

Mopani District Municipality



Third quarter Performance Report – Non Financial Performance March 2017

Financial Year 2017-2018

Table of Contents

1. Introduction	3
2. Components of the First Quarter Performance Report.....	4
3. Overall Municipal Performance	4
3.1 SDBIP Performance	5
3.2 Strategy Map.....	7
4. SDBIP Non-financial Performance	9
4.1 SDBIP – Office of the Municipal Manager	9
4.2 SDBIP – Office of the Executive Mayor	26
4.3 SDBIP – Budget and Treasury.....	36
4.4 SDBIP – Corporate Services.....	46
4.5 SDBIP – Planning and Development	56
4.6 SDBIP – Engineering Services.....	63
4.7 SDBIP – Water and Sanitation Services	68
1.1 SDBIP – Community Services	73
2. SDBIP Project Implementation	87
3. Challenges and Recommendations.....	111
4. Progress on first Report 16/17	111
5. Approval.....	112
6. Limitations of Evaluation	112

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 provider¹
 - 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 indicators². The SDBIP³ for 17/18 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
Un acceptable Performance	1-1.99	0.0%	66%
Performance not fully effective	2 -2.99	66.7%	99.9%
Fully effective	3 -3.99	100%	132%
Performance significantly above expectations	4 -4.99	133%	166.9%
Outstanding Performance	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

¹ 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.

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

³ 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 third quarter Report 17/18
- 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 17/18, 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 was at a score of **2.19** reflecting an improvement as compared second quarter performance of **1.32** and the first quarter performance of **2.03**. A graphical and breakdown of performance is as below. More information is provided in the monthly departmental reports.

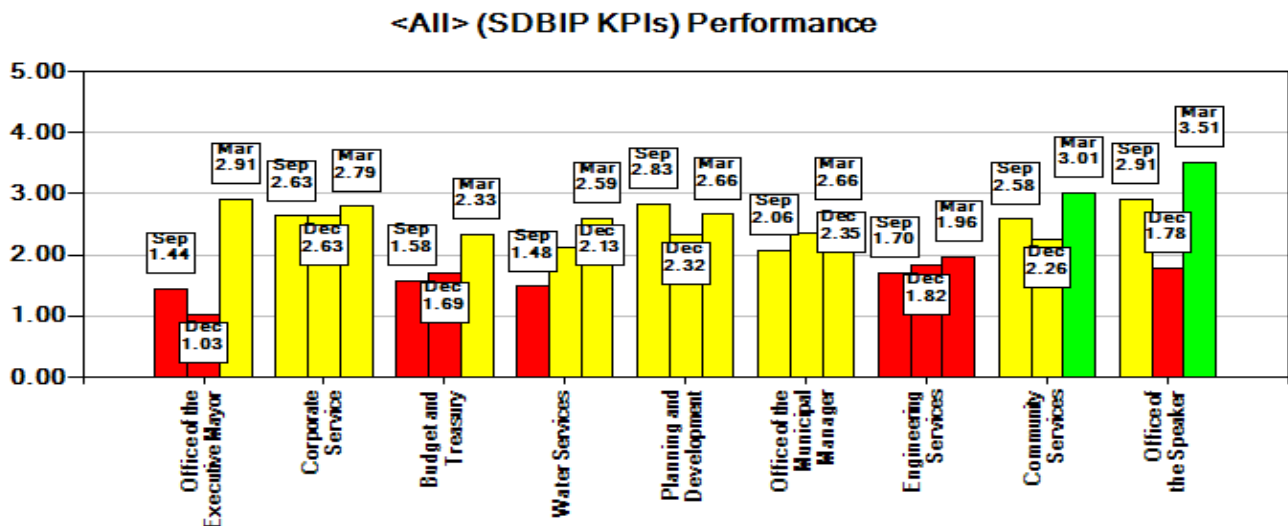


Figure 1: Overall Organisational Performance

3.1 SDBIP Performance

The Scorecard as per the SDBIP 2017/2018 contains the KPIs and set targets as negotiated with the community. The overall performance level achieved below target with a score of **2.71**, this reflects an improvement in performance as compared to the second quarter performance of **1.55** and an improvement in performance as compared to the first quarter score of **2.31**. Below is a summary of the achievements of the targets for the Key Performance Indicators (KPIs) per KPA and Strategic Objective.

<All> (SDBIP Key Performance Areas)	Sep 17	Dec 17	Mar 18
	AVG	AVG	AVG
	2.74	2.22	2.74
Good Governance and Public Participation	2.76	1.48	3.05
To promote democracy and sound Governance	2.77	1.89	3.05
To strengthen record keeping & knowledge management	2.75	1.07	3.00
Financial Viability	1.99	1.94	2.42
To increase revenue generation and implement financial control systems	1.99	1.94	2.42
Basic Service Delivery	1.82	1.67	2.29
To have integrated infrastructure development	2.33	2.19	2.56
To improve community safety, health and social well-being	2.14	1.81	3.30
To accelerate sustainable infrastructure and maintenance in all sectors of development	1.00	1.00	1.00
Municipal Transformation and Organisational Development	2.10	2.78	2.89
To inculcate entrepreneurial and intellectual capabilities	2.10	2.78	2.89
Local Economic Development	3.68	3.47	3.89
To promote Economic Sectors of the District	3.68	3.47	3.89
Spatial Rationale	3.00	2.94	2.24
To have efficient economic and integrated use of land space	3.00	2.94	2.24

Table 3: SDBIP Performance

At the end of the third quarter, 2 Key Performance Areas achieved the target of 3, and 4 strategic objectives achieve target .

<All> (SDBIP Key Performance Areas) Performance

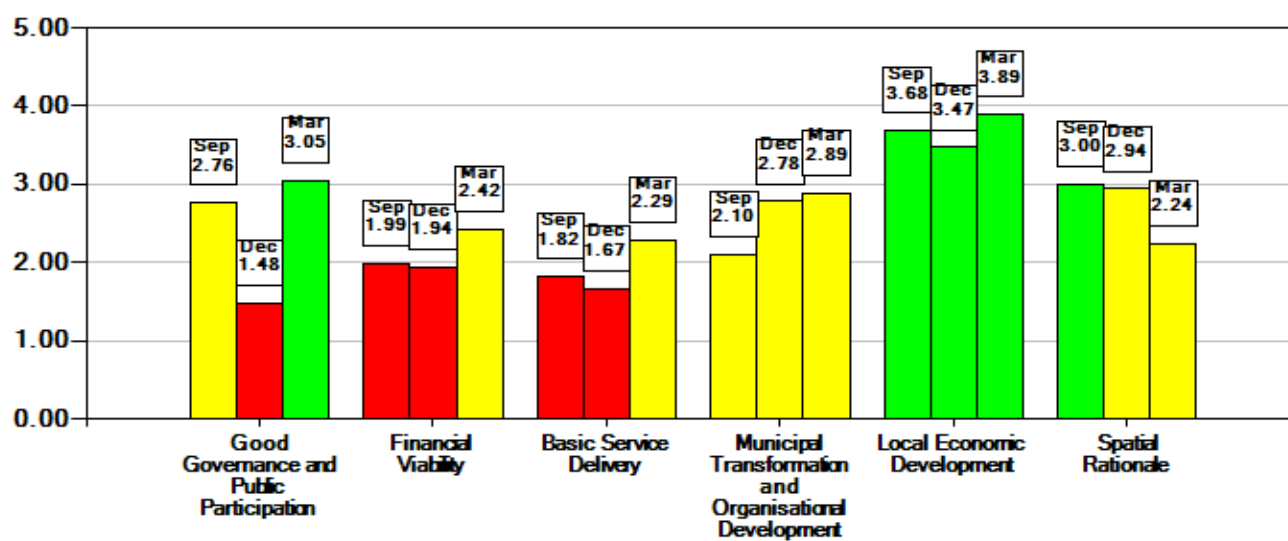
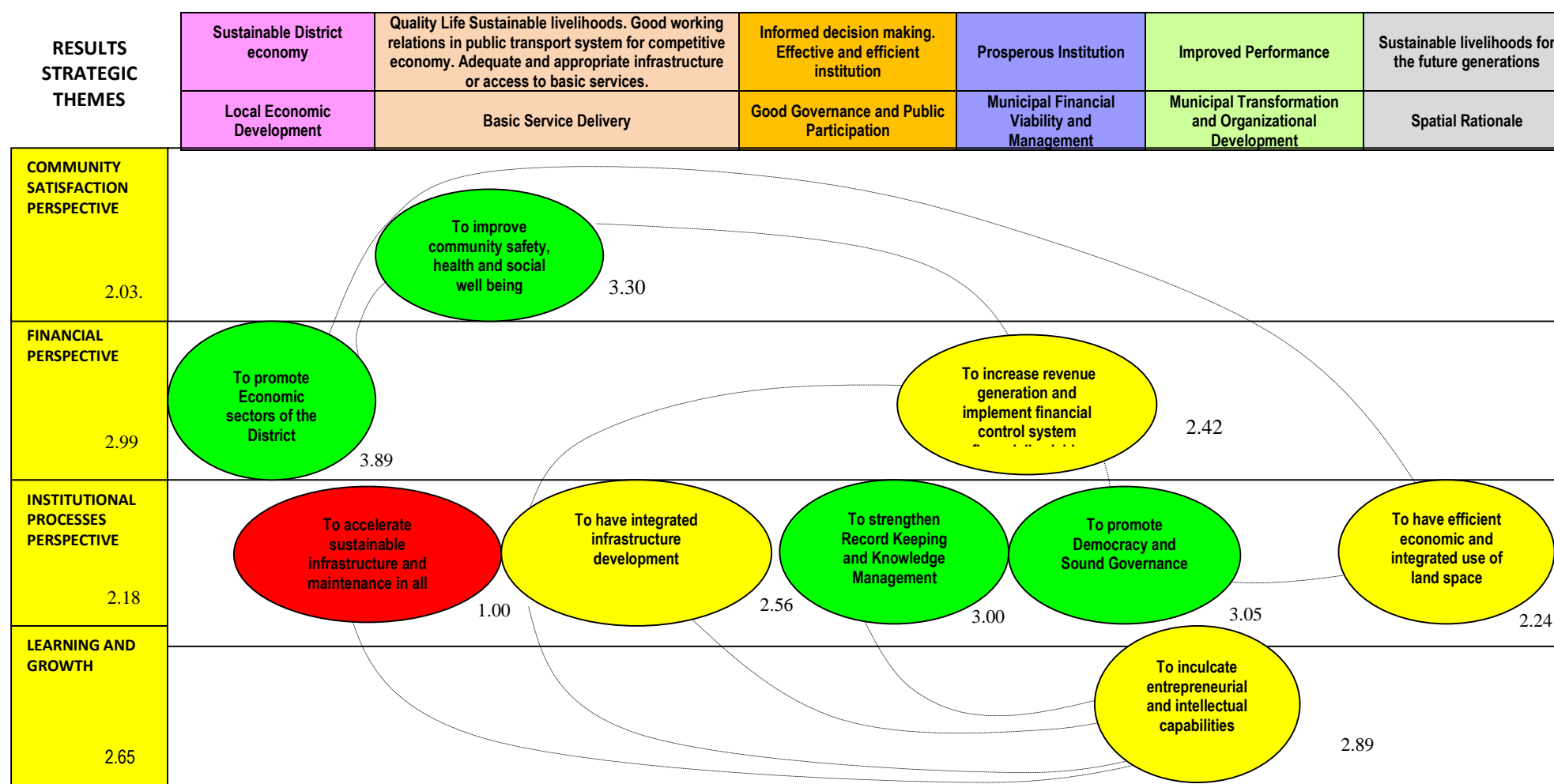


Table 4: Graphical presentation of the SDBIP Performance

3.2 Strategy Map

The Strategy Map scores shown below are for March 2018 and are based on the Strategic Scorecard Performance as contained in the IDP and SDBIP.

Figure 2: Strategy Map



Mopani District Municipality has nine strategic objectives, only three strategic objectives achieved target, that is ; To Promote Economic Sectors of the District at a score of **3.89**; To have efficient economic and integrated use of land space was at **2.24** ; To improve community safety, health and social well-being was at **1.74**; To Promote Democracy Sound Governance was at **3.05**. To have integrated infrastructure development was at **2.56**; To increase revenue generation and implement financial systems control was at **2.42**; To strengthen record keeping and knowledge management achieved a score of **3.00** ; To inculcate entrepreneurial and intellectual capabilities was at **2.89**, and To accelerate sustainable infrastructure and maintenance in all sectors of development was at **3.89** .

4. SDBIP Non-financial Performance

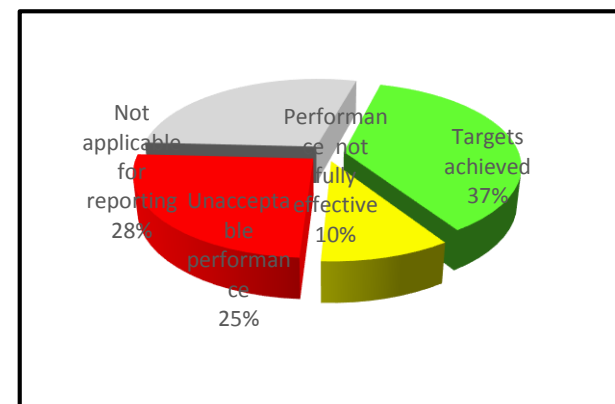
The overall average score for the SDBIP was **2.71** in the third quarter, it is an improvement as compared to the second quarter performance of **1.54** and the first quarter performance of **2.52**. The following is a breakdown of performance as per the SDBIP per directorate.

4.1 SDBIP – Office of the Municipal Manager

The **Office of the Municipal Manager** achieved an overall score of **2.66** in the third quarter, it is an increase in performance as compared to the second quarter performance of **1.70**, and the first quarter score of **2.09**. Overall, 37% (22) indicators achieved target, 10% (6) indicators achieved performance that is not fully effective, and 25% (14) indicators had an unacceptable performance and 28% (17) indicators were not applicable for reporting.

The detail is below.

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



Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Basic Service Delivery\ To have integrated infrastructure development\	M_49	Approved District water Master Management Plan	#	MDM_DWS	N/A	N/A	1	1	1	1	Draft Water Master Management Plan is available and a letter has been submitted	Lack of internal capacity	To solicit for support from MISA and DBSA	3	1	0	0

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Infrastructure Planning											to MISA for finalization of the plan						
Financial Viability\ To increase revenue generation and implement financial control systems\ Expenditure Management	M_03	Percentage of capital spent on projects as prioritised in IDP for specific year	%	MDM_MM	25	5.69	50	8	75	48	48% expenditure was achieved by end of march 2018.	An amount of 27 728 092.41 for work done in March 2018 was verified and is due for payment. The overall expenditure including unpaid claims will add up to R240 657 755.74 which equals to 54%	processing of unpaid claims	1.64	100	52	0
Financial Viability\ To increase revenue generation and implement financial control systems\ Expenditure Management	M_04	Percentage of the MM departmental budget spent	%	MDM_MM	25	15	50	52	75	87	R 4 838 183 out of a budget of R5560 0000 has been spend as at march 2018	No Challenges	No corrective action required	3.16	100	13	100
Financial Viability\ To increase revenue generation and implement financial control systems\ Expenditure Management	M_107	Percentage of Capital Budget spent	%	MDM_CFO	25	8	50	23	75	32	R 201 464 355 has been spent out of a total budget R643 035 000	Late appointment of contractors	Appointments of consultants and contractors were done in January 2018	1.43	100	68	50
Financial Viability\ To increase revenue generation and	M_108	Percentage of Operational budget spent	%	MDM_CFO	25	12	50	26	75	52	R 348 509 989 has been spent out of a total	Cash-flow challenges	Improvement of revenue collection.	2.69	100	48	100

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
implement financial control systems\ Expenditure Management											budget 671 639 350						
Financial Viability\ To increase revenue generation and implement financial control systems\ Expenditure Management	M_109	Percentage of operating budget spent on Personnel costs (excl Salaries of councillors)	%	MDM_CFO	10	11	15	43	20	19	R193 713 620 has been spent out of a total operating budget of 1 043 562 538	NO challenges	No corrective action required	3.03	30	11	35
Financial Viability\ To increase revenue generation and implement financial control systems\ Supply chain management	M_05	Percentage of bids approved by MM within 90 days after close of tender	%	MDM_MM	100	0	100	0	100	100	Yes (advertise bid are appointed with 12weeks after closing dates)	No 7days advertisement excluded	not required	3	100	0	0
Financial Viability\ To increase revenue generation and implement financial control systems\ Supply chain management	M_06	Demand Management Plan approved by Council by 30 June Annually	#	MDM_MM	N/A	N/A	1	0		3	Yes! Original Demand Plan have been review due to budget adjustment all projects without Budget to be deleted	No! NB: Demand Plan for 2018/19 starts on 01 April all directorates should submit/update	yes All department should comply with National Treasury Time - frame; Demand plan process starts on 01 April; council approve draft on 30 May; adopt demand plan not later than 30 Aug	N/A	1	-2	1

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Financial Viability\ To increase revenue generation and implement financial control systems\ Supply chain management	M_116	Percentage of bids adjudicated within 30 days after the development of the evaluation report	%	MDM_CFO	N/A	N/A	100	0	N/A	100	Yes! BAC sit at regularly basis as agree day which is Wednesday of each week	No! Municipality Have implement corporate & event calendar	No	N/A	100	0	100
Financial Viability\ To increase revenue generation and implement financial control systems\ Supply chain management	M_121	Percentage of Bids awarded within 2 weeks after adjudication recommendation	%	MDM_CFO	100	0	100	0	100	100	Yes MM office approved ___ bids within week after BAC recommendation	No BAC have improve sign the recommendation within week after sitting	No	3	100	0	0
Good Governance and Public Participation\ To promote democracy and sound Governance\ Audit	M_11	Submission of AG Action Plan to Council by 31 January	#	MDM_MM	N/A	N/A	N/A	N/A	1	1	AG Action plan has been submitted to council for adoption	None	No corrective action required	3	1	0	1
Good Governance and Public Participation\ To promote democracy and sound Governance\ Audit	M_12	Percentage of AG queries resolved	%	MDM_MM	N/A	N/A	N/A	N/A	40	28	28 queries have been resolved	Slow implementation of audit action plan	Fast track the implementation of audit action plan	2.70	100	72	0.37

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Good Governance and Public Participation\ To promote democracy and sound Governance\ Audit	M_29	Percentage of Departmental Internal Audit findings resolved (MM)	%	MDM_MM	100	53	100	0	100	44	92 out of 205 findings have been resolved	Slow implementation of Internal Audit Queries	Fast track the implementation of Internal audit queries	1.44	100	56	0
Good Governance and Public Participation\ To promote democracy and sound Governance\ Audit	M_30	Number of quarterly internal audit reports submitted to audit committee	#	MDM_MM	1	1	2	2	3	3	Three quarterly reports have been submitted to council	None	No corrective action required	3	4	1	4
Good Governance and Public Participation\ To promote democracy and sound Governance\ Audit	M_31	Annual Audit Plan approved by Audit Committee by 30 June	#	MDM_MM	N/A	N/A	N/A	1	N/A	1	The annual audit plan has been approved by the Audit Committee	None	No corrective action required	N/A	1	0	1
Good Governance and Public Participation\ To promote democracy and sound Governance\ Audit	M_32	Revised Internal Audit Charter submitted and approved by Audit Committee by 30 June	#	MDM_MM	N/A	N/A	N/A	1	N/A	1	Internal audit charter has been approved by the Audit Committee	None	No corrective action required	N/A	1	0	1

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Good Governance and Public Participation\ To promote democracy and sound Governance\ Audit	M_33	Percentage of Institutional AG queries responded to within 3 working days	%	MDM_MM	N/A	N/A	100	0	40	28	28 audit queries have been resolved	Slow implementation of audit action plan	Fast track the implementation of audit action plan	2.70	100	72	0
Good Governance and Public Participation\ To promote democracy and sound Governance\ Audit	M_34	Percentage of Departmental Internal Audit queries resolved to within 5 days	%	MDM_MM	100	53	100	53	100	45	92 out of 205 findings have been resolved by internal audit	Slow implementation of Internal audit queries	Fast track implementation of internal audit queries through internal audit structures such as MANCO	1.45	100	55	0
Good Governance and Public Participation\ To promote democracy and sound Governance\ Audit	M_35	Number of AG audit queries passed on by AG	#	MDM_MM	N/A	N/A	N/A	120	0	120	120 AG queries passed by AG	None	No corrective action required	N/A	0	-120	129
Good Governance and Public Participation\ To promote democracy and sound Governance\ Audit	M_37	Unqualified Audit opinion obtained from AG	#	MDM_MM	N/A	N/A	1	0	N/A	N/A	The Municipality got an disclaimer opinion	Disclaimer audit opinion	fast track the implementation of AG Action plan	N/A	1	1	0
Good Governance and	M_38	Percentage of audit committee	%	MDM_MM	100	60	100	40	100	40	24 out 40 audit committee	implementing recommendations	follow up on audit	1.40	100	60	0

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Public Participation\ To promote democracy and sound Governance\ Audit		resolutions implemented ytd									resolution have been resolved	by audit committee	committee resolutions through council structures				
Good Governance and Public Participation\ To promote democracy and sound Governance\ Audit	M_48	Number of quarterly performance reports audited within 30 days of end of previous quarter year to date	#	MDM_MM	N/A	1	2	2	3	3	Three reports have been conducted	None	No corrective action required	3	4	1	4
Good Governance and Public Participation\ To promote democracy and sound Governance\ Back to Basics	M_18	Number of Back to Basics statistical reports submitted to CoGHSTA by the 10th of each month	#	MDM_MM	3	3	6	6	9	9	The March Back to Basic report was consolidated and sent to CoGHSTA	None	No corrective action required	3	12	3	12
Good Governance and Public Participation\ To promote democracy and sound Governance\ Back to Basics	M_19	Number of Back to Basics statistical reports submitted to CoGTA by the 10th of each month	#	MDM_MM	3	3	6	6	9	9	The March B2B was consolidated and forwarded to CoGTA	None	No corrective action required	3	12	3	12
Good Governance and Public Participation\ To	M_13	Percentage of Council resolutions	%	MDM_MM	100	0	100	100	100	100	All the Council resolutions which required the Speaker's	None	No corrective action required	3	100	0	0

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
promote democracy and sound Governance\ Committees		implemented vs Number passed									Office to implement were forwarded to relevant Department for processing.						
Good Governance and Public Participation\ To promote democracy and sound Governance\ Customer Care	M_02	Percentage of complaints received on the Presidential and Premier hotlines received (and resolved within 7 days)	%	MDM_DOEM	100	0	100	0	100	100	100 % of the issues raised are solved. Others are still underway	None	No corrective action required	3	100	0	100
Good Governance and Public Participation\ To promote democracy and sound Governance\ Integrated Development Planning	M_40	Draft IDP approved by Council by 31 March annually	#	MDM_MM	N/A	N/A	N/A	N/A	1	1	Draft tabled at Council on 28 March 2018	None	No corrective action required	3	1	0	1
Good Governance and Public Participation\ To promote democracy and sound Governance\ Integrated Development Planning	M_41	Final IDP approved by Council by 31 May annually	#	MDM_MM	N/A	N/A	N/A	N/A	N/A	N/A	Yet to be adopted end of May 2018	None	No corrective action required	N/A	1	0	1

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Good Governance and Public Participation\ To promote democracy and sound Governance\ Integrated Development Planning	M_42	IDP Process Plan developed, tabled and adopted by Council by end of June	#	MDM_MM	N/A	N/A	1	1	N/A	1	Yet to be adopted. See POE	None	No corrective action required	N/A	1	0	1
Good Governance and Public Participation\ To promote democracy and sound Governance\ Intergovernmental Relations	M_01	Percentage of Municipal Managers Forum Resolutions related to department implemented within specified timeframes	%	MDM_MM	100	0	100	0	100	100	A meeting was held on 26March 2018 and resolutions taken.	None attendance by some Local Municipality	Those failing to attend to be encouraged to send proxies.	3	100	0	0
Good Governance and Public Participation\ To promote democracy and sound Governance\ Intergovernmental Relations	M_157	Percentage of Corporate Services Managers Forum Resolutions related to department implemented within specified timeframes	%	MDM_DCorpServ	100	100	100	100	100	71	5 out of 7 resolutions were implemented within the given time frames..	Poor attendance by Municipal representatives this causing delay in implementation	All delegates from Local Municipalities and Sector departments should attend District forum	2.71	100	29	0
Good Governance and Public Participation\ To promote democracy and	M_148	Percentage of disciplinary cases resolved	%	MDM_MM	100	100	100	0	100	0	Performance data not captured			1	100	100	2

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
sound Governance\ Labour relations																	
Good Governance and Public Participation\ To promote democracy and sound Governance\ Municipal Public Accounts Committee (MPAC)	M_39	Percentage of MPAC resolutions implemented ytd	%	MDM_MM	100	0	100	100	100	100	The UIF was referred to MPAC and implemented. The Draft 2016/17 Annual Report was not fully implemented.	The public hearing was postponed	The public hearing was postponed to the 24th April 2018.	3	100	0	0
Good Governance and Public Participation\ To promote democracy and sound Governance\ Performance Management	M_14	Mid-year budget and performance report submitted to Provincial Treasury, COGHSTA, and AG by 25 Jan	#	MDM_MM	N/A	N/A	1	1	N/A	1	The Mid-year report was submitted on the 25th January	None	No corrective action required	N/A	1	0	4
Good Governance and Public Participation\ To promote democracy and sound Governance\ Performance Management	M_15	Draft Annual Report tabled to Council by 31 Jan	#	MDM_MM	N/A	N/A	N/A	1	1	1	The Draft Annual report was tabled to council on the 31 January 2018	None	No corrective action required	3	1	0	1
Good Governance and Public	M_16	Final Annual Report approved	#	MDM_MM	N/A	N/A	N/A	N/A	1	0	The annual report has been compiled and ,	The public hearing was postponed and	The Annual report will be tabled to	1	1	1	1

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Participation\ To promote democracy and sound Governance\ Performance Management		by Council by 31 March									and was never tabled to council on March 2018 pending the Public hearing and oversight report	the annual report can only be tabled to council accompanied by the oversight report	council after the Public hearing that was postponed to the 24 April 2018				
Good Governance and Public Participation\ To promote democracy and sound Governance\ Performance Management	M_17	Number of Quarterly SDBIP reports submitted to Council	#	MDM_MM	1	1	2	2	3	3	The third quarter report will be tabled to council on the 30th April 2018	None	No corrective action required	3	4	1	4
Good Governance and Public Participation\ To promote democracy and sound Governance\ Performance Management	M_20	Draft Annual Performance Report submitted to the AG, Audit Committee and Mayor by 31 August	#	MDM_MM	1	1	N/A	1	1	1	The Draft Annual performance report was submitted to the Mayor ,Audit committee and AG	None	No corrective action required	3	1	0	1
Good Governance and Public Participation\ To promote democracy and sound Governance\ Performance Management	M_21	Number of days taken to submit the SDBIP to the Mayor following budget approval	#	MDM_MM	N/A	N/A	N/A	N/A	N/A	N/A	The SDBIP was signed by the Executive Mayor on the 27th June 2017	None	No corrective action required	N/A	28	28	26

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Good Governance and Public Participation\ To promote democracy and sound Governance\ Performance Management	M_22	Number of quarterly performance reports audited prior to submission to Council	#	MDM_MM	1	1	2	2	3	2	Two quarterly reports audited prior submission	Late submission of quarterly performance report	fast track submission of quarterly performance report	1.67	4	2	4
Good Governance and Public Participation\ To promote democracy and sound Governance\ Performance Management	M_43	Number of performance assessments for Section 54/ 56 Managers	#	MDM_MM	1	1	N/A	1	1	0	The performance assessments were not done, it will be done as soon as the date is set	None	The Mid-year assessments will be conducted as soon as the date is set	1	2	2	2
Good Governance and Public Participation\ To promote democracy and sound Governance\ Performance Management	M_44	Number of Senior Managers (MM & Directors) with signed performance agreements by 30 June	#	MDM_MM	8	7	8	7	8	8	8 out of 8 Performance Agreements were signed by 6 Section 56 and 1 section 54 managers	None	No corrective action required	3	8	0	8
Good Governance and Public Participation\ To promote democracy and sound	M_23	Percentage of Anti-corruption resolutions implemented	%	MDM_MM	100	0	100	100	100	0	No anti-corruption resolutions were taken	None	No corrective action required	1	100	100	0

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Governance\ Risk Management																	
Good Governance and Public Participation\ To promote democracy and sound Governance\ Risk Management	M_24	Percentage of reported cases of Fraud and corruption resolved	%	MDM_MM	N/A	N/A	100	100	N/A	N/A	No fraud cases was reported.	None	No corrective action required	N/A	100	0	0
Good Governance and Public Participation\ To promote democracy and sound Governance\ Risk Management	M_25	Risk Assessment report submitted to Council by 30 May	#	MDM_MM	N/A	N/A	N/A	N/A	N/A	N/A	No risk assessment report submitted to council	None	No corrective action required	N/A	1	1	1
Good Governance and Public Participation\ To promote democracy and sound Governance\ Risk Management	M_26	Percentage of risk committee resolutions implemented	%	MDM_MM	100	0	100	80	100	0	80% of the resolutions were implemented.	Shortage of staff. Cash flow problem	Filling of vacant position Adjustment of budget	1	100	100	0
Good Governance and Public Participation\ To promote democracy and sound	M_27	Number of Risk monitoring reports submitted to Council	#	MDM_MM	1	0	2	2	3	0	Two reports were submitted through risk management committee.	None	No corrective action required	1	4	4	4

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Governance\ Risk Management																	
Good Governance and Public Participation\ To promote democracy and sound Governance\ Risk Management	M_28	Number of Strategic Risks mitigated	#	MDM_MM	3	0	6	1	9	1	Only one strategic risk has been mitigated.	Some risk are not budgeted. •Delay in SCM processes. •Shortage of Delay in recruitment process.	None	1.11	10	9	1
Good Governance and Public Participation\ To promote democracy and sound Governance\ Risk Management	M_45	Number of risk management workshop conducted year to date	#	MDM_MM	N/A	N/A	N/A	N/A	N/A	N/A	No Risk Management workshop was conducted	None	No corrective action required	N/A	1	1	0
Good Governance and Public Participation\ To promote democracy and sound Governance\ Risk Management	M_46	Number of Risk management strategy developed and approved by Management and tabled to Council	#	MDM_MM	1	0	N/A	N/A	N/A	N/A	Risk Management strategy has been approved by management and council.	None	None	N/A	1	1	1
Good Governance and Public Participation\ To promote democracy and sound	M_47	Fraud Prevention Strategy updated and approved by Council ytd	#	MDM_MM	1	0	N/A	N/A	N/A	N/A	Not applicable this quarter.	None	None	N/A	1	1	1

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Governance\ Risk Management																	
Municipal Transformation and Organisational Development\ To inculcate entrepreneurial and intellectual capabilities\ Human Resource Management	M_144	Number of Employees wellness campaigns conducted YTD	#	MDM_DCorpServ	N/A	13	1	3	N/A	3	3 x Employee wellness campaign conducted to date	Lack of EAP awareness and Negative Financial standing of the Municipality to conduct further awareness sessions	Re-budget for more to be able to conduct other campaigns.	N/A	2	-1	0
Municipal Transformation and Organisational Development\ To inculcate entrepreneurial and intellectual capabilities\ Human Resource Management	M_36	Percentage of employees that received paid overtime at an average of 12 months	%	MDM_DCorpServ	10	13	10	45	10	13	12.6% (13)Received overtime for the period reported at an average of 12 months	Shortage of staff in Fire and Water Services causes the access payment of overtime.	Accelerate the appointment of 15 interviewed Fire Fighters in Fire Services that will reduce the overtime.	2.85	10	-3	0
Municipal Transformation and Organisational Development\ To inculcate entrepreneurial and intellectual capabilities\ Labour relations	M_141	Percentage of implemented resolution taken from the Local Labour Forum	%	MDM_DCorpServ	100	80	100	80	100	96	96% LLF resolutions have been implemented ranging from Notch Adjustments to Adhoc Acting Allowances	Negative Financial standing of the Municipality to implement the outstanding resolutions.	Expedite the process of seeking legal interpretation to outstanding resolutions.	2.96	100	4	0

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Municipal Transformation and Organisational Development\ To inculcate entrepreneurial and intellectual capabilities\ Labour relations	M_145	Minutes of Local Labour Forum submitted to council by target date	#	MDM_DCorpServ	3	3	6	9	9	17	9 out of 9 minutes together with a further 8 minutes of the special LLF meetings as well as meetings with Individual Unions, were submitted to Councils for consideration via other structures.	Negative Financial standing of the Municipality delays the finalisation of some issues.	Ensure timeous submission of minutes to Council	5	12	-5	0
Municipal Transformation and Organisational Development\ To inculcate entrepreneurial and intellectual capabilities\ Organisational Development	M_50	Number of executive management posts filled after they been vacated YTD	#	MDM_DCorpServ	2	0	2	1	2	1	Interviews conducted for Snr Manager Corporate services and competency assessment has been done.	Awaiting concurrence from the MEC	Awaiting concurrence from the MEC	1.50	2	1	3
Municipal Transformation and Organisational Development\ To inculcate entrepreneurial and intellectual capabilities\ Skills Development	M_143	R-value actually spent on implementing its workplace skills plan YTD	%	MDM_DCorpServ	25	8	50	3	75	80	An estimated R-Value year to date is R745 000 on the implementation of the WSP .	Awaiting the generation of the March 2018 Expenditure report and the delay in the appointment of the Training Service Provider	Accelerate the follow up on the procurement of Service Provider and improve on the early generation of the Expenditure reporting.	3.07	100	20	0

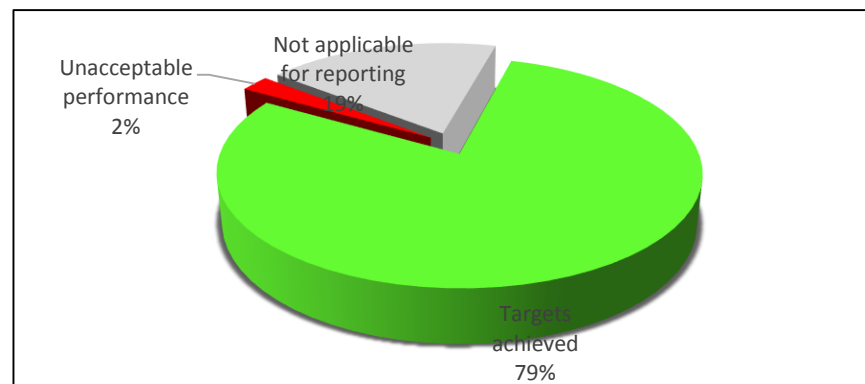
Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Municipal Transformation and Organisational Development\ To inculcate entrepreneurial and intellectual capabilities\ Skills Development	M_146	Number of reports on the implementation of the Workplace Skills Plan submitted to Management ytd	#	MDM_DCorpServ	3	3	6	6	9	9	3 quarterly monitoring reports submitted to MANCO and LGSETA respectively	None	No corrective action required	3	12	3	0
Spatial Rationale\ To have efficient economic and integrated use of land space\ Spatial Planning	M_173	Conducting SPLUMA training in the district	#	MDM_DPD	2	2	4	3	N/A	2	2 training at GGM and GLM	Scope creep	Review the action plan	N/A	6	4	0

4.2 SDBIP – Office of the Executive Mayor

The **Office of the Executive Mayor** achieved an overall score of **2.91**, it is an improvement as compared the second quarter performance of **1.03** and the first quarter result of **1.44**. Overall, 79% (34) indicators achieved target, 2% (1) indicators had an unacceptable performance and 19% (8) indicators were not applicable for reporting.

The details follow:

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



Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Basic Service Delivery\ To improve community safety, health and social well-being\ Disability Development	M_59	Percentage of District Disability Forum resolutions implemented YTD	%	MDM_DOEM	100	25	100	0	100	100	100% District Disability Forum resolutions implemented YTD	None	No corrective action required	3	100	0	1
Basic Service Delivery\ To improve community safety, health and social well-being\ Disability Development	M_60	Number of District Disability Forum meetings held YTD	#	MDM_DOEM	1	1	2	1	3	5	One District Disability Forum meetings held	None	No corrective action required	4.67	4	-1	4
Basic Service Delivery\ To improve	M_77	Number of Disability Indaba held YTD	#	MDM_DOEM	N/A	0	1	0	N/A	0	Not applicable this month	None	No corrective action required	N/A	1	1	1

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
community safety, health and social well-being\ Disability Development											Disability Indaba held						
Basic Service Delivery\ To improve community safety, health and social well-being\ Disability Development	M_78	Number of Elders Day Celebration held YTD	#	MDM_DOEM	1	N/A	1	N/A	N/A	0	Not applicable this month the Elders Day Celebration	None	No corrective action required	N/A	1	1	1
Basic Service Delivery\ To improve community safety, health and social well-being\ Elders Development	M_79	Number of Elders Dialogue held YTD	#	MDM_DOEM	1	N/A	1	N/A	1	2	Achieved. Two Elders Dialogue meetings held YTD	None	No corrective action required	5	1	-1	1
Basic Service Delivery\ To improve community safety, health and social well-being\ Elders Development	M_80	Number of Elders Forum meetings held YTD	#	MDM_DOEM	1	N/A	2	2	3	3	Three Elders Forum meetings held YTD	None	No corrective action required	3	4	1	4
Basic Service Delivery\ To improve community safety, health and social well-being\ Elders Development	M_81	Number of 16 Days of Activism meeting held YTD	#	MDM_DOEM	1	N/A	1	0	1	1	Achieved. The event was successfully held at Bambeni was held on the 04 December 2017	None	No corrective action required	3	1	0	1
Basic Service Delivery\ To improve community safety,	M_82	Number of Children's advisory Council	#	MDM_DOEM	1	1	2	0	3	3	One Children's advisory Council meeting held	None	No corrective action required	3	4	1	1

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
health and social well-being\ Elders Development		meeting held YTD															
Basic Service Delivery\ To improve community safety, health and social well-being\ Events Management	M_61	Percentage of Plenary sessions held ytd	%	MDM_DOEM	100	0	100	0	100	100	Plenary Meeting held	None	No corrective action required	3	100	0	1
Basic Service Delivery\ To improve community safety, health and social well-being\ Events Management	M_63	Number of Events Coordinated YTD	#	MDM_DOEM	3	0	6	0	9	9	10 Events achieved YTD	None	No corrective action required	3	12	3	12
Basic Service Delivery\ To improve community safety, health and social well-being\ Events Management	M_73	Number of Excellence Awards held successfully year to date	#	MDM_DOEM	N/A	N/A	N/A	1	1	2	Two events were successfully held	None	No corrective action required	5	1	-1	1
Basic Service Delivery\ To improve community safety, health and social well-being\ Events Management	M_74	Number of events whereby logistical arrangements have been made 1 week prior to events	#	MDM_DOEM	3	0	6	0	9	9	9 Events logistical arrangements arranged	None	No corrective action required	3	12	3	12
Basic Service Delivery\ To improve	M_64	Percentage of Gender Forum resolutions	%	MDM_DOEM	25	1	50	0	75	100	100 Gender Forum resolutions	None	No corrective action required	4.33	100	0	1

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
community safety, health and social well-being\ Gender Development		implemented YTD									implemented YTD						
Basic Service Delivery\ To improve community safety, health and social well-being\ Gender Development	M_65	Percentage of Men's Forum recommendations implemented YTD	%	MDM_DOEM	25	25	50	0	75	100	100 % Men's Forum recommendations implemented YTD	None	No corrective action required	4.33	100	0	1
Basic Service Delivery\ To improve community safety, health and social well-being\ Gender Development	M_66	Number of Gender Forum Meeting held YTD	#	MDM_DOEM	1	1	2	0	3	3	Three Gender Forum Meetings held YTD	None	No corrective action required	3	4	1	4
Basic Service Delivery\ To improve community safety, health and social well-being\ Gender Development	M_67	Number of Men's Forum meeting held YTD	#	MDM_DOEM	1	1	2	0	3	3	Three Men's Forum meetings held YTD	None	No corrective action required	3	4	1	4
Basic Service Delivery\ To improve community safety, health and social well-being\ Gender Development	M_68	Number of women's caucus held YTD	#	MDM_DOEM	1	1	2	0	3	0	No women's caucus held YTD	SALGA dissolved the structure	MDM to elect another structure but postponed	1	4	1	4

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Basic Service Delivery\ To improve community safety, health and social well-being\ HIV/AIDS	M_243	Number of District Health Council activities supported and coordinated	#	MDM_DOEM	1	0	2	0	6	6	Achieved. Red Ribbon event was successfully conducted	None	No corrective action required	3	8	2	0
Basic Service Delivery\ To improve community safety, health and social well-being\ HIV/AIDS	M_244	District AIDS committee Summit by end of March 2018	#	MDM_DOEM	N/A	N/A	N/A	N/A	1	1	Not achieved.	Incorrect timing	The summit will be held during the fourth quarter	3	1	0	1
Basic Service Delivery\ To improve community safety, health and social well-being\ Youth Development	M_69	Percentage of Children's Rights Parliament recommendations implemented YTD	%	MDM_DOEM	100	0	100	0	100	100	75% Children's Rights Parliament recommendations implemented YTD	None	No corrective action required	3	100	0	1
Basic Service Delivery\ To improve community safety, health and social well-being\ Youth Development	M_70	Percentage of Youth Council recommendations implemented YTD	%	MDM_DOEM	25	1	50	0	75	100	100 % Youth Council recommendations implemented	None	No corrective action required	4.33	100	0	1
Basic Service Delivery\ To improve community safety, health and social well-being\ Youth Development	M_71	Number of Youth Council Meetings held YTD	#	MDM_DOEM	1	1	2	0	3	5	fifth Youth Council Meetings held YTD	None	No corrective action required	4.67	4	-1	4
Basic Service Delivery\ To improve	M_72	Number of Children's Rights	#	MDM_DOEM	1	1	2	0	3	3	Achieved	None	No corrective action required	3	4	1	4

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
community safety, health and social well-being\ Youth Development		in Parliament held YTD															
Financial Viability\ To increase revenue generation and implement financial control systems\ Expenditure Management	M_83	Percentage of the budget actually spent related to the Directorate	%	MDM_DOEM	50	0	75	0	100	100	70% of the budget is spent	None	No corrective action required	3	100	0	100
Financial Viability\ To increase revenue generation and implement financial control systems\ Expenditure Management	M_91	Percentage of the DOEM departmental budget spent	%	MDM_DOEM	25	0	50	0	75	100	100 % of the budget is spent	None	No corrective action required	4.33	100	0	0
Financial Viability\ To increase revenue generation and implement financial control systems\ Supply chain management	M_54	Demand management plans related to the Office of the Executive Mayor developed and submitted to Budget and Treasury YTD	#	MDM_DOEM	N/A	N/A	N/A	N/A	N/A	1	Achieved. One Demand Management Plan submitted	None	No corrective action required	N/A	1	0	1
Good Governance and Public Participation\ To promote democracy and sound	M_84	Percentage of Departmental AG queries responded to within 3 working days	%	MDM_DOEM	100	0	100	0	N/A	100	Achieved	None	No corrective action required	N/A	100	0	0

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Governance\ Audit																	
Good Governance and Public Participation\ To promote democracy and sound Governance\ Audit	M_85	Percentage of AG queries resolved	%	MDM_DOEM	N/A	N/A	N/A	N/A	40	100	Achieved	None	No corrective action required	5	100	0	0.37
Good Governance and Public Participation\ To promote democracy and sound Governance\ Audit	M_86	Percentage of Departmental Internal Audit findings resolved	%	MDM_DOEM	100	0	100	0	100	100	Achieved	None	No corrective action required	3	100	0	0
Good Governance and Public Participation\ To promote democracy and sound Governance\ Back to Basics	M_88	Number of CoGTA Back to Basics statistical reports submitted to M&E by the 7th of each month	#	MDM_DOEM	3	0	6	0	9	9	Achieved	None	No corrective action required	3	12	3	12
Good Governance and Public Participation\ To promote democracy and sound Governance\ Back to Basics	M_89	Number of CoGHSTA Back to Basics statistical reports submitted to M&E by the 7th of each month	#	MDM_DOEM	3	0	6	0	9	9	Achieved	None	No corrective action required	3	12	3	12

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Good Governance and Public Participation\ To promote democracy and sound Governance\ Communication	M_51	Number of District Communicators meetings held successfully year to date	#	MDM_DOEM	N/A	1	N/A	3	N/A	3	Three DGCF meetings were held	None	No corrective action required	N/A	2	-1	2
Good Governance and Public Participation\ To promote democracy and sound Governance\ Communication	M_52	Number of internal communication newsletter issues developed and distributed YTD	#	MDM_DOEM	1	5	2	0	3	6	Six Internal Newsletters published to date	None	No corrective action required	5	4	-2	4
Good Governance and Public Participation\ To promote democracy and sound Governance\ Communication	M_53	Number of external communication newsletters that were developed and distributed YTD	#	MDM_DOEM	1	1	2	0	3	3	Two External Newsletters published YTD	None	No corrective action required	3	4	1	4
Good Governance and Public Participation\ To promote democracy and sound Governance\ Communication	M_55	Communication Strategy reviewed and adopted by council	#	MDM_DOEM	N/A	N/A	N/A	N/A	N/A	1	Not Achieved	Communication Strategy not approved by Council	To take Communication Strategy to Council for approval	N/A	1	1	1

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Good Governance and Public Participation\ To promote democracy and sound Governance\ Customer Care	M_02	Percentage of complaints received on the Presidential and Premier hotlines received (and resolved within 7 days)	%	MDM_DOEM	100	0	100	0	100	100	100 % of the issues raised are solved. Others are still underway	None	No corrective action required	3	100	0	100
Good Governance and Public Participation\ To promote democracy and sound Governance\ Intergovernmental Relations	M_56	District Forum meetings held ytd	#	MDM_DOEM	1	0	2	0	3	5	Five meetings were successfully held YTD	None	No corrective action required	4.67	4	-1	4
Good Governance and Public Participation\ To promote democracy and sound Governance\ Intergovernmental Relations	M_57	Anti-corruption Forum established and functional ytd	#	MDM_DOEM	N/A	N/A	1	0	N/A	N/A	Not achieved	Draft Terms of Reference not adopted by Council	To take Terms of Reference to Council for approval	N/A	1	1	1
Good Governance and Public Participation\ To promote democracy and sound Governance\	M_76	Number of Disability Forum Meetings and public awareness held	#	MDM_DOEM	1	1	2	0	3	3	Three Disability Forum Meetings and public awareness held	None	No corrective action required	3	4	1	4

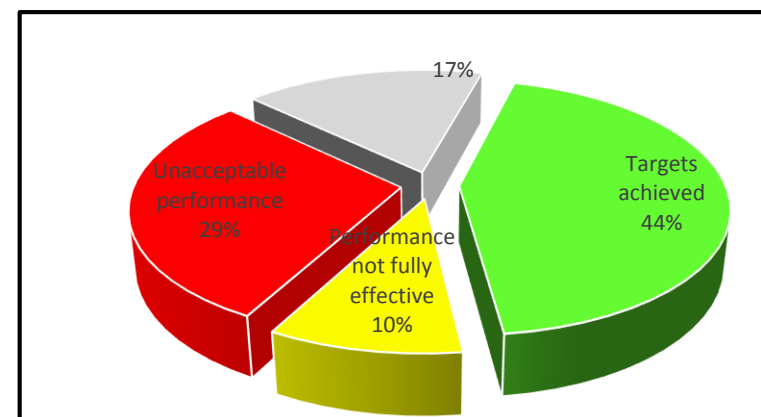
Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Intergovernmental Relations																	
Good Governance and Public Participation\ To promote democracy and sound Governance\ Intergovernmental Relations	M_90	Percentage of DOEM Forum Resolutions related to department implemented within specified timeframes	%	MDM_DOEM	100	0	100	0	100	100	100 % of the resolutions implemented	non implementation of the resolutions by relevant offices	To remind the relevant offices about the responsibilities	3	100	0	4
Good Governance and Public Participation\ To promote democracy and sound Governance\ Risk Management	M_92	Strategic Risks mitigated ytd	#	MDM_DOEM	1	0	1	0	N/A	N/A	No risk is to be mitigated	None	No corrective action required	N/A	1	1	0
Good Governance and Public Participation\ To promote democracy and sound Governance\ Traditional Leaders	M_75	Number of traditional Leaders meetings held YTD	#	MDM_DOEM	1	3	3	0	3	3	Three traditional Leaders meetings held	None	No corrective action required	3	4	1	4

4.3 SDBIP – Budget and Treasury

The **Budget and Treasury** Directorate achieved an overall score of **2.33**, it is an increase in performance as compared the second quarter performance of **1.69** and first quarter performance of **1.58** Overall, 44 % (18) indicators had achieved target, 10% (3) Indicators achieved performance that is not fully effective, and 29% (12) indicators had an unacceptable performance and 17% (7) were not applicable for reporting.

The detail is below:

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



Hierarchy	ID	KPI	UOM	Owner	17-Sep		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Financial Viability\ To increase revenue generation and implement financial control systems\ Asset Management	M_112	R-value unaccounted assets (book value)	R-value	MDM_CFO	0	0	0	0	0	0	All municipal assets have been accounted in the Asset Register	None	No corrective action required	3	0	0	0
Financial Viability\ To increase revenue generation and implement financial control systems\ Asset Management	M_113	Liquidity ratio (R-value Monetary Assets / R-value Current Liabilities)	%	MDM_CFO	0.40	0	0.40	5.13	0.40	0.86	R-Value Monetary Assets / R-Value Current Liabilities 400 766 774 / R465 928 367.76 =0.86	Cash flow challenges due to re-payment of Lepelle Northern Water historic debt. Non transfer of	Continuous engagements with the water board. Enforcement of the WSP agreements with Locals.	1.43	0.40	-0.46	0.44

Hierarchy	ID	KPI	UOM	Owner	17-Sep		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
												water revenue by the Local Municipalities.					
Financial Viability\ To increase revenue generation and implement financial control systems\ Asset Management	M_114	Current Ratio (R-value current assets / R-value liabilities as ratio)	Ratio	MDM_CFO	2.10	0.36	2.10	21.48	2.10	1.27	Current Assets / Current Liabilities 591 818 676 / 465 928 367.76 = 1.27	High debt book due to historical debts for Lepelle Northern Water and DWS	Continue engagements with the two departments on how best to reduce the debt.	4.40	2.10	0.83	1.34
Financial Viability\ To increase revenue generation and implement financial control systems\ Asset Management	M_126	Valuation of Property Plant and Equipment conducted ytd	#	MDM_CFO	N/A	N/A	N/A	N/A	N/A	N/A	Valuation of PPE will be conducted during the last quarter of the 17/18 financial year	None	No corrective action required	N/A	1	1	1
Financial Viability\ To increase revenue generation and implement financial control systems\ Asset Management	M_127	Implementation of the asset steering committee resolutions	%	MDM_CFO	100	100	100	100	100	100	Asset Resolutions are implemented as per the steering committee meeting held on the 26 March 2018	None	No corrective action required	3	100	0	0
Financial Viability\ To increase revenue generation and implement financial control systems\ Asset Management	M_128	Number of times fixed asset register updated y.t.d	#	MDM_CFO	3	3	6	6	9	9	The asset acquisition register has been updated	None	No corrective action required	3	12	3	12

Hierarchy	ID	KPI	UOM	Owner	17-Sep		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Financial Viability\ To increase revenue generation and implement financial control systems\ Budget Control and Reporting	M_100	Number of MFMA S52 reports submitted to Council (year to date)	#	MDM_CFO	1	1	2	2	3	3	Quarter 4 2016/17 report was submitted to Council in July 2017 . The quarter 1 2017/18 was submitted to council on the 17 November 2017. Quarter 2 or mid year report was submitted in Council on the 31/01/20	No challenges	No corrective action required	3	4	1	4
Financial Viability\ To increase revenue generation and implement financial control systems\ Budget Control and Reporting	M_101	Number of S71 reports submitted to the Executive Mayor, National and Provincial Treasuries within 10 workings days after the end of each month	#	MDM_CFO	3	1	6	6	9	9	Nine reports were submitted to treasuries within ten working days.	None	No corrective action required	3	12	3	12
Financial Viability\ To increase revenue generation and implement financial control systems\ Budget Control and Reporting	M_103	Final budget adopted by Council by end of May 2015	#	MDM_CFO	N/A	1	N/A	1	N/A	1	The final budget 2018/19 will be adopted by council on the 31 May 2018 as per the budget process plan	None	No corrective action required	N/A	1	0	1
Financial Viability\ To increase revenue generation and	M_104	Draft budget tabled to Council by 31 March	#	MDM_CFO	N/A	1	N/A	1	1	1	The draft budget 2018/19 was tabled in council on the 28/03/2018	None	No corrective action required	3	1	0	1

Hierarchy	ID	KPI	UOM	Owner	17-Sep		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
implement financial control systems\ Budget Control and Reporting																	
Financial Viability\ To increase revenue generation and implement financial control systems\ Budget Control and Reporting	M_105	Annual Financial statements drafted and submitted to AG by end Aug	%	MDM_CFO	100	1	100	1	100	1	The AFS 2018 will be submitted to AG on the 31/08/2018	No challenges	No corrective action required	1.01	100	99	100
Financial Viability\ To increase revenue generation and implement financial control systems\ Budget Control and Reporting	M_94	Number of quarterly financial statements submitted to Council	#	MDM_CFO	1	0	2	0	3	2	Half yearly financial statement has been prepared and submitted to mayoral Committee	Delay in the finalisation of opening balance	Finalisation of opening balance	1.67	4	2	4
Financial Viability\ To increase revenue generation and implement financial control systems\ Budget Control and Reporting	M_96	Timeous provision of financial information for inclusion in the Annual Report in terms of S121	%	MDM_CFO	50	100	100	100	N/A	100	The annual report was tabled in council on the 31 January 2018	None	No corrective action required	N/A	100	0	100
Financial Viability\ To increase revenue generation and implement financial control	M_97	Integrated Budget process plan developed and adopted by Council by end August	#	MDM_CFO	1	1	N/A	1	N/A	1	IDP budget process plan was developed and approved by council on the 31 July 2017	None	No corrective action required	N/A	1	0	1

Hierarchy	ID	KPI	UOM	Owner	17-Sep		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
systems\ Budget Control and Reporting																	
Financial Viability\ To increase revenue generation and implement financial control systems\ Budget Control and Reporting	M_98	Adjustments budget submitted to Council ytd	#	MDM_CFO	N/A	N/A	N/A	N/A	1	1	The adjustment budget was submitted to council on the 28/02/2018	None	No corrective action required	3	1	0	1
Financial Viability\ To increase revenue generation and implement financial control systems\ Expenditure Management	M_106	Percentage of creditors paid within 30 days	%	MDM_CFO	100	5	100	80	100	80	All outstanding invoices that met the requirements were paid excluding Lepelle and DWS	Cash flow challenges	Collection of revenue from local municipalities and other debtors	2.80	100	20	100
Financial Viability\ To increase revenue generation and implement financial control systems\ Expenditure Management	M_107	Percentage of Capital Budget spent	%	MDM_CFO	25	8	50	23	75	32	R 201 464 355 has been spent out of a total budget R643 035 000	Late appointment of contractors	Appointments of consultants and contractors were done in January 2018	1.43	100	68	50
Financial Viability\ To increase revenue generation and implement financial control systems\	M_108	Percentage of Operational budget spent	%	MDM_CFO	25	12	50	26	75	52	R 348 509 989 has been spent out of a total budget 671 639 350	Cash-flow challenges	Improvement of revenue collection.	2.69	100	48	100

Hierarchy	ID	KPI	UOM	Owner	17-Sep		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Expenditure Management																	
Financial Viability\ To increase revenue generation and implement financial control systems\ Expenditure Management	M_109	Percentage of operating budget spent on Personnel costs (excl Salaries of councillors)	%	MDM_CFO	10	11	15	43	20	19	R193 713 620 has been spent out of a total operating budget of 1 043 562 538	None	No corrective action required	3.03	30	11	35
Financial Viability\ To increase revenue generation and implement financial control systems\ Expenditure Management	M_137	Percentage of the CFO departmental budget spent	%	MDM_CFO	25	0	50	0	75	0	Performance data was not captured.			1	100	100	90
Financial Viability\ To increase revenue generation and implement financial control systems\ Revenue Management	M_111	Revenue enhancement strategy revised and approved by 30 June '18	#	MDM_CFO	N/A	0	N/A	50	N/A	50	Revenue enhancement strategy was developed and awaiting for the council to approve it.	The strategy has not yet been approved by council.	The draft document to be submitted to council for approval.	N/A	1	-49	1
Financial Viability\ To increase revenue generation and implement financial control systems\ Revenue Management	M_122	Percentage progress on the Implementation of signed Service Level agreements with Local Municipalities	%	MDM_CFO	100	0	100	50	100	20	The District has signed the SLAs with local municipalities, the locals are not complying with the implementation of the SLA.	The local municipalities are not complying with the implementation of SLAs.	The District is busy with the engagements with local municipalities on reviewing the WSP agreements.	1.20	100	80	0

Hierarchy	ID	KPI	UOM	Owner	17-Sep		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Revenue Management																	
Financial Viability\ To increase revenue generation and implement financial control systems\ Revenue Management	M_124	Percentage of debt coverage y.t.d.	%	MDM_CFO	100	0	100	100	100	6.27	The debt coverage is calculated on the total operating revenue, total operating grants and interest to date.	The municipality is grant depended.	The municipality must make sure that the revenue enhancement strategy to be approved and implemented.	1.06	100	93.73	100
Financial Viability\ To increase revenue generation and implement financial control systems\ Revenue Management	M_125	Percentage of Cost coverage ytd.	%	MDM_CFO	150	0	150	120	150	16	The cost recovery is calculated on the total cash on hand, total investments and the total operating expenditure.	The municipality is grant dependent.	The municipality to make sure the revenue enhancement strategy to be approved and implemented.	1.11	150	134	58
Financial Viability\ To increase revenue generation and implement financial control systems\ Supply chain management	M_110	Number of Supply Chain Deviation reports submitted to Council year to date	#	MDM_CFO	1	0	2	0	3	3	yes! 3rd quarterly report	No Deviation to be minimized by appointing Panel for Chemical & Spares	Yes! Emergency breakdown to resolve by Panel appointment	3	4	1	4
Financial Viability\ To increase revenue generation and implement financial control systems\ Supply	M_115	Number of SCM reports submitted to council and treasuries ytd	#	MDM_CFO	1	0	2	0	3	3	Yes (Quarterly SCM report)	None	No corrective action required	3	4	1	2

Hierarchy	ID	KPI	UOM	Owner	17-Sep		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
chain management																	
Financial Viability\ To increase revenue generation and implement financial control systems\ Supply chain management	M_116	Percentage of bids adjudicated within 30 days after the development of the evaluation report	%	MDM_CFO	N/A	N/A	100	0	N/A	100	Yes! BAC sit at regularly basis as agree day which is Wednesday of each week	None	No corrective action required	N/A	100	0	100
Financial Viability\ To increase revenue generation and implement financial control systems\ Supply chain management	M_119	Percentage of infrastructure tenders placed on Construction Industry Development Board and awarded (CIDB)website y.t.d	%	MDM_CFO	100	0	100	0	100	100	Yes! all emergency breakdown appointment for repair/maintenance are report on I-tender portal on April 2018	None	No corrective action required	3	100	0	100
Financial Viability\ To increase revenue generation and implement financial control systems\ Supply chain management	M_120	Percentage of implementation of the consolidated demand management plan submitted to Management y.t.d	%	MDM_CFO	40	0	60	0	80	80	Yes! Additional projects from MIG/WSIG awarded and awaiting design from engineers	None	No corrective action required	3	100	20	100
Financial Viability\ To increase revenue generation and implement financial control systems\ Supply	M_121	Percentage of Bids awarded within 2 weeks after adjudication recommendation	%	MDM_CFO	100	0	100	0	100	100	Yes MM office approved ___ bids within week after BAC recommendation	None	No corrective action required	3	100	0	0

Hierarchy	ID	KPI	UOM	Owner	17-Sep		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
chain management																	
Financial Viability\ To increase revenue generation and implement financial control systems\ Supply chain management	M_710	Percentage of bids awarded within 90 days of advertisement	%	MDM_CFO	100	0	100	0	100	100	yes (appointment were within 90days)	None	No corrective action required	3	100	0	0
Good Governance and Public Participation\ To promote democracy and sound Governance\ Audit	M_131	Percentage of Departmental AG queries responded to within 3 working days	%	MDM_CFO	100	0	100	0	N/A	N/A	Performance data was not captured.			N/A	100	100	0
Good Governance and Public Participation\ To promote democracy and sound Governance\ Audit	M_132	Percentage of AG queries resolved	%	MDM_CFO	N/A	N/A	N/A	N/A	40	25	23 out of 92 findings have been resolved by B.T.O	Common understanding with IA on resolving prior year findings.	MM to engage with AG on the correct methodology.	1.63	100	75	37
Good Governance and Public Participation\ To promote democracy and sound	M_133	Percentage of Departmental Internal Audit findings resolved	%	MDM_CFO	100	0	100	0	100	0	Performance data was not captured.			1	100	100	0

Hierarchy	ID	KPI	UOM	Owner	17-Sep		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Governance\ Audit																	
Good Governance and Public Participation\ To promote democracy and sound Governance\ Back to Basics	M_134	Number of CoGHSTA Back to Basics statistical reports submitted to M&E by the 7th of each month	#	MDM_CFO	3	0	6	6	9	8	The B2B report has been submitted to the Acting PMS coordinator	No challenges	No corrective action	2.89	12	4	12
Good Governance and Public Participation\ To promote democracy and sound Governance\ Back to Basics	M_135	Number of CoGTA Back to Basics statistical reports submitted to M&E by the 7th of each month	#	MDM_CFO	3	0	6	6	9	8	The B2B report has been submitted to the PMS coordinator	No Challenges	No Corrective Action	2.89	12	4	12
Good Governance and Public Participation\ To promote democracy and sound Governance\ Intergovernmental Relations	M_136	Percentage of Chief Financial Officers Forum Resolutions related to department implemented within specified timeframes	%	MDM_CFO	100	0	100	0	100	100	The CFO forums resolutions are implemented within specified timeframes	No Challenges	No Corrective Action	3	100	0	0
Good Governance and Public Participation\ To promote democracy and sound	M_102	Number of budget related policies reviewed and approved by Council y.t.d	#	MDM_CFO	3	12	6	12	3	12	The budget related policies will be approved by council by the 31 /05/2018	No challenges	No corrective action required	5	12	0	12

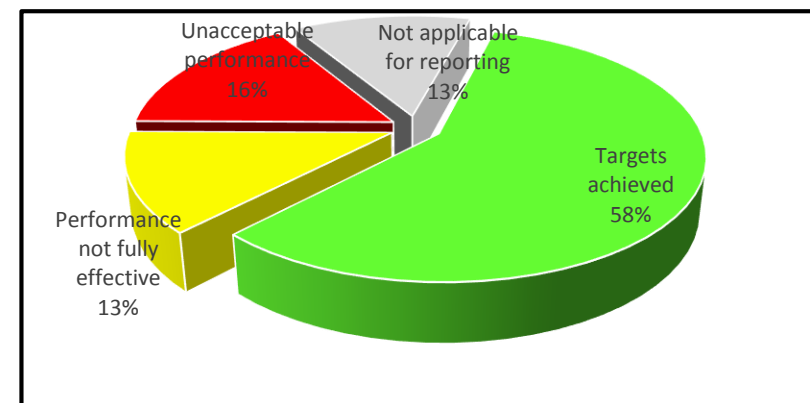
Hierarchy	ID	KPI	UOM	Owner	17-Sep		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Governance\ Legal Services																	
Good Governance and Public Participation\ To promote democracy and sound Governance\ Risk Management	M_138	Strategic Risks mitigated ytd	#	MDM_CFO	1	0	1	0	1	0	Performance data was not captured.			1	1	1	1
Municipal Transformation and Organisational Development\ To inculcate entrepreneurial and intellectual capabilities\ Skills Development	M_123	Number of SCM workshops conducted with internal stakeholders ytd	#	MDM_CFO	1	0	1	0	2	2	Yes Water service & SCM are training by Manufacture of Borehole spares on both technical & warrantee	None	No corrective action required	3	2	0	2

4.4 SDBIP – Corporate Services

The **Corporate Services** Directorate achieved an overall score of **2.79** ,during third quarter which is an improvement in performance as compared to the second quarter performance of **2.63** and first quarter result of **2.63**. Overall, 58 % (18) indicators had achieved target, 13% (2) Indicators achieved performance that is not fully effective, and 15% (5) indicators had an unacceptable performance and 13%(4) were not applicable for reporting.

The detail scorecard is below.

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



Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Financial Viability\ To increase revenue generation and implement financial control systems\ Expenditure Management	M_149	Percentage of Directorate budget actually spent	%	MDM_DCorpS erv	50	45	75	72	100	72	Whilst awaiting March Expenditure report, An estimation of 72% out of the targeted 100% was achieved.	Delay in the appointment of Training Service Providers	Follow up with SCM	2.72	100	28	100
Financial Viability\ To increase revenue generation and implement financial control systems\ Supply chain management	M_139	Demand management plans related to Corporate Services developed and submitted to B&T y.t.d	#	MDM_DCorpS erv	1	1	N/A	1	1	1	1 out of 1 Demand Management Plan was developed and submitted within the given time frame	Nothing to note as challenge	Maintain the standard	3	1	0	0
Good Governance and Public Participation\ To	M_169	Percentage progress in reviewing the records	%	MDM_DCorpS erv	10	10	60	20	80	80	File plan is approved	None	No corrective action required	3	100	20	0

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
promote democracy and sound Governance\ Administration		management system															
Good Governance and Public Participation\ To promote democracy and sound Governance\ Audit	M_152	Percentage of Departmental AG queries responded to within 3 working days	%	MDM_DCorpS erv	N/A	100	N/A	130	40	40	All AG quarries were responded to and mitigated within the required time period	Finalisation of queries that are related to filling of vacant position due to negative financial status of the Municipality	No corrective action required	3	100	60	0
Good Governance and Public Participation\ To promote democracy and sound Governance\ Audit	M_153	Percentage of AG queries resolved	%	MDM_DCorpS erv	N/A	80	N/A	95	40	40	40% of the previous AG queries were resolved and awaiting verification by Internal Audit.	There were SCM, Recruitment and Finance related challenges	No corrective action required	3	100	60	4
Good Governance and Public Participation\ To promote democracy and sound Governance\ Audit	M_154	Percentage of Departmental Internal Audit findings resolved (MM)	%	MDM_DCorpS erv	100	80	100	100	100	100	100 % percentage of the said findings were mitigated and resolved during the reporting period	Some findings are cutting across the whole institution like SCM and recruitment process	No corrective action required	3	100	0	0
Good Governance and Public Participation\ To promote democracy and	M_155	Number of Back to Basics statistical reports submitted to	#	MDM_DCorpS erv	3	3	6	6	9	9	9 out of 9 B2B reports were submitted within the given time frame	None	No corrective action required	3	12	3	12

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
sound Governance\ Back to Basics		M&E by the 7th of each month															
Good Governance and Public Participation\ To promote democracy and sound Governance\ Back to Basics	M_156	Number of Back to Basics statistical reports submitted to M&E by the 7th of each month	#	MDM_DCorpS erv	3	3	6	6	9	9	9 out of 9 B2B reports were submitted to M&E within the give timeframe	None	No corrective action required	3	12	3	12
Good Governance and Public Participation\ To promote democracy and sound Governance\ Customer Care	M_150	Customer services survey on municipal services in the municipality	#	MDM_DCorpS erv	1	1	N/A	1	2	1	1 out of the targeted 2satisfaction survey has been conducted to staff members.	Not all responses were received and those received are been analysed	Accelerate the finalisation of analyses of the questionnaires.	1.50	2	1	0
Good Governance and Public Participation\ To promote democracy and sound Governance\ Intergovernmental Relations	M_157	Percentage of Corporate Services Managers Forum Resolutions related to department implemented within specified timeframes	%	MDM_DCorpS erv	100	100	100	100	100	71	5 out of 7 resolutions were implemented within the given time frames..	Poor attendance by Municipal representatives this causing delay in implementation	All delegates from Local Municipalities and Sector departments should attend District forum	2.71	100	29	0
Good Governance and Public Participation\ To promote democracy and	M_158	Strategic Risks mitigated ytd	#	MDM_DCorpS erv	1	1	2	4	2	2	2 out of 2 Strategic Risks have been/ were mitigated during the	None experienced during the reporting period	No corrective action required	3	2	0	1

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
sound Governance\ Risk Management											reporting period						
Good Governance and Public Participation\ To strengthen record keeping & knowledge management\ Information Technology	M_170	Percentage of completion of development of the DRP	%	MDM_DCorpS erv	10	0	70	0	N/A	20	Tender for development of DRP awarded. Development of DRP underway.	Slow pace of implementation.	SLA to be signed to enforce performance.	N/A	100	80	0
Good Governance and Public Participation\ To strengthen record keeping & knowledge management\ Information Technology	M_171	Percentage of completion of development of the MSP	%	MDM_DCorpS erv	10	15	70	15	N/A	20	Bid for acquisition of professional service provider awarded for review of MSP/SISP.	Slow implementation.	SLA to be signed to expedite implementation.	N/A	100	80	0
Municipal Transformation and Organisational Development\ To inculcate entrepreneurial and intellectual capabilities\ Human Resource Management	M_144	Number of Employees wellness campaigns conducted YTD	#	MDM_DCorpS erv	N/A	13	1	3	N/A	3	3 x Employee wellness campaign conducted to date	Lack of EAP awareness and Negative Financial standing of the Municipality to conduct further awareness sessions	Re-budget for more to be able to conduct other campaigns.	N/A	2	-1	0
Municipal Transformation and Organisational	M_161	Number of existing policies reviewed and ready for	#	MDM_DCorpS erv	6	15	8	15	10	15	15 policies have been reviewed and en route to	Tight corporate diary with little space to conduct final	No corrective action required	4.50	12	-3	0

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Development\ To inculcate entrepreneurial and intellectual capabilities\ Human Resource Management		adoption by Council structures YTD									Council for adoption via other relevant structures	touches on the reviewed policies with Councillors					
Municipal Transformation and Organisational Development\ To inculcate entrepreneurial and intellectual capabilities\ Human Resource Management	M_164	Percentage of women recruited according to the recruitment plan	%	MDM_DCorpS erv	2	1	4	1	6	7	15 x women were interviewed and seven of them appointment as Junior Fire Fighters, but to date,43% are constituting the entire work force.	Employment equity targets not strictly adhered to.	Employment Equity Plan /targets be followed/adhered to.	3.17	8	1	9
Municipal Transformation and Organisational Development\ To inculcate entrepreneurial and intellectual capabilities\ Human Resource Management	M_165	Percentage of people with disability recruited in	%	MDM_DCorpS erv	1	1.70	2	1.70	3	1.70	No employee/s with disabilities were appointed during the reporting period, however, there is 1.7% disabled staff within the work force. NB. the target should be 2% instead of 3%	Lack of adequately qualified disabled applicants from the recruitment area	Aggressive targeting of appointment of people with disabilities	1.57	4	2.30	0
Municipal Transformation and Organisational Development\ To	M_168	Percentage of posts filled timeously	%	MDM_DCorpS erv	50	80	50	80	70	80	Although no Positions were filled during the reporting period.	Encroachment by labour's demand for recruitment	No corrective action required	3.14	80	0	0

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
inculcate entrepreneurial and intellectual capabilities\ Human Resource Management											Accumulatively 80 percent post were filled to date timeously	process to be reviewed.					
Municipal Transformation and Organisational Development\ To inculcate entrepreneurial and intellectual capabilities\ Human Resource Management	M_36	Percentage of employees that received paid overtime at an average of 12 months	%	MDM_DCorpS erv	10	13	10	45	10	13	12.6% (13)Received overtime for the period reported at an average of 12 months	Shortage of staff in Fire and Water Services causes the access payment of overtime.	Accelerate the appointment of 15 interviewed Fire Fighters in Fire Services, that will reduce the overtime.	2.85	10	-3	0
Municipal Transformation and Organisational Development\ To inculcate entrepreneurial and intellectual capabilities\ Labour relations	M_141	Percentage of implemented resolution taken from the Local Labour Forum	%	MDM_DCorpS erv	100	80	100	80	100	96	96% LLF resolutions have been implemented ranging from Notch Adjustments to Adhoc Acting Allowances	Negative Financial standing of the Municipality to implement the outstanding resolutions.	Expedite the process of seeking legal interpretation to outstanding resolutions.	2.96	100	4	0
Municipal Transformation and Organisational Development\ To inculcate entrepreneurial and intellectual capabilities\ Labour relations	M_145	Minutes of Local Labour Forum submitted to council by target date	#	MDM_DCorpS erv	3	3	6	9	9	17	9 out of 9 minutes together with a further 8 minutes of the special LLF meetings as well as meetings with Individual Unions, were	Negative Financial standing of the Municipality delays the finalisation of some issues.	Ensure timeous submission of minutes to Council	5	12	-5	0

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
											submitted to Councils for consideration via other structures.						
Municipal Transformation and Organisational Development\ To inculcate entrepreneurial and intellectual capabilities\ Organisational Development	M_162	Number of attitude and moral survey conducted .YTD.	#	MDM_DCorpS erv	N/A	1	N/A	1	1	1	1 out 1 employee satisfaction survey was conducted to date.	Some Employees not co-operative and only one satellite responded in terms of sending back the filled questionnaire	No corrective action required	3	1	0	0
Municipal Transformation and Organisational Development\ To inculcate entrepreneurial and intellectual capabilities\ Organisational Development	M_163	Percentage progress with the review and approval of the Organogram by Council for next financial year	%	MDM_DCorpS erv	N/A	100	20	100	60	90	Compiled specification to review the organizational structure and placement of transferred employees Attended a briefing session for the review of the organizational structure	Encroachment by Labour	No corrective action required	4.50	100	10	0
Municipal Transformation and Organisational Development\ To inculcate entrepreneurial	M_50	Number of executive management posts filled after they been vacated YTD	#	MDM_DCorpS erv	2	0	2	1	2	1	Interviews conducted for Snr Manager Corporate services and competency	Awaiting concurrence from the MEC	Awaiting concurrence from the MEC	1.50	2	1	3

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
and intellectual capabilities\ Organisational Development											assessment has been done.						
Municipal Transformation and Organisational Development\ To inculcate entrepreneurial and intellectual capabilities\ Skills Development	M_143	R-value actually spent on implementing its workplace skills plan YTD	%	MDM_DCorpS erv	25	8	50	3	75	80	An estimated R-Value year to date is R745 000 on the implementation of the WSP .	Awaiting the generation of the March 2018 Expenditure report and the delay in the appointment of the Training Service Provider	No corrective action required	3.07	100	20	0
Municipal Transformation and Organisational Development\ To inculcate entrepreneurial and intellectual capabilities\ Skills Development	M_146	Number of reports on the implementation of the Workplace Skills Plan submitted to Management ytd	#	MDM_DCorpS erv	3	3	6	6	9	9	monthly narrative \$ 3 quarterly monitoring reports submitted to MANCO and LGSETA respectively	None	No corrective action required	3	12	3	0
Municipal Transformation and Organisational Development\ To inculcate entrepreneurial and intellectual capabilities\ Skills Development	M_147	Skill Development Plan developed and submitted to SETA by end of June	#	MDM_DCorpS erv	N/A	1	N/A	1	N/A	1	1 out 1 WSP submitted to SETA within the given time frame	Not all employees completed and returned the skills audit questionnaire	Conduct awareness on the important of completing and returning the Questionnaire	N/A	1	0	0
Municipal Transformation and Organisational	M_166	Percentage of spending on of the training budget. YTD	%	MDM_DCorpS erv	5	3	25	39	50	55	55% of the total training budget to date have been spent	Delay in appointment of training providers by	No corrective action required	3.10	100	45	0

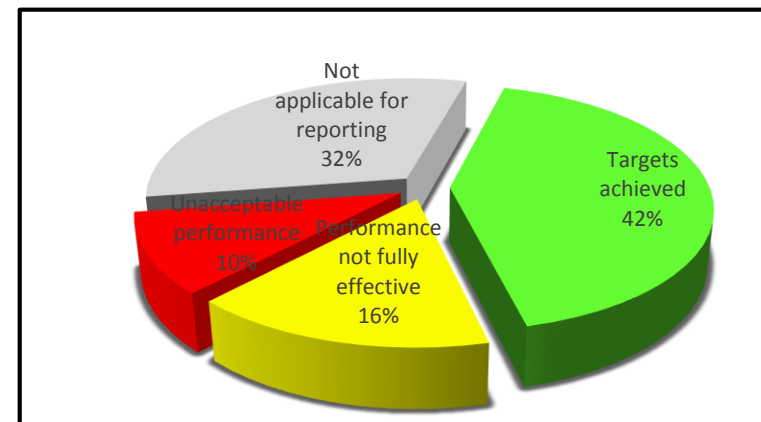
Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Development\ To inculcate entrepreneurial and intellectual capabilities\ Skills Development												SCM due to negative financial standing of the Municipality					
Municipal Transformation and Organisational Development\ To inculcate entrepreneurial and intellectual capabilities\ Skills Development	M_167	Number of targeted internal and external trainees and/or cooperatives in various fields as per the WSP ytd	#	MDM_DCorpS erv	40	3	65	44	120	143	143 employees currently enrolled in LGSETA funded programmes	None	No corrective action required	3.19	160	17	0

4.5 SDBIP – Planning and Development

The **Planning and Development** directorate achieved an overall score of **2.66**, it is an improvement in performance as compared to the second quarter performance of **2.32**, and a decline in performance as compared to the first quarter score of **2.83**. Overall, 42% (8) indicators achieved target; 16% (2) indicators achieved performance was not fully effective and 10 % (2) had an unacceptable performance and 32%(6) were not applicable for reporting.

The detail is as per below:

SDBIP – PLANNING AND DEVELOPMENT– VOTE 030, 035, – Key Performance Indicators



Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Financial Viability\ To increase revenue generation and implement financial control systems\ Supply chain management	M_188	Demand management plans related to Panning and Development developed and submitted to Budget and Treasury YTD	#	MDM_DPD	N/A	N/A	N/A	2	N/A	2	The demand management plan was submitted as required	None	No corrective action required	N/A	1	-1	1
Good Governance and Public Participation\ To promote democracy and sound	M_182	Percentage of AG queries resolved	%	MDM_DPD	N/A	100	N/A	2	40	100	2 issues raised, 2 issues resolved	None	No corrective action required	5	100	0	4

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Governance\ Audit																	
Good Governance and Public Participation\ To promote democracy and sound Governance\ Audit	M_183	Percentage of Departmental Internal Audit findings resolved	%	MDM_DPD	100	100	100	100	100	95	5 findings resolved, SLA for the appointment of service provider is awaiting MM.'s signature	Delayed signing of SLA	Signing of SLA must be fast-tracked	2.95	100	5	12
Good Governance and Public Participation\ To promote democracy and sound Governance\ Audit	M_531	Percentage of Departmental AG queries responded to within 3 working days	%	MDM_DPD	100	100	100	50	N/A	100	Information requested by AG submitted within required timelines	None	No corrective action required	N/A	100	0	0
Good Governance and Public Participation\ To promote democracy and sound Governance\ Back to Basics	M_184	Number of CoGHSTA Back to Basics statistical reports submitted to M&E by the 7th of each month	#	MDM_DPD	3	3	6	5	9	9	9/9 B2B reports submitted	None	No corrective action required	3	12	3	12
Good Governance and Public Participation\ To promote democracy and sound	M_185	Number of CoGTA Back to Basics statistical reports submitted to M&E by the	#	MDM_DPD	3	3	6	5	9	9	9/9 reports submitted	None	No corrective action required	3	12	3	12

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Governance\ Back to Basics		7th of each month															
Good Governance and Public Participation\ To promote democracy and sound Governance\ Intergovernmental Relations	M_175	Heads of Departments of Planning and Development forum meetings coordinated	#	MDM_DPD	1	2	2	1	3	4	5 HODs meetings coordinated as follows: 20 July 2017, 7 September 2017, 1 November 2017, 8 February 2018, 4 March 2018. Only 4 held as the meeting did not corrade in February	Inconsistent attendance of locals. The January meeting had to be rescheduled due to MDM delayed Bosberaad.	Locals to attend consistently and adhere to schedule of meetings (letter sent); MDM to consider holding Bosberaad in November month the latest to relieve congestion in the 3rd quarter when a number of compliance issues should be attended to.	4.33	4	0	0
Good Governance and Public Participation\ To promote democracy and sound Governance\ Risk Management	M_186	Strategic Risks mitigated ytd	#	MDM_DPD	1	1	2	1	2	2	Risks identified has been mitigated through the resuscitation of LED Forum and related activitiieses. A budget has been made available for 2018/19 to deal with land issues raised	None	No corrective action required	3	2	0	0

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Local Economic Development\ To promote Economic Sectors of the District\ Local Economic Development (LED)	M_176	Training of Small Medium and Macro Enterprises within the district	#	MDM_DPD	2	2	3	4	3	4	4 trainings were conducted in the reporting period	None	No corrective action required	4.33	5	1	0
Local Economic Development\ To promote Economic Sectors of the District\ Local Economic Development (LED)	M_177	Promote Small Medium and Macro Enterprises development initiatives ytd	#	MDM_DPD	N/A	1	5	2	7	7	4 Entrepreneurial Training were conducted successfully. 3 exhibition were conducted, 9-12 August 2017 Letaba Show, 27-29 September 2017 Agri Expo and 23 - 3rd March 2018 Marula	None	No corrective action required	3	9	2	0
Local Economic Development\ To promote Economic Sectors of the District\ Local Economic Development (LED)	M_179	To create a conducive environment and ensure support to key economic sectors i.e Agriculture, mining , manufacturing and tourism	#	MDM_DPD	1	2	2	2	N/A	4	MOU with SEDA submitted to SEDA MOU with KNP still under discussion MOU with SADC submitted to MANCO & Oversight committee for consideration	SEDA has not finalised signing KNP/MDM must finalise terms of MOU Comments from Legal section awaited whereafter the item will serve before Portfolio	Reminders on finalising MOU were sent Engagement session will be initiated from MDM to finalise MOU Follow up memo will be sent to Corp. Services	N/A	3	-1	0

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
												committee and Council					
Local Economic Development\ To promote Economic Sectors of the District\ Local Economic Development (LED)	M_180	Development of the status quo of mining in the district	#	MDM_DPD	1	2	2	2	N/A	2	The status quo mining was developed through technical sessions. Mining stakeholders session was held on the 24th October 2017 in Tzaneen. The Analysis phase was held on the 27-28 July, The strategies phase was held on the 11-12 September 2017 and the project phase was on the 21 November 2017.	None	No corrective action required	N/A	3	1	0
Local Economic Development\ To promote Economic Sectors of the District\ Local Economic Development (LED)	M_181	Percent budget spent of the directorate	%	MDM_DPD	25	0	50	56.65	75	70	The total expenditure is estimated to be at 66% as the Marula Festival, Economic summit and Randshow was held in this period	Financial report for March not yet available. Thus the estimated reporting	Report to be finalised once the financial report is circulated	2.93	100	30	75

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Local Economic Development\ To promote Economic Sectors of the District\ Local Economic Development (LED)	M_521	Coordination of (and reporting on) EPWP	%	MDM_DPD	1	2	1	2	1	9	9 EPWP meetings were coordinated and held successfully as follows: 4 August 2017; 22 August 2017; 6 October 2017; 1 November 2017; 20 November 2017; 15 December 2017; 4 January 2018; 821February 2018; 23 March 2018	Delayed processes of employing a coordinator, not all national summit resolutions effected by MDM, District EPWP coordination not yet done	Implementation of all EPWP National summit resolutions	5	1	-8	0
Spatial Rationale\ To have efficient economic and integrated use of land space\ Geographic Information System (GIS)	M_174	Development of GIS framework and approval by council	#	MDM_DPD	1	1	N/A	1	N/A	1	The draft GIS policy served twice at MANCO and once in the GIS forum, and was also given to line managers as to allow for inputs, comments, and guidance. It was then resolved that the draft GIS policy undergo public participation with all other organisational policies where after same will unfold finally serve at council.	None	No corrective action required	N/A	1	0	0

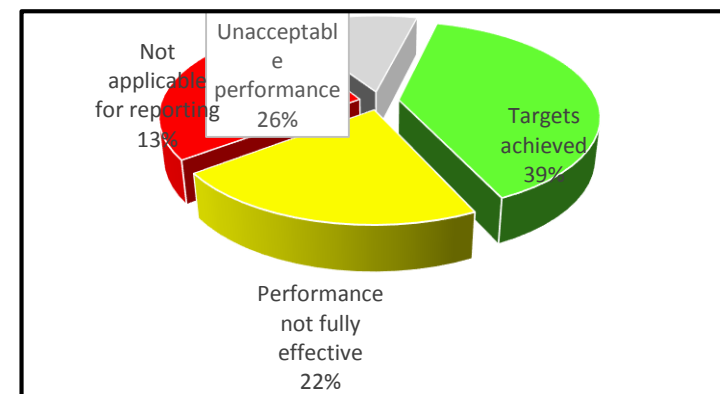
Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
											Audit committee further advised that policies be considered separately						
Spatial Rationale\ To have efficient economic and integrated use of land space\ Geographic Information System (GIS)	M_271	Training conducted on GIS (to the Municipal officials)	#	MDM_DPD	2	2	4	4	5	4	Four training conducted for Greater Tzaneen, Greater Giyani local municipalities and for Maruleng and Ba-Phalaborwa Local Municipalities	None	No corrective action required	2.80	6	2	0
Spatial Rationale\ To have efficient economic and integrated use of land space\ Spatial Planning	M_172	Establishment of a functional Spatial Development Framework and GIS steering committee.	#	MDM_DPD	1	1	2	2	3	2	2 meetings held	Delay in the appointment of service provider	Appointment done and the second meeting shall be held on 19 April 2018 to make up the lost ground	1.67	4	2	0
Spatial Rationale\ To have efficient economic and integrated use of land space\ Spatial Planning	M_173	Conducting SPLUMA training in the district	#	MDM_DPD	2	2	4	3	N/A	2	2 trainings at GGM and GLM	Scope creep	Review the action plan	N/A	6	4	0

4.6 SDBIP – Engineering Services

The **Engineering Services** Directorate achieved an overall score of **1.96** in the third quarter and, it is an improvement when compared to the second quarter performance of **1.82** and first quarter performance of **1.70**. Overall, 39% (9) indicators have achieved target, 22% (5) Indicators achieved performance that is not fully effective, and 13% (5) indicators had an unacceptable performance and 13% (3) were not applicable for reporting.

The detail is below:

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



Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Basic Service Delivery\ To have integrated infrastructure development\ Infrastructure Planning	M_189	Number of Regional Infrastructure Grant reports submitted to DWS YTD	#	MDM_DEng	3	2	6	6	9	7	Seven (7) reports submitted to DWS	None	None	2.78	12	5	12
Basic Service Delivery\ To have integrated infrastructure development\ Infrastructure Planning	M_190	Number of MIG reports submitted to COGHSTA ytd	#	MDM_DEng	3	3	6	6	9	9	Nine (9) reports submitted to CoGHSTA	None	No corrective action required	3	12	3	12
Basic Service Delivery\ To have integrated infrastructure	M_194	Percentage of progress in the development	%	MDM_DEng	25	0	50	0	N/A	100	The municipal infrastructure investment plan	The municipality has not budgeted for	To budget for the development	N/A	100	0	0

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
development\ Infrastructure Planning		municipal infrastructure investment plan ytd									has not yet been developed	the development of the plan in this FY	of the plan in future				
Basic Service Delivery\ To have integrated infrastructure development\ Project Management	M_196	Number of water projects towards the provision of water to the District	#	MDM_DEng	13	13	13	15	13	15	15 Water projects are on construction	None	No corrective action required	3.15	13	-2	13
Basic Service Delivery\ To have integrated infrastructure development\ Project Management	M_197	Percentage contractors with progress and performance that conform to the contract Requirements	%	MDM_DEng	100	100	100	100	100	100	All contractors for projects which are on construction have met their contractual obligations	None	No corrective action required	3	100	0	0
Basic Service Delivery\ To have integrated infrastructure development\ Project Management	M_198	Percentage of resolutions implemented related to the contractors meetings	%	MDM_DEng	100	100	100	100	100	100	All contractors and consultants meeting resolutions are implemented	None	No corrective action required	3	100	0	0
Basic Service Delivery\ To have integrated infrastructure development\ Project Management	M_199	Percentage of contractors who are on schedule (with their gantt chart)	%	MDM_DEng	100	16	100	0	100	68	15 out of 22 contractors are on schedule.	None	Close monitoring	2.68	100	32	0
Basic Service Delivery\ To have integrated infrastructure	M_200	Percentage of contractors who are	%	MDM_DEng	0	42	0	0	0	31.80	31.80of contractors are behind schedule	7 out of 22 contractors are behind schedule	Close monitoring.	2.68	0	-31.80	0

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
development\ Project Management		behind schedule															
Basic Service Delivery\ To have integrated infrastructure development\ Project Management	M_201	Percentage of contractors who are deficient and needs intervention	%	MDM_DEng	0	13	0	0	0	18	4 out of 22 contractors needs intervention	Slow progress on site delays in delivery of materials	Close monitoring	2.82	0	-18	0
Basic Service Delivery\ To have integrated infrastructure development\ Project Management	M_202	Conducting of workshops on contract management	#	MDM_DEng	1	0	N/A	N/A	2	1	Only one CIDB workshop was successfully conducted to date	None	N/A	1.50	2	1	0
Basic Service Delivery\ To have integrated infrastructure development\ Sanitation Infrastructure	M_195	Number of VIP ablution facilities for provision of sanitation in the District	#	MDM_DEng	N/A	N/A	N/A	N/A	N/A	N/A	None	The Municipality is awaiting a list of beneficiaries from the Greater Giyani LM. Contractor not yet appointed	Greater Giyani LM to finalise a list of beneficiaries and submit to MDM. MDM to appoint a contractor	N/A	961	961	0
Financial Viability\ To increase revenue generation and implement financial control systems\ Budget Control and Reporting	M_272	Demand management plans related to Directorate developed and submitted to Budget and Treasury YTD	#	MDM_DEng	N/A	N/A	N/A	N/A	N/A	1	One demand management plan submitted ytd	None	N/A	N/A	1	0	1

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Financial Viability\ To increase revenue generation and implement financial control systems\ Expenditure Management	M_191	Percentage R-value spent on MIG ytd	%	MDM_DEng	25	5.69	50	38.50	75	48	48% Expenditure achieved	Slow progress on site	Close monitoring	1.64	100	52	32.12
Financial Viability\ To increase revenue generation and implement financial control systems\ Expenditure Management	M_193	Percentage Regional Infrastructure Grant RBIG spent y.t.d	%	MDM_DEng	25	0	50	2.90	75	21	21% expenditure achieved	Delays in processing of payment certificates by MDM finance department	To effect payments on time	1.28	100	79	100
Financial Viability\ To increase revenue generation and implement financial control systems\ Expenditure Management	M_208	Percentage of the Engineering Services departmental budget spent	%	MDM_DEng	25	12	50	0	75	54	Some projects which were to be funded through ES budget have been approved for budget maintenance and therefore will be funded through MIG	Monthly expenditure report for March is not yet issued by the BTO,	N/A	2.72	100	46	12
Good Governance and Public Participation\ To promote democracy and sound Governance\ Audit	M_203	Percentage of AG queries resolved	%	MDM_DEng	N/A	100	N/A	100	40	100	There are no AG queries related to the Engineering Services directorate	None	No corrective action required	5	100	0	4
Good Governance and Public Participation\ To promote democracy and	M_204	Percentage of Departmental Internal Audit	%	MDM_DEng	100	100	100	100	100	100	All internal audit findings have been resolved	None	No corrective action required	3	100	0	12

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
sound Governance\ Audit		findings resolved															
Good Governance and Public Participation\ To promote democracy and sound Governance\ Audit	M_454	Percentage of Departmental AG queries responded to within 3 working days	%	MDM_DEng	100	100	100	100	0	100	There were no AG queries related to the directorate	None	N/A	N/A	100	0	0
Good Governance and Public Participation\ To promote democracy and sound Governance\ Back to Basics	M_205	Number of CoGTA Back to Basics statistical reports submitted to M&E by the 7th of each month	#	MDM_DEng	3	3	6	6	9	9	9 Back to basics reports submitted	None	No corrective action required	3	12	3	12
Good Governance and Public Participation\ To promote democracy and sound Governance\ Back to Basics	M_206	Number of CoGHSTA Back to Basics statistical reports submitted to M&E by the 7th of each month	#	MDM_DEng	3	3	6	6	9	9	9 reports submitted	None	No corrective action required	3	12	3	12
Good Governance and Public Participation\ To promote democracy and sound Governance\ Intergovernmental Relations	M_207	Percentage of Technical Manager's Forum Resolutions related to department implemented within	%	MDM_DEng	100	100	100	100	100	100	There was no infrastructure technical committee meeting for this month	None	No corrective action required	3	100	0	0

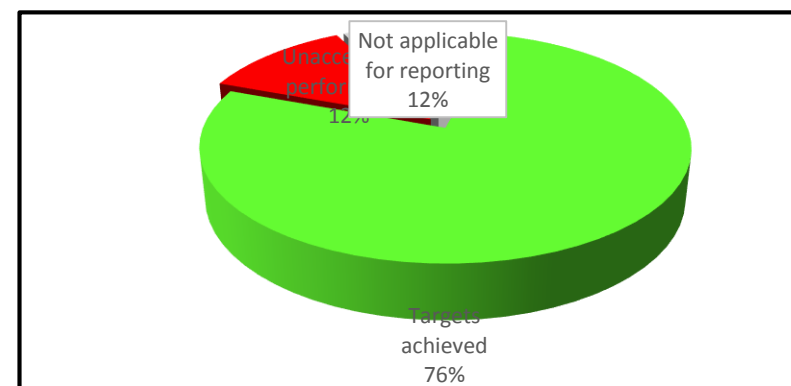
Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
		specified timeframes															
Good Governance and Public Participation\ To promote democracy and sound Governance\ Risk Management	M_209	Strategic Risks mitigated ytd	#	MDM_DEng	1	0	1	0	1	0	No risk was mitigated	None	N/A	1	1	1	1

4.7 SDBIP – Water and Sanitation Services

The **Water and Sanitation Services** Directorate achieved an overall score of **2.59** in the third quarter, it is an improvement as compared to the second quarter performance of **2.13** during second quarter, reflecting an increase in performance from the first quarter result of **1.48**. Overall, 76% (13) had achieved target, 12% (2) indicators had an unacceptable performance and 12% (3) were not applicable for reporting.

The detail is below:

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



Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Basic Service Delivery\ To have integrated infrastructure development\ Infrastructure Planning	M_214	Percentage of assessment activities completed related to the implementation of infrastructure maintenance and replacement plan ytd	%	MDM_DWS	25	30	50	50	75	100	Assessment is completed and a draft a draft report is available	None	No corrective action required	4.33	100	0	0
Basic Service Delivery\ To have integrated infrastructure development\ Infrastructure Planning	M_215	Development of Water Services Infrastructure Development Plan	#	MDM_DWS	N/A	N/A	1	0	1	1	Draft Master Plan is available	No internal capacity	MISA to assist	3	1	0	0
Basic Service Delivery\ To have integrated infrastructure development\	M_217	Number of activities completed towards a Functional	#	MDM_DWS	25	25	50	50	75	100	Communities Profiling and assessment of the water services	None	No corrective action required	4.33	5	-95	0

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Infrastructure Planning		water infrastructure ytd									infrastructure is completed for each local municipality						
Basic Service Delivery\ To have integrated infrastructure development\ Infrastructure Planning	M_222	Report on the Improved level of services of water supply to communities	#	MDM_DWS	1	1	2	2	3	7	Three report on the Improved level of services of water supply to communities have been done	Old water infrastructure	Replacement of the asbestos pipelines with the steel water pipelines.	5	4	-3	0
Basic Service Delivery\ To have integrated infrastructure development\ Infrastructure Planning	M_232	Number of VIP ablution facilities for provision of sanitation in the District	#	MDM_DWS	N/A	N/A	N/A	800	200	800	800 units of VIP ablution facilities for provision of sanitation in the District	None	No corrective action required	5	381	-419	0
Basic Service Delivery\ To have integrated infrastructure development\ Infrastructure Planning	M_49	Approved District water Master Management Plan	#	MDM_DWS	N/A	N/A	1	1	1	1	Draft Water Master Management Plan is available and a letter has been submitted to MISA for finalization of the plan	Lack of internal capacity	To solicit for support from MISA and DBSA	3	1	0	0
Financial Viability\ To increase revenue generation and implement financial control	M_211	Percentage of operation and maintenance allocation spent on water services ytd	%	MDM_DWS	25	0	50	100	75	120	120 Percentage of operation and maintenance allocation spent on	Dilapidated water infrastructure consumes lot of funds.	Budget to be adjusted during mid-year budget adjustment process	4.60	100	-20	50

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
systems\ Expenditure Management											water services as of end of January. That is an amount of R24 301 299 has been exhausted.						
Financial Viability\ To increase revenue generation and implement financial control systems\ Expenditure Management	M_594	Percentage of departmental budget spent	%	MDM_DWS	25	0	50	14	75	76	An amount of R391 135 963 out of R297 263 332, which translate to 76%. this is up end of February	Late release of Expenditure by Finance	Finance to comply with the timelines of reporting	3.01	100	24	12
Financial Viability\ To increase revenue generation and implement financial control systems\ Supply chain management	M_273	Demand management plans related to the Directorate developed and submitted to Budget and Treasury YTD	#	MDM_DWS	1	0	N/A	N/A	N/A	1	Demand Management Plan has been developed and is being implemented	None	No corrective action required	N/A	1	0	1
Good Governance and Public Participation\ To promote democracy and sound Governance\ Audit	M_223	Percentage of Departmental AG queries responded to within 3 working days	%	MDM_DWS	100	0	100	100	N/A	100	All AG findings were responded to within the stipulated time	None	No corrective action required	N/A	100	0	0
Good Governance and Public	M_224	Percentage of AG queries resolved	%	MDM_DWS	N/A	N/A	N/A	N/A	40	67	Four out of seven queries	None	No corrective action required	5	100	33	37

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Participation\ To promote democracy and sound Governance\ Audit											has been resolved						
Good Governance and Public Participation\ To promote democracy and sound Governance\ Audit	M_225	Percentage of Departmental Internal Audit findings resolved	%	MDM_DWS	100	0	100	0	100	0	None	Shortage of personnel	Compliance to the Approved Recruitment Plan	1	100	100	0
Good Governance and Public Participation\ To promote democracy and sound Governance\ Back to Basics	M_226	Number of CoGHSTA Back to Basics statistical reports submitted to M&E by the 7th of each month	#	MDM_DWS	3	2	6	0	9	9	The report for the month of February has been submitted. Total reports submitted to date are 9	None	No corrective action required	3	12	3	12
Good Governance and Public Participation\ To promote democracy and sound Governance\ Back to Basics	M_711	Number of CoGTA Back to Basics statistical reports submitted to M&E by the 7th of each month	#	MDM_DWS	3	0	6	6	9	9	All reports have been submitted	None	No corrective action required	3	12	3	12
Good Governance and Public Participation\ To promote	M_228	Percentage of Technical Services Managers Forum	%	MDM_DWS	100	100	100	100	100	100	All resolutions have been implemented	None	No corrective action required	3	100	0	0

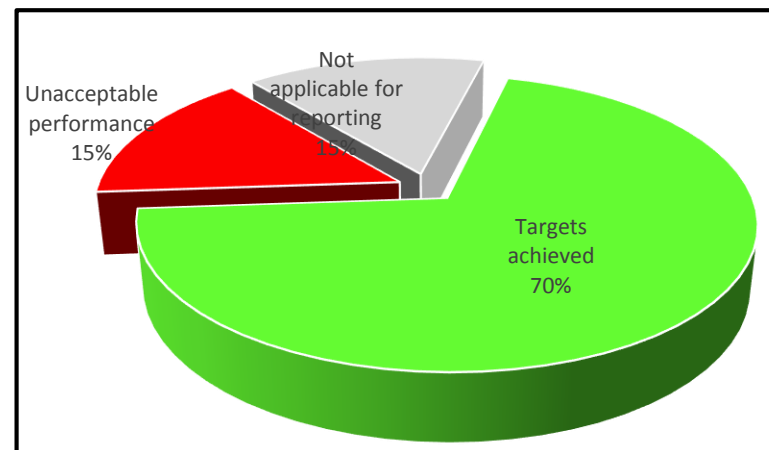
Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
democracy and sound Governance\ Intergovernmental Relations		Resolutions related to department implemented within specified timeframes															
Good Governance and Public Participation\ To promote democracy and sound Governance\ Risk Management	M_230	Strategic Risks mitigated ytd	#	MDM_DWS	1	1	1	1	1	1	1 strategic risk has been mitigated as planned	None	No corrective action required	3	1	0	1

4.8 SDBIP – Community Services

The **Community Services** Directorate achieved an overall score of **3.01** in the third quarter, it is an improvement in performance as compared to the second quarter performance of **2.26** and the first quarter performance of **2.58**. Overall, 70% (14) indicators achieved target 18% (3) indicators achieved performance not fully effective; 29%(5) had unacceptable performance and 12% (3) were not applicable for reporting.

The detail is below:

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



Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Basic Service Delivery\ To improve community safety, health and social well-being\ Disaster Centre Management and Operations	M_242	Development of the Disaster Management annual report and submission to PDMC and Council before end of September	#	MDM_DComServ	N/A	1	1	1	1	1	Disaster Management report developed and approved by Council.	None	No corrective action required	3	1	0	1
Basic Service Delivery\ To improve community safety, health and social well-being\ Environmental Management	M_237	Development of the Integrated Waste Management Plan and approval by Council	%	MDM_DComServ	N/A	N/A	N/A	25	N/A	50	Requisition for the service outsourcing was submitted to Supply Chain Management to commence with the procurement	Cash flow, hence budget was adjusted.	Integrated Waste Management Plan development to be re - budgeted for the 2018/19 financial year.	N/A	100	50	0
Basic Service Delivery\ To improve	M_238	Number of reports submitted on K2C	#	MDM_DComServ	1	2	2	2	3	3	Three reports were submitted	None	No corrective action required	3	4	1	2

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
community safety, health and social well-being\ Environmental Management		biosphere reserve activities									for K2C biosphere.						
Basic Service Delivery\ To improve community safety, health and social well-being\ Environmental Management	M_239	Number of projects Supported on Green Economy activities	#	MDM_DComServ	2	1	4	2	6	6	3 Projects on distribution of 250 trees to Greater Tzaneen, Greater Letaba and Greater Giyani 2 workshops in Support to the District and Provincial Greenest Municipality Competition (GMC) . 1 workshop to educators on green schools for the earth programme	None	No corrective action required	3	8	2	8
Basic Service Delivery\ To improve community safety, health and social well-being\ Environmental Management	M_240	Number of reports on ambient Air Quality Monitoring submitted to Management	#	MDM_DComServ	1	0	2	0	3	0	No reports submitted	The station is non - functional; it needs some maintenance; there is also a need to fill up the position of Air Quality Officer as it is long over due.	Purchase order has been issued for the station to be serviced	1	4	4	4

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Basic Service Delivery\ To improve community safety, health and social well-being\ Municipal Health	M_233	Number of formal health and hygiene education/workshops conducted	#	MDM_DComServ	1	25	2	50	3	94	11 formal health and hygiene workshops were conducted bringing the total to 94 from July 2017 to March 2018.	None	No corrective action required	5	4	-90	5
Basic Service Delivery\ To improve community safety, health and social well-being\ Municipal Health	M_234	Percentage of food control and safety resolutions taken and implemented	%	MDM_DComServ	100	100	100	100	100	100	02 Food Control and Safety Meetings were held two resolutions were taken for implementation.	None	No corrective action required	3	100	0	100
Basic Service Delivery\ To improve community safety, health and social well-being\ Municipal Health	M_235	Number of accommodation establishments inspected	#	MDM_DComServ	42	43	84	76	126	137	15 accommodation establishment were inspected bringing the total 137.	None	No corrective action required	3.09	168	31	3
Basic Service Delivery\ To improve community safety, health and social well-being\ Municipal Health	M_236	Percentage of complaints investigated on littering, illegal dumping and burning of waste	%	MDM_DComServ	100	100	100	100	100	100	04 complaints were received and investigated; and this brings the total number of complaints reported and investigated from July 2017 to March 2018, to 15.	None	No corrective action required	3	100	0	0
Financial Viability\ To increase revenue generation and	M_251	Percentage of departmental budget spent	%	MDM_DComServ	25	24.20	50	31.83	75	49.37	As from 28 February 2018, out of a total budget of	Delay in the procurement of goods and services,	Adherence to the SCM policy and improve on	1.66	100	50.63	12

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
implement financial control systems\ Expenditure Management											136,572,000 we only spent 67,419,514 which is 49.37% of the total budget (see the attached expenditure report).	delays in the payment of service providers and cash flow affected our expenditure pattern.	payment of service providers.				
Financial Viability\ To increase revenue generation and implement financial control systems\ Supply chain management	M_254	Demand management plans related to Corporate Services developed and submitted to Budget and Treasury YTD	#	MDM_DComServ	N/A	1	N/A	1	N/A	1	Demand Management Plan developed in the first quarter and submitted to BTO.	None	No corrective action required	N/A	1	0	1
Good Governance and Public Participation\ To promote democracy and sound Governance\ Audit	M_245	Percentage of Departmental AG queries responded to within 3 working days	%	MDM_DComServ	100	100	100	100	N/A	94	One finding on fire services high overtime expenditure was raised by AGSA, and we managed to advertise and appoint additional 27 Junior fire staff from July 2017 to March 2018; moreover, two issues were raised through COMAF 08 of 2017 Responses during October 2017, and were	None	No corrective action required	N/A	100	6	0

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
											responded to within 3 days.						
Good Governance and Public Participation\ To promote democracy and sound Governance\ Audit	M_246	Percentage of AG queries resolved	%	MDM_DComServ	N/A	100	N/A	100	40	100	One finding on fire services high overtime expenditure was raised by AGSA, and we managed to advertise and appoint 3 Divisional Officers and additional 27 Junior fire staff from July 2017 to March 2018. Overtime has been reduced to some extent.	Understaffing.	To continue advertising and making new appointments until we comply to 4 shift system as per the Fire Brigade Act and Regulations.	5	100	0	4
Good Governance and Public Participation\ To promote democracy and sound Governance\ Audit	M_247	Percentage of Departmental Internal Audit findings resolved (MM)	%	MDM_DComServ	100	67	100	75	100	137	Eighteen out of twenty - three findings were resolved and cleared and this makes it to almost 80%.	We still need more positions to be filled in Fire and Health Services as per the Recruit Plan. Draft EHP still to go to Council, Training of	Priority list for filling of vacant positions submitted to the Accounting Officer for approval.	4.37	100	-37	12

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
												EHPs on law enforcement still outstanding.					
Good Governance and Public Participation\ To promote democracy and sound Governance\ Back to Basics	M_248	Number of CoGHSTA Back to Basics statistical reports submitted to M&E by the 7th of each month	#	MDM_DComServ	3	2	6	6	9	10	Nine reports were submitted to the Coordinator from July 2015 to date.	None	No corrective action required	3	12	-88	12
Good Governance and Public Participation\ To promote democracy and sound Governance\ Back to Basics	M_249	Number of CoGTA Back to Basics statistical reports submitted to M&E by the 7th of each month	#	MDM_DComServ	3	3	6	6	9	10	Nine CoGTA reports on B2B were submitted to the Coordinator from July to date.	None	No corrective action required	3	12	-38	12
Good Governance and Public Participation\ To promote democracy and sound Governance\ Intergovernmental Relations	M_250	Percentage of HOD Forum Resolutions related to department implemented within specified timeframes	%	MDM_DComServ	100	0	100	0	100	100	There was one HOD Meeting held during the reporting period with only 04 resolutions taken and implemented (see report attached).	Poor attendance of HOD meetings by Cluster members.	Challenge elevated to Municipal Managers Forum for intervention.	3	100	0	4
Good Governance and Public Participation\ To promote	M_252	Strategic Risks mitigated ytd	#	MDM_DComServ	1	2	1	3	1	3	All the three identified risks were mitigated.	None	No corrective action required	5	1	-2	1

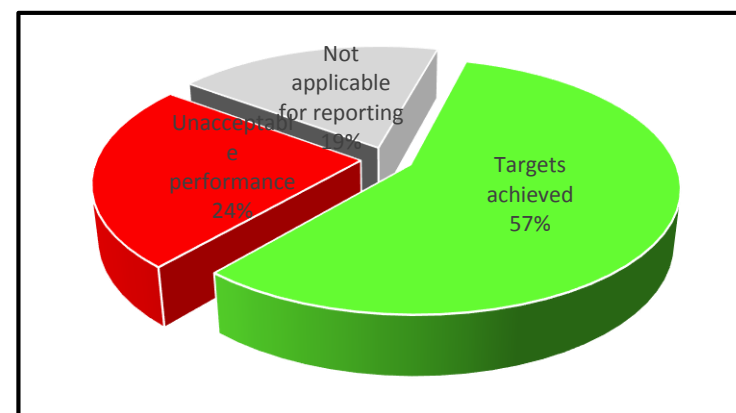
Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
democracy and sound Governance\ Risk Management																	
Local Economic Development\ To promote economic sectors of the district\ Local Economic Development (LED)	M_241	Number of EPWP Beneficiaries employed	#	MDM_DComServ	40	44	60	55	80	341	341 jobs (286 Social Sector and 55 Environmental Sector) were created from July 2017 to March 2018 (see attached reports). Total jobs created are 341.	None	No corrective action required	5	100	-241	100

4.9 SDBIP – Office of the Speaker

The **Office of the Speaker** Directorate achieved an overall score of **3.51** in the third quarter, it is an improvement in performance as compared to the second quarter performance of **1.78** and the first quarter score of **2.91**. Overall, 57% (12) indicators achieved target; 24% (5) indicators had unacceptable performance and 12% (4) were not applicable for reporting.

The detail is below:

SDBIP – Office of the Speaker – VOTE 044 - Performance Indicators



Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Good Governance and Public Participation\ To promote democracy and sound Governance\ Committees	M_493	Council resolution register sent to directorates for implementation within 5 working days after Council meeting ytd	#	MDM_Speaker	5	1	5	1	5	5	Council resolution register for the meeting held on 28 March 2018 was circulated on 06 April 2018 for implementation and update.	None	No corrective action required	3	4	-1	4

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Good Governance and Public Participation\ To promote democracy and sound Governance\ Committees	M_494	MAYCO Agendas distributed to MMC's 72 hours (3 days) prior to meetings ytd	%	MDM_Speaker	3	3	3	3	3	3	MAYCO agendas for the Special meeting held on 28 March 2018 were delivered to councillors on 25th March 2018. The meeting was held on the same day as council meeting and delivery was done jointly.	None	No corrective action required	3	3	0	3
Good Governance and Public Participation\ To promote democracy and sound Governance\ Committees	M_503	Council Agendas distributed to Councillors 72hours (3 days)prior to meetings	#	MDM_Speaker	3	3	3	3	3	3	Council agendas for the Special Council meeting held on 28 March 2018 were delivered on 25 March 2018.	None	No corrective action required	3	3	0	3
Good Governance and Public Participation\ To promote democracy and sound Governance\ Committees	M_510	Portfolio Committee Agendas delivered 3 days prior to meetings ytd.	#	MDM_Speaker	3	3	3	0	3	4	Delivery of the agendas for the Community Services Portfolio Committee for the meeting held on 19 March 2018 was done on	None	No corrective action required	4.33	3	-1	4

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
											15 March 2018.						
Good Governance and Public Participation\ To promote democracy and sound Governance\ Committees	M_515	Special Council Agendas distributed to Councillors 24hours (1 day) prior the meeting	%	MDM_Speaker	1	1	1	0	1	3	Special Council agendas for the meeting held on 28 March 2018 were delivered on 28 March 2018.	None	No corrective action required	5	100	97	100
Good Governance and Public Participation\ To promote democracy and sound Governance\ Committees	M_516	Number of oversight committee resolution documents forwarded to council ytd	#	MDM_Speaker	5	0	5	0	5	5	All the Oversight Committee decisions en route to Council were packaged and submitted to Council.	None	No corrective action required	3	4	-96	4
Good Governance and Public Participation\ To promote democracy and sound Governance\ Intergovernmental Relations	M_504	Number of District Ward Committee Forum meetings held successfully year to date	#	MDM_Speaker	1	1	2	0	N/A	3	A meeting was held for the 3rd quarter on the 01 March 2018	None	No corrective action required	N/A	4	1	4
Good Governance and Public Participation\ To promote democracy and sound Governance\ Intergovernmental Relations	M_505	Number of District wide session meeting held ytd	#	MDM_Speaker	1	0	N/A	2	N/A	2	Two district wise sessions were held.	None	No corrective action required	N/A	1	-1	1

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Good Governance and Public Participation\ To promote democracy and sound Governance\ Intergovernmental Relations	M_507	Number of MPAC District Forums meetings held YTD	#	MDM_Speaker	1	1	2	2	3	4	Four forum meetings were held.	None	No corrective action required	4.33	4	0	4
Good Governance and Public Participation\ To promote democracy and sound Governance\ Intergovernmental Relations	M_512	Number of Public Participation Forum meetings held ytd	#	MDM_Speaker	1	1	2	0	3	3	1 Public Participation forum meeting was held on the 15 February 2018	None	No corrective action required	3	4	1	4
Good Governance and Public Participation\ To promote democracy and sound Governance\ Intergovernmental Relations	M_514	Number of Speakers Forum meetings held successfully year to date	#	MDM_Speaker	1	1	2	0	3	2	1 Speakers Forum meeting was held on the 2nd March 2018 at Ba-Phalaborwa Municipal Chamber	A meeting was postponed in the second quarter	To have another meeting .	1.67	4	2	4
Good Governance and Public Participation\ To promote democracy and sound Governance\ Municipal Public Accounts Committee (MPAC)	M_495	MPAC reports submitted to Council YTD	#	MDM_Speaker	1	1	2	0	3	4	Four reports are tabled in council to date.	None	No corrective action required	4.33	4	0	4
Good Governance and Public Participation\ To promote democracy	M_496	Oversight Report publicised within seven days after	#	MDM_Speaker	N/A	N/A	N/A	N/A	1	0	The oversight report was not tabled in council	The public hearing was postponed.	A follow-up public hearing is set for	1	1	1	1

Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
and sound Governance\ Municipal Public Accounts Committee (MPAC)		adoption by Council ytd									because public hearing was not conducted.	A new date is set for 24th April 2018.	24th April 2018.				
Good Governance and Public Participation\ To promote democracy and sound Governance\ Municipal Public Accounts Committee (MPAC)	M_497	Oversight report tabled to council ytd	#	MDM_Speaker	N/A	1	1	3	1	4	Four reports were tabled in council year to date.	None	No corrective action required	5	1	-3	1
Good Governance and Public Participation\ To promote democracy and sound Governance\ Municipal Public Accounts Committee (MPAC)	M_498	Annual report Public hearing held successfully by end of March	#	MDM_Speaker	N/A	N/A	N/A	N/A	1	0	The public hearing was not held. It was instead postponed due to technical matters.	The public hearing was postponed.	The public hearing will be held on the 24th April 2018.	1	1	1	1
Good Governance and Public Participation\ To promote democracy and sound Governance\ Municipal Public Accounts Committee (MPAC)	M_508	Number of MPAC meetings held YTD	#	MDM_Speaker	1	0	2	6	3	7	Seven meetings were held to date.	None	No corrective action required	5	4	-3	4
Good Governance and Public Participation\ To promote democracy and sound Governance\	M_511	Number of projects visits conducted ytd	#	MDM_Speaker	1	0	2	0	3	0	No projects visit was conducted.	None	No corrective action required	1	4	4	4

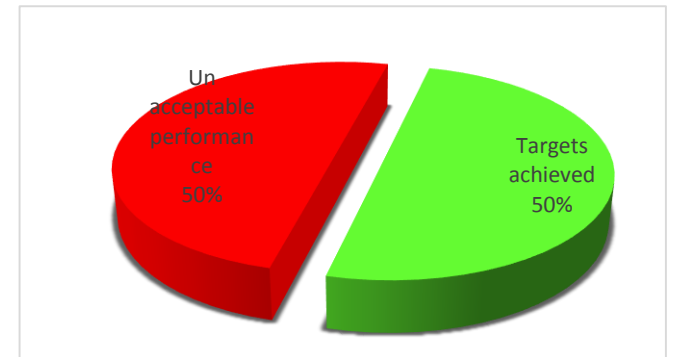
Hierarchy	ID	KPI	UOM	Owner	Sep 17		Dec 17		Mar 18						Annual Target	Variance from Annual Target	Baseline
					Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Score			
Municipal Public Accounts Committee (MPAC)																	
Good Governance and Public Participation\ To promote democracy and sound Governance\ Municipal Public Accounts Committee (MPAC)	M_517	Publicising the oversight report on the local and National News papers by the end of April	#	MDM_Speak er	N/A	N/A	N/A	N/A	N/A	N/A	Not applicable for reporting	None	No corrective action required	N/A	1	1	1
Good Governance and Public Participation\ To promote democracy and sound Governance\ Public Participation	M_506	Number of IDP/Budget Public Participation meetings held successfully year to date	#	MDM_Speak er	N/A	N/A	N/A	N/A	N/A	N/A	Meetings will be held during the last quarter	Meetings will be held during the last quarter	Meetings will be held during the last quarter	N/A	5	5	5
Good Governance and Public Participation\ To promote democracy and sound Governance\ Public Participation	M_513	Number of Public Participation meetings held successfully year to date	#	MDM_Speak er	1	4	2	0	3	5	2 Public Participation meetings were held. 1. Community meeting and project Hand-over on the 20 February 2018 at Makoxa village. 2. Imbizo and Handing over of a house at Mninginisi villahe on the 23 March 2018	None	No corrective action required	4.67	4	-1	4

5. SDBIP Project Implementation

5.1 Capital Projects

At the end of the third quarter, the Capital items achieved an overall score of 1.95, which is an improvement when compared to the second quarter score of **1.33**, and the first quarter performance of **1.80**. Only 4 capital items were assessed, At least 50 % (2) of the capital items achieved target and 50% (2) the performance was unacceptable.

Specifications were submitted to budget and Treasury.



Capital Project Implementation Scorecard

Hierarchy	I D	Projects	O w n e r	Annual Target	Sep 17		Dec 17		Mar 18								
					% Target ed Progre ss	% Actual Progre ss	% Target ed Progre ss	% Actual Progre ss	Activity	% Target ed Progre ss	% Actual Progre ss	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
Budget and Treasury\ Financial Viability\ To increase revenue generation and implement financial control systems\ Expenditure Management	C l t e m - 1 8	Furniture	M D M - C F O	100	25	35	50	35	Testing and monitoring	75	120	R398 972 has been spent out of a total budget of R 332 000	Cashflow	Improve on collection from locals	4.60	346730	500000

Hierarchy	I D	Projects	O w n e r	Annual Target	Sep 17		Dec 17		Mar 18								
					% Target ed Progre ss	% Actual Progre ss	% Target ed Progre ss	% Actual Progre ss	Activity	% Target ed Progre ss	% Actual Progre ss	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
Budget and Treasury\ Financial Viability\ To increase revenue generation and implement financial control systems\ Expenditure Management	C l i t e m - 1 9	Drilling Equipment(Vehicle)	M D M - C F O	100	25	0	50	0	Testing and monitoring	75	0	No achievement	No challenges	No corrective action required	1	0	4040000

Hierarchy	ID	Projects	Owner	Annual Target	Sep 17		Dec 17		Mar 18								
					% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
Community Services\ Basic Service Delivery\ To improve community safety, health and social well-being\ Fire Services	C I t e m _ 1 1	Provision of containerised sleeping facilities for Giyani ,Maruleng and Ba-Phalaborwa Fire station	M D M _ D C o m S e r v	100	25	50	50	50	Testing and monitoring	75	100	Provision was done in the 2nd quarter.	None	None	4.33	913599	1500000

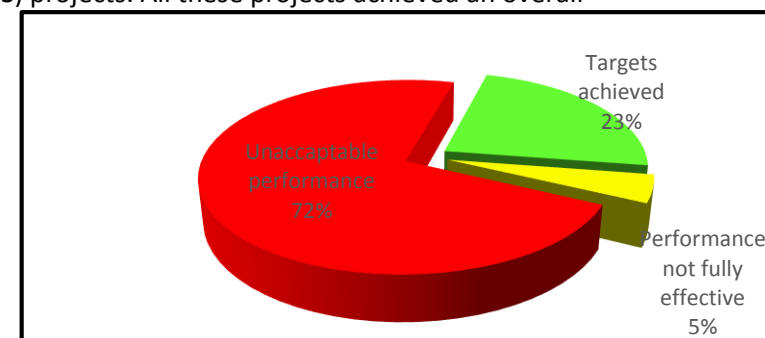
Hierarchy	I D	Projects	O w n e r	Annual Target	Sep 17		Dec 17		Mar 18								
					% Target ed Progre ss	% Actual Progre ss	% Target ed Progre ss	% Actual Progre ss	Activity	% Target ed Progre ss	% Actual Progre ss	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
Community Services\ Basic Service Delivery\ To improve community safety, health and social well-being\ Fire Services	C I t e m - 1 3	Refurbishm ent of Specialised Fire Vehicles	M D M - D C o m S e r v	100	25	0	50	50	Testing and monitoring	75	50	Specifications submitted to BTO, and the tender is on advert.	Cash	Re - budget for 2018/19 financial year; adjust the current SDBIP.	1.67	0	7500000

2.2 Infrastructure projects

Infrastructure projects is inclusive of Engineering Services (MDM_DEng) and Water services (MDM_DWS) projects. All these projects achieved an overall score of **1.90** in the third quarter, it is an improvement as compared to the second quarter performance of **1.09**, and the first quarter performance of **1.54**

Overall 23% (10) projects achieved target 5% (2) projects achieved performance that is not fully effective, and 72% (31) indicators had an unacceptable performance

The detail is below:



Hierarchy	I D	Projects	O w n e r	Annual Target	Sep 17		Dec 17		Mar 18								
					% Target ed Progre ss	% Actual Progre ss	% Target ed Progre ss	% Actual Progre ss	Activity	% Target ed Progre ss	% Actual Progre ss	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
Engineering Services\ Basic Service Delivery\ To have integrated infrastructure development\ Sanitation Infrastructure	I C P - 1 7	Mopani Rural Household Sanitation Phase 5	M D M - D E n g	100	31	0	50	0	Excavation, Compaction, Laying of pipes, installation on valves and chambers, Drilling and Equipping of Boreholes, construction of pump houses, Electrification of Boreholes, installation of stand pipes, Backfilling, testing, Handover	68	0	The appointed engineer is done with the planning for the project	MDM is awaiting a list of beneficiaries from Greater Giyani and this leads to delays in appointment of contractor	Greater Giyani to finalise the list of beneficiaries and submit to MDM. MDM to appoint contractor	1	570937.50	8700000
Engineering Services\ Basic Service Delivery\ To have integrated infrastructure development\ Sanitation Infrastructure	I C P - 6 1	Kampersrus Sewage Plant	M D M - D E n g	100	25	56.50	50	58	Excavation, Compaction, Laying of pipes, installation on valves and chambers, Drilling and Equipping of Boreholes, construction of pump houses, Electrification of Boreholes, installation of stand pipes, Backfilling, testing, Handover	75	56.50	Phase 1: The treatment plant and reticulation have been completed. The engineer is busy with verification for electrification at the treatment plant. Phase 2 The court interdict was resolved.	Phase 1 The outstanding scope includes ESKOM connection and house connections. Phase 2 The engineer is busy with the preliminary design report	Engineer to submit the detailed design report to MDM, the contractor will resume with work on site upon approval of the report	2.75	5984064.02	16881120.73

Hierarchy	I D	Projects	O w n e r	Annual Target	Sep 17		Dec 17		Mar 18								
					% Target ed Progre ss	% Actual Progre ss	% Target ed Progre ss	% Actual Progre ss	Activity	% Target ed Progre ss	% Actual Progre ss	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
Engineering Services\ Basic Service Delivery\ To have integrated infrastructure development\ Sanitation Infrastructure	I C P - 1 5	Lenyenye Sewage works and outfall	M D M - D E n g	100	26	93	47	93	Excavation, Compaction, Laying of pipes, installation of valves and chambers, installation of stand pipes, Backfilling	74	96	The engineer has quantified the remaining scope of work for the plant to be functional	Slow progress on site. Contractor has financial problems	Close monitoring. Cession agreement for direct payment to the suppliers / sub contractors	3.30	172006.49	10614742
Engineering Services\ Basic Service Delivery\ To have integrated infrastructure development\ Sanitation Infrastructure	I C P - 6 3	Lenyenye Sewage works and outfall sewer	M D M - D E n g	100	25	93	50	93	Excavation, Compaction, Laying of pipes, installation on valves and chambers, installation of stand pipes, Backfilling	75	96	The engineer has identified the remaining scope	Slow progress on site. Contractor has financial problems	Clos emonitoring Cession agreements for direct payment to suppliers	3.28	172006.49	10614741.80
Engineering Services\ Basic Service Delivery\ To have integrated infrastructure	I C P - 6 4	Upgrading of Ba-Phalaborwa Sewage Plant	M D M - D E n g	100	25	62	50	15	Excavation, Compaction, Laying of pipes, installation on valves and chambers, installation of stand pipes, Backfilling	75	45	Contractor has completed site establishment, pipes have been delivered on site and contractor is busy with	The contractor's s progress was slow	Sub contractors have been engaged to assist the contractor in expediting	1.60	2842002.95	13963020

Hierarchy	ID	Projects	Owner	Annual Target	Sep 17		Dec 17		Mar 18								
					% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
re development\ Sanitation Infrastructure												excavations and pipelaying		the project progress			
Engineering Services\ Basic Service Delivery\ To have integrated infrastructure development\ Sanitation Infrastructure	ICP - 66	Lephephane Bulk water supply	MDM - D E n g	100	0	62	0	62	Excavation, Compaction, Laying of pipes, installation on valves and chambers, installation of stand pipes, Backfilling	15	56.50	Phase 1: The treatment plant and reticulation have been completed. The engineer is busy with verification for electrification at the treatment plant. Phase 2 The court interdict was resolved.	The outstanding scope includes ESKOM connection and house connections. Phase 2 The engineer is busy with the preliminary design report	MDM to appoint a contractor to complete the remaining scope	2.75	5984064.02	52220985
Engineering Services\ Basic Service Delivery\ To have integrated infrastructure development\ Sanitation	ICP - 68	Nkowankowa Sewage Plant	MDM - D E n g	100	25	60	50	74	Excavation, Compaction, Laying of pipes, installation on valves and chambers, installation of stand pipes, Backfilling	75	74	None	The contractor has terminated his contract with MDM.	MDM is in the process of responding to the contractor's termination letter	2.99	3052314.73	7165885

Hierarchy	ID	Projects	Owner	Annual Target	Sep 17		Dec 17		Mar 18								
					% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
Infrastructure																	
Engineering Services\ Basic Service Delivery\ To have integrated infrastructure development\ Water Infrastructure	ICP-01	Thabina Regional Water Scheme, Water Reticulation and Cost Recovery	MDM - DENG	100	100	98	100	100	Trackling filter-Inlet and outlet Pipelaying and Encasing Construction of Ablution block & Kitchen Construction of a Settling Tank Inlet worksConstruction of 6 sludge drying bedsConstruction of Chlorine Contact ChannelLaboratory Equipment & Refurbishment	100	100	The project has been successfully completed	None	N/A	3	5223606.66	5223607
Engineering Services\ Basic Service Delivery\ To have integrated infrastructure development\ Water Infrastructure	ICP-13	Jopie to Mawa Ramotshinyadi	MDM - DENG	100	26	0	47	70.50	Excavation, Compaction, Laying of pipes, instalation on valves and chambers,, erf connection ,installation of stand pipes, Backfilling	70	87.50	Two contractors appointed to accelerate the implementation of this project: One Contractor has completed the pipe laying works and is currently busy with yard connections and elevated steel tanks. The other Contractor has completed the	None	N/A	3.25	73472422.25	103970727

Hierarchy	I D	Projects	O w n e r	Annual Target	Sep 17		Dec 17		Mar 18								
					% Target ed Progre ss	% Actual Progre ss	% Target ed Progre ss	% Actual Progre ss	Activity	% Target ed Progre ss	% Actual Progre ss	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
												pipe laying works and is currently busy with yard connections.					
Engineering Services\ Basic Service Delivery\ To have integrated infrastructure development\ Water Infrastructure	I C P - 1 2	Sefotse to Ditshosine Bulk Water Supply Ramoroka village	M D M - D E n g	100	28	0	56	0	Excavation, Compaction, Laying of pipes, installation on valves and chambers, Drilling and Equipping of Boreholes, construction of pump houses, Electrification of Boreholes, installation of stand pipes, Backfilling, testing, Handover	85	16	The contractor has resumed work on site	The progress is behind schedule due to deviations from the approved scope. The contractor wanted to demolish the existing reservoir and construct a new reservoir at the same location.	The contractor will not demolish the existing reservoir.	1.19	2313700.30	12000000
Engineering Services\ Basic Service Delivery\ To have integrated infrastructure development\ Water	I C P - 1 4	Sefotse to Ditshosine Bulk Water Supply Ramahlatsi Bulk and Reticulation	M D M - D E n g	100	29	0	49	0	Excavation, Compaction, Laying of pipes, installation on valves and chambers, Drilling and Equipping of Boreholes, construction of pump houses, Electrification of Boreholes, installation of stand	72	42.30	The appointed contractors are busy with excavations on site	Slow progress on site	Close monitoring. Acceleration of work on site.	1.59	7151842.72	50261129

Hierarchy	ID	Projects	Owner	Annual Target	Sep 17		Dec 17		Mar 18								
					% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
Infrastructure									pipes,Backfilling,testing,Handover								
Engineering Services\ Basic Service Delivery\ To have integrated infrastructure development\ Water Infrastructure	ICP - 60	Tours Bulk Water Scheme (Treatment Plan)	MDM - D E n g	100	25	73	50	73	Excavation,Compaction,Laying of pipes,instalation on valves and chambers,Drilling and Equipping of Boreholes,construction of pump houses,Electrification of Boreholes,installation of stand pipes,Backfilling,testing,Handover	75	78	None	Slow progress on site	The contractor is in the process of engaging sub-contractors to assist with specialised services viz: reservoir roofing, electrical and mechanical works.	3.04	1051685.37	17373770
Engineering Services\ Basic Service Delivery\ To have integrated infrastructure development\ Water Infrastructure	ICP - 05	Ba-Phalaborwa Upgrading of Water reticulation and extension	MDM - D E n g	100	27	99	48	100	Excavation,Compaction,Laying of pipes,installation of valves and chambers,installation of stand pipes,Backfilling	72	100	Phase 1 and Phase 2 of the project have been successfully completed	None	N/A	4.39	5198007.70	5035485
Engineering Services\ Basic	ICP	Hoedspruit Bulk Water Supply	MDM	100	36	0	59	0	Excavation,Compaction,Laying of pipes,installation of	81	8	The contractor has completed site	The identified reservoir location falls	MDM and the engineer are busy with the	1.10	4554098.37	34855480

Hierarchy	I D	Projects	O w n e r	Annual Target	Sep 17		Dec 17		Mar 18								
					% Target ed Progre ss	% Actual Progre ss	% Target ed Progre ss	% Actual Progre ss	Activity	% Target ed Progre ss	% Actual Progre ss	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
Service Delivery\ To have integrated infrastructure development\ Water Infrastructure	06		D E n g						valves and chambers,installation of stand pipes,Backfilling			establishment and is busy exposing the existing services	within a pricate property.	process ofidentifying an alternative location for the reservoir.			
Engineering Services\ Basic Service Delivery\ To have integrated infrastructure development\ Water Infrastructure	I C P 07	Thapane Regional Water Scheme (Upgrading Of Water Reticulation and Extensions)	M D M D E n g	100	32	0	54	17	Excavation,Compaction,Laying of pipes,installation of valves and chambers,installation of stand pipes,Backfilling	86	24.50	Upgrading of two pumpstations completed. Two out of 3 boreholes have been rehabilitated	Contractor was busy with the rehabilitation of the treatment plant but stopped because the activity was omitted in the BOQ, VO has been submitted for the omitted scope	MDM is busy with evaluation / assessment of the variation order and will issue a directive.	1.28	8560244.48	28100000
Engineering Services\ Basic Service Delivery\ To have integrated infrastructure developme	I C P 16	Tours Water Scheme: Bulk Lines Refurbishme nt and Reticulations	M D M D E n g	100	25	0	42	46	Excavation,Compaction,Laying of pipes,installation of valves and chambers,installation of stand pipes,Backfilling	72	82	The contractor is busy with the installation of scour, air valve fittings and also finishing with the shattering and steel fixing for the reservoir.	Delays in deliver of precast rings for the remaining manhole chambers	The delivery is anticipated to be made on 11 April 2018.	3.14	34445422.39	52220985

Hierarchy	ID	Projects	Owner	Annual Target	Sep 17		Dec 17		Mar 18								
					% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
nt\ Water Infrastructure																	
Engineering Services\ Basic Service Delivery\ To have integrated infrastructure development\ Water Infrastructure	ICP-04	Upgrading of Water Reticulation MLM	MDM-Engineering	100	25	96	54	100	Excavation, Compaction, Laying of pipes, installation on valves and chambers, installation of stand pipes, Backfilling	84	100	The project has been successfully completed	None	N/A	3.19	2323618.38	13023618
Engineering Services\ Basic Service Delivery\ To have integrated infrastructure development\ Water Infrastructure	ICP-65	Kampersrus bulk water supply	MDM-Engineering	100	25	90	50	90	Excavation, Compaction, Laying of pipes, installation on valves and chambers, installation of stand pipes, Backfilling	75	90	Quotation for raw water connection has been received from the engineer. The Engineering Services Directorate is busy with the evaluation and will issue approval to contractor.	None	N/A	3.20	0	950106
Engineering Services\ Basic Service Delivery\ To have	ICP-02	Selwane Water Phase1	MDM-DE	100	0	0	0	0	Completion	100	99.50	None	Slow progress on site	The contractor to appoint sub-contractor to assist with the reservoir	3	25332671.26	52220985

Hierarchy	ID	Projects	Owner	Annual Target	Sep 17		Dec 17		Mar 18								
					% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
integrated infrastructure development\ Water Infrastructure			ng											roof, electrical and mechanical works.			
Engineering Services\ Basic Service Delivery\ To have integrated infrastructure development\ Water Infrastructure	ICP-08	Selwane Water Scheme Phase 2	MDM - DENG	100	69	91.50	100	97	Completion	100	99.50	4 Contractors were appointed to expedite the project: Phase 2A and 2B have completed their scope of works. Phase 2C is on practical completion stage.	Practical hand over for Phase 2D will be conducted after the contractor has fixed the leaks on the pipeline.	Close monitoring	3	25332671.26	26722757
Engineering Services\ Basic Service Delivery\ To have integrated infrastructure development\ Water Infrastructure	ICP-09	Jopie-Mawa Block 12 - Ramotshinya di Bulk Line and reticulation	MDM - DENG	100	100	99	100	100	Completion	100	100	The project has been successfully completed	None	N/A	3	14513004.61	14513005

Hierarchy	I D	Projects	O w n e r	Annual Target	Sep 17		Dec 17		Mar 18								
					% Target ed Progre ss	% Actual Progre ss	% Target ed Progre ss	% Actual Progre ss	Activity	% Target ed Progre ss	% Actual Progre ss	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
Water Services\ Basic Service Delivery\ To have integrated infrastructure development\ Sanitation Infrastructure	I C P - 3 8	Hoedspruit Rehabilitation and upgrading of sewer emergency storage dam and booster pump-station	M D M - D W S	100	20		50	20	80%(Physical progress: Replace damaged or construct new pipeline: Excavation, bedding , laying pipes, Blanketing, Backfilling and Clearing)	80	25	Scoping report finalised, the engineer has submitted 5 tender documents for procurement purposes.	Delay in appointment of contractor.	Appointment of contractor, Supply chain finalising the appointments .	1.31	0	1700000
Water Services\ Basic Service Delivery\ To have integrated infrastructure development\ Sanitation Infrastructure	I C P - 5 3	Nkowanowa Waste Water Treatment Plant Refurbishment	M D M - D W S	100	20		50	0	80%(Physical progress: Replace damaged or construct new pipeline: Excavation, bedding , laying pipes, Blanketing, Backfilling and Clearing)	80	0	not yet		Funds budgeted for 18/19 financial year.	1	0	5392067
Water Services\ Basic Service Delivery\ To have integrated infrastructure	I C P - 5 5	Lenyenye Waste Water Treatment Plant Perimeter Fencing	M D M - D W S	100	20	10	50	20	80%(Physical progress: Replace damaged or construct new pipeline: Excavation, bedding , laying pipes, Blanketing, Backfilling and Clearing)	80	25	Scoping report finalised, the engineer has submitted 5 tender documents for procurement purposes.	Delay in appointment of contractor.	Appointment of contractor, Supply chain finalising the appointments .	1.31	0	1700000

Hierarchy	I D	Projects	O w n e r	Annual Target	Sep 17		Dec 17		Mar 18								
					% Target ed Progre ss	% Actual Progre ss	% Target ed Progre ss	% Actual Progre ss	Activity	% Target ed Progre ss	% Actual Progre ss	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
re developme nt\ Sanitation Infrastructu re																	
Water Services\ Basic Service Delivery\ To have integrated infrastructu re developme nt\ Sanitation Infrastructu re	I C P - 3 4	Maruleng Phalaborwa Construction of 381 VIP toilets	M D M - D W S	100	20	0	50	0	277 units(Construction and Commissioning)	80	0				1		4000000
Water Services\ Basic Service Delivery\ To have integrated infrastructu re developme nt\ Sanitation Infrastructu re	I C P - 3 7	Maruleng Construction of 381 VIP Toilets	M D M - D W S	100	20	10	50	10	277 units(Construction and Commissioning)	80	10	Service provider to submit 5 tender documents for procurement purposes.	Delay in beneficiary identification.	Submission of 5 tender documents.	1.13	2300	4000000

Hierarchy	I D	Projects	O w n e r	Annual Target	Sep 17		Dec 17		Mar 18								
					% Target ed Progre ss	% Actual Progre ss	% Target ed Progre ss	% Actual Progre ss	Activity	% Target ed Progre ss	% Actual Progre ss	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
Water Services\ Basic Service Delivery\ To have integrated infrastructure development\ Sanitation Infrastructure	I C P - 6 7	Construction of 381 VIP Toilets in Maruleng	M D M - D W S	100	20	0	50	0	277 units(Construction and Commissioning)	80					1		4000000
Water Services\ Basic Service Delivery\ To have integrated infrastructure development\ Water Infrastructure	I C P - 1 9	Mapuve Water Reticulation Network refurbishment and upgrade	M D M - D W S	100	20	0	50	0	80%(Physical progress: Replace damaged or construct new pipeline: Excavation, bedding , laying pipes, Blanketing, Backfilling and Clearing)	80	25	The engineer has been appointed and they have submitted scoping report and 5 tender documents for procurement purposes,	The contractor has not been appointed as yet.	Appointment of a contractor.	1.31	2300	3500000
Water Services\ Basic Service Delivery\ To have integrated infrastructure	I C P - 2 2	Zava Package Plant Refurbishment and upgrading of the raw water Pipeline	M D M - D W S	100	20	0	50	0	80%(Physical progress: Replace damaged or construct new pipeline: Excavation, bedding , laying pipes, Blanketing, Backfilling and Clearing)	80	25	Scoping report finalised, the engineer has submitted 5 tender documents for procurement purposes.	Delay in appointment of contractor.	Appointment of contractor, Supply chain finalising the appointments .	1.31	0	4277000

Hierarchy	I D	Projects	O w n e r	Annual Target	Sep 17		Dec 17		Mar 18								
					% Target ed Progre ss	% Actual Progre ss	% Target ed Progre ss	% Actual Progre ss	Activity	% Target ed Progre ss	% Actual Progre ss	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
developme nt\ Water Infrastructu re																	
Water Services\ Basic Service Delivery\ To have integrated infrastructu re developme nt\ Water Infrastructu re	I C P _2 4	Home South Upgrading of internal Water Reticulation	M D M _D W S	100	20	0	50	0	80%(Physical progress: Replace damaged or construct new pipeline: Excavation, bedding , laying pipes, Blanketing, Backfilling and Clearing)	80	0	Not Yet		The municipality has budgeted funds for 2018/19 financial year.	1	0	2891600
Water Services\ Basic Service Delivery\ To have integrated infrastructu re developme nt\ Water Infrastructu re	I C P _2 5	Dzumeri Internal Water Reticulation upgrade	M D M _D W S	100	20	0	50	0	80%(Physical progress: Replace damaged or construct new pipeline: Excavation, bedding , laying pipes, Blanketing, Backfilling and Clearing)	80	10	Engineer to submit 5 tender documents on the 13 Of april 2018.	Scope verification delayed the project.	Submission of tendr documents	1.13	0	3000000
Water Services\ Basic Service Delivery\ To have	I C P _2 6	Dzingi Dzingi Upgrading of Internal Water Reticulation network	M D M _D	100	20	0	50	0	80%(Physical progress: Replace damaged or construct new pipeline: Excavation, bedding , laying pipes,	80	25	Scoping report finalised, the engineer has submitted 5 tender documents for	Delay in appointment of contractor.	Appointment of contractor, Supply chain finalising the appointments .	1.31	0	0

Hierarchy	I D	Projects	O w n e r	Annual Target	Sep 17		Dec 17		Mar 18								
					% Target ed Progre ss	% Actual Progre ss	% Target ed Progre ss	% Actual Progre ss	Activity	% Target ed Progre ss	% Actual Progre ss	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
integrated infrastructu re developme nt\ Water Infrastructu re			W S						Blanketing, Backfilling and Clearing)			procurement purposes.					
Water Services\ Basic Service Delivery\ To have integrated infrastructu re developme nt\ Water Infrastructu re	I C P - 2 7	Giyani Upgra ding of Internal Water Reticulation network	M D M - D W S	100	20	0	50	0	80%(Physical progress: Replace damaged or construct new pipeline: Excavation, bedding , laying pipes, Blanketing, Backfilling and Clearing)	80	25	Scoping report finalised, the engineer has submitted 5 tender documents for procurement purposes.	Delay in appointment of contractor.	Appointment of contractor, Supply chain finalising the appointments .	1.31	0	2300000
Water Services\ Basic Service Delivery\ To have integrated infrastructu re developme nt\ Water Infrastructu re	I C P - 3 0	Mageva Upgrading of Internal Water Reticulation network	M D M - D W S	100	20	0	50	0	80%(Physical progress: Replace damaged or construct new pipeline: Excavation, bedding , laying pipes, Blanketing, Backfilling and Clearing)	80	10	The engineer to submit 5 tender documents for procurement purposes on the 13th of April 2018.	Delay in scope verification	Submission of 5 tender documents	1.13	0	3300000

Hierarchy	I D	Projects	O w n e r	Annual Target	Sep 17		Dec 17		Mar 18								
					% Target ed Progre ss	% Actual Progre ss	% Target ed Progre ss	% Actual Progre ss	Activity	% Target ed Progre ss	% Actual Progre ss	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
Water Services\ Basic Service Delivery\ To have integrated infrastructure development\ Water Infrastructure	I C P - 3 2	Mapikiri Replacement of Water Storage Reservoir	M D M - D W S	100	20	10	50	0	80%(Physical progress: Replace damaged or construct new pipeline: Excavation, bedding , laying pipes, Blanketing, Backfilling and Clearing)	80	25	Scoping report finalised, the engineer has submitted 5 tender documents for procurement purposes.	Delay in appointment of contractor.	Appointment of contractor, Supply chain finalising the appointments .	1.31	0	8500000
Water Services\ Basic Service Delivery\ To have integrated infrastructure development\ Water Infrastructure	I C P - 3 3	Namakgale Replacement of Cement Asbestos Pipes	M D M - D W S	100	20	0	50	0	80%(Physical progress: Replace damaged or construct new pipeline: Excavation, bedding , laying pipes, Blanketing, Backfilling and Clearing)	80	25	Scoping report finalised, the engineer has submitted 5 tender documents for procurement purposes.	Delay in appointment of contractor.	Appointment of contractor, Supply chain finalising the appointments .	1.31	0	6900000
Water Services\ Basic Service Delivery\ To have integrated infrastructure development	I C P - 3 5	Lulekani Replacement of Cement Asbestos Pipes	M D M - D W S	100	20		50		80%(Physical progress: Replace damaged or construct new pipeline: Excavation, bedding , laying pipes, Blanketing, Backfilling and Clearing)	80	25	Scoping report finalised, the engineer has submitted 5 tender documents for procurement purposes.	Delay in appointment of contractor.	Appointment of contractor, Supply chain finalising the appointments .	1.31	0	6300000

Hierarchy	I D	Projects	O w n e r	Annual Target	Sep 17		Dec 17		Mar 18								
					% Target ed Progre ss	% Actual Progre ss	% Target ed Progre ss	% Actual Progre ss	Activity	% Target ed Progre ss	% Actual Progre ss	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
nt\ Water Infrastructu re																	
Water Services\ Basic Service Delivery\ To have integrated infrastructu re developme nt\ Water Infrastructu re	I C P - 3 9	Iketleng Water Reticulation Refurbishme nt and upgrade	M D M - D W S	100	20	10	50	20	80%(Physical progress: Replace damaged or construct new pipeline: Excavation, bedding , laying pipes, Blanketing, Backfilling and Clearing)	80	25	Scoping report finalised, the engineer has submitted 5 tender documents for procurement purposes.	Delay in appointment of contractor.	Appointment of contractor, Supply chain finalising the appointments .	1.31	0	3600000
Water Services\ Basic Service Delivery\ To have integrated infrastructu re developme nt\ Water Infrastructu re	I C P - 4 0	Medingen Water Reticulation Network refurbishment and upgrade	M D M - D W S	100	20	0	50	0	80%(Physical progress: Replace damaged or construct new pipeline: Excavation, bedding , laying pipes, Blanketing, Backfilling and Clearing)	80	0	Not yet		Funds budgeted for 18/19 financial year.	1	0	3200000
Water Services\ Basic Service Delivery\ To have	I C P - 4 3	Mokwasela Water Reticulation Network refurbishment and upgrade	M D M - D	100	20	0	50	20	80%(Physical progress: Replace damaged or construct new pipeline: Excavation, bedding , laying pipes,	80	25	Scoping report finalised, the engineer has submitted 5 tender documents for	Delay in appointment of contractor.	Appointment of contractor, Supply chain finalising the appointments .	1.31	0	2700000

Hierarchy	ID	Projects	Owner	Annual Target	Sep 17		Dec 17		Mar 18								
					% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
integrated infrastructure development\ Water Infrastructure			WS						Blanketing, Backfilling and Clearing)			procurement purposes.					
Water Services\ Basic Service Delivery\ To have integrated infrastructure development\ Water Infrastructure	ICP-44	Kuranta Upgrading of Internal Water Reticulation network	MDM-DWS	100	20	0	50	0	80%(Physical progress: Replace damaged or construct new pipeline: Excavation, bedding , laying pipes, Blanketing, Backfilling and Clearing)	80	0	not yet.		Appointemt of a contractor.	1	0	3700000
Water Services\ Basic Service Delivery\ To have integrated infrastructure development\ Water Infrastructure	ICP-45	Makgagapat se Upgrading of Internal Water Reticulation network	MDM-DWS	100	20	0	50	10	80%(Physical progress: Replace damaged or construct new pipeline: Excavation, bedding , laying pipes, Blanketing, Backfilling and Clearing)	80	25	Scoping report finalised, the engineer has submitted 5 tender documents for procurement purposes.	Delay in appointment of contractor.	Appointment of contractor, Supply chain finalising the appointments .	1.31	0	5000000

Hierarchy	I D	Projects	O w n e r	Annual Target	Sep 17		Dec 17		Mar 18								
					% Target ed Progre ss	% Actual Progre ss	% Target ed Progre ss	% Actual Progre ss	Activity	% Target ed Progre ss	% Actual Progre ss	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
Water Services\ Basic Service Delivery\ To have integrated infrastructure development\ Water Infrastructure	I C P - 4 6	Mabjebilon Water Reticulation Network refurbishment and upgrade	M D M - D W S	100	20	0	50	0	80%(Physical progress: Replace damaged or construct new pipeline: Excavation, bedding , laying pipes, Blanketing, Backfilling and Clearing)	80	25	Scoping report finalised, the engineer has submitted 5 tender documents for procurement purposes.	Delay in appointment of contractor.	Appointment of contractor, Supply chain finalising the appointments .	1.31	0	4000000
Water Services\ Basic Service Delivery\ To have integrated infrastructure development\ Water Infrastructure	I C P - 4 7	Mariveni Water Reticulation Network refurbishment and upgrade	M D M - D W S	100	20	10	50	20	80%(Physical progress: Replace damaged or construct new pipeline: Excavation, bedding , laying pipes, Blanketing, Backfilling and Clearing)	80	25	Scoping report finalised, the engineer has submitted 5 tender documents for procurement purposes.	Delay in appointment of contractor.	Appointment of contractor, Supply chain finalising the appointments .	1.31	0	3200000
Water Services\ Basic Service Delivery\ To have integrated infrastructure development	I C P - 4 9	Makhudubung Water Reticulation Network refurbishment and upgrade	M D M - D W S	100	20	10	50	20	80%(Physical progress: Replace damaged or construct new pipeline: Excavation, bedding , laying pipes, Blanketing, Backfilling and Clearing)	80	20	Scoping report finalised, the engineer has submitted 5 tender documents for procurement purposes.	Delay in appointment of contractor.	Appointment of contractor, Supply chain finalising the appointments .	1.25	2300	2932000

Hierarchy	I D	Projects	O w n e r	Annual Target	Sep 17		Dec 17		Mar 18								
					% Target ed Progre ss	% Actual Progre ss	% Target ed Progre ss	% Actual Progre ss	Activity	% Target ed Progre ss	% Actual Progre ss	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
nt\ Water Infrastructu re																	
Water Services\ Basic Service Delivery\ To have integrated infrastructu re developme nt\ Water Infrastructu re	I C P _5 1	Kubjana Water Reticulation Network refurbishment and upgrade	M D M _D W S	100	20	10	50	10	80%(Physical progress: Replace damaged or construct new pipeline: Excavation, bedding , laying pipes, Blanketing, Backfilling and Clearing)	80	25				1.31	0	1500000

6. 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 2017/2018 financial year. Action is to be taken to mitigate these risks.

- ▶ Uncaptured indicators due to ignoring deadlines by Directorates
- ▶ Slow implementation of projects
- ▶ Achievement of targets.
- ▶ Unavailability of the expenditure report during the reporting period, that may lead to over expenditure or less expenditures.
- ▶ Slow risk mitigation
- ▶ Slow resolving of AG and Internal Audit findings
- ▶ Failure to conduct performance assessments by directorates

Recommendations

- Improving on capturing relevant information.
- Acknowledging timelines of performance information capturing and the closing date of the system.
- Taking into consideration the preliminary reports sent to directorates for review and corrections in the system
- Discussing performance on monthly basis at departmental level

7. Progress on Annual Report 16/17

The following overall challenges were applicable in the Third quarter of the 2016/2017 financial year. Progress during 2017/2018 is as follows:

16/17 Challenges	17/18 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	▶ 87.5% (8/8) section 54 and 56 appointment have been made
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 %	▶ Percentage of total MIG budget spent was 48%
▶ 0% 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.
▶ The Audit resulted in adverse opinion	▶ The Audit resulted in Disclaimer opinion

8. Approval

Mr R.S Monakedi
Municipal Manager

Date:

Ms N. Rakgoale
Executive Mayor

Date:

9. Limitations of Evaluation

1. The analysis contained in this report was based on information received until March 2018. 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.