenue base		Facilitate the development of a strategy to expand the revenue base. Report progress to Council on a monthly basis	100%	0%	0%	N/A	Not applicable this quarter	Not applicable this quarter	Strategy Expanding GTM Revenue Base Council Minutes
D240	Local Economic Development	Spatial Development Framework review		Appointment of a consultant to review the SDF. Setting up of a SDF steering committee as SPLUMA.	100%	10%	0%	R	Service provider NOT yet appointed due to the delay in the procumbent system, bid was evaluated on the 26th August 2014 and again on the 02 October 2014 by the Evaluation Committee , since then it been at the Adjudication .	The Bid Adjudication committee must convened to look the matter.	Appointment letter 12 X Minutes of Steering Committee Minutes of Public Participation Draft SDF Council Minutes
D241	Local Economic Development	Socio - Economic survey (Poverty Alleviation)		Facilitate Community mobilization through ward councilors for Ward 2 and 5 Establish a reference group of community representatives Survey conducted by end August	100%	40%	40%	G	Facilitate the signing of the MOU. Council resolution to approve the roll-out ward 2; 3; 4. Review and identify community enumerators.	N/A	*Programme of Community Facilitation in Ward 2 &5 *List of participants in reference group Validation Workshop Attendance Register Survey Report

Table 20: PED - Key Performance Indicator and Project Performance (1st Quarter 15_16)

Ref	Municipal KPA	KPI / Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
											*Council Item on roll-out programme
D242	Local Economic Development	SPLUMA implementation		Participate in the Joint Municipal Planning Tribunal upon establishment. Develop Spatial Planning and Land use Management By-laws in line with SPLUMA	100%	25%	0%	R	GTM is resolved to be part of the JOINT tribunal on the 2 September, 2014. Although the actual Tribunal has not yet been appointed , adverts were done process pending shortlisting and interviews. GTM is also part of the Mopani task team dealing with the formulation of Municipal By laws. Currently the draft By laws are 40% compiled. the t	Task team meeting to be scheduled twice a week in order to speed up the finalisation of By laws so that 100% can be achieved by December , 2015. Mopani Municipal Manger to speed up the process of appointment, Task Team to write a memo before month end of September 2015.	Council Resolution on Tribunal Submission to HR on Organogram Correspondence Promulgation Notices Minutes of Tribunal Meetings and Task teams
D243	Local Economic Development	Land identification for social housing		Housing design, Township establishment and EIA started. Costing of construction of rental housing in Tzaneen Portion 292 Pusela	100%	60%	60%	G	land for social housing identified	none required	Correspondence with HAD Appointment letter for service providers (township establishment) Housing designs

Table 20: PED - Key Performance Indicator and Project Performance (1st Quarter 15_16)											
Ref	Municipal KPA	KPI / Project	Baseline / Past Year Performance	Project Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
											Construction Costing
D244	Local Economic Development	Rural Broadband (NDPG)		Monitor the appointment of a contractor and the construction of new reception tower. Report progress to Council	100%	10%	0%	R	The project funded and approved by NDPG has been completed	The IT Division should budget for the construction of the new tower based on their need analysis.	NDPG Progress Reports Minutes of NDPG meetings Completion certificate
D245	Local Economic Development	Indoor sports Centre & outdoor sports facilities(NDPG)		Indoor Sports Centre completed in August'15	100%	100%	99%	O	The contractor has attended to the snag lists identified and the gym equipment's have been delivered.	Meeting scheduled with implementing agent for the 13 October 2015 to discuss and finalise the matter	NDPG Progress Reports Minutes of NDPG meetings Completion certificate
D246	Local Economic Development	Nkowankowa Taxi Rank (High point Development Initiative) (NDPG)		Advertisement and appointment of contractor concluded	100%	10%	5%	R	The implementing agent has finalised the draft designs for the project	The designs and specifications be approved by end October 2015.	NDPG Progress Reports Minutes of NDPG meetings Completion certificate

Table 21 below presents a summary of the level of performance for the 1st Quarter of 15/16 for PED:

Table 21: PED - Summary of Results (1st Qtr 15_16)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	5	24%
	KPI Not Met	5	24%
	KPI Almost Met	1	5%
	KPI Met	5	24%
	KPI Well Met	0	0%
	KPI Extremely Well Met	5	24%
	Total KPIs	21	

3.8 Greater Tzaneen Economic Development Agency

The performance of the Greater Tzaneen Economic Development Agency (GTEDA) during the 1st Quarter of 2015/16 is presented below.

GTEDA - Key Performance Indicator and Project Performance (1st Quarter 15_16)											
Ref	Municipal KPA	KPI / Projects	Baseline / Past Year Performance	Projects Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D247	Good Governance and Public Participation	Audit opinion for GTEDA	Unqualified		0	0	0	N/A	Not applicable this quarter	Not applicable this quarter	Audit Report
D248	Municipal Financial Viability and Management	% of GTEDA budget spent	Actual Awaited		100%	25%	33%	G2	Overspent due to strategic planning, GTM bailout and board induction (timing of expenditure)	Will align second quarter expenditure to budget	Monthly financial reports

GTEDA - Key Performance Indicator and Project Performance (1st Quarter 15_16)											
Ref	Municipal KPA	KPI / Projects	Baseline / Past Year Performance	Projects Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D249	Local Economic Development	# of committed investors attracted through GTEDA	5		5	0	0	N/A	Process of securing investor underway at Batlhabine farms.	Not applicable this quarter	Investment reports (LADC, MDDA, Premiers Office & SEDA)
D250	Local Economic Development	# of SMMEs capacitated through GTEDA (1 Per cluster)	12		4	1	1	G	Worked with Motshewa Mabilepo community foundation to Develop an operational plan for Tzaneen Community foundation.	Not required	GTEDA SMME support report
D251	Local Economic Development	# of jobs created by GTEDA	160		200	50	5	R	Key job creation projects have disputes	GTEDA's Projects and Investment Committee will prioritize projects to deal with current challenge	GTEDA monthly project progress reports, Minutes of meetings
D252	Good Governance and Public Participation	Purchase of Printers	New project	Source quotations.	100%	10%	5%	R	Prioritized procurement of PA to CEO computer	Will be implemented second quarter.	Quotation Invoice

GTEDA - Key Performance Indicator and Project Performance (1st Quarter 15_16)											
Ref	Municipal KPA	KPI / Projects	Baseline / Past Year Performance	Projects Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D253	Local Economic Development	Livestock improvement - Leathermaking	Facilitated application of non-financial support (capacity building, branding and marketing) from Department of Trade and Industry's co-operative incentive scheme (awaiting response). Facilitated request of procurement of additional machines by Department of Rural Development in order to set up a production line to enable optimal production (awaiting response).	Assist Monye-Le-shako Co-op with developing an operational plan for 15/16.	100%	25%	25%	G	SEDA: reviewed the current Business plan. It has also conducted skills development and training, branding, marketing and has provided a platform for exposure to exhibitions. Department of Rural Development and Land Reform: Application for funding and capacity building has been submitted LEDA: submitted request for extension of free lease agreement.	Not required	Operational Plan Business plan & acknowledgement of receipt Funding Agreement Monitoring Reports Progress Report Minutes of Meetings Draft Exit Plan
D254	Local Economic Development	Livestock improvement - Tannery		Registration as cooperative finalised. Revised concept plan finalised. Development of Business operation Plan. Compile monthly and quarterly reports.	100%	25%	25%	G	We facilitated a practical training programme on slaughtering, treating and preservation of the hides as per the standards outlined by Bosveld Hides	Not required	Registration Certificate. Revised Concept Document. Business Operational Plan. Business Plan. Signed funding

GTEDA - Key Performance Indicator and Project Performance (1st Quarter 15_16)											
Ref	Municipal KPA	KPI / Projects	Baseline / Past Year Performance	Projects Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
											Agreement. Monthly and quarterly Board Reports.
D255	Local Economic Development	Support to farms: Makgoba Tea Estates	Heads of Agreement signed between Makgoba Community and ZZ2. Operating company registered with directors from Makgoba community and ZZ2 who will play an oversight role.	Engage MAMCO on future support role by GTEDA in the deal signed with ZZ2. Development of an MOU that clarifies the role of GTEDA in the new company. Compile monthly and quarterly reports.	100%	40%	30%	O	Currently engaging the Makgoba Trust to negotiate its role in the new agreement. Once the project takes off, it is envisaged that over 1000 job opportunities will be created. With ZZ2 We are also currently negotiating with LDA regarding handing over the license/ caretakership of the Tea Estates (Middlekop and Grenshoek) to Makgoba Trust which will enable Makgoba trust to negotiate directly with potential investors without seeking approval from LDA	The Mayor referred the matter to the Office of the Premier for assistance. Council to intervene regarding reinstatement of the agreement with LEDA since agreement with LDA is still in place. Securing facilitation fee - for GTEDA's oversight role in ensuring that community/Investors' interest are taken care of in the proposed model. Council to assist with intervention with beneficiaries.	Minutes and Attendance registers. Signed Agreement. Monthly and quarterly Board Reports.

GTEDA - Key Performance Indicator and Project Performance (1st Quarter 15_16)											
Ref	Municipal KPA	KPI / Projects	Baseline / Past Year Performance	Projects Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D256	Local Economic Development	Support to farms: Bathabine Farms	Facilitated signing of an investment agreement between owners of the farm and Maresteth trading enterprises to operate Leeways farm	Investment agreement signed. Operational Plan Developed. List of potential investors completed. Monthly steering committee meetings conducted. Compile monthly and quarterly reports.	100%	70%	50%	R	Facilitating an agreement with a potential investor (Maresteth Trading Enterprises) who are interested in leasing Graighead Farm for cash crops. We are also engaging Vumelana Trust (established by Business Trust) to assist with identifying potential investors for Batlhabine farms.	Regular engagements with the CPA to fast track the signing of relevant agreements.	Signed Investment Agreement. List of potential investors Minutes and Attendance registers of Steering committee meetings. Monthly and Quarterly Board Reports.
D257	Local Economic Development	Support to farms: Tours Farm	GTEDA's involvement on these farms were put on hold due to ongoing disputes. Monthly and quarterly reports compiled.	Re-open stakeholder engagements. Compile monthly and quarterly reports.	100%	25%	0%	R	The project has been put on hold by GTEDA Board due to disputes.	Council intervention is required to help resolve the conflicts and that negotiations with the Tribal Authority be resuscitated.	TOR. Established Procurement Committees. Minutes and Attendance registers. Monthly and Quarterly Board Reports.

GTEDA - Key Performance Indicator and Project Performance (1st Quarter 15_16)											
Ref	Municipal KPA	KPI / Projects	Baseline / Past Year Performance	Projects Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D258	Local Economic Development	Nwamitwa Shopping Centre	The project was put on hold by the Valoyi Tribal Authority and no progress has been registered.	Facilitate GTM Council intervention to resolve disputes. Compile monthly and quarterly reports.	100%	25%	10%	R	Procurement processes for sourcing of developers has since commenced. However, the process was later put on hold indefinitely by the Valoyi Tribal Authority Trust. To date GTEDA still awaits the finalization of the process and the subsequent appointment of possible investor. Negotiations with the Tribal Authority are on-going and we are hoping to reach a breakthrough in this regard. Council and Board assistance has been sourced.	GTM Council intervention is required in line with the resolution made during the GTM IDP Lekgotla held in January 2015	TOR Advert Appointment letter Minutes and Attendance Registers

GTEDA - Key Performance Indicator and Project Performance (1st Quarter 15_16)											
Ref	Municipal KPA	KPI / Projects	Baseline / Past Year Performance	Projects Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D259	Local Economic Development	Morutji Shopping Centre	Facilitated a meeting between GTM Mayor and Morutji development committee to discuss a way forward regarding this project, a delegation will be sent to Modjadji Royal Authority to negotiate final approval.	Facilitate approval by Modjadji Traditional Authority. Engaging Director General at National level. Compile monthly and quarterly reports.	100%	25%	15%	R	Developer has been appointed for the development, construction and operation of the shopping center. Social facilitation processes have been conducted. Currently, GTEDA is in the process of facilitating legal agreements with the community. All basic processes have been concluded, however, we are waiting for the go-ahead from Modjadji Royal Council. It is also worthy to note that there is another nearby Shopping Centre (Kubjana Shopping Centre) which is also in progress.	Board will facilitate negotiations with the relevant authority	Established Task Team. Appointment letter for developer Proposed Agreement. Facilitation Report Minutes and Attendance Registers

GTEDA - Key Performance Indicator and Project Performance (1st Quarter 15_16)											
Ref	Municipal KPA	KPI / Projects	Baseline / Past Year Performance	Projects Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D260	Local Economic Development	Dan/Bindzulani Shopping Centre	No progress registered this quarter due to stakeholders' failure to meet.	Engage LEDA, Mhlava Tribal Authority and GTM for common approach. Compile monthly and quarterly reports.	100%	25%	0%	R	No progress registered this quarter as the project has been put on hold by board pending resolution on role clarification of stakeholders	Project has been suspended by board.	Signed Agreement. Implementation Plan. Facilitation Report Minutes and Attendance Registers
D261	Local Economic Development	Mokgwathi Shopping Centre	Facilitated a meeting between GTM Mayor and Mokgwathi development committee to discuss a way forward regarding this project, a delegation will be sent to Modjadji Royal Authority to negotiate final approval.	Facilitate approval by Modjadji Traditional Authority. Engaging Director General at National level. Compile monthly and quarterly reports.	100%	25%	0%	R	Developer has been appointed for the development, construction and operation of the shopping Centre. Validation studies have been concluded. We are currently in the process of facilitating legal agreements between the developer and the Traditional Authority and also awaiting an approval from the relevant Traditional Authority.	Board will facilitate negotiations with the relevant authority.	Modjadji TA letter of consent Established Task Team. Signed MOU. Facilitation Report Minutes and Attendance Registers

GTEDA - Key Performance Indicator and Project Performance (1st Quarter 15_16)											
Ref	Municipal KPA	KPI / Projects	Baseline / Past Year Performance	Projects Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D262	Local Economic Development	Village Bank	Facilitated applications for an office and non-financial support from Department of Public works and Limpopo Economic Development Agency (awaiting response). Facilitated acquiring of interns from BankSETA who will provide HR, Admin and Finance services to ensure smooth operations. Facilitated a site visit to Kuvhanganyani in Venda to learn best practices.	Assist in development of Operational Plan. Facilitate Board Induction. Attend Executive Committee (monthly) & mass (quarterly) meetings Compile monthly and quarterly reports.	100%	70%	70%	G	The village bank was established to assist SMMEs with savings, loans, and business advisory and related services in order to grow the sector to enhance job creation. Facilitated registration of GTFSC with Co-operatives Bank Development Agency. There are currently 289 members registered and admission fee is R1000.00 as per last AGM resolution. GTEDA facilitated the first AGM. With LEDA's assistance, Office space was facilitated on behalf of the FSC at Nkowankowa. Requested an office from GTM	Requested support from LEDA, GTM and Bank SETA.	Operational Plan. Board Induction Report. Exco & Mass meeting minutes Monthly and Quarterly Board Reports.

GTEDA - Key Performance Indicator and Project Performance (1st Quarter 15_16)											
Ref	Municipal KPA	KPI / Projects	Baseline / Past Year Performance	Projects Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
D263	Local Economic Development	Community Radio Station (current affairs & entertainment)	Facilitated payment of rent and salaries with funding from GTM. Provided administrative support. Monthly and quarterly reports compiled.	Facilitation of an AGM. Appointment of new Board. Facilitate Board Induction. Compile monthly and quarterly reports.	100%	40%	10%	R	The station has closed (suspended operations) due to lack of funds to carry out operations. Paid rent and will move assets to GTM while a sustainable plan for the station is being finalized.	Requested GTM to assist with a bailout, a letter has been submitted to Office of the Mayor, Municipal Manager and CFO. This will enable payment of salaries, rent, renewal of license with ICASA and setting up of a governance structure	AGM Report. Newly Appointed Board members. Monitoring Reports. Strategic Planning Report. Operational Plan. Monthly and quarterly Board Reports.
D264	Local Economic Development	Ideas Hub (Research & Innovation Centre)	Stage one of the upgrading of the blog process has been concluded/completed. Monthly and quarterly reports compiled.	Engage relevant stakeholders (Fire, Env Health, LED, Solid Waste Divisions) in the planning of the pilot Biomass project	100%	30%	10%	R	Planning for phase one is underway, facilitation process for quotations for setting up of the blog is underway	Limited budget	Attendance register & minutes of stakeholder meetings Advert Appointment letter (partner). Operational Plan. Monthly and Quarterly Board Reports.
D265	Local Economic Development	Tzaneen Dam	Facilitated a progress update meeting with Department of Water and Sanitation. Planned site visit to Tlokwe Municipality in July 2014)	Support the development of a Resource Management Plan (RMP) in partnership with Department of Water Affairs.	100%	40%	40%	G	A meeting was held with the Department of Water and Sanitation (DWS), GTM and Engineerex to	Not required	Resource Management Plan. Minutes and Attendance Registers. Signed

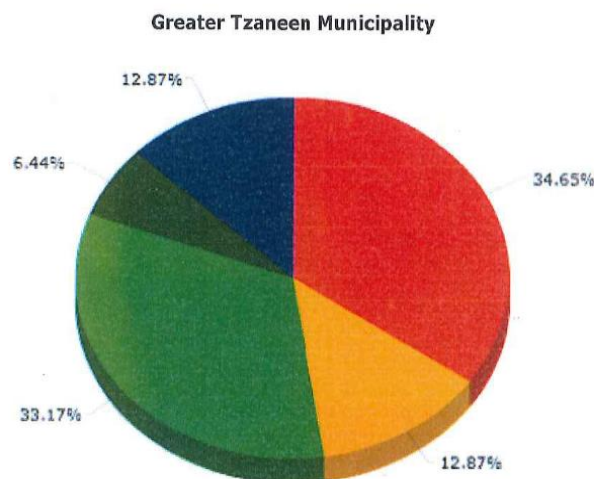
GTEDA - Key Performance Indicator and Project Performance (1st Quarter 15_16)											
Ref	Municipal KPA	KPI / Projects	Baseline / Past Year Performance	Projects Milestones end Sept	Annual Target	Quarter ending 30 September 2015					Source of Evidence
						Target	Actual	R	Reason for deviation	Corrective Measures	
				Compile monthly and quarterly reports.					clarify the role of stakeholders in the project, the meeting resolved as follows: A formal Memorandum of Association (MOA) must be facilitated between GTM and the DWS. DWS will also assist with refurbishing of Water Canals around the GTM area. A site visit to Lakeside dam which is managed by the Tlokwe municipality to learn about best practices was conducted. We will start preparation of the formal proposal to DWS once the RMP has been completed.		agreement (GTM and Water Affairs). Monthly and quarterly Board Reports.

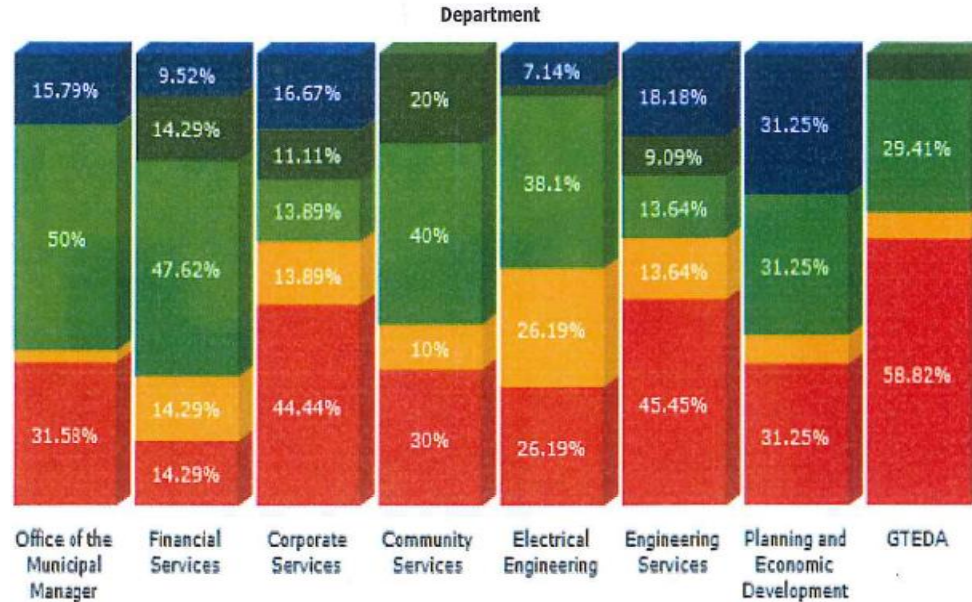
Table 23 below presents a summary of the level of performance for the 1st Quarter of 15/16 for GTEDA:

Table 23: GTEDA - Summary of Results (1st Qtr 15_16)			
	Level of performance	Number of KPIs	% performance at this level
	KPI Not Yet Measured	2	11%
	KPI Not Met	10	53%
	KPI Almost Met	1	5%
	KPI Met	5	26%
	KPI Well Met	1	5%
	KPI Extremely Well Met	0	0%
	Total KPIs	19	

3.9 Summary of Organisational Performance

Below is a graphic representation of the overall performance during the 1st Quarter.





	Department								
	Greater Tzaneen Municipality	Office of the Municipal Manager	Financial Services	Corporate Services	Community Services	Electrical Engineering	Engineering Services	Planning and Economic Development	GTEDA
KPI Not Met	20 (34.7%)	12 (28.6%)	3 (14.3%)	16 (44.4%)	1 (30%)	11 (26.2%)	10 (45.5%)	1 (31.3%)	11 (58.8%)
KPI Almost Met	26 (12.9%)	1 (2.6%)	3 (14.3%)	5 (13.9%)	1 (10%)	11 (26.2%)	3 (13.6%)	1 (5.3%)	1 (5.9%)
KPI Met	67 (33.2%)	19 (50%)	10 (47.6%)	5 (13.9%)	4 (40%)	16 (38.1%)	3 (13.6%)	1 (31.3%)	5 (29.4%)
KPI Well Met	13 (6.4%)	-	3 (14.3%)	4 (11.1%)	2 (20%)	1 (2.4%)	2 (9.1%)	-	1 (5.9%)
KPI Extremely Well Met	26 (12.9%)	6 (15.8%)	2 (9.5%)	6 (16.7%)	-	3 (7.1%)	4 (18.2%)	1 (31.3%)	-
Total:	282	18	21	36	10	42	22	16	17

4. Areas of underperformance for the 1st Quarter

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

4.1 Appointment of Service Providers

The efficiency of the procurement process has been raised as a concern in the Annual Performance Report for the three preceding financial years. The situation has contributed to the continued late appointment of service providers. This has resulted in fruitless and wasteful expenditure (due to the extension of contracts on a month to month basis), audit findings on the non-alignment between the IDP and SDBIP and the adjustment of the SDBIP due to the roll-over of capital projects, as well as low levels of expenditure on grants such as MIG and NDPG. During the 1st Quarter of 15/16 most projects reflect a delay in implementation due to the fact that service providers has not yet been appointed, once again putting GTM on a path of delayed project implementation and the risk of losing conditional grant allocations.

4.2 Expenditure control

During the 13/14 & 14/15 financial year GTM experienced cash flow constraints and ended the financial year without sufficient cash to fund the capital projects approved for roll-over. Excessive expenditure on overtime and legal costs were identified as major contributors to the situation. The high level of expenditure on both these items have not yet been brought under control. If the current expenditure pattern continues both these items will exceed that of 14/15.

4.3 Financial Reporting & Financial Administration

The ability of the Audit Committee and Council to play an oversight role in terms of financial management is made possible by the submission of monthly reports to Council and quarterly financial statements to the Audit Committee. Currently monthly financial reports are not being submitted to council on a monthly basis resulting in reports for two or three months being sent to Council at once (as was done with the first three reports for 15/16). Also, quarterly financial statements are not prepared for the Audit Committee.

Another matter of concern is the non-allocation of depreciation and labour on a monthly basis which results in an a low level of expenditure being reflected for the departments (see Table 3) and therefore monthly financial reports do not give Council a true reflection of the expenditure situation.

Supply chain administration (planning and management of bid committee meetings) is also a matter of concern as BEC and BAC meetings are still being scheduled on short notice and minutes of BAC meetings are not being made available prior to the next meeting. The result is that BEC meetings cannot take place due to the non-availability of key stakeholders and the BAC meetings do not take place as scheduled.

4.4 Filling of critical vacancies & Organogram Review

During the 14/15 financial year Human Resource Management was severely affected by labour disputes regarding salary disparities. These disputes resulted in the review of the organogram being stalled and filling of vacancies being placed on hold. During the 1st Quarter of 15/16 Council approved the filling of critical vacancies but by 30 September 2015 no progress was made in filling the critical positions. Of these positions the following managerial positions remain vacant:

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

Also, although plans are underway to appoint a service provider (as approved by SALGA) to assist with the Job Evaluations and review of the organogram, this service provider was not yet appointed by 30 September. Considering that the organogram must be approved by Council along with the IDP and Budget (during May '16), further delays in the appointment of a service provider must be avoided.

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 24**) will provide information regarding the progress made with the implementation of these recommendations.

Table 24: Annual Performance Report (14/15): Resolution Monitoring Tool (1st Quarter progress - 30 Sept 2015)						
Item no	Resolution	Implementing Agent	Timeframe	Progress to date (30 Sept)	Challenges	Intervention required
1	That a Risk Assessment on the procurement process be conducted and recommendations be made as to how improve the turn-around time.	MM	30/12/2015	Memo was sent to Provincial Treasury to assist with the assessment. Still awaiting response	Risk Assessment postponed, will take place in the 2nd quarter, before end of December	Management to follow SCM policy as it outlines all procurement processes. Further engagements to be done with Limpopo Treasury on prioritising SCM Risk Assessment.
2	That a Demand Management Plan (DMP) must be approved by Council by 30 June, annually	CFO	30/10/2015	Demand management plan in plan not yet submitted to Council	<i>No information submitted</i>	<i>No information submitted</i>
3	Monthly DMP progress reports must be submitted to Management and quarterly to the Audit Committee and Council	CFO	Monthly	Not yet implemented.	DMP not yet approved by Council	DMP to be made standing item in the management meetings.
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)	<i>No information submitted</i>	<i>No information submitted</i>	<i>No information submitted</i>

Table 24: Annual Performance Report (14/15): Resolution Monitoring Tool (1st Quarter progress - 30 Sept 2015)						
Item no	Resolution	Implementing Agent	Timeframe	Progress to date (30 Sept)	Challenges	Intervention required
5	That the Audit Committee meetings must take place at least once per quarter	MM	Quarterly	Audit Committee meeting took place on 23 September to consider reports for the 4 th Quarter of 14/15	None	None
6	That a schedule of Audit Committee meetings be developed and submitted to Council	MM	30/10/2015	Schedule not yet developed, will be submitted to the next Council meeting	Audit Committee appointed on 1 June, after budget approval. Meeting schedule developed subject to the approval of allocation during the adjustment budget	Meeting schedule development subject to the approval of funding during the adjustment budget
7	That the strategic planning capacity of the IDP office be improved by filling the IDP officer position.	MM	30/12/2015	The post to be advertised by the 30 November	None	None
8	That CoGHSTA be requested to provide IDP training for all Directors and Managers	MM	30/10/2015	Request to COGHSTA was sent on the 26 th of October.	Date for training to be determined by IDP Officer in liaison with CoGHSTA	None
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 not adhered to e.g Strategic Session Postponed	Non-availability of key stakeholders	IDP activities to be prioritised by Management and Council
10	Project teams be established during the Projects phase of the IDP to ensure that all projects are well planned and all stakeholders are consulted prior to implementation (as recommended for 13/14)	MM	30/12/2015	Project teams to be established during the IDP Projects Phase	Postponement of the IDP strategic session will reduce the time available to do project planning	Adherence to the IDP Process plan by Council & Administration is essential

Table 24: Annual Performance Report (14/15): Resolution Monitoring Tool (1st Quarter progress - 30 Sept 2015)

Item no	Resolution	Implementing Agent	Timeframe	Progress to date (30 Sept)	Challenges	Intervention required
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	Reasons were the delays in approval by RAL as well as the Bid Committee meetings that did not quorate. Bid Committee meetings are discussed in Management on a weekly basis to monitor progress.	None, situation is being monitored	None
12	That the roll-over of capital projects not be approved if they are not cash backed.	MM	30/08/2015	Not all roll-over projects approved by National Treasury due to a shortage of cash	14/15 Roll over projects approved by Council without being cash backed	MM & CFO to meet with National Treasury for them to reconsider the approval of roll-overs since the R30 M loan has been approved
13	That a Financial Recovery plan to Council for approval by 30 Sept '15 (as recommended for 13/14)	CFO	30/09/2015	Financial Recovery Plan is being drafted by MM, will be in place by 30 November	None	None
14	That HR, in consultation with the service Departments, identify employees that deliver an essential service and that overtime payment be limited to these employees, within the legislated parameters	CORP	30/12/2015	Labour Relation Officer is busy drafting the Essential Service Agreement which will assist and identify critical position regarding essential services.	Lapsed Essential Service Agreement on February 2010. Critical post not filled due to MoU. Lack of monitoring by Management and no pre-approval overtime submitted.	Council to sign the Essential Service Agreement with Unions. All critical post need to be filled. Better monitoring by Management and pre-approval for all overtime work.

Table 24: Annual Performance Report (14/15): Resolution Monitoring Tool (1st Quarter progress - 30 Sept 2015)

Item no	Resolution	Implementing Agent	Timeframe	Progress to date (30 Sept)	Challenges	Intervention required
15	That all overtime for none-essential service employees be taken as time off	All Directors	Immediate	MM: Implemented CFO: CORP: HR requested to compile the list of all employees offering essential services and shall regularly check before payment, if the employee fell within the category of essential Services. CSD: The resolution will be taken into consideration EED: Overtime of non-essential service employees are minimal ESD: Overtime for none-essential service employees is minimal PED: All overtime taken as time off	MM: None CFO: CORP: Non adherence of Managers to the Overtime Policy CSD: Personnel Shortage EED: Personnel shortage and dilapidated network ESD: Personnel shortage and emergency breakdowns PED: None	MM: None CFO: CORP: Stricter monitoring measures by Management CSD: Filing vacant positions budgeted for EED: Appointment of critical personnel and increased funding ESD: Filling of vacant positions and budget for more appointments PED: None

Table 24: Annual Performance Report (14/15): Resolution Monitoring Tool (1st Quarter progress - 30 Sept 2015)

Item no	Resolution	Implementing Agent	Timeframe	Progress to date (30 Sept)	Challenges	Intervention required
16	That Regulation 531 of the Labour Relations Act (Act 75 of 1997) be implemented, wherein employees exceeding a regulated wage level are not allowed to claim payment for overtime	All Directors	Immediate	MM: Only essential service employee allowed to be paid overtime CFO: CORP: Managers have been informed of the resolution CSD: EED: Only essential service employees, exceeding the wage level are paid overtime ESD: Only essential services are allowed to exceed limit when unavoidable PED: No cases	MM: Staff shortage CFO: CORP: Managers sign off the overtime without pre-approval form CSD: EED: Personnel shortage and dilapidated network ESD: Personnel shortage and huge backlogs PED: n/a	MM: Appointment of support staff in Disaster Management office CFO: CORP: Essential Service Agreement need ot be finalised CSD: GTM to request exceptions for essential services e.g Traffic EED: Appointment of critical personnel and increased funding ESD: Filling of vacant budgeted positions and budget for more vacancies PED: n/a

Table 24: Annual Performance Report (14/15): Resolution Monitoring Tool (1st Quarter progress - 30 Sept 2015)

Item no	Resolution	Implementing Agent	Timeframe	Progress to date (30 Sept)	Challenges	Intervention required
17	That the Overtime Policy of Council be adhered to wherein overtime may not exceed 3 hours per day, 10 hours per week or 40 hours per month	All Directors	Immediate	MM: Only one employee paid overtime (essential service) CFO: CORP: Managers have been informed of the resolution CSD: Only essential services allowed to exceed 40 hours EED: Only essential service employees allowed to exceed limit when unavoidable ESD: Only essential services are allowed to exceed limit when unavoidable PED: None	MM: None CFO: CORP: Managers sign off the overtime without pre-approval form CSD: Personnel shortage due to not filing positions budgeted for EED: Personnel shortage and dilapidated network ESD: Personnel shortage and huge backlogs PED: n/a	MM: None CFO: CORP: Essential Service Agreement need ot be finalised. CSD: Filing vacant positions budgeted for EED: Appointment of critical personnel and increased funding ESD: Filling of vacant budgeted positions and budget for more vacancies PED: n/a
18	That IT evaluate the problems relating to the IT & telephone network at stores and that Management be presented with a report on what needs to be done to resolve the matter	CORP	30/10/2015	Evaluations were conducted and a report was were provided to Management in August '15.	Challenges with the network infrastructure High costs for both on Telephone service and no connectivity on to other office.	A high level Audit has been approved to further investigate the problems with all the IT systems. A section 32 procurement process has been approved for the Telephone Services.
19	IT Hardware be prioritised during the 16/17 IDP/Budget process to facilitate the implementation of the Disaster Recovery Plan	MM	30/02/2016	IT hardware projects to be submitted to the IDP for prioritisation	None	None

Table 24: Annual Performance Report (14/15): Resolution Monitoring Tool (1st Quarter progress - 30 Sept 2015)						
Item no	Resolution	Implementing Agent	Timeframe	Progress to date (30 Sept)	Challenges	Intervention required
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 for IT Technicians will provided for Mircosoft Products, Mimecast, and UNIX server in October.	Access and management of ProMIS and Payday	The Service provider has been contacted to assist with skills transfer to IT Technicians.
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	Requisition for advertisement was submitted for approval.	Waiting for approval from MM	Accounting Officer still to approve.
22	That all training requests (including MFMP) be subjected to a prioritization process prior to drafting the WSP	CORP	30/04/2016	Training committee will prioritise training requests prior to finalising the WSP in April 2016	None	SCM process is ongoing. All training included on the demand plan.
23	That provision be made on the HR organogram for the appointment of an Employee Performance Management Officer.	CORP	30/04/2016	None	Budget and non-adoption of the renewed structure (To review structure in 2016/17 financial year.
24	The Performance Management Policy framework be revisited to amend the incentive scheme and include penalties for non-compliance to reporting timeframes	MM	30/11/2015	PMS Policy Framework as well as the Individual PMS Policy in the process of being revised	Time constraints	None

Table 24: Annual Performance Report (14/15): Resolution Monitoring Tool (1st Quarter progress - 30 Sept 2015)						
Item no	Resolution	Implementing Agent	Timeframe	Progress to date (30 Sept)	Challenges	Intervention required
25	Adherence to the Performance Management Process Plan be monitored by the Municipal Manager	MM	Ongoing	PMS process plan is currently being adhered to. Monthly reports submitted to the MM	Finalisation of Performance Reports delayed by the audit process.	Internal audit to be sufficiently resourced to be able to conduct the quarterly audits in time.
26	That Council consider scheduling monthly Council Sitzings 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.	None	None

