

# **Mopani District Municipality**



## **Second quarter Report Performance Report – Non Financial Performance December 2016**

Financial Year 2016-2017

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# 1. Purpose

The purpose of this report is to give feedback regarding the non-financial performance of Mopani District Municipality. It is in compliance with section 46 of the Municipal Systems Act No 32 of 2000. The information contained within this report will be used to populate the quarterly report. Section 46 of the Municipal Systems Act requires the following from municipalities to report on in the quarterly and annual performance report:

- ▶ Performance of the municipality and each external service provider<sup>1</sup>
  - Quarterly and annual performance against quarterly and annual targets as per the SDBIP is reported on. The SDBIP contains the objectives and indicators as per the Municipal IDP as well as nationally prescribed General indicators<sup>2</sup>. The SDBIP<sup>3</sup> for 16/17 was developed to reflect **cumulative performance**, therefore the status of indicators are a reflection of the overall performance level achieved year to date.
- ▶ Comparison of performance against set targets and performance in previous financial year
  - Calculations to calculate the variance between actual quarterly performance and baseline (previous financial year) performance are included for each KPI.
  - Comparisons of performance against quarterly targets are highlighted in the form of colours based on scores which were calculated using an automated system adapted to comply with the Mopani District Municipality's performance management requirements. The scoring method utilised is in line with the assessment rating calculator prescribed by the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, Regulation 805 of 2006. An explanation is as per the table below:

Table 1: Scores and colours

Colour code	Scoring	% Target achieved	
Rating	Score	Low	High
Unsatisfactory	1-1.99	0.0%	66%
Below average	2 -2.99	66.7%	99.9%
Achieved target	3 -3.99	100%	132%
Achieved/ exceeded target	4 -4.99	133%	166.9%
Outstanding	5+	167.0%	+

- ▶ Measures taken to improve performance
  - Corrective action is included for each KPI
  - Section on improvement from challenges in previous financial year's quarterly Report as per the Annual Performance Report from the previous financial year

<sup>1</sup> 1 External Service Provider is defined in Section 1 of the Municipal Systems Act as an external mechanism referred to in section 76 (b) which provides a municipal service on behalf of a municipality. The meaning of 'external service provider' is synonymous with Entity. Mopani District Municipality does not currently have any entity that provides municipal services on behalf of the municipality, therefore it is not required to include such a report in the report.

<sup>2</sup> Act 32, 2000: Municipal Systems Act Section 43 and Regulation 796: Municipal Planning and Performance Management Regulations, 2001

<sup>3</sup> Service Delivery and Budget Implementation Plan

## 2. Components of the First Quarter Performance Report

The following is reported on:

- Overview of municipal performance
- SDBIP Non-financial performance
- SDBIP Project Implementation
- General KPIs
- SDBIP Budget Statement Components
- Challenges and Recommendations
- Progress on Annual Report 15/16
- Approval of this Report

## 3. Overall Municipal Performance

Overall Municipal Performance is calculated from all the indicators and projects applicable to the municipality as measured through its performance management system. The indicators and projects are collected into scorecards for General Indicators, Indicators contained in the IDP for 16/17, SDBIP. There are indicators that are not applicable for reporting, and they are not scored due to the fact that it is not the reporting period. Overall Organizational Performance achieved a score of **2.98** reflecting an increase in performance as compared to the first quarter score of **2.49**. A graphical and breakdown of performance is as below. More information is provided in the monthly departmental reports.

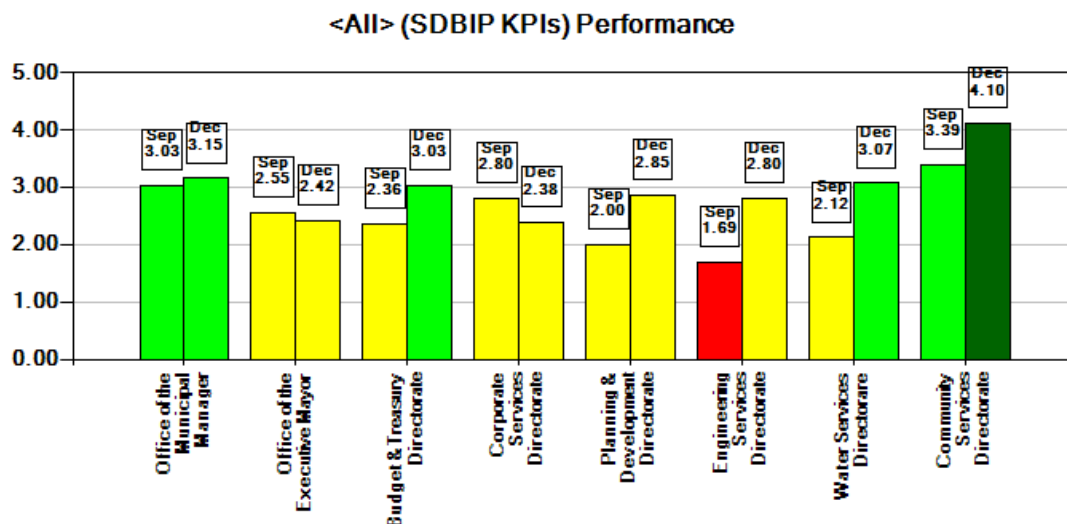


Figure 1: Overall Organisational Performance

### 3.1 SDBIP Performance

The Scorecard as per the SDBIP 2016/2017 contains the KPIs and set targets as negotiated with the community. The overall performance level achieved below target with a score of **2.17** at the end of the second quarter which is a decline from the previous year's first quarter performance of **2.46**. Below is a summary of the achievements of the targets for the Key Performance Indicators (KPIs) per KPA and Strategic Objective.

<All> (SDBIP (Key Areas))	Sep 16	Dec 16
	AVG	AVG
Overall	<b>2.46</b>	<b>2.17</b>
Good Governance and Public Participation	2.53	1.74
Democratic and accountable organisation	2.98	2.40
Manage through information	2.07	1.07
Financial Viability	2.53	2.95
Become Financially Viable	2.53	2.95
Spatial Rationale	2.75	1.78
Plan for the future	2.75	1.78
Transformation and Organisational Development	2.05	2.38
Develop entrepreneurial and intellectual capability	2.05	2.38
Local Economic Development	2.00	1.00
Grow the economy	2.00	1.00
Service Delivery	2.61	2.65
Provide Clean and safe water	1.17	1.14
Develop and maintain infrastructure	2.16	1.54
Effective coordination of public transport systems	4.00	4.00
Improve Community well-being	3.11	3.92

**Table 3: SDBIP Performance**

At the end of the second quarter, all Key Performance Areas were below the target of 3. **Financial Viability** attained a score of **2.95** in relation to the objective To become financially viable which as well scored at 2.95. The KPA **Service Delivery** scored **2.65**, the one strategic objective under this KPA achieved target, and that is Effective coordination of public transport systems that scored at 4.00. To improve community wellbeing scored at 3.92 and the third one in this category, Develop and maintain infrastructure achieved a score of 1.54 and lastly Provide clean and safe water was at a score of 1.14.

**Transformation and Organisational Development** scored **2.38**, as well as the strategic objective Develop entrepreneurial and intellectual capability attained a score of 2.38. **Good Governance and Public Participation** scored below average at **1.74**, the objective To manage through information scored 1.07, To be a Democratic and accountable organisation scored, 2.40. The KPA **Spatial Rationale** achieved a score of **1.78**, and the strategic objective Plan for the future as well attained a score of 1.78. The KPA **Transformation and Organisational Development** attained a score of **2.36**. The KPA **Local Economic Development** attained a score of **1.00** and the strategic objective **To Grow the economy** attained a score of **1.00**.

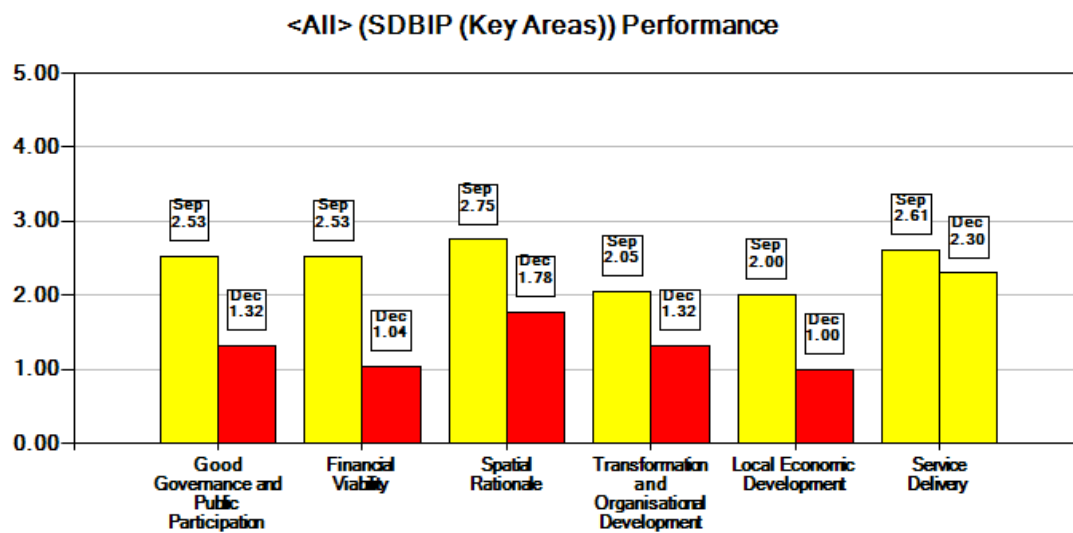
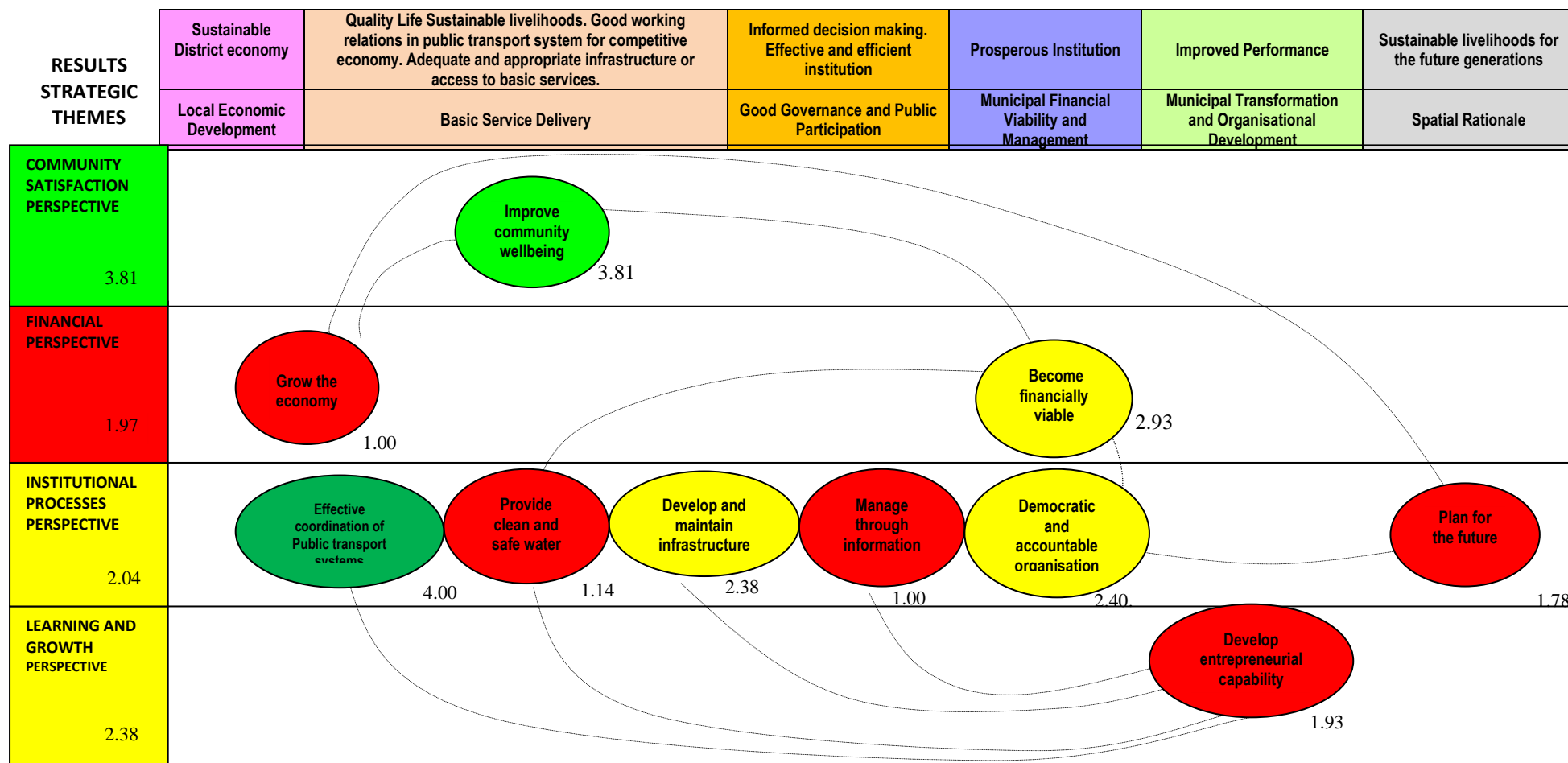


Table 4: Graphical presentation of the SDBIP Performance

## 3.2 Strategy Map

The Strategy Map scores shown below are for December 2016 and are based on the Strategic Scorecard Performance as contained in the IDP and SDBIP.

Figure 2: Strategy Map



Mopani District Municipality has ten strategic objectives, two strategic objectives achieved target, Effective coordination of Public Transport systems achieved a score of **4.00** , To Improve community wellbeing achieved a score of **3.81** ; Plan for the future **1.78** To be a Democratic and accountable organization **2.40**; To Develop and maintain Infrastructure **1.93**; To Develop Entrepreneurial capacity **2.38** ; To become financial viable **2.93** ; To Manage through information **1.00**; To Grow the economy, **1.00**; and To Provide clean and safe water **1.14** This is a decrease in performance as compared to the first quarter performance.

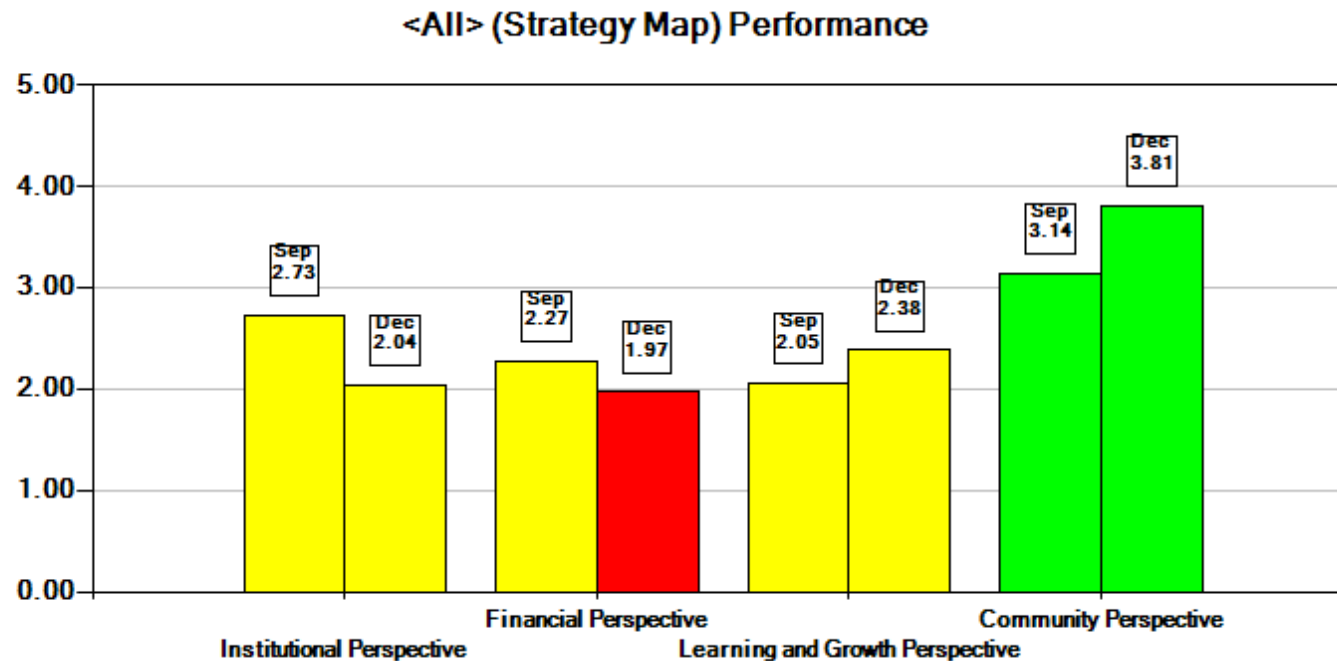


Figure 3: Perspective Performance



The strategy map measures the MDM objectives per four perspectives. All perspectives did not achieve target in the second quarter as compared to the first quarter where in only **Community satisfaction** achieved a score of **3.81**. The perspective **Community Satisfaction** achieved a score of **3.81**. **Institutional Perspective** achieved a score of **2.04**; **Learning and Growth** achieved a score of **2.38** and lastly the **Financial Perspective** scored at **1.97**.

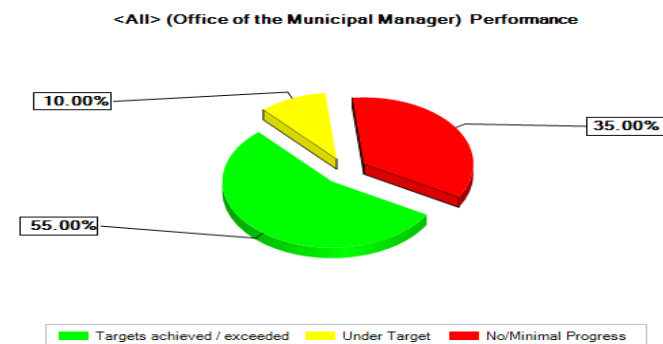
## 4. SDBIP – Non Financial Performance

The overall average score for the SDBIP was **2.54**. It is an increase in performance as compared to the first quarter performance of **2.46**. The following is a breakdown of performance as per the SDBIP per directorate.

### 4.1 SDBIP – Office of the Municipal Manager

The **Office of the Municipal Manager** achieved an overall score of **3.10**, in the second quarter which is an increase in performance as compared to the first quarter score of **3.03**. Overall, 55% (11/28) indicators achieved target 10% (2/28) was under target 35% (7/28) had no/minimal progress and (8/28) were not due for reporting. Some of the successes were as follows

- ▶ Performance Management framework has been developed, and it is in the process of review.
- ▶ The Mid-year performance report have been developed and will be submitted to Management for review.
- ▶ The Annual Performance report was submitted on time to the AG.
- ▶ Eight reports were submitted to the audit committee exceeding the target by six,
- ▶ The Risk committee charter was reviewed and approved by the risk committee and tabled to council and the risk register was reviewed
- ▶ 13 out of 20 risk activities were completed.



- The IDP had a high rating of 100%

Challenges were faced by the directorate, due to only 5/8 Section 56 managers who have signed the performance agreements. In terms of risk mitigation only one risk was mitigated out of the quarterly target of six. Only 10 out of 14 audits have been conducted .No Auditor General Findings have been resolved as yet. Only 64% of the Audit committee recommendations have been resolved. The Municipal Managers forum meeting has not been held.

The detail is below.

#### SDBIP – OFFICE OF THE MUNICIPAL MANAGER – VOTES 005, 080, 006 – Key Performance Indicators

Hierarchy	I D	KPI	U O M	O w n e r	Instruction	Sep 16			Dec 16					Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action			
Financial Viability\ Become Financially Viable\ Expenditure Management	M - 1 0 0 5	Percentage of variance between spending of operating budget against projected spending ytd	%	M D M - M M	Calculate the sum of ((R-value operating budget spent YTD \ R-value operating projected to be spent YTD) - 100%)*100 i.t.o. Cash flow projections in SDBIP and MTREF	10	52	1	10	66	R366 029 485 has been spent out of projected budget of R548 858 249	Filling of vacant budgeted posts	All budgeted posts to be advertised and filled. Depreciation will be adjusted in January when all assets have been verified and evaluated	10	-56	-14

Hierarchy	I D	KPI	U O M	O w n e r	Instruction	Sep 16			Dec 16					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Good Governance and Public Participation)\ Democratic and accountable organisation)\ Audit	M – 1 0 6 0	Number of Internal Audit reports submitted to Audit committee ytd	#	M D M – M M	Count the number of Internal Audit reports submitted to Council / number planned	1	4	5	2	8	eight reports submitted to Audit committee	Delay in submitting requested information. Delay during entry and exit meeting. vacant position of Risk Based Deputy Manager.	Discuss challenges during MANCO meetings .Filling of vacant position of Risked Based Deputy Manager. Supplementing of Intern of Internal Audit staff with at least interns	5	4	-4	4
Good Governance and Public Participation)\ Democratic and accountable organisation)\ Audit	M – 1 0 6 8	Number of reports submitted to Council on the implementation of AG Action plan	#	M D M – M M	Count the number of reports submitted to Council on the implementation of AG Action plan	N/A	N/A	N/A	1		none	AG action plan not yet completed	Fast track development of AG action plan	1	4	4	4

Hierarchy	I D	KPI	U O M	O w n e r	Instruction	Sep 16			Dec 16					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Good Governance and Public Participation)\ Democratic and accountable organisation)\ Audit	M - 2 0 5 0	Number of audits conducted as per Audit Plan YTD	#	M D M - M M	Count the number of audits executed according to the Audit plan ytd	7	4	1.57	14	10	We have conducted 10 audits to date	delay in submitting requested information. Unavailability of key staff	Securing meeting with relevant directors. Discussing challenges in MANCO meetings. fill the position of Risk Based Deputy Manager. supplement Internal Audit staff with at least interns	2.71	28	18	19
Good Governance and Public Participation)\ Democratic and accountable organisation)\ Audit	M - 2 0 5 9	Review of the Audit Charter and approval by the Audit Committee	#	M D M - M M	Reviewed and approval of the Audit Charter by the Audit Committee	1	1	3	1	1	One Audit Charter has been reviewed by audit committee and approved by Council	none	none	3	1	0	1

Hierarchy	I D	KPI	U O M	O w n e r	Instruction	Sep 16			Dec 16					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Good Governance and Public Participation)\ Democratic and accountable organisation)\ Audit	M - 2 0 7 3	Percentage of Audit Committee recommendations implemented YTD	%	M D M - M M	Report on the number of Audit Committee recommendations implemented for the municipality.	100	50	1.50	100	64	64 percentage of Audit Committee recommendations have been resolved	Slow resolution of AC recommendation	Fast tract resolution of Audit committee recommendation at MACO meetings	1.64	100	36	42
Good Governance and Public Participation)\ Democratic and accountable organisation)\ Audit	M - 2 1 4 7	Percentage of Auditor General findings resolved YTD	%	M D M - M M	Count the number of times the Internal Audit Charter updated and approved by Audit Committee ytd	N/A	N/A	N/A	50	0	there is no findings resolved as yet	AG action plan not yet completed	Fast tract Development of AG action plan	1	100	100	0.30
Good Governance and Public Participation)\ Democratic and accountable organisation)\ Audit	M - 2 1 5 0	Audit outcome by the Auditor General for 15/16 financial year	%	M D M - M M	Indicate the Audit Outcome of the Municipality: 0% Disclaimer; 25% Adverse, 50% Qualified and 100% Unqualified	N/A	N/A	N/A	100	0	there is no finding resolved as yet	There is action plan is not completed as yet	Fast track the development of AG action plan	N/A	100	100	0

Hierarchy	I D	KPI	U O M	O w n e r	Instruction	Sep 16			Dec 16					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Good Governance and Public Participation)\ Democratic and accountable organisation)\ Audit	M 2 4 1	Internal Audit Charter updated and approved by Audit Committee ytd	#	M D M - M M	Count the number of times the Internal Audit Charter updated and approved by Audit Committee ytd	N/A	1	N/A	N/A	1	Internal audit Charter was approved by audit committee	none	none	N/A	1	0	1
Good Governance and Public Participation)\ Democratic and accountable organisation)\ Audit	M 2 4 2	Number of Audit committee reports submitted to Council YTD	#	M D M - M M	Count the number of Audit Committee reports submitted to Council ytd	1	1	3	2	2	Two reports have been submitted to council	none	none	3	4	2	4
Good Governance and Public Participation)\ Democratic and accountable organisation)\ Intergovernmental relations	M 2 1 5 1	Percentage of Municipal Managers Forum Resolutions implemented within the current quarter	%	M D M - M M	Count the number of resolutions / number of resolutions resolved *100	100	0	1	100	0	There was no Municipal Managers's Forum meeting held during the report period.	No challenges identified.	No corrective action necessary.	1	100	100	0

Hierarchy	I D	KPI	U O M	O w n e r	Instruction	Sep 16			Dec 16					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Good Governance and Public Participation\ Democratic and accountable organisation\ Performance Management	M 2 1 5 2	Number of quarterly reports submitted to Council ytd	#	M D M - M M	Count the number of quarterly reports submitted to Council on quarterly basis	1	1	N/A	2	2	The first quarter report has been compiled and will be tabled to Council after it has been reviewed in other structures	None	No corrective action required	3	4	2	4
Good Governance and Public Participation\ Democratic and accountable organisation\ Performance Management	M 2 1 5 3	SDBIP developed and submitted to CoGHSTA	#	M D M - M M	Count the number of Draft SDBIPs developed and submitted to COGHSTA	N/A	1	N/A	N/A	1	The draft SDBIP was developed and submitted to CoGHSTA	None	No corrective action required	N/A	1	0	1

Hierarchy	I D	KPI	U O M	O w n e r	Instruction	Sep 16			Dec 16					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Good Governance and Public Participation)\ Democratic and accountable organisation)\ Performance Management	M — 5 7 6	Number of quarterly reports submitted to Management ytd	#	M D M — M M	Count the number of quarterly reports submitted to Management on quarterly basis	1	1	3	2	2	The report has been compiled and will be submitted to management for review	None	No corrective required	3	4	2	4
Good Governance and Public Participation)\ Democratic and accountable organisation)\ Performance Management	M — 8 7 6	Timeous submission of annual performance report to the Auditor General by end August	#	M D M — M M	Annual Performance Report to be submitted to the Auditor General by 31 August	1	1	3	1	1	The Annual Performance Report was submitted to Auditor General on the 31st August 2016	None	No corrective action required	3	1	0	1
Good Governance and Public Participation)\ Democratic and accountable organisation)\ Risk Management	M — 1 3 3 4	Number of risk management activities implemented on quarterly basis	#	M D M — R i s k	Count the Number of Action plan activities implemented YTD	5	9	5	10	13	13 of 20 activities on the risk management implementation plan were completed	None	None	3.30	20	7	20



Hierarchy	I D	KPI	U O M	O w n e r	Instruction	Sep 16			Dec 16					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Good Governance and Public Participation)\ Democratic and accountable organisation)\ Risk Management	M - 1 7 9	Number of times the risk register has been reviewed and approved on time for the entire municipality	#	M D M - M M	Reviewed register against the targeted time	1	1	3	N/A	1	The strategic risk register for 2016/2017 was reviewed and approved by Council	None	Continuous monitoring of action plan	N/A	1	0	1
Good Governance and Public Participation)\ Democratic and accountable organisation)\ Risk Management	M - 2 0 5 1	Number of strategic risks mitigated against the identified risks by the municipality ytd	#	M D M - M M	Count the Number of strategic risks mitigated by municipality overall as identified in the risk register ytd	3	1	1.33	6	1	No performance data was captured	No performance data was captured	No performance data was captured	1.17	11	10	5
Good Governance and Public Participation)\ Democratic and accountable organisation)\ Risk Management	M - 2 1 5 5	Review of the Risk committee Charter and approval by the Risk Committee ytd	#	M D M - M M	Count the Number of risk management committee charter reviewed and approved by Council	N/A	1	N/A	N/A	N/A	Not applicable for reporting	Not applicable for reporting	Not applicable for reporting	N/A	1	0	1

Hierarchy	I D	KPI	U O M	O w n e r	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Spatial Rationale\ Plan for the future\ Integrated Development Planning	M - 2 1 5 7	Percentage rating of the IDP	%	M D M - M M	Report on the rating of the IDP: Low 25%; Medium50% and High 100%	100	100	3	100	100	High rating in IDP	Need improvement in SDBIP- IDP alignment	SDBIP to align to IDP	3	100	0	0
Spatial Rationale\ Plan for the future\ Integrated Development Planning	M - 5 6 0	Number of IDP/Budget representative forum meetings held successfully YTD	#	M D M - M M	Count the number of IDP/Budget representative forum meetings held successfully YTD	1	N/A	1	2	0	No meeting held	Overtaken by other council activities	Rep forum meeting will be convened as per the Process plan	1	5	5	5
Spatial Rationale\ Plan for the future\ Integrated Development Planning	M - 5 6 1	Draft IDP tabled to Council by 31 March	#	M D M - M M	Draft IDP documents tabled to Council by 31 March each year	N/A	N/A	N/A	N/A	N/A	Not applicable for reporting	Not applicable for reporting	Not applicable for reporting	N/A	1	1	1
Spatial Rationale\ Plan for the future\ Integrated Development Planning	M - 5 6 3	Final IDP submitted to Council by May 31	#	M D M - M M	Submit the final IDP to Council by May 31	N/A	N/A	N/A	N/A	N/A	Not applicable for reporting	Not applicable for reporting	Not applicable for reporting	N/A	1	1	1

Hierarchy	I D	KPI	U O M	O w n e r	Instruction	Sep 16			Dec 16					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Spatial Rationale\ Plan for the future\ Integrated Development Planning	M 5 6 4	IDP submitted to MEC within 10 working days after adoption by Council	#	M D M - M M	To submit the IDP to MEC within 10 working days after adoption by Council	1	1	3	1	1	Final IDP was approved on 3 May 2016 and submitted to MEC on 14/6/2016 a	None	None	3	1	0	1
Spatial Rationale\ Plan for the future\ Integrated Development Planning	M 5 8 4	IDP process plan developed and adopted by Council by end of June	#	M D M - M M	To submit IDP process plan developed and adopted by Council by end of August	1	1	3	N/A	1	Adopted by Council on 31 May 2016	None	None	N/A	1	0	1

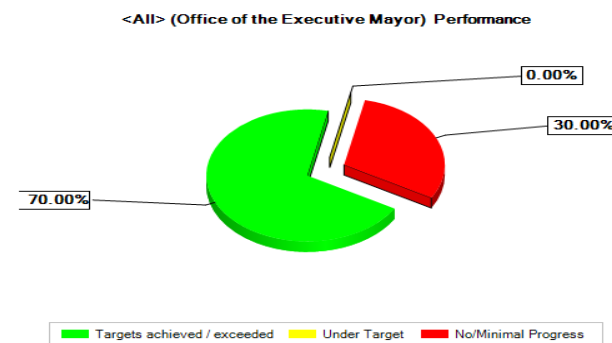
Hierarchy	I D	KPI	U O M	O w n e r	Instruction	Sep 16			Dec 16					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Transformation and Organisational Development\ Develop entrepreneurial and intellectual capability\ Employee Performance Management	M - 5 7 3	Number of S54 and S56 Managers with signed employment contracts and performance agreements submitted to CoGHSTA ytd	#	M D M - M M	Count the number of S57 Managers with signed employment contracts and performance agreements submitted to CoGHSTA ytd	4	5	3.25	6	5	5 out of 8 section 56 Managers have signed performance agreements and they have been submitted to CoGHSTA filed in the personal files and published on the Website	Three section 54/56 Managers have not signed performance agreements. They are still to be appointed.	They will sign performance agreements as soon as they are appointed	2.83	8	3	7

Hierarchy	I D	KPI	U O M	O w n e r	Instruction	Sep 16			Dec 16					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Transformation and Organisational Development\ Develop entrepreneurial and intellectual capability\ Human Resources	M - 1 9 5	Number of executive management posts filled YTD	#	M D M - M M	Report on the ,Critical posts (Legal Manager, Engineering Director, Planning and Development Director and water Services Director) meeting minimum competency requirements. Section 54A & 56 post to be filled 3 months after post has been vacated in terms o	N/A	5	N/A	1	5	5 out of 8 executive positions were filled during the period in question .Shortlisting and screening for the three conducted and interview to take place during the second week of January 2017.	The Regulated recruitment process for section 54 take at most 3 months to complete	Interview proceedings to be accelerated as per Recruitment process for section 54 staff	5	3	-2	7

## 4.2 SDBIP – Office of the Executive Mayor

The **Office of the Executive Mayor** achieved an overall score of **2.42** at the end of the second quarter, reflecting a decrease in performance from first quarter result of **2.55**. Overall, 70% (7/14) indicators achieved target, 30% (3/14) had no minimal progress (4/14) were not applicable for reporting this quarter. Some of the successes were as follows:

- Two external newsletter were published within the quarter.
- The district intergovernmental forum meeting was held and water financial transactions were discussed.
- Eleven projects were visited by the Executive Mayor and the Mayoral committee members.
- Two HIV meetings were held and the last one was jointly attended by the provincial AIDS Council
- Six out of the target of six ARV sites were monitored.



Challenges were experienced where in no oversight report was tabled to council and the anti-corruption forum was not established.  
The details follow:

### SDBIP – OFFICE OF THE EXECUTIVE MAYOR – VOTES 110, 045, 112, 114 – Key Performance Indicators

Hierarchy	ID	KPI	U O M	O wn er	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			

Hierarchy	ID	KPI	U O M	O wn er	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Financial Viability\ Become Financially Viable\ Expenditure Management	M_2168	Percentage of the actual budget spent related to the Directorate	%	M D M D O E M	Calculate the R-value total budget spent identified for financial year / R-value annual budget*100	25	15	1.30	50	6	Expenditure in line with demand management plan	Re-constitution of council delayed some of the programs	To fast track some of the delayed programs	1.08	100	94	100

Hierarchy	ID	KPI	U O M	O wn er	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Financial Viability\ Become Financially Viable\ Supply chain management	M_1045	Demand management plan developed and submitted to Budget and Treasury YTD	#	M D M_ D O E M	Demand management plans related to the Office of the Executive Mayor developed and submitted to Budget and Treasury	N/A	1	N/A	N/A	1	Achieved. Demand Management Plan submitted	None	None	N/A	1	0	1



Hierarchy	ID	KPI	U O M	O wn er	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Good Governance and Public Participation\ Democratic and accountable organisation\ Communication	M_2158	Number of external communication newsletters that were developed and distributed YTD	#	M D M_ D O E M	Report on the number of news letters that have been issued	1	1	3	2	2	Achieved. Two external newsletters published.	The full POEs cannot be uploaded due to the size. See the file	None	3	4	2	4

Hierarchy	ID	KPI	U O M	O wn er	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Good Governance and Public Participation\ Democratic and accountable organisation\ Communication	M_ 25 6	Communication Strategy reviewed and adopted by council YTD	#	M D M_ D O E M	Count the number of times during the year that the Communication strategy has been reviewed and adopted by Council	N/A	1	N/A	N/A	1	Achieved. The strategy is reviewed.	None	None	N/A	1	0	1

Hierarchy	ID	KPI	U O M	O wn er	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Good Governance and Public Participation\ Democratic and accountable organisation\ Intergovernmental relations	M_2163	Percentage of the IGR resolutions implemented YTD	%	M D M_ D O E M	Count the number of the District Intergovernmental Relations Forum meeting resolutions implemented and calculate the percentage	100	100	3	100	100	Achieved. The meeting was all about water transactions	None	None	3	100	0	1

Hierarchy	ID	KPI	U O M	O w n e r	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Good Governance and Public Participation\ Democratic and accountable organisation\ Municipal Public Accounts Committee	M_13_01	Oversight report tabled to council ytd	#	M D M_ D O E M	Count the number of Oversight report tabled for council	N/A	0	N/A	1	0	No oversight report was tabled in council year to date.	No challenges.	No corrective action.	1	1	1	1
Good Governance and Public Participation\ Democratic and accountable organisation\ Municipal Public Accounts Committee	M_13_02	Oversight Report publicised within seven days after adoption by Council	#	M D M_ D O E M	Number of Oversight Report made public within seven days after adoption by Council	N/A	0	N/A	1	0	Report publication was not applicable for the period under review.	The publication will be done in April 2017.	No corrective action required.	N/A	1	1	1

Hierarchy	ID	KPI	U O M	O wn er	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Good Governance and Public Participation\ Democratic and accountable organisation\ Municipal Public Accounts Committee	M_2166	Number of projects visit conducted ytd	#	M D M_ D O E M	Count the number of projects visits conducted ytd	1	11	5	2	11	Achieved. Eleven projects were sited by the Executive Mayor & MMCs	None	None	5	4	-7	4
Good Governance and Public Participation\ Democratic and accountable organisation\ Public Participation	M_513	Number of IDP/Budget Public Participation meetings held successfully year to date	#	M D M_ D O E M	Number of IDP/Budget Public Participation meetings held successfully year to date	N/A	0	N/A	N/A	0	IDP and Budget Public Participation meetings are ONLY held in the last quarter	None	None	N/A	5	5	5

Hierarchy	ID	KPI	U O M	O wn er	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Good Governance and Public Participation\ Democratic and accountable organisation\ Risk Management	M_10_86	Anti-corruption Forum established and functional ytd	#	M D M_ D O E M	Number of Anti-corruption Forum established and functional	N/A	0	N/A	1	N/A	Not achieved	Tabling Terms of Reference to various structures of council	Council to approve Terms of Reference before the end of 3rd quarter	1	1	1	1
Service Delivery\ Improve Community well-being\ Disability Development	M_12_03	Percentage of District Disability Forum resolutions implemented YTD	%	M D M_ D O E M	Percentage of Disability Forum resolutions implemented / Number of resolutions	100	100	3	100	100	Achieved. Resolutions regarding to conduct induction and awareness campaign have been	None	None	3	100	0	1

Hierarchy	ID	KPI	U O M	O w n e r	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Service Delivery\ Improve Community well-being\ Events Management	M_2057	Number of Events Coordinated YTD	#	M D M_ D O E M	Report on the Number of Events	3	3	3	6	6	Arrive Alive campaign Launch of 16 Days Dialogue	None	None	5	12	-88	12
Service Delivery\ Improve Community well-being\ Health and Social Development Services	M_163	Number of AIDS Council meetings held successfully year to date	#	M D M_ D O E M	Count the Number of Aids Council meetings held successfully year to date	1	1	3	2	2	Achieved. Two HIV/AIDS meetings were successfully held. The second meeting was attended jointly with provincial AIDS Council	None	None	3	4	2	4

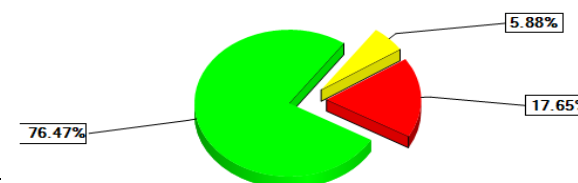
Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Service Delivery\ Improve Community well-being\ Health and Social Development Services	M_631	Number of HIV and AIDS ARV sites monitored	#	MDMDOEM	Number of HIV and AIDS ARV sites monitored	3	0	1	6	6	Achieved. Six ARV sites have been monitored	None	None	3	10	4	10

### 4.3 SDBIP – Budget and Treasury

The **Budget and Treasury** Directorate achieved an overall score of **3.12** reflecting an increase in performance from, the first quarter result of **2.48**. Overall, 76.47% (13/23) indicators achieved target, 5.86% (1/23) was under target, 17.65 % ( 3/23) had no minimal progress and (5/24) were not applicable for reporting. Some of the successes were as follows:

- The assets acquisition register has been registered.
- Newly acquired assets have been verified prior payments.
- Six out of six reports have been submitted to both Provincial and National Treasury.
- The Annual Financial Statements were submitted to the Auditor General

<All> (Budget & Treasury Directorate) Performance





- All municipalities have submitted the water and sanitation transactions.
- The supply chain workshop was conducted in the municipality with the assistance of the National Treasury. And
- The anti-corruption plans have been developed and the fraud and anti-corruption workshop was conducted
- Debt coverage is very high at 449.96% exceeding the target of 100%

Challenges were faced due to the liquidity ratio that exceeded the acceptable actual of 0.79 to 8:41 ratio, the current ratio as well exceeded the acceptable actual of 2:10 to 2:80 ratio, and cost coverage is at 88.49, which is below the target of 150%

The detail is below:

#### SDBIP – BUDGET AND TREASURY – VOTE 020 – Key Performance Indicators

Hierarchy	I D	KPI	U O M	Owner	Instruction	16-Sep			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Financial Viability\ Become Financially Viable\ Asset Management	M - 1 0 3 1	Current Ratio (R-value current assets / R-value liabilities as ratio)	R a t i o	MDM_CFO	Calculate the current Ratio (R-value current assets / R-value liabilities as ratio*100)	N/A	2.10	N/A	2.10	2.80	109357699/1300435380=8.40	Repayment of Long outstanding debt for Ba - Phalaborwa water owed to Lepelle Northern Water	Continuous discussions with Lepelle Northern Water on plans to reduce the debt.	1.67	2.10	-0.70	0.73
Financial Viability\ Become Financially Viable\ Asset Management	M - 1 0 3 2	Valuation of Property Plant and Equipment conducted ytd	#	MDM_CFO	Count the number of times valuation of Property Plant and Equipment conducted ytd	N/A	N/A	N/A	N/A	100	Valuation on PPE is done at during the verification process which is done at year end.	No challenges.	No corrective action.	N/A	1	-99	1

Hierarchy	I D	KPI	U O M	Owner	Instruction	16-Sep			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Financial Viability\ Become Financially Viable\ Asset Management	M — 1 0 3 3	Number of times fixed asset register updated y.t.d	#	MDM_CFO	Count the number of times fixed asset register updated YTD	3	3	3	6	6	The asset acquisition register is updated on a monthly basis.	No challenges.	No corrective action.	3	12	6	12
Financial Viability\ Become Financially Viable\ Asset Management	M — 3 2 2	Asset verification conducted ytd	#	MDM_CFO	Count the Number of times physical asset verification Y.T.D	N/A	N/A	N/A	1	1	The asset management unit team verifies newly acquired assets prior to payments and the yearly verification will be conducted during the last quarter of the financial year.	There are no Challenges	There is no corrective action.	3	2	1	2
Financial Viability\ Become Financially Viable\ Asset Management	M — 8 6 6	Liquidity ratio (R-value Monetary Assets / R-value Current Liabilities)	R a t i o	MDM_CFO	Calculate the liquidity ratio (R-value Monetary Assets / R-value Current Liabilities)	N/A	0.79	N/A	0.40	8.41	109357699/130 0435380	Repayment of Long outstanding debt for Ba - Phalaborwa water owed to Lepelle Northern Water.	Continuous discussions with Lepelle Northern Water on plans to reduce the debt.	1	0.40	-8.01	4.83
Financial Viability\ Become Financially Viable\ Budget Control and Reporting	M — 0 2	Number of budget related policies reviewed and approved by Council y.t.d	#	MDM_CFO	Count the number Budget related policies reviewed and approved by Council ytd	3	3	3	6	6	Eight budget related policies reviewed and approved by council.	No challenges	No corrective action	3	12	6	12
Financial Viability\ Become	M — 1	Final budget tabled and adopted by	#	MDM_CFO	Final budget adopted by Council by end	N/A	N/A	N/A		1	Only one final budget was adopted by	No challenges	No corrective action	N/A	1	0	1

Hierarchy	ID	KPI	UOM	Owner	Instruction	16-Sep			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Financially Viable\ Budget Control and Reporting	6	Council by 31 May			of May 2015						council by end of May 2015						
Financial Viability\ Become Financially Viable\ Budget Control and Reporting	M 2 1 6	Number of Budget Steering Committee meetings held successfully ytd	#	MDM_CFO	Count the Number of Budget Steering Committee meetings held successfully YTD	1	0	1	2	1	One budget steering committee was held on the 16th November 2016.	Low spending by directorates.	Implementati on of the MIG accelerate plan on projects.	1.50	4	3	4
Financial Viability\ Become Financially Viable\ Budget Control and Reporting	M 3 0	Draft budget tabled to Council by 31 March	#	MDM_CFO	Draft budget tabled to Council by 31 March	N/A	N/A	N/A	N/A	0	The draft budget is will be tabled to council on the 31st March 2017	No challenges	No corrective action	N/A	1	1	1
Financial Viability\ Become Financially Viable\ Budget Control and Reporting	M 3 3 8	Annual Financial statements drafted and submitted to AG by end of August	%	MDM_CFO	Financial statements drafted and submitted to AG by end Aug	100	100	3	N/A	100	The 2015/16 financial statements have been submitted to AG by end of August 2016.	No challenges	No corrective action	N/A	100	0	100
Financial Viability\ Become Financially Viable\ Expenditure Management	M 1 0 0 9	Number of budget and financial statement reports S71 submitted to Executive Mayor and Treasuries y.t.d	#	MDM_CFO	Count the Number of budget and financial statement reports S71 submitted to Executive Mayor and	3	0	1	6	6	6 out of 6 reports have been submitted to the Treasuries to date	The 6th report has not yet been submitted to the Executive Mayor since the mayoral committee is only holding the meeting	The report will be submitted during the next mayoral committee meeting.	3	12	6	12

Hierarchy	I D	KPI	U O M	Owner	Instruction	16-Sep			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
					Treasuries ytd							towards the month end					
Financial Viability\ Become Financially Viable\ Expenditure Management	M 2 5	Percentage of MSIG utilised ytd	%	MDM_CFO	R-value MSIG spent ytd / Total R-value annual budget for MSIG in percentage	N/A	N/A	N/A	N/A	100	R0 has ben spent out of total budget of R2 340 000	This is no longer a grant. The projects are now done through Coghsta	No corrective action required	N/A	100	0	100
Financial Viability\ Become Financially Viable\ Expenditure Management	M 3 5 9	Percentage of creditors paid within 30 days ytd	%	MDM_CFO	Calculate the percentage of creditors paid within 30 days of receipt of invoices and all necessary supporting documentation y.t.d. .	100	90	2.90	100	95	In December, all invoices that were ready have been paid timeously.	Relying 100% on grants and subsidies	Investigate new avenues of revenue generation	2.95	100	5	100
Financial Viability\ Become Financially Viable\ Revenue Management	M 1 0 2 9	Number of water related transaction reports with supporting documents received and analysed per municipality y.t.d	#	MDM_CFO	Count the Number of water related transaction reports with supporting documents received and analysed for all municipalities ytd	3	3	3	6	6	All local municipalities have submitted the water and sanitation trasactions reports for the first quarter up to November 2016 with no supporting documents	The local municipalities do not submit the supporting documents to support the amount submitted as expenses to the function.	The matter need to be discussed at the district CFO's forum.	3	12	6	12

Hierarchy	I D	KPI	U O M	Owner	Instruction	16-Sep			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Financial Viability\ Become Financially Viable\ Revenue Management	M - 8 7 1	Percentage of debt coverage y.t.d.	%	MDM_CFO	Calculate the Total R-value operating revenue received minus R-value Operating grants / by R-value debt service payments (i.e. interest + redemption) due within financial year in percentage	100	8.33	N/A	100	449.96	The debt coverage for the first quarter for the year 2016/2017 is the total operating revenue of R524 741 279.42 minus R462 499 180.26 divided by R14 500 000 = 449.96	No challenges	No action need to be taken,	N/A	100	-349.96	100
Financial Viability\ Become Financially Viable\ Revenue Management	M - 8 7 2	Percentage of Cost coverage ytd.	%	MDM_CFO	Calculate the R-value all cash at a particular time plus R-value investments / by R-value monthly fixed operating expenditure in percentage	150	96.98	1.65	150	88.41	The cost coverage for the first half is the cash on hand of plus the investment, R61 000 000 divided by R69 000 000 = 88.41	No challenges	No action to be taken,	1.59	150	61.59	0.58
Financial Viability\ Become Financially Viable\ Supply chain management	M - 1 0 4 2	Percentage of infrastructure tenders placed on Construction Industry Development Board ( CIDB )website y.t.d	%	MDM_CFO	Calculate the Percentage infrastructure tenders placed on CIDB website ytd	100	100	3	100	100	There was no infrastructure tender advertised in December 2016	No challenges	No corrective action required	3	100	0	100

Hierarchy	I D	KPI	U O M	Owner	Instruction	16-Sep			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Financial Viability\ Become Financially Viable\ Supply chain management	M - 1 0 4 3	Percentage of implementation of the consolidated demand management plan submitted to Management y.t.d	%	MDM_CFO	Count the number of items in the consolidated demand management plan submitted/total number of items*100	25	N/A	1	50	100	The demand management plan has been consolidated and submitted to Council for adoption and implementation.	No Challenges.	No Corrective Action.	5	100	0	50
Financial Viability\ Become Financially Viable\ Supply chain management	M - 3 1	Number of SCM reports submitted to council and treasuries ytd	#	MDM_CFO	Count the number of SCM reports submitted to council and treasuries ytd	1	1	3	2	2	The 2016 quarter 4 report and the 2017 quarter 1 report were submitted to council and treasuries	No challenges	No corrective action	3	4	2	3
Financial Viability\ Become Financially Viable\ Supply chain management	M - 3 3	Percentage of Tenders adjudicated within 60 days of closure of tender ytd	%	MDM_CFO	Calculate the number of Tenders adjudicated within 60 days of closure of tender YTD / Total number of tender YTD in percentage	100	100	3	N/A	100	The tender advertised in December were cancelled		Advertised them in January 2017	N/A	100	0	0
Financial Viability\ Become Financially Viable\ Supply chain management	M - 3 3 1	Percentage of total business awarded tenders located in the District area	%	MDM_SC M	Calculate the number of business awarded to local companies y.t.d. \ Number business awarded y.t.d and report in percentage	85	85	3	85	N/A	MOst businesses are awarded to the business located in the District	No challenges	No corrective action required	1	85	85	85

Hierarchy	I D	KPI	U O M	Owner	Instruction	16-Sep			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Financial Viability\ Become Financially Viable\ Supply chain management	M 7 2 9	Number of SCM workshops conducted with internal stakeholders ytd	#	MDM_CFO	Number of SCM workshops conducted with internal stakeholders ytd	N/A	0	N/A	1	1	Training conducted by National Treasury on the 7/12/2016 in Polokwane	No challenges	No corrective action required	3	2	1	0
Good Governance and Public Participation\ Democratic and accountable organisation\ Risk Management	M 0 6	Anti-corruption action plans related to the directorate updated and implemented YTD	#	MDM_CFO	Count the number of Anti-corruption action plans related to B&T updated and implemented YTD	N/A	N/A	N/A	1	1	The plans have been developed by risk management unit and a fraud prevention workshop was held during the first quarter.	No challenges	No corrective action	3	1	0	0

#### 4.4 SDBIP – Corporate Services

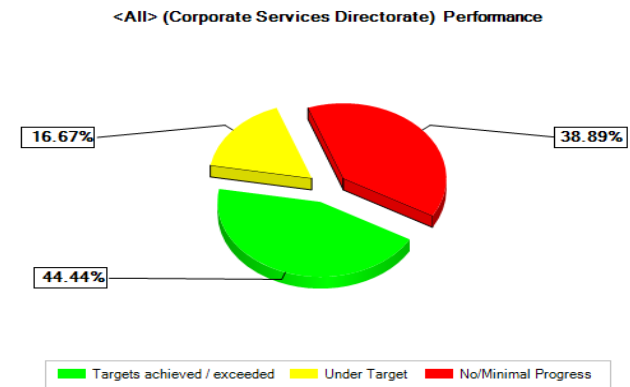
The **Corporate Services** Directorate achieved an overall score of **1.61** by the end of the second quarter, which is a decline in performance as compared to the first quarter result of **2.31** Overall 44.44% (8/20) indicators achieved target, 16.67% (3/20) was under target, 38.89% (14/21) had no/minimal progress. (2/20) were not applicable for this quarter.

Some of the success were as follows

- All labour forum resolutions were implemented

The Corporate Services Directorate had some challenges, No employee performance reviews were conducted. Only 46 positions that were advertised, Only 29 employees out of the target of 101 were trained. Performance data was not supplied.

The detail scorecard is below.



#### SDBIP – CORPORATE SERVICES – VOTE 090, 095, 100, 105 – Key Performance Indicators

Hierarchy	I D	KPI	U O M	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			



Hierarchy	I D	KPI	U O M	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Financial Viability\ Become Financially Viable\ Expenditure Management	M 2 1 9 3	Percentage of Directorate budget actually spent	%	MDM_ DCorp Serv	R-value of the Directorate budget spent/Directorate total budget*100 YTD	25	36	4.44	50	71	71 percent of the Corporate Services budget has been spent according to the December expenditure report	Delayed procurement. Capacity in Corporate Services and cancelled bids.	Memo written to the Acting Municipal Manager to re-advertise the cancelled bids. Resubmission or more Terms of Reference in accordance with the SDBIP and budget.	2.95	100	29	100

Hierarchy	I D	KPI	U O M	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Financial Viability\ Become Financially Viable\ Revenue Management	M 5 0 1	Percentage of letters of demand issued to debtors outstanding longer than 90 days	%	MDM_ DCorp Serv	Count the number of letters of demand issued for debtors outstanding longer than 90 days YTD/Number of notifications received from Budget and Treasury YTD calculate the percentage (no of letters issued, the total number 100)	100	N/A	N/A	100	N/A	none was done during the period under review	Finance must issue a comprehensiv e report on all debtors so that recovery process can ensue	The Indicator must be zero- weighted.	1	100	100	0

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Financial Viability\ Become Financially Viable\ Supply chain management	M-1046	Demand management plans related to developed and submitted to Budget and Treasury ytd	#	MDM_DCorp Serv	Count the number of Demand management plans related to Corporate Services developed and submitted to B&T YTD	1	1	3	N/A	1	It was submitted in the first quarter	None	No corrective action required	N/A	1	0	1
Good Governance and Public Participation\ Democratic and accountable organisation\ Administration	M-2169	Percentage of Council resolutions implementable at the end of every quarter	%	MDM_DCorp Serv	Count the number of council resolutions implemented/ Total number of resolutions*100	100	80	2.80	100	100	12 out of 14 resolutions that can be implemented by or with Corporate Services are fully implemented while others are in progress.	Poor capacity in certain parts of the organisation.	Recruitment is on course	3	100	0	100

Hierarchy	I D	KPI	U O M	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Good Governance and Public Participation\ Democratic and accountable organisation\ Legal Services	M 1 1 0 1	Number of developed and reviewed policies adopted by Council YTD	#	MDM_ DCorp Serv	Count the number of existing policies reviewed and adopted by Council YTD	3	3	3	6	3	Policy review processes are underway but no policies were processed through to Council yet.	The Local Labour Forum was inaugurated late into the quarter.	Policy review processes are well under way. SALGA made presentations of policies to Management and organised labour and further review processes have been scheduled.	1.50	12	9	3
Good Governance and Public Participation\ Democratic and accountable organisation\ Risk Management	M 7 9 9	Initiatives taken to reduce corruption cases in the municipality ytd	#	MDM_ DCorp Serv	Count the number cases/ Number of initiatives in mitigating corruption cases*100	1	0	N/A	2	N/A	none was reduced during the period under review	none	none	1	4	4	0

Hierarchy	I D	KPI	U O M	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Good Governance and Public Participation\ Manage through information\ Management Information	M 1 3 0 9	Number of IT user management report submitted to Management ytd	#	MDM_ DCorp Serv	Number of IT user management report submitted to Management YTD	3	2	1.67	6	6	For the period under review, no requests for access to systems for new users were received.	None	None required	3	12	6	12
Good Governance and Public Participation\ Manage through information\ Management Information	M 1 3 1 0	Number of IT security management reports submitted to management ytd	#	MDM_ DCorp Serv	Number of IT security management reports submitted to management YTD	3	2	N/A	6	6	No breaches of security were detected during the reporting period. Security Logs on all servers were reviewed.	None	None required	3	12	6	12

Hierarchy	I D	KPI	U O M	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Good Governance and Public Participation\ Manage through information\ Management Information	M - 1 3 1 1	Number of data backup reports submitted to management ytd	#	MDM_ DCorp Serv	Count the number of data backup reports submitted to management YTD	3	3	3	6	6	Daily and monthly data backup were completed successfully with no issued requiring attention. A monthly data backup tape was deposited at the Disaster Management Centre.	None	None required	3	12	6	12

Hierarchy	I D	KPI	U O M	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Good Governance and Public Participation\ Manage through information\ Management Information	M - 2 1 9 0	Number of IT Policies reviewed and adopted by Council	#	MDM_ DCorp Serv	Count the number of IT Policies reviewed and adopted by Council by start of next financial year.	3	5	4.67	6	5	While IT 5 policies were reviewed by IT Office during the period, they could not be taken through necessary processes for approval.	The LLF was resuscitated late in the quarter and the processes for review of the institutional policies has not yet commenced	The LLF has been re-established and will discuss policies as scheduled in the Corporate Diary	2.83	11	6	11
Transformation and Organisational Development \ Develop entrepreneurial and intellectual capability\ Employee Performance Management	M - 1 4 8	Number of employee performance reviews for section 54 and 56 managers conducted ytd.	#	MDM_ DCorp Serv	Number of employee performance reviews conducted YTD	7	0	1	7	0	No performance reviews took place in the quarter.	The lack of capacity in HR to effectively roll out the cascading of performance management to lower levels.	No reviews were conducted	1	4	4	7

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Transformation and Organisational Development \ Developmental and intellectual capability\ Human Resources	M-1244	Number of budgeted vacant positions filled ytd	#	MDM_HR	Count the number of budgeted vacant positions filled YTD	80	46	1.58	120	46	682 positions filled on the organogram during the period in question	No more since advertisement has eventually been made to fill the vacant positions	Accelerate the recruitment process in order to ensure that all vacant and budgeted positions are filled.	1.38	200	154	10
Transformation and Organisational Development \ Developmental and intellectual capability\ Human Resources	M-1246	Number of meetings held successfully with organised Labour ytd	#	MDM_DCorp Serv	Count the number meetings with organised Labour YTD	1	0	1	2	4	At least four meetings were held with organised labour on labour matters to re-establish the LLF and to discuss outstanding labour issues.	None.	No corrective action required	5	4	0	4



Hierarchy	I D	KPI	U O M	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Transformati on and Organisation al Development \\ Develop entrepreneuri al and intellectual capability\\ Human Resources	M 2 1 2 8	Number of councillors trained YTD	#	MDM_ DCorp Serv	Count the number of councillors trained according to the Workplace Skills Plan (WSP) YTD	20	26	3.30	20	75	Councillors in the Water Portfolio were trained on their portfolio, while other Councillors were trained in the new governance model.	None	No corrective action required	5	20	-55	6

Hierarchy	I D	KPI	U O M	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Transformati on and Organisation al Development \ Develop entrepreneuri al and intellectual capability\ Human Resources	M _ 2 1 7 8	Percentage of implemented resolution taken from the Local Labour Forum	%	MDM_ MM	Total number of implemented resolutions/ Total number of resolutions*100 YTD	100	0	1	100	62	Resolutions were take at 2 Local Labour Forum meetings, the inaugural meeting and a meeting held on the 25th of December. The report on the resolutions is attached.	Some resolutions required work that could not be completed during the period under review.	Work is ongoing such as verification of acting allowances and caucus leaders are to nominate members to Sub- Committees etc.	1.62	100	38	100

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Transformation and Organisational Development \ Developmental and intellectual capability\ Human Resources	M2180	Percentage of disabled people employed by the municipality ytd	%	MDM_DCorp Serv	Total number of disabled employed/Total number of positions in the organogram*100 YTD	N/A	1.60	N/A	4	1.60	There are 11 people with disability within the employ of the Municipality	The Municipality is still below the 2% targeted required by Law	Aggressively target people with disability during the recruitment processes	1.40	7	5.40	3
Transformation and Organisational Development \ Developmental and intellectual capability\ Human Resources	M807	Percentage progress with the review and approval of the Organogram by Council for the next financial year	%	MDM_DCorp Serv	Total departments reviewed / Total departments*100	N/A	10	N/A	N/A	20	Twenty per cent progress has been made with the review of the organogram for the financial year 2017/18.	Poor capacity in the HR Division - few employees thinly spread.	Personal attention of the project by the Director.	N/A	100	80	100

Hierarchy	I D	KPI	U O M	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Transformati on and Organisation al Development \ Develop entrepreneuri al and intellectual capability\ Human Resources	M - 8 4	Percentage of women employed by the municipality ytd	%	MDM_ DCorp Serv	Count the total number of women employed/Total number of employees*100 YTD	35	32.50	2.93	35	31	Positions have been advertised that should provide the opportunity to improve the representation of women in the staff complement of the Municipality which is currently standing at 31.00	An aged staff complement and the retirements and demises contributing to the unfavourable men/women ratio.	Positions have been advertised and women will be prioritised.	2.89	35	4	34

Hierarchy	I D	KPI	U O M	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Transformati on and Organisation al Development \ Develop entrepreneuri al and intellectual capability\ Skills Development	M - 8 0 6	Number of targeted staff trained in various fields as per the WSP ytd	#	MDM_ DCorp Serv	Count the Number of targeted staff trained in various fields as per the WSP YTD	30	29	1.29	50	152	152 employees and Councillors trained in various fields.	Delay through SCM processes in appointment of training Service Providers	The acceleration of the appointment of training Service Providers to provide training is being prioritised	4.50	50	-102	0

Hierarchy	I D	KPI	U O M	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Transformation and Organisational Development \ Developmental and intellectual capability\ Skills Development	M 8 7 4	Percentage actual spent on implementing the workplace skills plan ytd	%	MDM_ DCorp Serv	R-value of a budget (salaries budget) actually spent on implementing its workplace skills plan y.t.d. / R-value annual salary budget YTD	25	20.41	2.82	50	67	Employees were trained in Facilities Management, health and hygiene, records management, cleaning services and Senior Managers taken through an induction program.	The procurement of services should be improved.	No corrective action required	4.34	100	33	0

## 4.5 SDBIP – Planning and Development

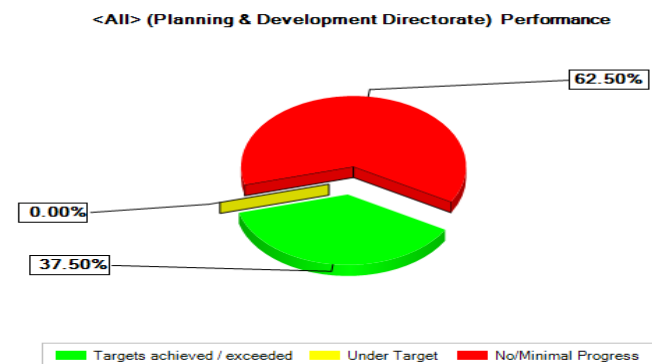
The **Planning and Development** directorate achieved an overall score of **2.50** at the end of the second quarter, reflecting an increase from the first quarter result of **2.00**. Overall, 37.50% (3/9) indicators achieved target 62.50% (5/9) had no/minimal progress and (1/9) was not applicable for reporting.

Some of the successes were as follows:

- ▶ The Directorate spent 354.93% of its budget.
- ▶ The Geographic Information System framework has been completed and await tabling to the relevant structures.

Some of the Challenges were faced in that no long term and short term jobs were created and there were no initiatives taken towards job creation. Local Economic Development reports were not developed and submitted to management

The detail is as per below:



Hierarchy	ID	KPI	U O M	Owner	Instruction	Sep 16			Dec 16					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Financial Viability\ Become Financially Viable\ Expenditure Management	M_808	Percentage of actual budget spent ytd	%	MDM_ DPD	R-value total budget spent identified for financial year / R-value annual budget*100 YTD	25	0	1	50	354.93	Based on the expenditure report of October 2016	None	None	5	100	-254.93	0

Hierarchy	ID	KPI	U O M	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Financial Viability\ Become Financially Viable\ Supply chain management	M_1047	Demand management plan developed and submitted to Budget and Treasury YTD	#	MDM_ DPD	Count the Number of demand management plans related to Planning and Development developed and submitted to B&T YTD/ Number planned YTD	N/A	0	N/A	N/A	1	Demand management plan developed	None	None	N/A	1	0	1
Local Economic Development \ Grow the economy\ Local Economic Development	M_1180	Number of SSME's supported ytd	#	MDM_ DPD	Count the Number on LED reports submitted to management YTD	3	3	5	6	6	No report was generated	None	None	5	4	-2	10



Hierarchy	ID	KPI	U O M	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Local Economic Development \ Grow the economy\ Local Economic Development	M_1181	Number of jobs created through SMME' support initiatives ytd	#	MDM_DPD	Count the Number of reports on job creation initiatives submitted to management YTD	20	0	1	40	6	No reports were generated	None	None	1.15	80	74	0
Local Economic Development \ Grow the economy\ Local Economic Development	M_667	Number of long term jobs created through municipal initiatives YTD	#	MDM_DPD	Count the Number of long term jobs created through municipal initiatives per municipality YTD	34	0	1	34	N/A	Developing database SMMEs and to ensure itemized budgeting	Lack of SMMEs database to identify the support needed	To develop SMMEs database	1	34	34	522

Hierarchy	ID	KPI	U O M	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Local Economic Development \ Grow the economy\ Local Economic Development	M_668	Number of jobs created through EPWP initiatives ytd	#	MDM_DPD	Count the Number of temporary jobs created through LED initiatives per municipality ytd	26	0	1	26	N/A	Developing database of SMMEs that create jobs in the district and to quantify them	No database for job creation initiative.	Develop database for job creation initiatives	1	300	300	0
Spatial Rationale\ Plan for the future\ GIS	M_2058	Percentage of progress with the development of Web GIS ytd	%	MDM_DPD	Total number of municipalities included YTD/Total number of municipalities*100	N/A	5	N/A	50	N/A	Draft framework done	None	To be submitted to council for approval	1	100	100	0
Spatial Rationale\ Plan for the future\ GIS	M_2067	GIS framework reviewed and approved by council ytd	#	MDM_DPD	Number of times GIS framework reviewed and approved by council ytd	1	1	3	1	1	Framework done	None	None	3	1	0	0

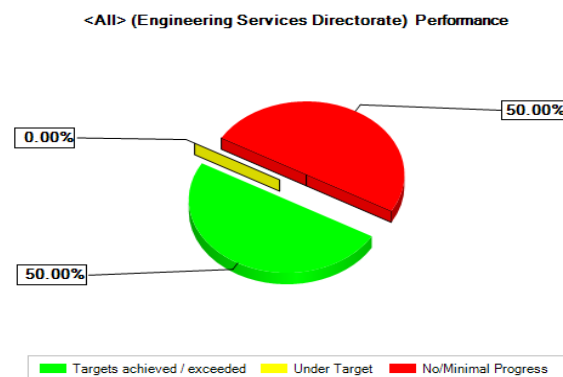
Hierarchy	ID	KPI	U O M	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Spatial Rationale\ Plan for the future\ Spatial Planning	M_2194	SDF & land use management system developed & approved in line with the SPLUMA ytd	%	MDM_ DPD	Total number of reviewed local municipal SDF and land use management/ Total number of local municipal SDF and Land use Management*100 YTD	N/A	5	N/A	1	N/A	Submission of procurement for service provider done	Delay in the SCM procurement process	To continue making follow-ups and to give monthly progress reports to MANCO for possible intervention	1	1	1	1

## 4.6 SDBIP – Engineering Services

The **Engineering Services** Directorate achieved an overall score of **1.39** at the end of the second quarter, reflecting a decline in performance as compared to the first quarter result of **1.68**. Overall, 50% (3/9) indicators achieved target, 50% (3/9) indicators had no/minimal progress. (3/9) was not applicable for reporting this quarter.

Some of the success were as follows:

- Six out of the Municipal Infrastructure Grant (MIG) have been submitted to the relevant structures.
- The Directorate created 333 jobs exceeding the target of 150.
- The demand management plan was submitted to Budget and Treasury.



Challenges were faced due to 5 out of 6 Regional Infrastructure (RBIG) reports that were submitted to the Department of Water and Sanitation. Out of the target of 50% only 0% expenditure has been spent. A total amount of R28 324 054.64 (R12 231 400.68 + R 16 092 653.96) out of a total budget of R288 907 000.67, giving a total % of 9.8 % of the MIG have been spent and sanitation projects are on the planning stage.

The detail is below:

**SDBIP – ENGINEERING SERVICES – VOTE 050, 064, 065 – Key Performance Indicators**

Hierarchy	I D	KPI	U O M	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Financial Viability\ Become Financially Viable\ Expenditure Management	M 1 0 0 2	Percentage of Regional Infrastructure Grant spent y.t.d	#	MDM_ DEng	Total R-value spent of RBIG YTD / Total R- value of the RBIG*100	N/A	0	N/A	N/A	0	Expenditure is at 0%	Funds for this FY have not yet been received from DWS	Funds are transferred to MDM by DWS ,the funds have not yet been transferred as per attached expenditure report	N/A	100	100	0

Hierarchy	I D	KPI	U O M	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Financial Viability\ Become Financially Viable\ Expenditure Management	M 2 2 5 6	Percentage of the budget actual spent related to the Directorate	%	MDM_ DEng	Calculate the R-value total budget spent identified for financial year YTD / R-value annual budget*100	25	3.70	1.07	50	20.30	A total ammount of R97 910 723.75 FROM VOTE 050,051,064 AND 065 was spend ytd from a budget of R 482 779 665,giving a total % of 20.3%	Lack of foward planning on projects	Appointment of Contractors through regulation 32	1.27	100	79.70	100
Financial Viability\ Become Financially Viable\ Expenditure Management	M 2 7 5	Number of MIG reports submitted to COGHSTA ytd	#	MDM_ DEng	Number of MIG reports submitted to COGHSTA YTD	3	3	3	6	6	6 MIG reports were submitted	None	None	3	12	6	11

Hierarchy	I D	KPI	U O M	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Financial Viability\ Become Financially Viable\ Expenditure Management	M 7 9 1	Percentage spent on MIG allocation ytd	%	MDM_ DEng	Total municipal infrastructure investment plan processes completed/ Total infrastructure investment plan processes to be completed*100 YTD	25	5.31	1.21	50	9.80	A total ammount of R12 231 400.68 out of a budget of R288 907 000.67 was spend in December 2016 and A total of R16 092 653.96 out of a budget of R288 907 000.67 was spend from July- November 2016. Therefore A total ammount of R28 324 054.64 (R12 231 400.68 + R 16 092 653.96) out of a total budget of R288 907 000.67, giving a total % of 9.8 % spend YTD	Lack of foward planning which contributed to low MIG expenditure	Appointment of contractors through regulation 32	1.20	100	90.20	32.12

Hierarchy	I D	KPI	U O M	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Financial Viability\ Become Financially Viable\ Supply chain management	M 1 0 4 8	Demand management plan developed and submitted to Budget and Treasury ytd	#	MDM_ DEng	Number of demand management plan related to Engineering Services developed and submitted to B&T YTD / Number planned	1	1	3	1	1	One demand management plan was submitted	None	None	3	1	0	1
Local Economic Development\ Grow the economy\ Local Economic Development	M 1 6 8	Number of jobs created through implementation of municipal IDP and budget ytd	#	MDM_ DEng	Count the number jobs created through implementation of municipal IDP and budget YTD	N/A	333	N/A	150	333	A total number of 333 jobs were created YTD	None	None	5	350	17	0



Hierarchy	I D	KPI	U O M	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Service Delivery\ Develop and maintain infrastructure \ Infrastructure Development	M 2 1 9 6	Development of the municipal infrastructure investment plan ytd	%	MDM_ DEng	Total municipal infrastructure investment plan processes completed YTD/ Total infrastructure investment plan processes to be completed*100	N/A	N/A	N/A	N/A	0	The plan is not yet in place	The directorate has not budgeted for the implementation of the plan	To budget for the plan in future as per comments under achievements as the plan is not budgeted for as per attached departmental budget for this fy	N/A	1	1	0
Service Delivery\ Develop and maintain infrastructure \ Sanitation Infrastructure	M 2 1 9 7	Number of VIP ablution facilities for the provision of sanitation developed ytd	#	MDM_ DEng	Count the number of ablution facilities completed YTD	250	N/A	1	500	0	The Mopani rural household sanitation project is on the planning stage as per attached demand management plan	None	The project is on planning stage as per attached demand management plan	1	1000	1000	0

Hierarchy	I D	KPI	U O M	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Service Delivery\ Develop and maintain infrastructure \ Water Infrastructur e	M - 2 1 9 8	Number of water projects completed towards the provision of water ytd	#	MDM_ DEng	Count the number of water projects towards the provision of water to the District YTD	N/A	19	N/A	10	19	There are 19 water projects towards the provision of water in the district	None	None	N/A	26	7	0

## 4.7 SDBIP – Water and Sanitation Services

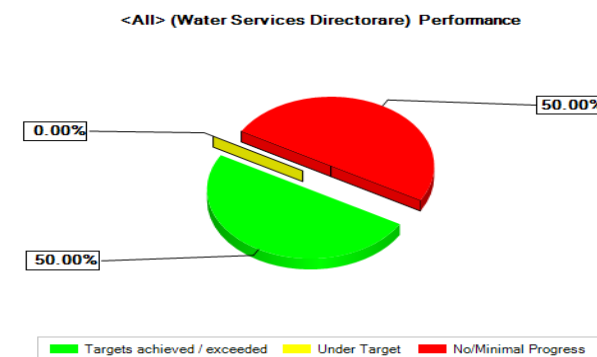
The **Water and Sanitation Services** Directorate achieved an overall score of **2.50** at the end of the second quarter, reflecting an increase from the first quarter result of **1.79**. Overall 50% (4/10) indicators achieved target, 50 % (4/10) had no/ minimal progress (2/10) were not applicable for reporting.

Some of the success were as follows:

- The demand management plan was submitted to Budget and Treasury.
- An amount of R38,291,027.87 out of operation and maintenance budget R22,600,000 maintenance and operations resulting to 169.43 exceeding the target of 50%
- The draft master plan is near completion the six items to be addressed have been dealt with.

Challenges were faced due to the low spending of the directorate's budget which is a 49.13, below the target of 75% , Only 68 reservoirs out of 384 have been metered . The Sanitation plan has not been developed and no risk assessment was conducted for the catchment treatment works.

The detail is below:



**SDBIP – WATER AND SANITATION SERVICES – VOTE 055 – Key Performance Indicators**

Hierarchy	ID	KPI	U O M	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Financial Viability\ Become Financially Viable\ Expenditure Management	M_1007	Percentage of operation and maintenance allocation spent on water services	%	MDM_DWS	R-value operation and maintenance allocation for water services spent / R-value budget	N/A	32.40	N/A	50	169.43	An amount of R38,291,027.87 out of operation and maintenance budget R22,600,000.00 has been spent up to the end of September.	Poor conditions of the water services infrastructure	Finalization of the Master Plan	5	100	-69.43	100
Financial Viability\ Become Financially Viable\ Expenditure Management	M_2199	Percentage of the actual budget related to the Directorate	%	MDM_DWS	Calculate the R-value total budget spent identified for financial year / R-value annual budget*100	50	15	1.30	75	49.13	An amount of R252,892,920.14 of R514291266 has been spent to date. Actual expenditure for month of November is	None	None	1.66	100	50.87	12

Hierarchy	ID	KPI	U O M	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Financial Viability\ Become Financially Viable\ Supply chain management	M_1049	Demand management plans related to Water Services developed and submitted to B&T	#	MDM_DWS	Number of demand management plans related to Water Services developed and submitted to B&T / Number planed	N/A	1	N/A	N/A	1	Demand management plan developed	Compliance to the plan	Recruitment plan has been developed	N/A	1	0	1
Service Delivery\ Develop and maintain infrastructure\ Operations	M_1218	Number of functional water flow meters at reservoirs ytd	#	MDM_DWS	Number water reservoirs metered	N/A	68	N/A	40	68	68 water reservoirs metered	Unaccounted water usage from the reservoirs that are not metered.	Requisitions to be generated for the installation of the remaining reservoirs	5	84	16	24

Hierarchy	ID	KPI	U O M	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Service Delivery\ Develop and maintain infrastructur e\ Operations	M_852	Customer Services Charter for water reviewed and approved by management ytd	#	MDM_ WSOP	Number of times the Customer Services Charter for water reviewed and approved by management ytd	N/A	1	N/A	N/A	1	Customer Service Charter for Water Services has been approved by Council as per Council Resolution No 47/2016 On the 29 July	None	None	N/A	1	0	1
Service Delivery\ Develop and maintain infrastructur e\ Water Quality	M_1232	Number of quarterly reports on the development of the WSDP submitted to Management ytd	#	MDM_ DWS	Number of reports on the development of the WSDP submitted to management / Number reports planned	3	1	1.33	6	1	One report on the development of the WSDP has been submitted to Management	None	None	1.17	12	11	12

Hierarchy	ID	KPI	U O M	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Service Delivery\ Develop and maintain infrastructure\ Water Quality	M_200	Percentage of initiatives taken to reduce water loss ytd	%	MDM_DWS	Calculate the number of initiatives taken to reduce water loss/Total number of initiatives *100	25	50	5	50	100	The initiatives are included in the approved budget, see line items under Water Services Vote	None	None	5	100	0	36.53
Service Delivery\ Provide Clean and safe water\ Water Quality	M_118	Number of villages provided with water ytd	#	MDM_DWS	Number villages that could be provided with current bulk water supply / Total number of villages	186	266	4.43	186	192	90 communities get water for 6 to 7 days a week, whereas 102 get water 3 to 5 days a week, and 130 get water for 2 days a week or less.	Inadequate of water resources due to population growth and vandalism of the water supply infrastructure.	Development of ground water in order to meet the demand	3.03	234	42	0
Service Delivery\ Provide Clean and safe water\ Water Quality	M_123	Mega litres water of produced ytd	#	MDM_DWS	Mega litres water produced	12696	9828.07	2.77	25392	14201.21	15231.21ML of water has been produced year to date, whereas the production for November is 3 373.8ML	None	None	1.56	50370	36168.79	22843.23

Hierarchy	ID	KPI	U O M	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Service Delivery\ Provide Clean and safe water\ Water Quality	M_1_22_4	Mega Litres of waste water treated ytd	#	MDM_DWS	Mega litres waste water treated	3063.60	406.97	1.13	6127.20	649.61	649.61 Mega litres of wastewater treated to date, whereas waste water treated for the month of December is 147.00ML	Poor condition of the wastewater plant.	Refurbishment of wastewater plant	1.11	12192	11542.39	10855.96

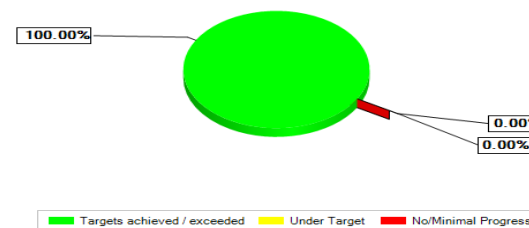
## 1.1 SDBIP – Community Services

The **Community Services** Directorate achieved an overall score of **3.88** at the end of the second quarter, reflecting an increase in performance as compared to the first quarter result of **3.17** in the first quarter. Overall, 100% (14/15) indicators achieved target (1/15) was not applicable for reporting.

Some of the successes were as follows:

- Two campaigns were held to implement the air quality projects, the Abhor week celebration, the distribution of indigenous trees to 21 schools in the district and the district open day biosphere open day and tree planting in Maruleng.
- Four Community Safety forum (CSF) meetings were coordinated and supported at district and provincial level on the 13 December 2016 exceeding the target of 2.

<All> (Community Services Directorate) Performance





- Fourteen (14) water samples were taken by EHPs for bacteriological analysis; Results shows that only 80% of the samples analysed do comply with the national water quality standards and 20% are not, and 4 purification plants were inspected.
- Sixteen (16) sport activities were coordinated and supported during the Mid-year review
  - 11 School Awareness sessions were conducted from July to December 2016
  - One Environmental Impact Assessment was conducted in the Ba Phalaborwa Copper mines
  - A total directorate expenditure of 524.88 % percent has been exceeding the target of 50%
  - 11 Water samples were taken for bacteriological analysis.
  - 2 water purification plants were inspected in Giyani and Mathswi
  - 3 Sewage treatment plants were exceeded
  - 5 health education sessions were conducted.

Challenges were experienced due the only one inspection done in the Nsami water plant on the 22 December 2016 and no performance data was supplied in some indicators

The detail is below:

**SDBIP – COMMUNITY SERVICES – VOTE 0 060, 070, 075 – Key Performance Indicators**

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16					Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		

Hierarchy	I D	KPI	U O M	O w n e r	Instruction	Sep 16			Dec 16					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Financial Viability\ Become Financially Viable\ Expenditure Management	M-2255	Percentage of actual budget spent ytd	%	MDM-DCMServ	R-value total budget spent / R-value annual budget*100	25	342	5	50	524.88	The total expenditure in percentage is as follows: - Health, Environment and Waste Management 539.40; Community Services: 499.64; Fire Services: 526.65; Disaster Management: 533.83. The average expenditure is 524.88 percent.	High S&T and overtime expenditure are the main challenges.	Effectively manage S&T by strengthening internal controls.	5	100	-424.88	100

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16						Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Financial Viability\ Become Financially Viable\ Supply chain management	M-1050	Demand management plan developed and submitted to Budget and Treasury ytd	#	MDM-DCOMSERV	Number of demand management plans related to Community Services developed and submitted to B&T ytd	N/A	1	N/A	N/A	1	The Demand Management Plan was submitted once in September 2016.	NONE	NONE	N/A	1	0	1
Good Governance and Public Participation\ Democratic and accountable organisation \ Administration	M-2202	Percentage of food safety meeting Resolutions implemented ytd	%	MDM-DCOMSERV	Count number of resolutions implemented against number of resolutions taken ytd	100	N/A	1	100	100	All the 2 identified Food Safety resolutions were implemented.	NONE	NONE	3	100	0	100

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Service Delivery\ Develop and maintain infrastructure\ Environment and Waste management	M-2210	Number of Air quality management projects implemented ytd	#	MDMDCOMSERV	Count number of projects implemented against number identified in the Air Quality Management Plan ytd.	3	100	5	6	100	Communities were encouraged to plant more of green trees as a way of cleaning the air from carbons. Two campaigns were held, labor week celebration and distribution of indigineous trees to 21 schools all around the district, and also District biosphere open day and tree planting at Maruleng were supported.	None	N/A	5	12	-88	1

Hierarchy	I D	KPI	U O M	O w n e r	Instruction	Sep 16			Dec 16					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Service Delivery\ Effective coordination of public transport systems\ Public Transportation	M-1331	Number of Community Safety Forums (CSFs) coordinated	#	MDMDCOMSERV	Count number of CSFs coordinated and supported ytd	1	2	5	2	4	Attended 1 provincial SCF forum meeting on the 13th December 2016; bringing the total to 4 meetings from July to date.	None	None	5	4	0	4

Hierarchy	I D	KPI	U O M	O w n e r	Instruction	Sep 16			Dec 16					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Service Delivery\ Effective coordination of public transport systems\ Public Transportation	M-201	Percentage of Community Safety Forum (CSF) resolutions implemented ytd	%	MDM-DCOM Serv	Count number of resolutions implemented against number of resolutions taken ytd	100	100	3	100	100	No resolution taken during the reporting period of December 2016; Rural Safety meeting was held at Tzaneen on the 08 11 2016; and no specific resolution was taken that required implementation	None	None	3	100	0	1

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Service Delivery\ Improve Community well-being\ Environmental and Waste Management	M-2204	Percentage of Environmental Impact Assessment on new developments (EIA) conducted	%	MDM-DCOMSERV	Count number of EIA conducted against number requested ytd	100	N/A	1	100	100	One EIA was done on Palabora Copper (Pty) Limited proposes to implement the Smelter Retrofit Project at its existing mine, smelter and refinery complex.	None	None	3	100	0	100
Service Delivery\ Improve Community well-being\ Fire Services	M-2211	Number of fire awareness sessions conducted in schools ytd	#	MDM-DCOMSERV	Number of fire awareness sessions conducted for schools / Number of awareness sessions planned	5	8	4.60	10	11	11 School Awareness sessions were conducted from July to December 2016	None	N/A	3.10	20	9	26

Hierarchy	I D	KPI	U O M	O w n e r	Instruction	Sep 16			Dec 16					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Service Delivery\ Improve Community well-being\ Municipal Health	M- 2205	Number of water samples taken for laboratory analysis.	#	M D M- D C o m S e r v	Count number of water samples taken and sent to lab for bacteriologi cal/chemic al analysis ytd.	5	14	5	10	38	11 water samples were taken for bacteriological analysis and 1 sample for both chemical and bacteriological analysis during December 2016. This brings the total number of samples taken from July to December 2016 to 38. Results of 4 samples are compliant while results of 8 samples are still pending. 11 water samples 'results for November 2016 are out and they conform to standards.	Delay in the processing of water samples results by NHLS which have a negative impact on non- compliant water sources with regard to intervention measures to be implemented.	The Dept. has applied for Credit Agreement with NHLS which after approval we would be taking our samples directly to NHLS laboratory so as to speed-up turn- around time of samples' results.	5	20	-18	38



Hierarchy	I D	KPI	U O M	O w n e r	Instruction	Sep 16			Dec 16					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Service Delivery\ Improve Community well-being\ Municipal Health	M- 2206	Number of food samples taken for laboratory analysis.	#	M D M- D C o m S e r v	Count number of food samples taken and sent to lab for bacteriologi cal/chemic al analysis ytd	1	N/A	1	2	11	There was no samples taken during December 2016; and the number of samples taken from July to December 2016 remains at 11.	Lack of sampling equipment and apparatus.	Submission has been made to Budget and Treasury for the purchase of sampling apparatus/equip ment.	5	4	-7	7

Hierarchy	I D	KPI	U O M	O w n e r	Instruction	Sep 16			Dec 16					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Service Delivery\ Improve Community well-being\ Municipal Health	M 2 2 0 7	Number of inspections conducted in water purification plants	#	M D M - D C o m S e r v	Count the number of inspections conducted on water plants ytd	5	5	3	10	21	2 Water purification plants (Giyani and Matshwi) were inspected during December 2016; this brings to a total number of inspections conducted on water purification plants to 21 from July 2016 to date.	The only challenge noticed was that of maintenance of plant and equipment at Giyani water purification plant.	Compliance report was written and given to the Manager. in charge.	5	20	-1	19

Hierarchy	I D	KPI	U O M	O w n e r	Instruction	Sep 16			Dec 16					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Service Delivery\ Improve Community well-being\ Municipal Health	M 2 2 0 8	Number of inspections conducted in sewage treatment plants.	#	M D M - D C o m S e r v	Count the number of inspections conducted on sewer plants ytd	5	5	3	10	10	3 Sewage treatment plant were inspected during December 2016. This brings to a total of 10 sewage plants that were inspected from July 2016 to date.	Shortage of personnel.	A proposed organogram has been submitted to Human Resource which if approved can address this challenge.	3	20	10	16

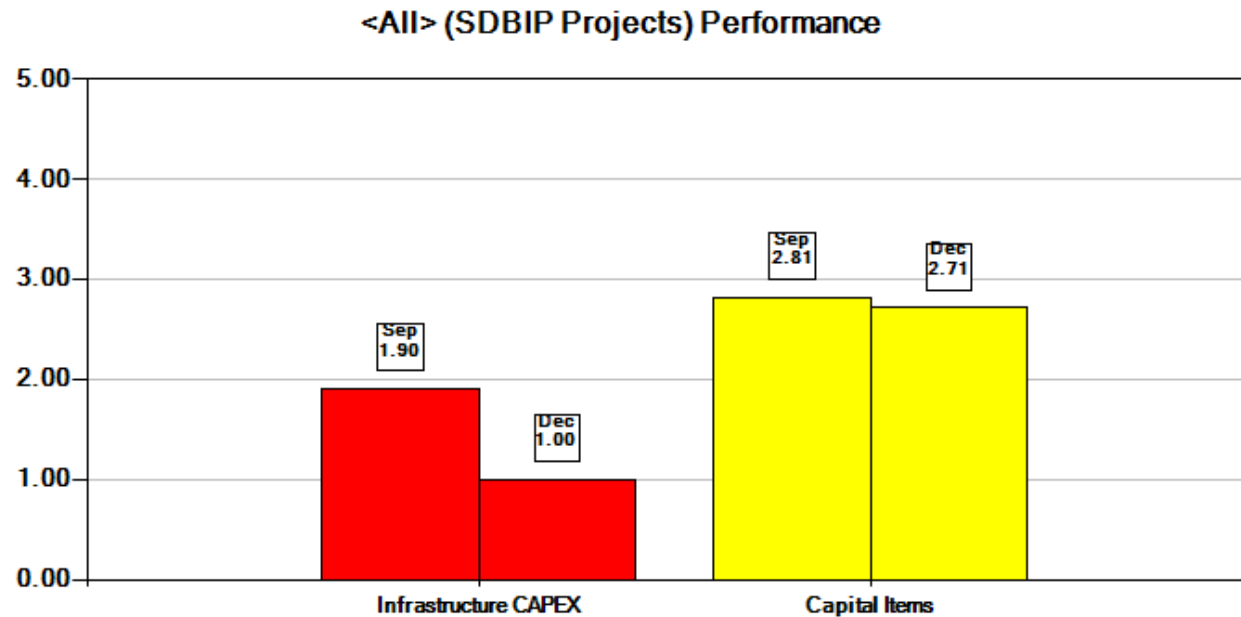
Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16					Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action			
Service Delivery\ Improve Community well-being\ Municipal Health	M-2209	Number of health and hygiene workshops conducted ytd	#	MDM - D C o m S e r v	Count the number of community education/ workshops conducted ytd	1	3	5	2	16	5 health and hygiene educations sessions were conducted to food handlers in the district during December 2016. This brings to a total number to 16 health and hygiene workshops conducted since July 2016 to December 2016.	Limited budget, lack of promotional materials and shortage of personnel.	To advocate for more budget and promotional materials and proposed organizational structure has been submitted to Human Resource.	4	-12	3

Hierarchy	I D	KPI	U O M	O w n e r	Instruction	Sep 16			Dec 16					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Service Delivery\ Improve Community well-being\ Sport, Arts and Culture	M 1 2 7 0	Number of sport activities coordinated ytd	#	M D M – D C o m S e r v	Count number of sport activities coordinated and supported YTD	3	21	5	6	35	2 activities coordinated and supported during December 2016. 35 activities took place from July to November 2016.	NONE	NONE	5	12	-23	14

Hierarchy	I D	KPI	U O M	O w n e r	Instruction	Sep 16			Dec 16					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Service Delivery\ Improve Community well-being\ Sport, Arts and Culture	M 3 5 1	Number of Arts and Culture, MRM, Heritage and Library activities supported ytd	#	M D M - D C o m S e r v	Count the number of Arts and Culture, Heritage and Library activities supported YTD	1	10	5	2	16	3 activities (Mapungubwe Cultural street Carnival, Mapungubwe Lecture Day, and Mapungubwe Marathon) supported during this reporting period. The total number of activities coordinated and supported from July to December 2016 is 16.	NONE	NONE	5	4	-12	4

## 2. SDBIP Project Implementation

The Infrastructure problems achieved a score of **1.00** in the second quarter , this is a decline in performance as compared to the first quarter performance of **1.90** The capital Items attained a score of **2.71** in the second quarter, this is a decline in performance as compared to the first quarter with a score of **2.81**



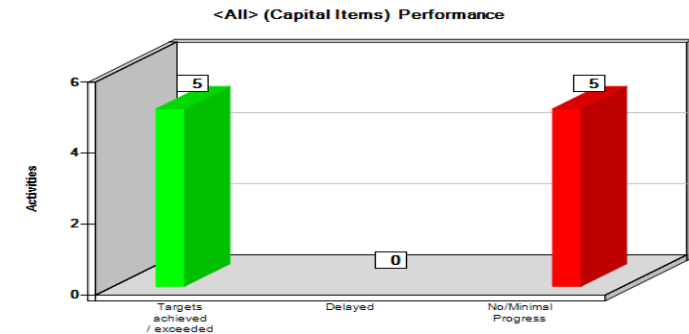
### 2.1 Capital Projects

At the end of the first quarter, only 50% (4/10) capital items achieved target and 50% (5/10) had no minimal progress.

Some of the successes were as follows:

- Specifications for procurement were submitted to supply chain.

Challenges were faced due to non-capturing and delays in supply chain processes.



### Capital Project Implementation Scorecard

Hierarchy	I D	Projects	O w n e r	Annual Target	Instruction	Sep 16				Dec 16							
						Activity	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Budget & Treasury Directorate\ Financial Viability\ Become financially viable\ Furniture	C I t e m - 0 1	Furniture	M D M - C F O	100	Procurements of municipal Furniture	Not applicable this quarter	0	0	N/A	Advertise, appoint and procure	25	74	R183 861 has been spent out of a total budget of R250 000	No challenges	No corrective action required	5	250000
Budget & Treasury Directorate\ Financial Viability\ Become financially viable\ Vehicles	C I t e m - 0 2	Vehicles	M D M - C F O	100	Procurement of municipal operational Vehicles	Not applicable this quarter	0	0	N/A	Advertise, appoint and procure	100	0	R0 has been spent out of a budget of R250 000.00	Advert was done in December but was later withdrawn due to the many holidays	Advert will be out by the 31st January 2017	1	250000



Hierarchy	ID	Projects	Owner	Annual Target	Instruction	Sep 16				Dec 16							
						Activity	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Community Services Directorate\ Service Delivery\ Improve Community well-being\ Fire Services	Clt em - 03	Fire & rescue services (specialized vehicles, high angle boat); (replacement of fire vehicles)	MDM - DCOMSERV	100	Fire & rescue services (specialized vehicles, high angle boat); (replacement of fire vehicles)	Development of specifications	5	25	5	Advertisement of the tender	10	50	Specifications submitted to Budget and treasury in the first quarter.	Tenders were advertised but not processed	Re advertisement of the tenders and appointment of suppliers before the end of the third quarter	5	300000
Community Services Directorate\ Service Delivery\ Improve Community well-being\ Fire Services	Clt em - 04	Provision of Fire and rescue equipment	MDM - DCOMSERV	100	Provision of Fire and rescue equipment	Development of specifications	5	25	5	Advertisement of the tender	10	25	Submissions of specifications to BTO for further processing was done.	Delay in the processing of specifications for tendering process	Made a follow up with BTO	5	500000
Community Services Directorate\ Service Delivery\ Improve Community well-being\	Clt em - 05	Provision of containerised sleeping facility	MDM - DCOM	100	Provision of containerised sleeping facility	Development of Specifications	25	25	3	Advertisement of tender	50	50	Specifications were submitted to BTO for further processing	Delay in the processing of specifications for tendering process	Made a follow up with BTO	3	476000

Hierarchy	I D	Projects	O w n e r	Annual Target	Instruction	Sep 16				Dec 16							
						Activity	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Fire Services			S e r v														
Community Services Directorate\ Service Delivery\ Improve Community well-being\ Fire Services	C l t e m - 0 6	Purchasin g of Furniture and fittings	M D M - D C o m S e r v	100	Purchasin g of Furniture and fittings	Not applicable this quarter	0	25	N/A	Advertise, appoint and procure	25	25	Specificatio n was submitted to Budget and Treasury in August 2016 .	Delay to procure by BTO.	Follow up with BTO	3	650000
Corporate Services Directorate\ Good Governance and Public Participation \ Manage through information\ Managemen t Information	C l t e m - 1 1	Installatio n of the Office wireless LAN	M D M - D C o r p S e r v	100	Installatio n of the Office wireless LAN	Develop business plan for office wireless LAN	50	6.67	1.13	Issue order to successful bidder, to install wireless LAN	100	0	No performanc e data supplied	No performan ce data supplied	No perform ance data supplied	1	600000

Hierarchy	I D	Projects	O w n e r	Annual Target	Instruction	Sep 16				Dec 16							
						Activity	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Corporate Services Directorate\ Good Governance and Public Participation \ Manage through information\ Managemen t Information	C l t e m - 0 7	Purchasin g of Computer s	M D M - D C o r p S e r v	100	Purchasin g of Computer s	Specificati ons drafted. Issue tender advert, receive & evaluate bids.	20	6.67	1.33	Issue order to successful bidder and receive new computers and laptops	30	N/A	No performanc e data supplied	No performan ce data supplied	No perform ance data supplied	1	550000
Corporate Services Directorate\ Good Governance and Public Participation \ Manage through information\ Managemen t Information	C l t e m - 0 8	Installatio n of the Server	M D M - D C o r p S e r v	100	Installatio n of the Server	Specificati ons drafted. Issue tender advert, receive & evaluate bids.	20	6.67	1.33	Issue order to successful bidder, receive new servers. Commission and setup new servers.	50	N/A	No performanc e data supplied	No performan ce data supplied	No perform ance data supplied	1	800000
Corporate Services Directorate\ Good Governance and Public Participation \ Manage	C l t e m - 1 0	Server Room Refurbish ment	M D M - D C o r	100	Server Room Refurbish ment	Specificati ons drafted. Issue tender advert, receive & evaluate	20	6.67	1.33	Issue order to successful bidder, receive new servers. Commission and setup	50	N/A	No performanc e data supplied	No performan ce data supplied	No perform ance data supplied	1	400000

Hierarchy	I D	Projects	O w n e r	Annual Target	Instruction	Sep 16				Dec 16							
						Activity	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
through information\ Managemen t Information			p S e r v			bids.				new servers.							

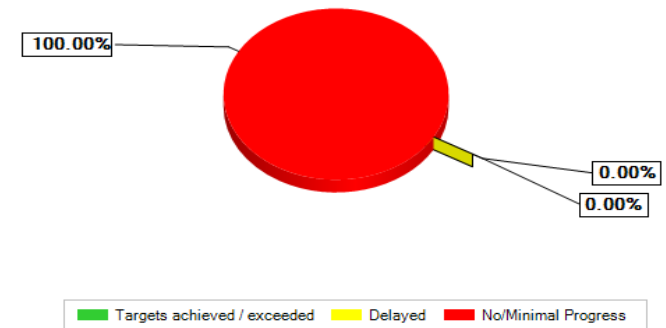
## 2.2 Infrastructure projects

The Overall achievement is that 100% (19/19) had no minimal progress

Challenges were faced due to performance data that was not supplied.

The detail is below:

<All> (Infrastructure CAPEX) Performance



Hierarchy	ID	Projects	Owner	Annual	Instruction	16-Sep	16-Dec
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				Target		Activity	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Engineering Services Directorate\ Service Delivery\ Develop and maintain infrastructure\ Fire Services	CPW - 01	Upgrading of the Fire Station	MDM_DEng	100	Upgrading of the Fire Station	Fire station upgrades	15	N/A	1	Fire station upgrades	50	0	No performance data was supplied			1	250000
Engineering Services Directorate\ Service Delivery\ Develop and maintain infrastructure\ Sanitation Infrastructure	CPW - 18	Mopani Rural household sanitation phase	MDM_DEng	100	Mopani Rural household sanitation phase	Construction_(Beneficiaries identification, Pit digging, Pit lining, Delivery of materials to site)	25	N/A	1	Construction_(Beneficiaries identification, Pit digging, Pit lining, Delivery of materials to site, Casting of slabs, building Top structures, Happy letters)	70	0	No performance data was supplied			1	12834547
Engineering Services Director	CPW -	Kampersrus (WWTW and	MDM_DEng	100	Kampersrus (WWTW and	Preliminary and General; Site	30	92	5	Preliminary and General; Site	45	0	No performance data was supplied			1	30778958

Hierarchy	ID	Projects	Owner	Annual Target	Instruction	16-Sep				16-Dec							
						Activity	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
ate\ Service Delivery\ Develop and maintain infrastructure\ Sanitation Infrastructure	02	Reticulation\ Sewage Plant			Reticulation\ Sewage Plant	Clearance, Earthworks - Pipe Trenches, Bedding - Pipes, Sewers Pipes				Clearance, Earthworks - Pipe Trenches, Bedding - Pipes, Sewers Pipes							
Engineering Services Directorate\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CPW-13	Borehole Development	MDM_DEng	100	Borehole Development	Drilling of boreholes and water pipelines reticulation	15		1	Drilling of boreholes and water pipelines reticulation	45	0	No performance data was supplied			1	16650000
Engineering Services Directorate\ Service	CPW-17	Sekgoses e ground water development scheme	MDM_DEng	100	Sekgoses e ground water development scheme	Drilling of boreholes and water pipelines reticulation	15		1	Drilling of boreholes and water pipelines reticulation	45	0	No performance data was supplied			1	5328326

Hierarchy	ID	Projects	Owner	Annual Target	Instruction	16-Sep				16-Dec							
						Activity	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Delivery\ Develop and maintain infrastructure\ Water Infrastructure																	
Engineering Services Directorate\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CPW-19	Lephephane Bulk Water	MDM_DEng	100	Lephephane Bulk Water	Drilling of boreholes and water pipelines reticulation	15		1	Drilling of boreholes and water pipelines reticulation	45	0	No performance data was supplied			1	20890000
Engineering Services Directorate\ Service Delivery\ Develop and	CPW-14	Jopie-Mawa (Ramotshinyadi) Bulk Line and Reticulation	MDM_DEng	100	Jopie-Mawa (Ramotshinyadi) Bulk Line and Reticulation	Excavation, Compaction, Laying of pipes, installation on valves and chambers,	15		1	Excavation, Compaction, Laying of pipes, installation on valves and chambers, erf	50	0	No performance data was supplied			1	31988562

Hierarchy	ID	Projects	Owner	Annual Target	Instruction	16-Sep				16-Dec							
						Activity	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
maintain infrastructure\ Water Infrastructure						erf connection, installation of stand pipes, Backfilling, testing.				connection, installation of stand pipes, Backfilling, testing.							
Engineering Services Directorate\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CPW – 15	Jopie-Mawa (Ramotshinyadi)	MDM_DEng	100	Jopie-Mawa (Ramotshinyadi)	Excavation, Compaction, Laying of pipes, installation on valves and chambers, erf connection, installation of stand pipes, Backfilling, testing.	15		1	Excavation, Compaction, Laying of pipes, installation on valves and chambers, erf connection, installation of stand pipes, Backfilling, testing.	50	0	No performance data was supplied			1	11610817



Hierarchy	ID	Projects	Owner	Annual Target	Instruction	16-Sep				16-Dec							
						Activity	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Engineering Services Directorate\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CPW-16	Ba-Phalaborwa upgrading Water Reticulation and Extensions of phase 1-phase 2a&2b	MDM_DEng	100	Ba-Phalaborwa upgrading Water Reticulation and Extensions of phase 1-phase 2a&2b	Excavation, Compaction, Laying of pipes, installation on valves and chambers, erf connection, installation of stand pipes, Backfilling, testing.	15		1	Excavation, Compaction, Laying of pipes, installation on valves and chambers, erf connection, installation of stand pipes, Backfilling, testing.	50	0	No performance data was supplied			1	29557857
Engineering Services Directorate\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CPW-20	Thabina Regional Water Scheme, water reticulation and cost recovery	MDM_DEng	100	Thabina Regional Water Scheme, water reticulation and cost recovery	Project year planned scope completion (Site establishment, Site clearance and setting up, Excavations, Pipe laying, Drilling of boreholes,	25		1	Project year planned scope completion (Site establishment, Site clearance and setting up, Excavations, Pipe laying, Drilling of boreholes, Electrification	50	0	No performance data was supplied			1	15192690

Hierarchy	ID	Projects	Owner	Annual Target	Instruction	16-Sep				16-Dec							
						Activity	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
						Electrification of boreholes				n of boreholes							
Engineering Services Directorate\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CPW-04	Water Reticulation in MLM	MDM_DEng	100	Water Reticulation in MLM	Site Establishment, Excavation and Bedding	15	94	5	Trench Excavation, Bedding, Pipe Laying and Backfilling	40	0	No performance data was supplied			1	56526731
Engineering Services Directorate\ Service Delivery\ Develop	CPW-11	Hoedspruit Bulk Water Supply	MDM_DEng	100	Hoedspruit Bulk Water Supply	Site Establishment, Excavation and Bedding	15	54	5	Excavation, Compaction, Laying of pipes, installation on valves and chambers	50	0	No performance data was supplied			1	31321895

Hierarchy	ID	Projects	Owner	Annual Target	Instruction	16-Sep				16-Dec							
						Activity	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
and maintain infrastructure\ Water Infrastructure										erf connection ,installation of stand pipes, Backfilling ,testing.							
	C P W – 11	Tours Bulk Water Treatment	MDM_ DEng	100	Hoedspruit Bulk Water Supply	Site Establishment, Excavation and Bedding	15	54	5	Excavation, Compaction , Laying of pipes, installation on valves and chambers ,erf connection ,installation of stand pipes, Backfilling ,testing.	50	0	No performance data was supplied			1	31321895
Engineering Services Directorate\ Service Delivery\ Develop and maintain infrastru	C P W – 05	Tour Water Scheme, Bulk line, Refurbishment and Reticulation	MDM_ DEng	100	Tour Water Scheme, Bulk line, Refurbishment and Reticulation	Trench Excavation, Bedding, Pipe laying, Weeding, Blanket and Fill; Concrete Works- Air	15		1	Trench Excavation, Bedding, Pipe laying, Weeding, Blanket and Fill; Concrete Works- Air and Scour valves, and	40	0	No performance data was supplied			1	42738762

Hierarchy	ID	Projects	Owner	Annual Target	Instruction	16-Sep				16-Dec							
						Activity	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Water Infrastructure						and Scour valves				stand pipes							
Engineering Services Directorate\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CPW-06	Sefotse to Ditshosine BWS (Main)	MDM_DEng	100	Sefotse to Ditshosine BWS (Main)	Trench Excavation, Bedding, Pipe laying, Weeding, Blanket and Fill; Concrete Works- Air and Scour valves	15		1	Trench Excavation, Bedding, Pipe laying, Weeding, Blanket and Fill; Concrete Works- Air and Scour valves	45	0	No performance data was supplied			1	19931510
Engineering Services Directorate\ Service Delivery\ Develop and maintain infrastructure\	CPW-07	Sesfotse to Ditshosine Bulk Water Supply(Ramorake)	MDM_DEng	100	Sesfotse to Ditshosine Bulk Water Supply(Ramorake)	Trench Excavation, Bedding, Pipe laying, Weeding, Blanket and Fill; Concrete Works- Air and Scour	15		1	Trench Excavation, Bedding, Pipe laying, Weeding, Blanket and Fill; Concrete Works- Air and Scour valves	45	0	No performance data was supplied			1	109609840

Hierarchy	ID	Projects	Owner	Annual Target	Instruction	16-Sep				16-Dec							
						Activity	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Water Infrastructure						valves											
Engineering Services Directorate\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CPW-08	Thapane RWS (Water upgrading of water Reticulation GTM)	MDM_DEng	100	Thapane RWS (Water upgrading of water Reticulation GTM)	Trench Excavation, Bedding, Pipe laying, Weeding, Blanket and Fill; Concrete Works- Air and Scour valves	15		1	Trench Excavation, Bedding, Pipe laying, Weeding, Blanket and Fill; Concrete Works- Air and Scour valves	45	0	No performance data was supplied			1	7500000
Engineering Services Directorate\ Service Delivery\ Develop and maintain infrastructure\	CPW-09	Thapane RWS (Upgrading of Plant & Bulk Water Supply)	MDM_DEng	100	Thapane RWS (Upgrading of Plant & Bulk Water Supply)	Trench Excavation, Bedding, Pipe laying, Weeding, Blanket and Fill; Concrete Works- Air and Scour	15		1	Trench Excavation, Bedding, Pipe laying, Weeding, Blanket and Fill; Concrete Works- Air and Scour valves	45	0	No performance data was supplied			1	10000000

Hierarchy	ID	Projects	Owner	Annual Target	Instruction	16-Sep				16-Dec							
						Activity	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Water Infrastructure						valves											
Engineering Services Directorate\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CPW-10	Selwane Water Scheme	MDM_DEng	100	Selwane Water Scheme	Trench Excavation, Bedding, Pipe laying, Weeding, Blanket and Fill; Concrete Works- Air and Scour valves	15		1	Trench Excavation, Bedding, Pipe laying, Weeding, Blanket and Fill; Concrete Works- Air and Scour valves	30	0	No performance data was supplied			1	84575851
Engineering Services Directorate\ Service Delivery\ Develop and maintain infrastructure\	CPW-12	Water Reticulation in GLM villages	MDM_DEng	100	Water Reticulation in GLM villages	Trench Excavation, Bedding, Pipe laying, Welding, Blanket and Fill; Concrete Works- Air and Scour	30		1	Trench Excavation, Bedding, Pipe laying, Blanket and Fill, valves, and stand pipes	50	0	No performance data was supplied			1	6819907

Hierarchy	ID	Projects	Owner	Annual Target	Instruction	16-Sep				16-Dec							
						Activity	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Water Infrastructure						valves											

Figure 4: Project Implementation

### 3. Challenges and Recommendations

The following potential risks were identified through the Performance Management System at the end of the first quarter. These could have a negative impact on the achievement of targets as set out for the 2016/2017 financial year. Action is to be taken to mitigate these risks.

- The municipality received an Adverse Opinion for 15/16 fy.
- Slow implementation of projects
- Achievement of targets.
- Slow risk mitigation
- Slow implementation of Audit Committee recommendations
- Slow resolving of Internal and Auditor General findings
- Non capturing of performance indicators

#### Recommendations

- Projects and Indicators be submitted to IDP with plans, , designs and annual targets according to the strategies in the IDP
- Risks be mitigated according to the right method, transfer, infrastructure risks to the service providers and mitigate those that can be mitigated.
- Audit committee recommendations be mitigated according to the quarterly targets.
- AG action plan be developed immediately after the AG report then followed by resolving according to set targets and dates.
- Additional staff for monitoring the capturing of indicators and projects in the system.
- Commitments and taking pride in allocated duties
- Observing timelines at all costs

### 4. Progress on Annual Report 15/16

The following overall challenges were applicable at the first quarter of the 2015/2016 financial year. Progress during 2016/2017 is as follows:

15/16 Challenges	16/17 Progress
‣ Performance Reviews cascading of the employee performance management for officials other than directors have not taken place and will take place during the next financial year.	‣ Performance Reviews cascading of the employee performance management for officials other than directors have not taken place yet
‣ 100% (8/8) section 54 and 56 appointment have been made	‣ 62.5% (5/8) section 54 and 56 appointment have been made



15/16 Challenges	16/17 Progress
▶ Mega liters of water produced 209274	▶ Mega liters of water produced 14201.21
▶ Mega liters of water treated 1087.13 ▶	▶ Mega liters of water treated 649.61
▶ Percentage of total MIG budget spent on R81 636 091 has been spent out of a total budget of R524 206 719 = 16%	▶ Percentage of total MIG on R28 324 054.64 (R12 231 400.68 + R 16 092 653.96) out of a total budget of R288 907 000. 67, giving a total % of 9.8 %
▶ Audit report resulted in an adverse due to Issues of water related transactions, asset management and compliance with legislation.	▶ The Audit in adverse opinion
▶ 100% (13/13) bids/ tenders were awarded within 60 days of closure of tender advert.	▶ 0% bids/ tenders were awarded within 60 days of closure of tender advert.

## 5. Approval

\_\_\_\_\_  
Mr D.D Shitlhangu  
Acting Municipal Manager

\_\_\_\_\_  
Date:

\_\_\_\_\_  
Ms N. Rakgoale  
Executive Mayor

\_\_\_\_\_  
Date:

## 6. Limitations of Evaluation

1. The analysis contained in this report was based on information received until December 2016. Where no information was supplied, a **1.00** score was attached.
2. The automated system designed for Mopani District Municipality's Performance Management System requirements was used to capture and calculate scores. Any errors made in terms of incorrect data, formats or capturing into incorrect fields will have a direct impact on the final scores.
3. All budget related data must be verified against the Municipal Financial System. Values input into the Performance Management System should be cumulative expenditure figures to give a true reflection of the actual performance.

