

Mopani District Municipality



Annual Performance Report – Non Financial Performance June 2016

Financial Year 2015-2016

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1. Purpose

The purpose of this report is to give feedback regarding the non-financial performance of Mopani District Municipality. It is in compliance with section 46 of the Municipal Systems Act No 32 of 2003. The information contained within this report will be used to populate the annual report. Section 46 of the Municipal Systems Act requires the following from municipalities to report on in the 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 15/16 was developed to reflect cumulative performance and non-cumulative , 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 annual performance and annual targets are included for each Key Performance Indicator (KPI).
 - Calculations to calculate the variance between actual annual 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

Rating	Colour code	Scoring
Unsatisfactory		1-1.99
Below average		2 -2.99
Achieved target		3 -3.99
Achieved/ exceeded target		4 -4.99
Outstanding		5+

- ▶ Measures taken to improve performance
 - Corrective action is included for each KPI

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, 2003: Municipal Systems Act Section 43 and Regulation 796: Municipal Planning and Performance Management Regulations, 2001

³ Service Delivery and Budget Implementation Plan

- Section on improvement from challenges in previous financial year's Annual Report as per the Annual Performance Report from the previous financial year

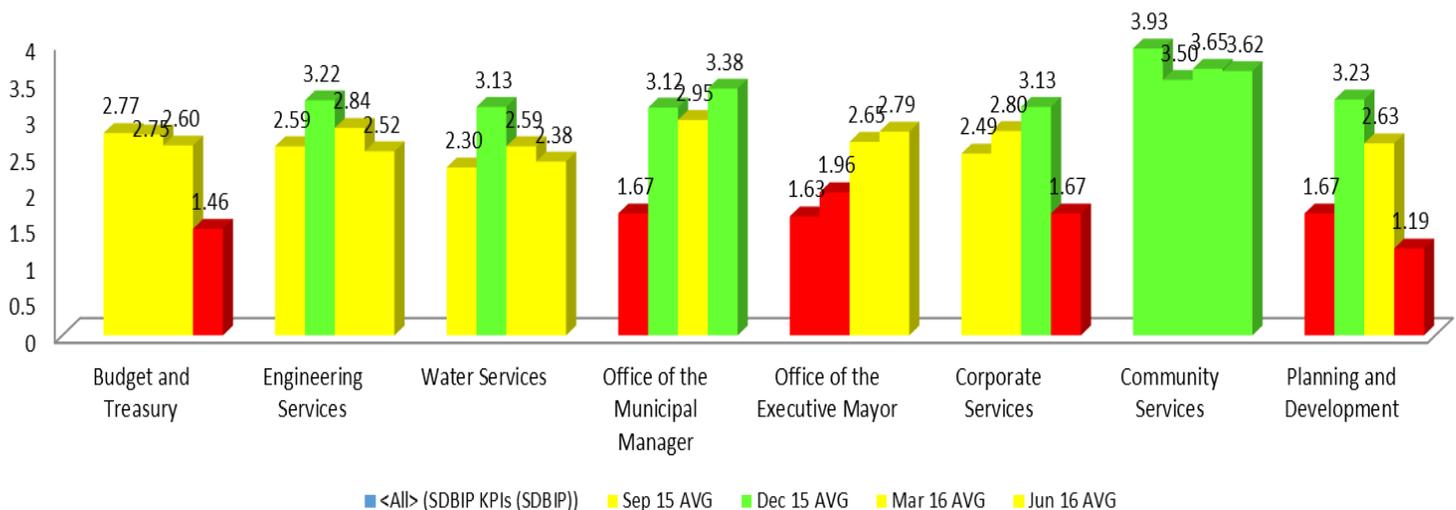
2. Components of the Annual Performance Report

The following is reported on:

- ▶ Overview of municipal performance
- ▶ SDBIP Non-financial performance
- ▶ SDBIP Project Implementation
- ▶ General KPIs
- ▶ SDBIP Budget Statement Components
- ▶ Challenges and Recommendations
- ▶ Progress on Annual Report 14/15
- ▶ 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 15/16, SDBIP and Lower SDBIP. There are indicators that have zero weighting (0W), they are not applicable for reporting. Overall Organisational Performance achieved a score of **2.68**, this is an increase as compared to the previous financial year score of **2.43**. A graphical and breakdown of performance is as below. More information is provided in the monthly departmental reports.



Overall Departmental Performance

Figure 1: Overall Organisational Performance

3.1 General Indicators Performance

General Key Performance Indicators (KPIs) are prescribed as per Section 43 of the Municipal Systems Act No 32 of 2000 and Section 10 of Regulation 796 of 2001. For Mopani District Municipality, the General KPIs applicable to the Municipality⁴ are also reported on in the SDBIP. These indicators performed as follows per Key Performance Area:

General Indicator Performance per KPA

<All> (General Indicators) Performance

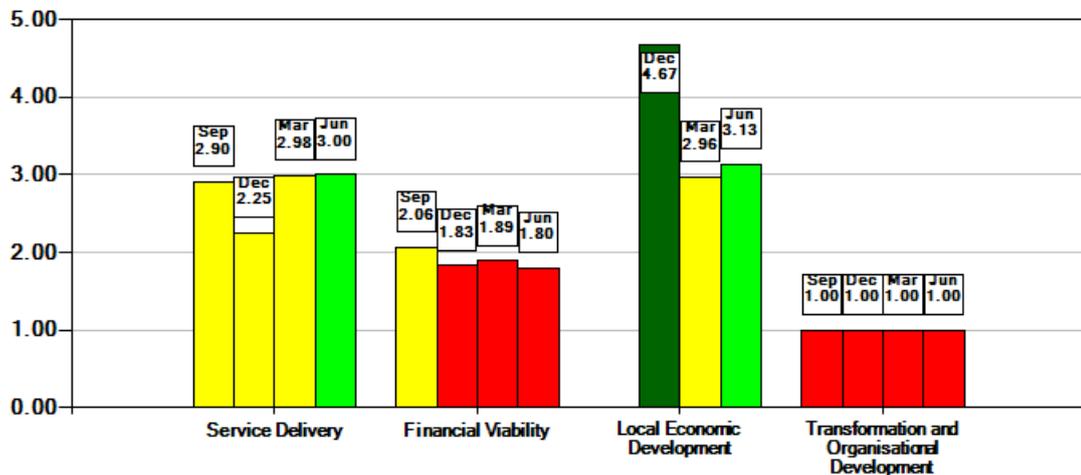


Figure 2: General Indicator performance per KPA

At the end of the year, the best area of performance of the General KPI's was with **Local Economic Development** at a score **3.13** due to the 450 jobs that were created through the implementation of the IDP. **Service delivery** achieved a score of **3.00** due to 249384 households exceeding the target of 22500 have access to basic water; **Transformation and Organisational Development**, achieved a maximum score of **1.00** **Financial Viability** scored **1.80** The detailed scorecard is displayed below.

⁴ S42 (2) of the Municipal Systems Act no 32 of 2000

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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
Financial Viability\ Become Financially Viable\ Expenditure Management	M-09	Percentage of total capital budget spent on capital projects identified for financial year i.t.o. IDP	%	MDM-CFO	R-value total capital budget spent on capital projects identified for financial year i.t.o. IDP y.t.d / R-value annual capital budget	25	4	50	16	75	38	100	47	R177 449 866.23 has been spent out of total budget of R375 195 950	There were many projects that were terminated, this resulted in 47% of our budget spent	To appoint service providers who will take responsibility of seeing that the projects are completed on time	1.47	100	53	72	25	47	53
Financial Viability\ Become Financially Viable\ Revenue Management	M-871	Percentage of debt coverage y.t.d. (total R-value operating revenue received minus R-value operating grants / by R-value debt service payments (i.e. interest + redemption) due within financial year	%	MDM-CFO	Total R-value operating revenue received minus R-value Operating grants / by R-value debt service payments (i.e. interest + redemption) due within financial year	95.30	102	95.30	102	95.30	110	95.30	109	The debt coverage is calculated as the total operating revenue of R910 037 799 minus operating grants of R1 059 827 783. divided by interest received	The municipality does not have own revenue due to non collection of water and sanitation revenue from local municipalities but is	Enforce the debt and credit control policy. To finalise the integrated system with the local municipalities so that we can enhance revenue for the	3.14	95.30	-13.70	100	-9	109	-13.7

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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
		ts (i.e. interest + redemption) due within financial year)																					
Financial Viability\ Become Financially Viable\ Revenue Management	M-872	Percentage of Cost coverage y.t.d. (R-value all cash at a particular time plus R-value investments, divided by R-value monthly fixed operating expenditure)	%	MDM-CFO	R-value all cash at a particular time plus R-value investments / by R-value monthly fixed operating expenditure	150	128	150	87	150	58	150	13	The cost coverage is calculated as bank balance of R16 804 189.29 plus the investments of R53 038 541.52+39 514 968.10 and divided by operational expenditure of R815 932 052.11 = 13%	The municipality is grant depended, do not have own revenue due to non collection of water revenue .	The municipality to enforce debt and credit control policy.	1.09	150	137	94.37	81.37	13	137
Local Economic Development\ Grow the economy	M-168	Number of jobs created through implementation of municipal	#	MDM-DEng	Count the number jobs created through implementation of municipal	N/A	249	150	250	200	288	400	450	A total number of 450 jobs were created YTD.	None	None.							

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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
y\ Local Economic Development		al IDP and budget ytd			IDP and budget																		
Service Delivery \ Develop and maintain infrastructure\ Sanitation Infrastructure	M-10	Number of household with access to basic sanitation	#	MDM-DWS	Count the number of household with access to basic sanitation in the district	272614	251975	275577	252610	252375	251975	252375	251975	251975 households have access to basic sanitation	Backlog keeps on growing as a result of new settlements that are developing	A tender has been advertised for construction of VIP toilets and a Business Plan has been submitted to DWS to source funding.	3	252375	252375	251976	1	251975	400
Service Delivery \ Develop and maintain infrastructure\ Water Infrastructure	M-11	Number of household with access to basic water	#	MDM-DWS	Count the of household with access to basic water in the District	296320	249384	296320	243813	0	249384	22500	249384	249384 households have access to basic water	Physical condition of the infrastructure and also the development of infrastructure that is not catching up with	Site, drill and equipping of Borehole. Refurbishment of infrastructure and implementation of water	5	22500	-226884	249952	568	249384	-226884

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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
Transformation and Organisational Development\ Developmental and entrepreneurial and intellectual capability\ Skills Development	M874	R-value actually spent on implementing its workplace skills plan YTD / Total R-value of a budget [salaries budget] as %	%	MDMDCORSA	R-value of a budget (salaries budget) actually spent on implementing its workplace skills plan y.t.d. / R-value annual salary budget	10	0	20	0	40	0	100	47.18	Out of 1,2m budgeted,R566 143,54 have been spent to date and this making it 47.18 spent as percentage	Delay in the appointment of Training Service Provider	Follow up to SCM to accelerate the appointment of Training service providers.	1	100	100	50	50	47	100

Table 2: General KPI Performance scorecard

3.2 IDP Performance

The Scorecard as per the IDP 2015/2016 contains the KPIs and set targets as negotiated with the community. The overall performance level achieved below target with a score of **2.28** which is a decline as compared to the previous year performance of **2.69**. Below is a summary of the achievements of the targets for the Key Performance Indicators (KPIs) per KPA and Objective.

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<All> (SDBIP(key areas))	Sep 15	Dec 15	Mar 16	Jun 16
	AVG	AVG	AVG	AVG
Overall	1.98	2.11	2.20	2.06
Financial Viability	2.37	2.44	2.94	1.97
Become Financially Viable	2.37	2.44	2.94	1.97
Service Delivery	2.33	2.11	2.38	2.18
Develop and maintain infrastructure	1.94	1.63	1.93	1.87
Improve Community well-being	1.46	1.74	2.49	2.28
Provide clean and safe water	3.92	2.57	2.65	2.13
Effective coordination of public transport systems	2.00	2.50	2.44	2.42
Good Governance and Public Participation	2.45	2.52	2.46	2.05
Democratic and accountable organisation	1.90	2.36	2.89	2.31
Manage through information	3.00	2.68	2.03	1.79
Transformation and Organisational Development	1.23	2.04	1.91	2.58
Develop entrepreneurial and intellectual capability	1.23	2.04	1.91	2.58
Local Economic Development	1.00	1.44	1.18	1.19
Grow the economy	1.00	1.44	1.18	1.19
Spatial Rationale	1.75	1.94	1.94	2.20
Plan for the future	1.75	1.94	1.94	2.20

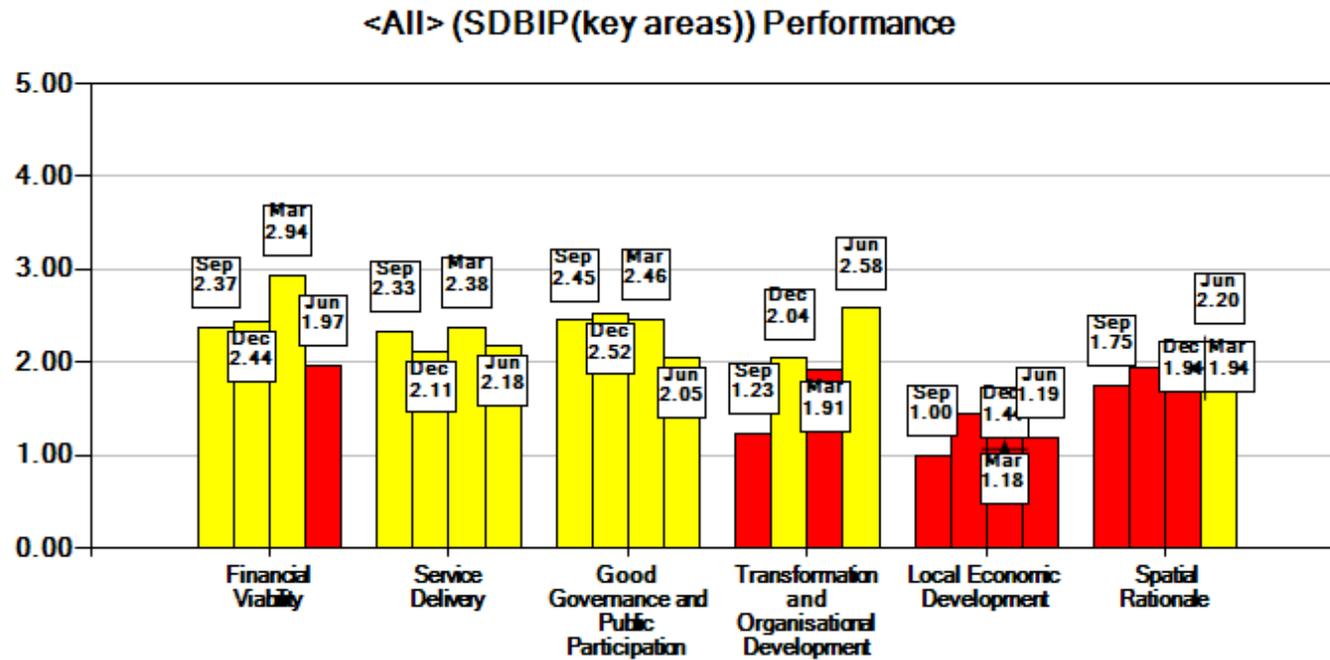


Table 3: IDP Performance

At the end of the year, the best level of performance was in the KPA for **Transformation and Organisational Development**, although it was under target at a score of **(2.58)** due to the strategic objective Develop entrepreneurial and intellectual capability at a score of 2.58, that performed well through the review of the institutional organogram and conducting performance reviews for the section 54/56 Managers as well as (87.5%) 7/8 of the section 54/56 manager's positions have been filled. The KPA for **Good Governance and Public Participation** achieved a score of 2.05 and was below target due to the strategic objective Democratic and accountable organisation at a score of 2.25, that performed well due to the quarterly submissions of performance management reports and submission of the 14/15 Annual performance report to the Auditor General on the 31st August 2015. Moreover, there have been success in the arrangement and attendance of the traditional leaders meetings, the Inter-Governmental Forum meetings and all events held in the Mopani District. The objective Manage through information was under target at 1.79

Basic Service Delivery was under target at a score of **2.18** due to the strategic objective Effective coordination of Transport at a score of 2.42. All scheduled Transport forum meetings with initiatives to resolve transport conflict were successfully held. The strategic objective To Improve community well-being scored at 2.26. Letters of complaints by the communities were attended within seven days of receipt, sewer plant and water plants were inspected as scheduled and the health and hygiene workshops were conducted within the district. The disability, elders, gender, forum meetings were successfully held to improve the community well-being. The community services successfully held the Kuluma vukanyi, indigeneous games and the district sport as an initiative to improve community well-being. The strategic objective to Provide clean and safe water that was under target at a score of 1.56 The objective Develop and maintain infrastructure scored 1.23

Local Economic Development was just under target at **1.19** with 450 jobs that were created against the target of 400

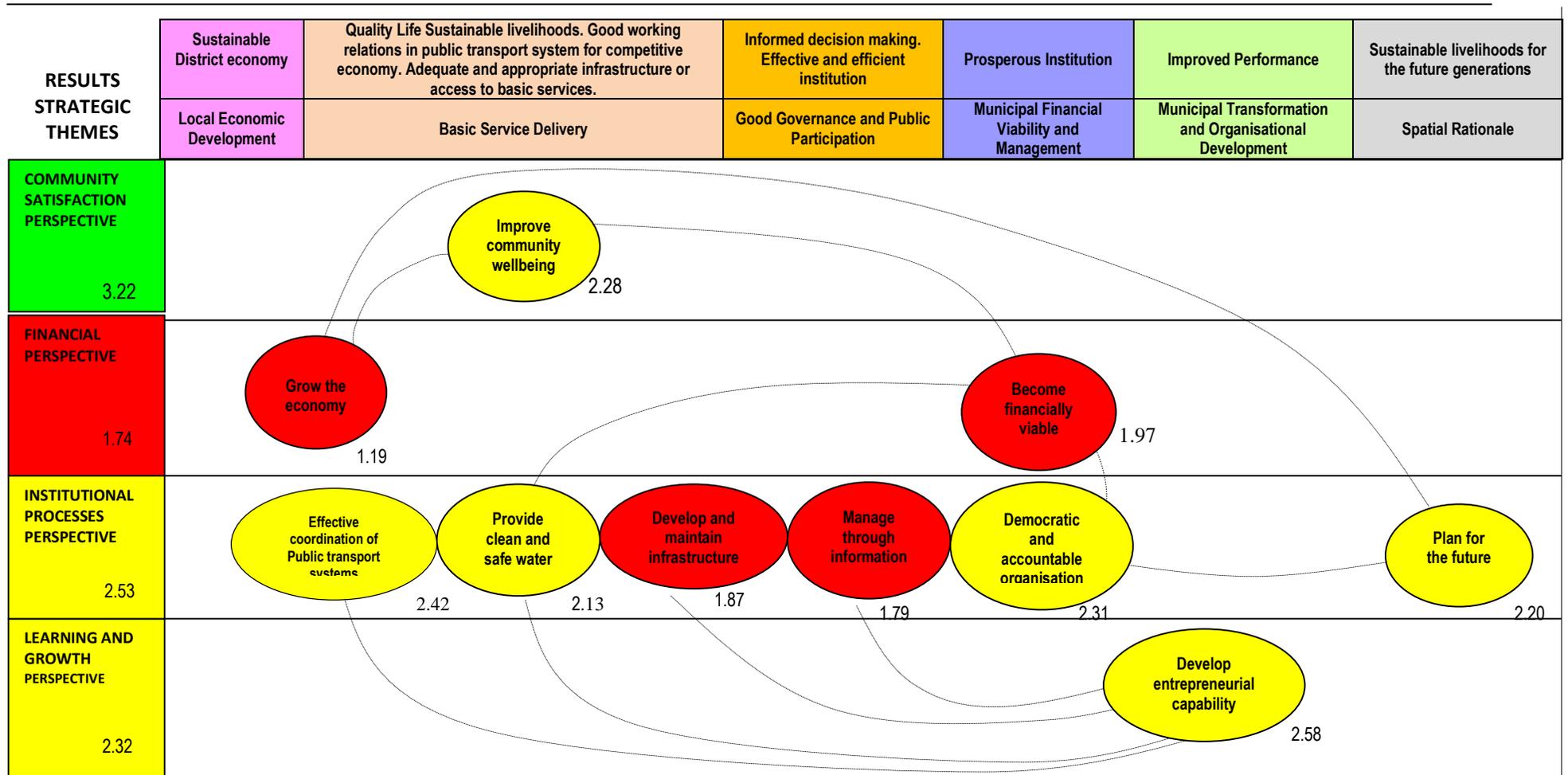
The KPA for **Financial Viability** and the objective to Become Financially Viable was under target both at a score of **1.97**, due to the budget related policies that were all reviewed, R177 449 866.23 has been spent out of total budget of R375 195 950 resulting to 47%; the final budget was submitted to council at the end of May 2016 and the financial statements for 14/15 were submitted to the Auditor General on the 31st August 2015

3.3 Strategy Map

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

Figure 3: Strategy Map

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In total, Mopani District Municipality (hereafter MDM) has 10 strategic objectives to be measured. All strategic objectives did not achieve target the following six strategic objectives were below target, *Develop entrepreneurial capability* at 2.58 ; *Effective coordination of public transport systems* with the result of

2.42; *Democratic and accountable organization* scored at 2.31 *Plan for the future* with the result of 2.20 and *Provide clean and safe water* at 2.13. Four strategic objectives were under target .

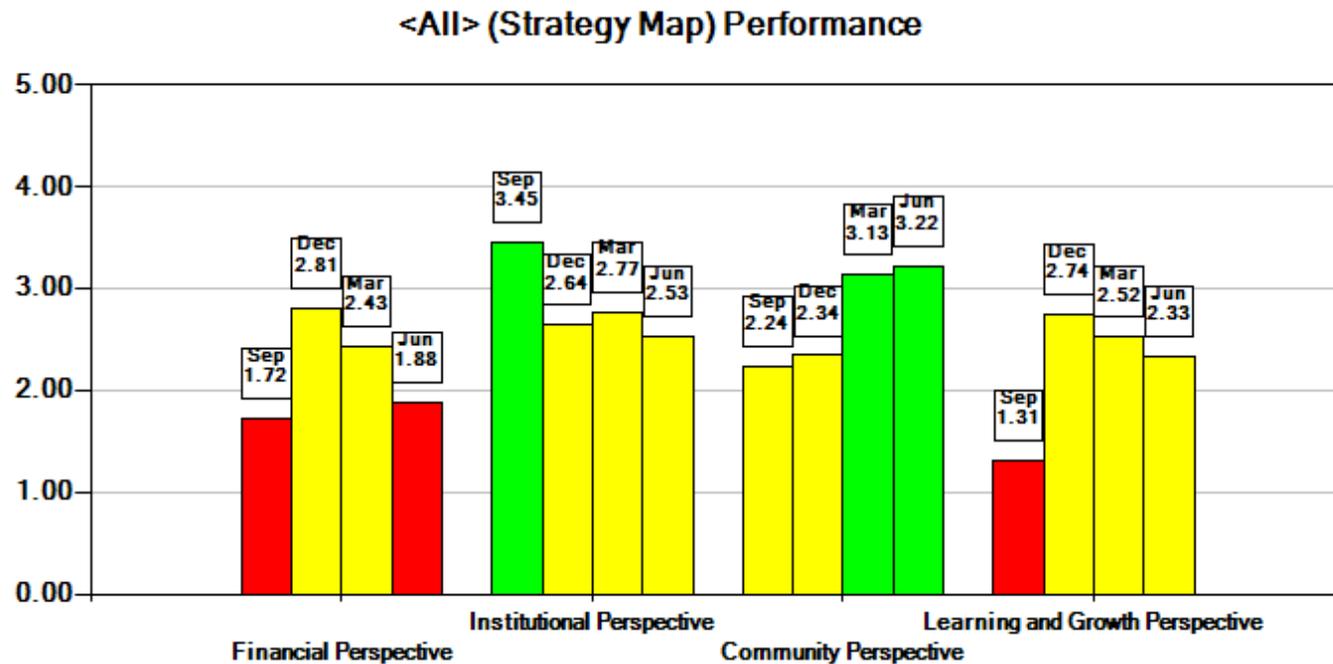


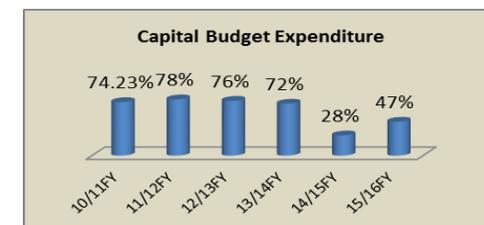
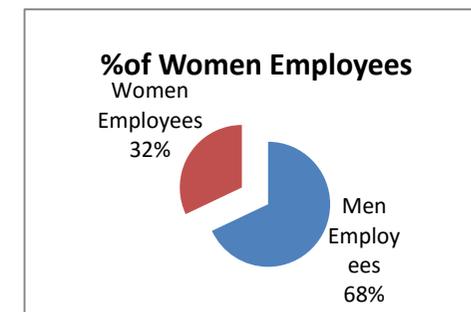
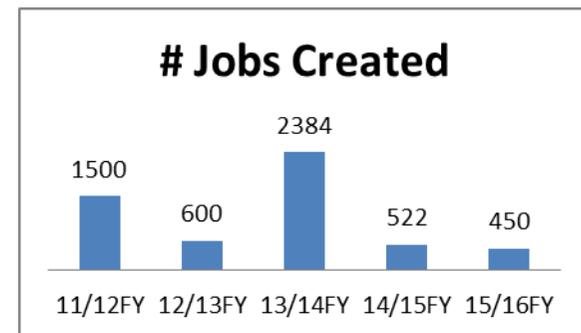
Figure 4: Perspective Performance

The strategy map measures the MDM objectives per four perspectives. The best performance at the end of the financial year was in the perspective for **Community satisfaction** that achieved target at a score of **3.22**; **Institutional Process** at **2.53**; **Learning and Growth** at 2.32, and lastly, **Financial Perspective** at **1.88**.

3.4 Strategic Scorecard Performance per Programme

Programme performance is based on the strategic scorecard as per the SDBIP and are important to highlight as different Councillors might be interested in performance of different programmes within the IDP and SDBIP. Programme Performance was as follows:

- ▶ *Legal Services:* No corruption case was reported.
- ▶ *Audit:* Only 34 out of 111 findings that were raised by AG were resolved. Some challenges were that the municipality received a disclaimer on the 14/15 Audit Report.
- ▶ *Performance Management:* The 15/16 SDBIP was submitted on time.
- ▶ *Risk Management:* Overall 7 out of 15 strategic risks were mitigated during the 15/16 financial year.
- ▶ *Local Economic Development:* In total, 450 jobs were created at the end of the financial year.
- ▶ *Disaster Management:* The Programme was on target with the Disaster Management Framework and Plan that was reviewed and approved.
- ▶ *Water Quality:* Programme was below target with the Blue drop rating being at 62% and the Green drop rating has regressed from 68% to 36.85% at the end of the financial year.
- ▶ *Integrated Development Planning:* Programme achieved its target as the IDP was adopted by Council on 29 May 2016, within legislative framework outlined in Municipal Finance Management Act (MFMA) and the Municipal Systems Act (MSA).y7
- ▶ *Human Resource Management:* Only 87.5% (7/8) executive positions that were filled and 32% of women have been appointed by the municipality out of the target of 54%
- ▶ *Revenue Management:* Cost coverage was at 13% and debt coverage at 109%



- ▶ *Expenditure management* The capital budget spent was at 47%, creditors paid within 30 days was at 100%

4. SDBIP Non-financial Performance

The overall average score for the SDBIP was **2.00**, it is an increase from the previous year performance of **1.90** in 14/15. The following is a breakdown of performance as per the SDBIP per directorate.

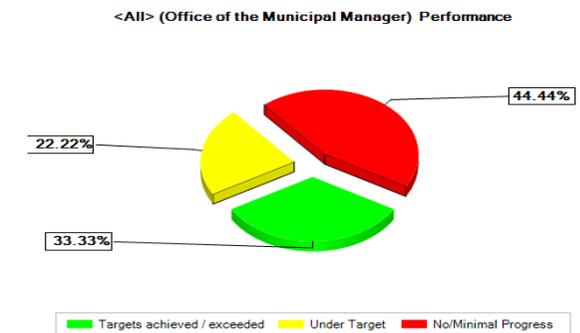
4.1 SDBIP – Office of the Municipal Manager

The **Office of the Municipal Manager** achieved target with an overall score of **3.38** at the end of the financial year, the performance is an increase as compared to the third quarter score of 2.95 and the second quarter performance of **3.12**, and reflecting an increase from the first quarter result of **1.67**. Overall, (3/9) achieved target, (2/9) under target and (4/9) had no/minimal progress. Some of the successes were as follows:

- ▶ The Audit charter was developed and approved by the Audit Committee
- ▶ Performance quarterly reports were submitted on time to Council.
- ▶ The Annual Performance Report was submitted to the Auditor General on time.
- ▶ The risk register was reviewed and approved for the entire municipality.
- ▶ The directorate achieved target in the second and the fourth quarter.

Challenges were faced in that out of 15 institutional risks identified, only 7 were mitigated. Only 24 Audits were conducted out of the target of 28. Only 34 AG findings were resolved out of the 111 that were raised against the Municipality.

The detail is below.



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

Hierarchy	ID	KPI	U O M	O w n e r	Instruction	Sep 15		Dec 15		Mar 16		Jun 16		Achievements	Challenges	Correctiv e Action	Score	Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target
						Target	Actual	Target	Actual	Target	Actual	Target	Actual										
Financial Viability\ Become Financially Viable\ Expenditure Management	M 1 0 0 5	Percentage of variance between year to date spending of operating budget against projected spending year to date for the municipality	%	M D M - M M	Calculate the sum of ((R-value operating budget spent YTD \ R-value operating projected to be spent YTD) - 100%)*100 i.t.o. Cash flow projections in SDBIP and MTREF	10	-14	10	20.27	10	-14	10	47	There were many projects that were eminated , this resulted in 47% of our budget spent	To appoint service providers who will take responsibility of seeing that the projects are completed on time	There were many projects that were erminat ed , this resulted in 47% of our budget spent	1.47	100	53	72	25	47	53
Good Governan ce and Public Participati on\ Democrat ic and accounta ble organisati on\ Audit	M 1 7 8	Percentage of Audit Committee recommenda tions for the municipality implemented YTD	%	M D M - A u d i t	Number of Audit Committee recommenda tion for the municipality implemented / Number of Audit Committee recommenda tion	10	59	40	100	70	62	100	62	The municipality has resolved 64% of the Audit Committee resolution in the fourth quarter	Slow implementati on of audit committee recommenda tions by the directorates	Forward a resoluti on register to manage ment for inputs. Discuss the resoluti on in the manage ment meeting	1.62	100	-62	100	38	62	-62

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						Target	Actual	Target	Actual	Target	Actual	Target	Actual										
Good Governance and Public Participation\ Democratic and accountable organisation\ Audit	M-2050	Number of audits conducted as per Audit Plan YTD	#	MDM - Audit	Count the number of audits executed according to the Audit plan ytd	7	0	14	28	21	17	28	24	The Internal Audit unit completed 24 Audits projects in the municipality	Unavailability of staff during audit and Delay during entry meetings. Shortage of staff	To avail the accountable staff during audits	2.86	28	4	28	4	24	4
Good Governance and Public Participation\ Democratic and accountable	M-2059	Review and approval of the Audit Charter and approval by the Audit Committee YTD	#	MDM - Audit	Reviewed and approval of the Audit Charter by the Audit Committee	1	1	1	1	1	1	1	1	Audit charter was approved by the Audit Committee and council	none	none	3	1	0	1	0	1	0

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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16		Achievements	Challenges	Corrective Action	Score	Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target
						Target	Actual	Target	Actual	Target	Actual	Target	Actual										
ble organisation\ Audit																							
Good Governance and Public Participation\ Democratic and accountable organisation\ Audit	M-2147	Percentage of Auditor General findings resolved YTD	%	MDM - Audit	Percentage of AG findings resolved related to the directorate	25	0	50	0	50	21.8	100	30	The municipality resolved 34 findings raised by AG resulting in 30%	Slow implementation of AG findings	AG action plan to remain as a standing item in MANCO and audit steering committee meetings	1.30	100	70	0	-30	30	70
Good Governance and Public Participation\ Democratic and accountable organisation\ Performance	M-1143	Number of quarterly performance reports submitted to Council YTD	#	MDM - MM	Count the number of quarterly performance reports submitted to Council YTD	1	1	2	2	3	3	4	4	The fourth quarter performance report has been completed submitted to Council	None	Not applicable	3	4	0	4	0	4	0

Mopani District Municipality Annual Performance Report 2015-2016

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16		Achievements	Challenges	Corrective Action	Score	Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target
						Target	Actual	Target	Actual	Target	Actual	Target	Actual										
Management																							
Good Governance and Public Participation\ Democratic and accountable organisation\ Performance Management	M-876	Timeous submission of annual performance report to the Auditor General by end of August	#	MDMM	Annual Performance Report submitted to the Auditor General by 31 August	1	1	1	1	1	1	1	1	The annual performance report was submitted on the 31st August 2015 to the Auditor General and	None	Not applicable	3	1	0	1	0	1	0

Mopani District Municipality Annual Performance Report 2015-2016

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16		Achievements	Challenges	Corrective Action	Score	Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target
						Target	Actual	Target	Actual	Target	Actual	Target	Actual										
Good Governance and Public Participation \ Democratic and accountable organisation \ Risk Management	M-2051	Number of risks mitigated against the identified risks by the municipality ytd	#	MDMM	Count the Number of risks mitigated by municipality overall as identified in the risk register ytd	5	5	7	11	12	5	15	7	Out of total number of 15 strategic risk identified only 7 were mitigated thus far	Slow implementation of mitigation measures	Monitoring of mitigation measures	1.47	15	8	11	4	7	8
Spatial Rationale \ Plan for the future \ Integrated Development Planning	M-804	Number of times the IDP review process conducted as per framework for each phase ytd	#	MDMM	Number of times the IDP review process conducted as per framework for each phase ytd	5	0	7	3	9	6	11	10	All six phases of the IDP process was followed	Adherence to IDP process plan dates was a challenge in that different dates were used.	Adhere to IDP Process plan	2.91	11	1	11	1	10	1

4.2 SDBIP – Office of the Executive Mayor

The **Office of the Executive Mayor** achieved an overall score of **2.79** at the end of the financial year reflecting an increase in performance as compared to the third quarter performance of **2.65**, reflecting an increase in performance as compared to the second quarter performance of **1.96** and again an increase from the first quarter result of **1.63**. Overall (5/9) indicators achieved target, (3/9) was under target, (1/9) not applicable this quarter. Some of the successes were as follows:

- ▶ All letters of complaints were responded to within 7 days of receipt
- ▶ The Communication Strategy was reviewed and approved by Council.
- ▶ 10 out of 10 HIV and AIDS ARV sites were monitored.

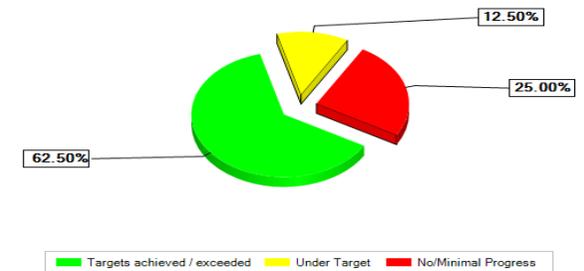
Challenges were experienced with regard to the anti-corruption forum, which was not established. Only 3 out of the 4 MPAC reports were submitted to council. Only 2 out of 4 AIDS council meetings were held.

The details follow:

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

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
Good Governance and Public Participation\ Democratic and accountable organisation\ Audit	M-2135	Percentage of Audit findings resolved the ytd	%	MDM-DOEM	Count and calculate the number of resolved Audit findings	30	0	60	100	90	0w	100	100	All findings against the directorate were resolved	None	None	3	100	0	2	-98	100	0

<All> (Office of the Executive Mayor) Performance



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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
Good Governance and Public Participation\ Democratic and accountable organisation\ Audit	M-2145	Percentage of Auditor General findings resolved YTD	%	MDM-DOEM	Percentage of AG findings resolved related to the directorate	N/A	0w	60	0w	85	0w	100	0w	No AG finding against the Directorate	None	None	0w	100	0	0	-100	100	0
Good Governance and Public Participation\ Democratic and accountable organisation\ Communication	M-256	No of times the Communication Strategy reviewed and adopted by council YTD	#	MDM-DOEM	Count the number of times during the year that the Communication strategy has been reviewed and adopted by Council	N/A	0	N/A	0	N/A	1	1	1	Communication Strategy was Reviewed and approved by Council	Not applicable	Not applicable	3	1	0	0	-1	1	0
Good Governance and Public Participation\ Democratic and accountable organisation\ Municipal Public Accounts Committee	M-1135	Number of MPAC reports submitted to Council YTD	#	MDM-DOEM	Number of MPAC reports submitted to Council YTD	1	1	2	1	3	3	4	3	Three reports were submitted to Council YTD	Some councils were turned special and could therefore not accommodate MPAC reports	Find space within special council sitting to table reports.	2.75	4	1	1	-2	3	1
Good Governance and Public Participation\ Democratic and accountable organisation\	M-1086	Number of Anti-corruption Forum established and functional ytd	#	MDM-DOEM	Number of Anti-corruption Forum established and functional	1	0	1	0	1	0	1	0	The Anti-Corruption forum has not yet been established	Finalising terms of reference	To establish the forum by end of third quarter	1	1	1	0	0		1

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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
Risk Management																							
Good Governance and Public Participation\ Democratic and accountable organisation\ Risk Management	M-2061	Number of risks mitigated against the identified risks by the directorate ytd	#	MDM-DEEM	Count the number of Risks mitigated against the identified risks by the directorate register related to the Events sub-directorate reviewed	2	3	2	4	2	2	2	6	All risks for the directorate were mitigated.	None	None	5	2	-4	4	-2	6	-4
Service Delivery\ Improve Community well-being\ Community Satisfaction	M-118	Percentage of complaints letters acknowledged within 7 working days of receipt YTD	%	MDM-DEEM	Count the number of complaints letters acknowledged within 7 working days of receipt YTD	100	100	100	100	100	100	100	100	All Complaint letters were attended to within seven working days	Not applicable	Not applicable	3	100	-100	100	0	100	-100
Service Delivery\ Improve Community well-being\ Health and Social Development Services	M-163	Number of Aids Council meetings held successfully year to date	#	MDM-DEEM	Count the Number of Aids Council meetings held successfully year to date	1	0	2	0	3	2	4	2	Two AIDS council meetings were held.	Not applicable	Not applicable	1.50	4	2	9	7	2	2

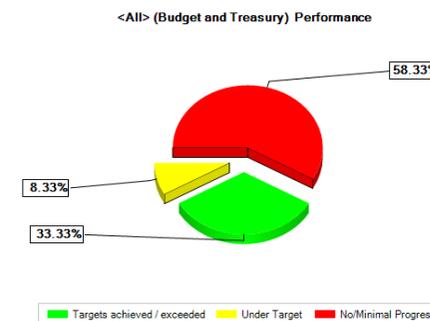
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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
Service Delivery\ Improve Community well-being\ Health and Social Development Services	M-631	Number of HIV and AIDS ARV sites monitored	#	MDM - D O E M	Number of HIV and AIDS ARV sites monitored	3	0	6	7	9	3	10	10	Giyani Health & Grace Mqodeni Health Centres, Mhlava, Belleview, Thomo, Mafarana, Mapayeni, Maphale, Lulekane Xivulani & clinics were visited for HIV and ARV sites monitoring	None	None	3	10	0	7	-3	10	0

4.3 SDBIP – Budget and Treasury

The **Budget and Treasury** Directorate achieved an overall score of **1.46** at the end of the financial year, this is a decrease in performance as compared to the third quarter performance of **2.60**, again reflecting a decrease from the second quarter performance of **2.75** and as well reflecting a decrease from, the first quarter result of **2.72**

Overall, (7/25) indicators achieved target; (2/25) were under target and (15/25) had no/minimal progress (1/25) was not applicable. Some of the successes were as follows:



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- The budget and reporting programme had success in that all 12 budget related policies were reviewed and approved by council; the draft budget was tabled to Council before the end of March and the final budget for 2016-17 was approved by Council on the 29th of May 2015.
- Asset verification was done according to schedule.
- The draft Budget was tabled to council by the 31st August 2016
- Creditors paid within 30 days was at 100%

Challenges were faced with regard capturing, most indicators were not captured
Debt coverage is at 109%; Cost coverage was at 31%; No revenue was collected. The capital budget spent was at 47%,
The detail is below:

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

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16					Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action							Score
Financial Viability\ Become Financially Viable\ Asset Management	M-1031	Current Ratio (R-value current assets / R-value liabilities)	Ratio	MDM-CFO	Calculate the current Ratio (R-value current assets / R-value liabilities as %)	2.:10	0.73	2.:10	0.73	2:10	0.73	2.:10	0	No data supplied	No data supplied	No data supplied	1	2.10	2.10	1.44	-71.56	73	-70.9
Financial Viability\ Become Financially Viable\ Asset Management	M-1034	Number of asset management reports submitted to Council y.t.d	#	MDM-CFO	Count the number of asset management reports submitted to Council ytd	1	0	2	0	3	3	4	0	No report report was submitted to council	Reports were not submitted on time	To ensure that reports are submitted as expected	1	4	4	0	-3	3	1
Financial Viability\ Become Financially Viable\	M-322	Number of times asset verification has	#	MDM-C	Count the Number of times physical asset	1	0	1	0	2	2	2	2	The half yearly verification on assets has been	No challenges	No corrective action	3	2	0	1	-1	2	0

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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
Asset Management		been conducted ytd		FO	verification Y.T.D									done. The municipality conducted its verification of assets in June 2016 .									
Financial Viability\ Become Financially Viable\ Asset Management	M-866	Liquidity ratio (R-value Monetary Assets / R-value Current Liabilities)		Ratio	Calculate the liquidity ratio (R-value Monetary Assets / R-value Current Liabilities)	0:40	4.83	0:40	4.83	0:40	4.83	0:40	0	No data supplied	No data supplied	No data supplied	1	0.40	0.40	1.38	-3.45	4.83	-4.43
Financial Viability\ Become Financially Viable\ Budget Control and Reporting	M-02	Number of budget related policies reviewed and approved by Council y.t.d		#	Count the number Budget related policies reviewed and approved by Council ytd	3	13	6	13	9	13	12	12	Twelve Budget related policies reviewed and approved by council	No challenges	No corrective action	3	12	0	12	0	12	0
Financial Viability\ Become Financially Viable\ Budget Control and Reporting	M-16	Final budget adopted by Council by end of May		%	Final budget adopted by Council by end of May 2015	N/A	100	N/A	100	50	100	100	100	The final budget was adopted by council on the 31st May 2016	No challenges	No corrective action required	3	100	0	1	-99	100	0
Financial Viability\ Become Financially Viable\	M-30	Draft budget tabled to Council		%	Draft budget tabled to Council by 31 March	N/A	100	N/A	100	100	100	100	100	The draft budget 2016-17 financial year was tabled to	No challenges	No corrective	3	100	0	100	0	100	0

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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
Budget Control and Reporting		by 31 March		FO										council by 31 March 2016 No challenges									
Financial Viability\ Become Financially Viable\ Budget Control and Reporting	M-338	Financial statements drafted and submitted to AG by end Aug	%	MDM-CFO	Financial statements drafted and submitted to AG by end Aug	100	100	100	100	100	100	100	100	The AFS 2015/16 will be submitted to AG on the 31 August 2016	No challenges	No corrective action	3	100	0	100	0	100	0
Financial Viability\ Become Financially Viable\ Expenditure Management	M-09	Percentage of total capital budget spent on capital projects identified for financial year i.t.o. IDP	%	MDM-CFO	R-value total capital budget spent on capital projects identified for financial year i.t.o. IDP y.t.d / R-value annual capital budget	25	4	50	16	75	38	100	47	R177 449 866.23 has been spent out of total budget of R375 195 950	slow progress on projects	No corrective action required as it is now year end	1.47	100	53	72	25	47	53
Financial Viability\ Become Financially Viable\ Expenditure Management	M-1001	Percentage of Regional Infrastructure Grant spent y.t.d	%	MDM-CFO	Percentage Regional Infrastructure Grant spent ytd	25	6	50	13.44	75	43	100	43	R26 296 178.04 has been spent out of a total budget of R50 167 500.00	Slow progress on projects	SML consulting has been roped in by the COGHST A office to assist with the implementation phase of the projects	1.43	100	57	94.26	51.26	43	57

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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
Financial Viability\ Become Financially Viable\ Expenditure Management	M-1009	Number of budget and financial statement reports S71 submitted to Executive Mayor and Treasuries y.t.d	#	MDM-CFO	Count the Number of budget and financial statement reports S71 submitted to Executive Mayor and Treasuries ytd	3	3	6	6	9	9	12	11	11 out of 12 reports have been submitted to date	late closure of the year end	To guard against missing timelines	2.92	12	1	12	1	11	1
Financial Viability\ Become Financially Viable\ Expenditure Management	M-25	Percentage of MSIG utilised ytd	%	MDM-CFO	R-value MSIG spent ytd / Total R-value annual budget for MSIG	25	70	50	70	75	71	100	100	R940 000 out of a total budget of R940 000 had been spent to date	None	None	3	100	0	100	0	100	0
Financial Viability\ Become Financially Viable\ Expenditure Management	M-359	Percentage of creditors paid within 30 days	%	MDM-CFO	Number of creditors paid within 30 days of receipt of invoices and all necessary supporting documentation y.t.d..	100	90	100	90	100	100	100	35	283 out of 806 invoices have been paid within 30days	Late submission of invoices by user departments	Implementation of internal controls	1.50	100	-65	100	-65	35	-65
Financial Viability\ Become Financially Viable\ Revenue Management	M-1024	Percentage of debt recovered over 90 Days	%	MDM-CFO	R-value debt recovered over 90 days / R-value debt more than 90 days	25	0	50	0	75	0	100	0	The municipality did not collect enough water revenue owed by	Non collection and transfer of water and sanitation revenue collected	The District to engage local municipalities on the water and sanitation	1	100	100	110	110	0	100

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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
													consumers from local municipalities as per the reports from local municipalities.	by the local municipalities from local consumers to the district municipality.	function and WSP agreements.								
Financial Viability\ Become Financially Viable\ Revenue Management	M-1026	Percentage of water revenue deposited into water account by local municipalities y.t.d	%	MDM-CFO	Total R-value water revenue deposited into water account by local municipalities ytd / Total R-value invoiced to local municipalities YTD	100	0	100	0	100	0	100	0	The percentage of water revenue deposited into mopani account is zero,no money has been collected and transfered by local municipalities to Mopani.	Non adherence to the WSP agreements by all local municipalities.	Engagements with the local municipalities must yake plave to make sure the local municipalities enforce the debt and credit control policy and comply with WPS agreement so that when the water and sanitation revenue is collected must be transfered to Mopani water	1	100	100	0	0	0	100

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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
Financial Viability\ Become Financially Viable\ Revenue Management	M1029	Number of water related transaction reports with supporting documents received and analysed per municipality y.t.d	#	MDM CFO	Count the Number of water related transaction reports with supporting documents received and analysed for all municipalities ytd	3	1.2	6	3	9	12	12	10	All five local municipalities have submitted water and sanitation transactions information up to May without the supporting documents as required. The June month is still outstanding due to finalisation of year end 2016.	Non compliance of the WSP agreement by the local municipalities, they do not submit supporting documents to the figures provided so that the district is able to verify the accuracy and completeness of the water and sanitation transactions	The District to engage the local municipalities on the matter. The are audit firms appointed to assist with the accuracy of transactions.	2.83	12	2	0	-10	10	2

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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
Financial Viability\ Become Financially Viable\ Revenue Management	M-19	Percentage of outstanding debtors more than 90 days ytd	%	MDM-CFO	Percentage of outstanding debtors more than 90 days ytd	18	100	18	100	18	100	18	100	All outstanding water debtors are more than 90 days and they results from the water and sanitation teansactions at the local municipalities.	Local municipalities are not collecting debts owed to the municipality.	The district to implement the system intergration and debt and credit control policy.	1	18	-82	110	10	100	-82
Financial Viability\ Become Financially Viable\ Revenue Management	M-68	Number of households that are indigent ytd	#	MDM-CFO	Count the number of households that are indigent YTD	N/A	219520	N/A	219520	N/A	219520	N/A	219520	The total number of registered household indigent in the district for all five local municipalities is 219 520 as per the District IDP of the total of 296 320 households.	No challenges	No challenges	N/A	N/A	-219520	219520	0	219520	-219520
Financial Viability\ Become Financially Viable\ Revenue Management	M-871	Percentage of debt coverage y.t.d. (total R-value operating revenue received minus R-value	%	MDM-CFO	Total R-value operating revenue received minus R-value Operating grants / by R-value debt service payments (i.e. interest + redemption)	95.3	102	95.3	102	95.3	110	95.30	109	The debt coverage is calculated as the total operating revenue of R910 037 799 minus operating grants of R1 059 827 783. divided	The municipality does not have own revenue due to non collection of water and sanitation revenue from local	Enforce the debt and credit control policy. To finalise the intergrated system with the local municipalities so that	3.14	95.30	-13.70	100	-9	109	-13.7

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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
		Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year)			due within financial year									by interest received	municipalities but is still able to manage the obligations	we can enhance revenue for the municipality.							
Financial Viability\ Become Financially Viable\ Revenue Management	M-872	Percentage of Cost coverage y.t.d. (R-value all cash at a particular time plus R-value investments, divided by R-value monthly fixed operating expenditure)	%	MDM-CFO	R-value all cash at a particular time plus R-value investments / by R-value monthly fixed operating expenditure	150	128	150	87	150	58	150	13	The cost coverage is calculated as bank balance of R16 804 189.29 plus the investments of R53 038 541.52+39 514 968.10 and divided by operational expenditure of R815 932 052.11 = 13%	The municipality is grant depended, do not have own revenue due to non collection of water revenue.	The municipality to enforce debt and credit control policy.	1.09	150	137	94.37	81.37	13	137
Financial Viability\ Become Financially Viable\	M-33	Percentage of Tenders adjudicated within	%	MDM-C	Calculate the # Tenders adjudicated within 60 days of closure of	100	50	100	100	100	0	100	0	No bid has been adjudicated during this quarter.	Delay in the finalisation of closed bid by the	Finalisation of bid	1	100	100	0	-100	100	0

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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16					Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges	Corrective Action							Score
Supply chain management		60 days of closure of tender		FO	tender YTD / Total number of tender YTD									bid evaluation committee due to high number of bids submitted.									
Financial Viability\ Become Financially Viable\ Supply chain management	M-31	Percentage of total business awarded to business located in District area ytd	%	MDM-CFO	Number of business awarded to local companies y.t.d. \ Number business awarded y.t.d	85	0	85	0	85	85	85	0	No data supplied	No data supplied	No data supplied	1	85	85	97.77	12.77	85	0
Good Governance and Public Participation\ Democratic and accountable organisation\ Audit	M-2136	Percentage of Audit findings resolved the ytd	%	MDM-CFO	Count and calculate the number of resolved Audit findings	30	90	60	90	90	21	100	0	No data supplied	No data supplied	No data supplied	1	100	100	10	-11	21	79
Good Governance and Public Participation\ Democratic and accountable	M-2140	Percentage of Auditor General findings resolved YTD	%	MDM-CFO	Percentage of AG findings resolved related to the directorate	N/A	0	30	15	60	22	100	0	No data supplied	No data supplied	No data supplied	1	100	100	0	-21	21	79

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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
le organisati on\ Audit																							
Good Governan ce and Public Participati on\ Democrati c and accountab le organisati on\ Risk Managem ent	M-2053	Number of risks mitigated against the identified risks by the directorate ytd	#	MDM-CFO	Count the number of risks mitigated against the identified risks by the directorate ytd	1	0	1	0	2	2	2	0	All risk identified are currently reduced by implementin g internal control	No Challenges	No corrective action	1	2	2	3	1	2	0

4.4 SDBIP – Corporate Services

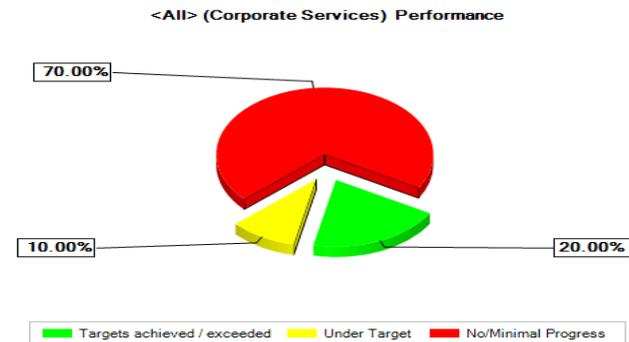
The **Corporate Services** Directorate achieved an overall score of **1.67** at the end of the financial year, this is a decrease in performance compared to the **3.13** score at the end of the third quarter, again reflecting a decrease as compared to the second quarter performance of **2.80** and during the first quarter, the directorate achieved the result of **2.49**.

Overall, (2/12) indicators achieved target; (1/12) was under target (7/12) had no minimal progress, (2/12) were not applicable for reporting. The Corporate Services Directorate had some successes as follows:

- ▶ All legal requirements have been complied to and no corruption cases were identified.
- ▶ The organogram have been reviewed.
- ▶ The directorate achieved target in the third quarter

Challenges were faced in Transformation and Organisational Development with regard to appointment of women, only 32% of the staff are women against the target of 54%. Seven from eight executive management positions were filled
The detail scorecard is below.

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



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Hierarchy	ID	KPI	UOM	Owner	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
Good Governance and Public Participation\ Democratic and accountable organisation\ Audit	M 2 1 3 3	Percentage of Audit findings resolved the ytd	%	M D M - D C o r p S e r v	30	0	60	60	90	80	100	0	No data supplied	No data supplied	No data supplied	1	100	100	2	-78	80	20
Good Governance and Public Participation\ Democratic and accountable organisation\ Audit	M 2 1 4 2	Percentage of Auditor General findings resolved YTD	%	M D M - D C o r p S e r v	N/A	80	30	5	60	70	100	0	No data supplied	No data supplied	No data supplied	1	100	100	0	-80	80	20
Good Governance and Public Participation\ Democratic and accountable organisation\ Legal Services	M 1 1 0 1	Number of existing policies reviewed and adopted by Council YTD	#	M D M - D C o r p S e r v	1	6	2	5	3	5	5	0	The Enviromental Health Policy was reviewed and the review was not completed	The review was not completed	To do full review of the policies according to the annual target	1	5	5	18	13	5	1

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Hierarchy	ID	KPI	UOM	Owner	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
Good Governance and Public Participation\ Democratic and accountable organisation\ Risk Management	M-2060	Number of risks mitigated against the identified risks by the directorate ytd	#	MDM - Director	1	0	2	2	2	3	3	0	No data supplied	No data supplied	No data supplied	1	3	3	0	-3	3	0
Good Governance and Public Participation\ Democratic and accountable organisation\ Risk Management	M-799	Percentage of corruption cases resolved	%	MDM - Director	N/A	0	N/A	60	N/A	0	N/A	40	No case was concluded during the period under review	none	none	N/A	N/A	-40	1	-39	40	-40
Good Governance and Public Participation\ Manage through information\ Management Information	M-182	Number of electronic systems that are integrated ytd	#	MDM - Director	1	2	1	2	2	2	3	2	Two of the 3 systems, namely PayDay and ProMIS are integrated. While the SIP was stopped for lack of funds, Terms of	There is still no budget for the project in the current financial year while the project was	A Master Systems Plan is being procured that would determine the systems and integrati	0w	100	98	5	3	2	98

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Hierarchy	ID	KPI	UOM	Owner	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target	
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action
				r v									Reference for a Systems Master Plan have been prepared and are ready for consideration by the ICT Committee to determine future ICT needs and requirements and the need and level of integration of systems.	stalled in the past financial year. Existing systems are not necessarily being utilized fully to appreciate their full value. Future ICT need must also be mapped out and factored into plans.	on needs in the in the institution. An ICT Steering Committee meeting will be convened and the agenda is attached.						
Transformation and Organisational Development\ Develop entrepreneurial and intellectual capability\ Employee Performance Management	M-148	Number of employee performance reviews conducted	#	MDM-DCORPSERV	N/A	0	5	0	N/A	0	7	7	Performance reviews of Senior Managers were scheduled and conducted on the 17/6/2016.	Delay in conducting performance reviews	Accelerate the performance review of section 57 staff as well as cascading to lower levels	2.50	7	0	0	7	0

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Hierarchy	ID	KPI	UOM	Owner	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
Transformation and Organisational Development\ Entrepreneurial and intellectual capability\ Human Resources	M-1246	Number of interactions with organised Labour matters ytd	#	MDM - Director	1	0	2	2	3	2	4	4	4 x engagements including meetings held with SAMWU to improve relations and avert action as part of the execution of SAMWU demands	Finding resources to address legacy demands of organised labour.	Speedup the finalisation of any outstanding demands by holding meetings and other engagements	1	4	4	2	0	2	4
Transformation and Organisational Development\ Entrepreneurial and intellectual capability\ Human Resources	M-807	Percentage progress with the review and approval of the Organogram by Council for next financial year	%	MDM - Director	N/A	100	N/A	100	30	100	100	147	Organogram has been Approved by Council on the 14/12/15 for the 15/16 financial year	Implementation of some organogram decision, particularly the upgrading of some positions	Correct some of these decisions particularly the review of some positions which were upgraded without any scientific source	4.47	100	-47	100	-47	147	-47
Transformation and Organisational Development\ Entrepreneurial and	M-84	Percentage of women employed by the municipality ytd	%	MDM - Director	N/A	30	N/A	30	NA	30	42	32	Out of the expected 54% national targets, the Municipality have a target of 32% during this	Delay in advertising of vacant due to a need to re-prioritise	Accelerate the advertisement process now that there is a	2.76	42	10	34	2	32	10

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Hierarchy	ID	KPI	UOM	Owner	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
intellectual capability\ Human Resources				pserv									reporting period and the reality is that the municipality have 32% women employees	the positions to be filled in the reviewed recruitment plan	reprioritised plan.							
Transformation and Organisational Development\ Entrepreneurial and intellectual capability\ Skills Development	M-874	R-value actually spent on implementing its workplace skills plan YTD / Total R-value of a budget [salaries budget] as %	%	MDM-DCORPSERV	10	0	20	0	40	38.01	100	47.18	Out of 1,2m budgeted, R566 143,54 have been spent to date and this result in 47.18 spent as percentage	Delay in the appointment of Training Service Provider	Follow up to SCM to accelerate the appointment of Training service providers.	1	100	52.82	50	50	47.18	52.82

4.5 SDBIP – Planning and Development

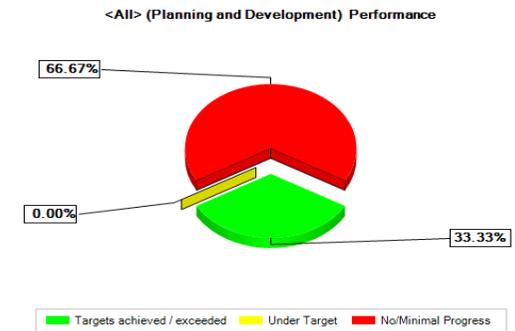
The **Planning and Development** directorate achieved an overall score of **1.00** at the end of the financial year, reflecting a decline in performance as compared to the three previous quarter **2.63** at the end of the third quarter, **3.23** score in the second quarter and in the first quarter the score was **1.67**.

Over all (1/6) indicators achieved target and (4/6) had no minimal progress and (1/6) was not applicable for reporting

Some of the successes were as follows:

- ▶ All four risks were mitigated
- ▶ The directorate achieved target in the second quarter

Challenges were faced in that indicators were not captured. The detail is as per below:



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

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		15-Dec		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
Good Governance and Public Participation)\ Democratic and accountable organisation\ Audit	M-2137	Percent age of Audit findings resolved the ytd	%	MDM-DPD	Count and calculate the number of resolved Audit findings	30	0	60	100	90	100	100	0w	There were o findings directed to the directorate	No Challenge	None	0w	100	100	1	100	100	0

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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		15-Dec		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target			
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score	
Good Governance and Public Participation\ Democratic and accountable organisation\ Risk Management	M-2065	Number of risks mitigated against the identified risks by the directorate ytd	#	MDM-DPD	Count number of risks mitigated against the identified risks by the directorate ytd	1	0	2	3	3	4	4	4	4	4 risks identified have been mitigated	Not applicable	None	3	4	0	2	-2	4	0
Local Economic Development \ Grow the economy\ Local Economic Development	M-183	Percentage of Gross Value Added (GVA) rating	%	MDM-DPD	Percentage of Gross Value Added (GVA) rating	4.3	0	4.4	3	4.4	0.06	4.50	1.20	The quarterly GVA contracted by 1.20 per cent in the 1 st quarter following an increase of 0.4 per cent in the 4 th quarter	Lower investor confidence has affected the economic performance	Create a conducive environment for the investment opportunities	1.10	4.50	3.30	4.30	3.10	1.20	3.30	

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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		15-Dec		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
Local Economic Development \ Grow the economy\ Local Economic Development	M-801	Number of investors attracted for the implementation of catalyst projects as identified in the LED strategy ytd	#	MDM-DPD	Count the Number of investors attracted for the implementation of catalyst projects as identified in the LED strategy	2	0	4	2	6	2	8	2	2 investors were brought on board - One investor has been brought on board in the implementation of Mahlakong Shopping Complex in Maruleng and the Department of Rural Development and Agriculture are going to invest part of the R2 billion rands in the district	Enticing more investors in the district due to inferior infrastructure	To market Mopani District to potential investors so that there can be economic growth and job creation	1.25	8	6	3	1	2	6
Spatial Rationale\ Plan for the future\ GIS	M-2067	Number of times GIS framework reviewed and approved by council ytd	#	MDM-DPD	Number of times GIS framework reviewed and approved by council ytd	1	0	1	0	1	0	1	0	The development of the GIS Framework was never completed	Delays in finalising the Framework	To develop GIS Framework and submit it to the Council for approval	1	1	1	0	0		1

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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		15-Dec		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
Spatial Rationale\ Plan for the future\ Spatial Planning	M-805	Number of growth points in which capital projects are implemented YTD	#	MDM-DPD	Number of growth points in which capital projects are implemented YTD	15	4	15	4	15	4	15	4	Capital projects have been implemented in 4 of 7 district growth points	Insufficient budget allocation for all district growth points	Sufficient budgeting in all district growth points	1.99	15	-13	57	0	57	-13

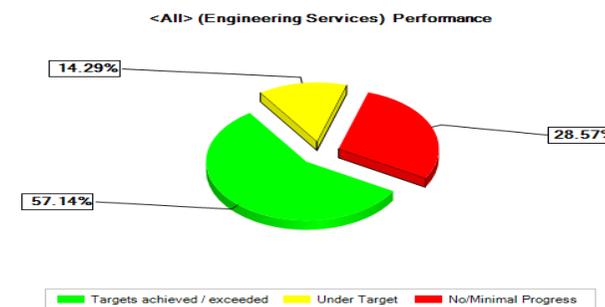
4.6 SDBIP – Engineering Services

The **Engineering Services** Directorate achieved an overall score of **2.52** at the end of the financial year, this is a decrease in performance as compared to a score of **2.84** at the end of the third quarter, reflecting a decrease against the second quarter performance of **3.22**, and again a decrease from the first quarter result of **2.59**.

Overall, (4/7) indicators achieved target (1/7) was under target (2/7) had no minimal progress.

Some of the successes were as follows:

- ▶ All risks related to the directorate were mitigated.
- ▶ 450 jobs were created, exceeding the target of 400 within the financial year
- ▶ The directorate achieved target in the second quarter



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Challenges were faced in the submission of report, only one from the targeted twelve regional infrastructure grant reports was submitted to management. As at end of May 2016, R134 799 635 .60 out of a budget of R 302 868 450 was spent resulting to 44.5 % of the budget. The detail is below:

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

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
Financial Viability\ Become Financially Viable\ Expenditure Management	M-1014	Number of Regional Infrastructure Grant reports submitted to Management YTD	#	MDM-Engineering	Count the number Regional Infrastructure Grant reports submitted	3	3	6	5	9	8	11	11	Eleven reports have been submitted ytd	No report was submitted in December due to downscaling of duties.	None	3.00	11	0	7	-3	11	0
Financial Viability\ Become Financially Viable\ Expenditure Management	M-783	Percentage Capital budget actually spent on capital projects related to Directorate ytd	%	MDM-Engineering	R-value total capital budget spent on capital projects identified for financial year i.t.o. IDP y.t.d per department / R-value annual capital budget	21	4.55	21	15.74	51	32.12	100	44.50	As per expenditure report for May 2016,R1 347 996 355 .60 out of a budget of R 302 868 450 was spent. This gives us a 44.5 %, the expenditure report for June 2016 was not yet available from B&T office on day of	Slow progress on site	SML has been appointed to assist PMU	1.45	100	55.50	86	41.50	44.50	55.5

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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
Financial Viability\ Become Financially Viable\ Expenditure Management	M-791	Percentage R-value spent on MIG ytd	%	MDM-Engineering	Calculate the percentage of the R-value spent on MIG grants ytd	25	4.55	50	15.74	75	32.12	100	44.50	As at end of May 2016, R13 479 963 560 out of a budget of R30 286 845 0 was spent. This gives us a 44.5% . Expenditure report for June 2016 was not yet available from B&T office on day of capturing 08/07/2016	Slow progress on site	SML has been appointed to assist PMU	1.45	100	55.50	86	41.50	44.50	55.5
Good Governance and Public Participation\ Democratic and accountable organisation\ Audit	M-2138	Percentage of Audit findings resolved the ytd	%	MDM-Engineering	Count and calculate the number of resolved Audit findings	30	30	60	100	90	25	100	100	The directorate had a performance audit on Sephukhubje bridge , the bridge was completed on 18 August 2015.	None	None	3	100	0	2	-98	100	0

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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
Good Governance and Public Participation\ Democratic and accountable organisation\ Audit	M-2144	Percentage of Auditor General findings resolved YTD	%	MDM-DENG	Percentage of AG findings resolved related to the directorate	N/A	0	30	100	60	0	100	100	All AG findings by directorate were resolved.	None	None	3	100	0	0	-100	100	0
Good Governance and Public Participation\ Democratic and accountable organisation\ Risk Management	M-2062	Number of risks mitigated against the identified risks by the directorate ytd	#	MDM-DENG	Count the number of risks mitigated against the identified risks	1	4	2	2	2	4	2	4	Risks number 1,3,4 and 6 of the attached risk register have been mitigated as per progress to date.	None	None	5	2	-2	0	-4	4	-2
Local Economic Development\ Grow the economy\ Local Economic Development	M-168	Number of jobs created through implementation of municipal IDP and budget ytd	#	MDM-DENG	Count the number jobs created through implementation of municipal IDP and budget	N/A	249	150	250	200	288	400	450	A total number of 450 jobs were created YTD.	None	None.	3.13	400	-50	8000	7550	450	-50

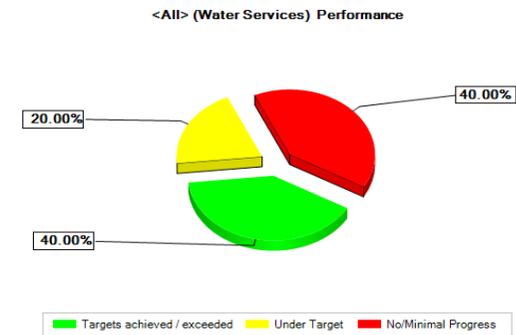
4.7 SDBIP – Water and Sanitation Services

The **Water and Sanitation Services** directorate achieved an overall score of **2.38** at the end of the financial year reflecting a decrease in performance as compared to the third quarter performance **2.59** and again reflecting a decrease from the second quarter performance of **3.13** as well as reflecting a decrease from the first quarter result of **2.59**.

Overall (6/15) indicators achieved target, (3/15) were under target and (6/15) had no/minimal progress.

Some of the successes were as follows:

- ▶ The water services charter was reviewed and approved by management.
- ▶ The directorate achieved target at the end of the second quarter



Challenges were faced with regard to the blue drop rating that achieved below target at 62% against the target of 79%, and the green drop rating achieved below target at 36.85% against the target of 70%. The Directorate spent R162 061 687 more than the actual budget of R137 373 000 of the operation and maintenance. The detail is as below.

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

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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
Financial Viability\ Become Financially Viable\ Expenditure Management	M-1007	Percentage of operation and maintenance allocation spent on water services	%	MDM-DWS	R-value operation and maintenance allocation for water services spent / R-value budget	0	42.43	50	54	75	76.12	100	118	Total expenditure as of end of May was R162061687 out of R137 373 000 inclusive of individual schemes expenditure and budget	Under budgeting and Ageing	Approval of the Master Plan	3.18	100	-18	55.63	-62.37	118	-18
Good Governance and Public Participation\ Democratic and accountable organisation\ Audit	M-2139	Percentage of Internal Audit findings resolved the ytd	%	MDM-DWS	Count and calculate the number of resolved Audit findings	30	0	60	100	90	0	100	0	There is currently no finding related to the department	None	None	1	100	100	1	-99	100	0
Good Governance and Public Participation\ Democratic and accountable organisation\ Audit	M-2149	Percentage of Auditor General findings resolved YTD	%	MDM-DWS	Percentage of AG findings resolved related to the directorate	N/A	30	60	100	90	0	100	100	There is one finding related to the department, which is related to approval of Customer Service Charter. The Charter will serve at Council on 29/07 as	None	None	3	100	0	0	-100	100	0

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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
Good Governance and Public Participation\ Democratic and accountable organisation\ Risk Management	M-2015-2	Number of risks mitigated against the identified risks by the directorate ytd	#	MDM-DWS	Count the number of risks mitigated against the identified risks by the directorate ytd	1	0	2	2	3	0	4	0	item number 47/2016									
Service Delivery\ Develop and maintain infrastructure\ Bulk water infrastructure	M-1118	Number of villages/ communities provided with quality and sustainable water	#	MDM-DWS	Number villages that could be provided with current bulk water supply / Total	N/A	195	231	195	293	266	354	266	98 communities get water for 6 to 7 days a week, and 84 get water 4 to 5 days a week, whereas another 84 gets water 3	Increase in population and extension of Household	Increase budget and Increase access or provision by implementing projects	2.75	354	88	195	-71	266	88

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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
					number of villages																		
Service Delivery\ Develop and maintain infrastructure\ Operations	M-1218	Number of water reservoirs metered	#	MDM-DWS	Number water reservoirs metered	N/A	24	N/A	24	20	24	50	24	24 Reservoir out of 384 Reservoirs are metered	Shortage of Personnel	Recruitment of personnel	1.06	50	24	9	-15	24	-26
Service Delivery\ Develop and maintain infrastructure\ Operations	M-1219	Percentage of water loss	%	MDM-DWS	(Closing Stock-Closing stock as per reading) ÷ (Total water for the month) Closing stock = Total water - Billing Total Water = Opening	6	5.88	5	22.2	22	32.71	22	12.28	Total water abstracted is 2 765 453KI and water produced is 3 152 641KI during the month of June. Whereas the difference between the two figures informs water losses which is 387 188KI.	Unaccounted of supplement water to Giyani from Middle Letaba as a result of none functional meters	Installation of measuring Devices	2.74	22	22	6.12	-15.88	22	-22

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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
					balance + purchases																		
Service Delivery\ Develop and maintain infrastructure\ Operations	M-852	Number of times the Customer Services Charter for water reviewed and approved by management ytd	#	MDM-DWS	Number of times the Customer Services Charter for water reviewed and approved by management ytd	N/A	1	N/A	1	N/A	1	1	1	The charter served at the Portfolio committee and previous MANCO meetings. It served again at MANCO scheduled for 27/06/2016 and approved by Council as per Council Resolution 47/2016	None	None	3	384	383	0	-1	1	383

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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
Service Delivery\ Develop and maintain infrastructure\ Sanitation Infrastructure	M-10	Number of household with access to basic sanitation	#	MDM-DWS	Count the number of household with access to basic sanitation in the district	2726 14	2519 75	2755 77	2526 10	2523 75	2519 75	2523 75	251975	251975 households out of 252925 have access to basic sanitation	Backlog keeps on growing as a result of new settlements that are developing	A tender has been advertised for construction of VIP toilets and a Business Plan has been submitted to DWS to source funding.	3	252375	252375	251976	1	251975	400
Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	M-11	Number of household with access to basic water	#	MDM-DWS	Count the of household with access to basic water in the District	2963 20	2493 84	2963 20	2438 13	0	2493 84	2250 0	249384	249384 households out of have access to basic water	Physical condition of the infrastructure and also the development of infrastructure that is not catching up with population growth	Site, drill and equipping of Borehole. Refurbishment of infrastructure and implementation of water related projects	5	22500	-226884	249952	568	249384	-226884
Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	M-2090	Percentage of Development of the water master plan	%	MDM-DWS	Percentage progress with the Development of the water master plan	25	50	50	0	75	0	100	0	Draft Master Plan available. It has been presented to Maruleng Water Forum	Unavailability of locals to present the draft Master Plan.	Workshops sessions are being arranged with locals for their inputs	1	100	100	0	-50	50	50

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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
Service Delivery\ Provide clean and safe water\ Water quality	M-1223	Mega litres water of produced ytd	#	MDM-DWS	Mega litres water produced	82680	2981833	115752	63	165360	22843.23	227370	36875.50	Total Mega litres of water produced to date is 36 875.54ML whereas the production for the month of Mach is 3, 152.6ML .	Some produced not counted due to flow meters out of order.	Replacement of flow meters not working	1.16	227370	190494.50	209274	172398.50	36875.50	190494.5
Service Delivery\ Provide clean and safe water\ Water quality	M-1224	Mega Litres of waste water treated ytd	#	MDM-DWS	Mega litres waste water treated	1971	2981833	3942	88	5913	10855.96	7884	8676.50	Waste water treated this month is 8 678.5ML and treated to date is 10855.96ML	Flow meters out of operation in some plants	Replacement of non-functional meters.	3.10	7884	-792.50	1087.13	-7589.37	8676.50	-792.5
Service Delivery\ Provide clean and safe water\ Water quality	M-189	Percentage Blue drop rating outcome	%	MDM-DWS	Percentage Blue drop rating outcome obtained	80	79.21	80	100	80	62	90	64.60	2014 Blue Drop Assessment Rating regressed from 79% down to 62%	All Water Treatment Plants not have Water Safety Plans. No Full SANS 241.	Development of an action plan to address the findings	2.72	90	25.40	85	20.40	64.60	25.4
Service Delivery\ Provide clean and safe water\ Water quality	M-190	Percentage of Green drop rating outcome	%	MDM-DWS	Percentage Green drop rating outcome obtained	60	36.85	70	100	55	36.53	70	36.85	Performed very poor in Waste water plants. Only Tzaneen which have Green Drop Certificate	Infrastructures of the plants are Ageing. Chemical and micro not comply	Refurbishment of the plants. Review of the W2RAP and approve by council	1.53	70	33.15	81.63	44.78	36.85	33.15

4.8 SDBIP – Community Services

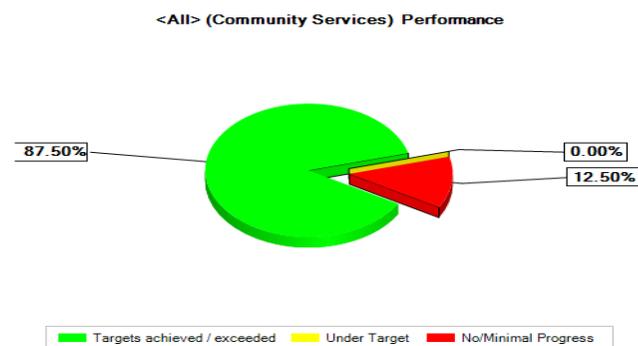
The **Community Services** Directorate achieved an overall score of **3.13** at the end of the financial year, a decrease in performance at the end of the third quarter but still achieving target at a score of **3.86**, it is a decline as compared to the second quarter performance of **3.92**, again reflecting a decrease from first quarter result of **3.90**. The directorate has been consistent in achieving target.

Overall, (7/9) achieved target, (1/9) had no minimal progress. (1/9) not applicable for reporting. Some of the successes were as follows:

Some of the successes were as follows:

- Risks identified by the directorate were mitigated according to the target.
- In total, 46 fire awareness sessions were held during the year exceeding the target of 20.
- The Disaster Management Framework was reviewed, tabled to council and approved.
- Meetings to resolve transport conflicts were held in the district, in the following areas, Giyani; Ba-Phalaborwa; Polokwane and Letaba.
- 19 Sewer plants were inspected exceeding the target of 17
- The directorate achieved target in all four quarters of the financial year.

Challenges were faced with regard to resolving internal audit findings only 6 out of 12 were resolved
The detail is below:



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

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
Good Governance and Public Participation \n Democratic and accountable organisation \n Audit	M-2134	Percentage of Audit findings resolved the ytd	%	MDM-DCOMSERV	Count and calculate the number of resolved Audit findings	30	100	60	100	90	90	100	6	6 out of 12 Internal Audit findings identified, have been resolved and 6 are in progress.	There was a slow progress in resolving audits	To speed up the process of resolving audits	1.99	100	100	2	-88	90	10
Good Governance and Public Participation \n Democratic and accountable organisation \n Audit	M-2141	Percentage of Auditor General findings resolved YTD	%	MDM-DCOMSERV	Percentage of AG findings resolved related to the directorate	N/A	0	30	0	60	100	100	0w	There were no AG findings identified that needed to be resolved by the Directorate.	Na	Na	0w	100	0	0	0	100	0
Good Governance and Public Participation \n Democratic and accountable organisation	M-2063	Number of risks mitigated against the identified risks by the directorate ytd	#	MDM-DCOMSERV	Count the number of risks mitigated against risks identified related to directorate reviewed	1	1	1	1	1	5	1	1	The onlyOne (1) strategic risk identified by the directorate was mitigated.	Na	Na	5	1	0	3	-2	1	0

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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target					
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score			
n\ Risk Management				r v																						
Service Delivery\ Effective coordination of public transport systems\ Public transportation	M 51	Percentage of incidences of conflict resolutions facilitated (Number incidences of conflict resolutions facilitated / Number incidences that arise as Percentage)	%	M D M - D C o m S e r v	(Number incidences of conflict resolutions facilitated / Number incidences that arise as Percentage)	100	100	100	100	100	100	100	100	100	100	100	0	100	0	100	0					
													1.15/07/2015 Dzumeri Taxi dispute with Giyani taxi Association. 2.30/07 /2016 Transport Forum at BPM discussing public transport problems. 3. 05 /08/ 2016 PLTF meeting at [Polokwane 4.27/08/2015 District Transport Forum. 5. 04 to 06 /09/2015 Special operations on Public Transport. 6. 25 to 26 september 2016 continuous special road blocks 7. 21/01/ 2016 LETCOM meeting adressing public transport	The official was diploid in the Bid Evaluation Committee since May 2016 to date.	The KPI shall be addressed in the coming financial year starting July 2016.	3										

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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
													operations 8. 11 February 2016, resolution taken to implement court order Deoaks versus Letaba Taxi Associations There were no activities during the reporting period of June.										
Service Delivery\ Improve Community well-being\ Centre Management and Operations	M-2104	No of times Disaster Management Framework reviewed and approved	#	MDM - Dis	Count the number of Disaster Management Framework reviewed and approved	1	1	1	1	1	1	1	1	Disaster Management Framework reviewed and approved	None	None	3	1	0	2	1	0	
Service Delivery\ Improve Community well-being\ Environmental and Waste Management	M-1213	Number of Air quality management plan developed and approved by Management YTD	#	MDM - Comm Serv	Count the Number of Air quality management plan developed and approved by Management YTD	1	1	1	1	1	1	1	1	One (1) Air quality Management Plan was developed, submitted and approved by Management and Council respectively.	None	N/A	3	1	0	1	0	1	0

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Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 15		Dec 15		Mar 16		Jun 16				Annual Target	Variance from Annual Target	Baseline	Variance from Baseline	YTD Actual	YTD Variance from Annual Target		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Achievements	Challenges							Corrective Action	Score
Service Delivery\ Improve Community well-being\ Fire Services	M1215	Number of fire awareness sessions conducted for schools ytd	#	MDM - DCOMSERV	Number of fire awareness sessions conducted for schools / Number of awareness sessions planned	5	7	10	11	15	24	20	46	10 fire awareness sessions were conducted during the reporting period; this brings the total number from July to June	N/A	N/A	5	20	-26	22	-24	46	-26
Service Delivery\ Improve Community well-being\ Health	M2064	Number of sewer plants inspected ytd	#	MDM - DCOMSERV	Count the number of sewer plants inspected ytd	4	0	8	7	13	18	17	19	There one inspection of sewer plants during the reporting period at Nkowankowa; bringing the total number of sewer plants inspected from July 2015 to June 2016 remains at 19.	Na	Na	3.12	17	-2	17	-2	19	-2

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Service Delivery\ Improve Community well-being\ Health	M 2 0 6 8	Number of water plants inspected ytd	#	M D M - D C o m S e r v	Count the Number of water plants inspected ytd	4	0	8	7	14	14	19	19	Three (3) water plants inspections were conducted at Thabina and another one (1) in Giyani and the 3rd one at Nkowankowa; this brings the total number of inspections from July 2015 to June 2016 to 19.	Na	Na	3	19	0	19	0	19	0
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4.9 SDBIP Project Implementation

Project implementation is classified as Infrastructure projects, Capital projects or Processes. At the end of the year, project implementation was overall below target and budget.

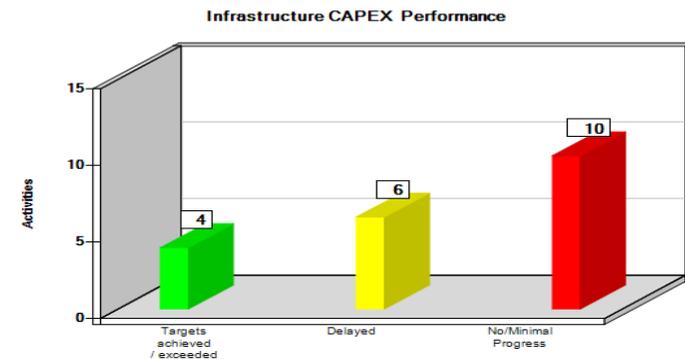
4.9.1 Infrastructure Projects

The implementation of infrastructure projects with capital budget allocations received an overall score of **2.81** at the end of the financial year, this is an improvement in performance as compared to the score of **1.82** at the end of the third quarter, again a decrease in performance as compared to the second quarter performance of **3.52** and reflecting a decline as compared to the first quarter result of **3.28** that achieved target.

Overall (4/20) infrastructure projects achieved target, (6/20) were under target and (11/20) had no minimal progress.

The detail scorecard follows.

Infrastructure Projects



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Hierarchy	ID	Projects	Owner	Annual Target	Instruction	Sep 15		Dec 15		Mar 16		Jun 16								
						% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Municipal Infrastructure	CWP-19	Development of Mameija Sekororo water reticulation	MDM-DEng	100	Report Progress in the Development of Mameija Sekororo water reticulation	50	50	50	97	70	97	Excavation, Compaction, Laying of pipes, instalation on valves and chambers, erf connection , installation of stand pipes, Backfilling, testing, Handover	100	97	There are 4 Contractors busy with 4 projects. Contractor 1:90% for construction of 15ml resevoir and 55% for extensions. Contractor 2:69% for construction of Water Treatment Work Mechanical Works Contractor 3:99% for construction of 15ml/d water treatment works and 98% for extensions Contractor 4:59% for construction of 300 and 400 bulk line resevoir at the Oak and Finale	Contractor number 2 with 69% should submit extension of time. There is slow progress on site for Contract or 4 with 59%.	Termination was recommended for contractor 4 with 59%. The Contractor did not apply for extension of time and penalties should be applied.	2.97	0	50167500

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Hierarchy	ID	Projects	Owner	Annual Target	Instruction	Sep 15		Dec 15		Mar 16		Jun 16								
						% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CWP-15	Development of Mopani Rural Sanitation	MDM-Engineering	100	Report Progress in the Development of Mopani Rural Sanitation	100	0	100	0	100	0	Completed during 1st qtr.	100	0	Project on tender evaluation stage.	None	None	1	0	8777334
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CWP-04	Upgrading of Tours Water Scheme Phase 2	MDM-Engineering	100	Report Progress in the Upgrading of Tours Water Scheme Phase 2	30	0	30	15	40	40	Flocculation channels, clarifiers, Filters and Chemical Building, Clearwater Tanks, Pump Station, Sludge Dam, Access Road, General Building,	50	38	Contractor busy with walls of clear water tank, preparing the floors of pump station. The project is a multiyear project. The project is a multiyear project.	There is a variance of 12% as the target by end June was 50%.	To speed up the project in the next FY due to the 12% variance.	2.76	1557219	60196183

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Hierarchy	ID	Projects	Owner	Annual Target	Instruction	Sep 15		Dec 15		Mar 16		Jun 16								
						% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CWP-20	Mopani office building	MDM-Engineering	100	Report Progress in the construction of the Mopani office building	55	0	55	0	60	0	Completion_(remedial works, Masonry works, Glazing, Paint works, Water & Sewer works, Paving, road works, Miscellaneous works, Finishing works and handover)	100	0	The project is on hold however a budget of two million has been allowed for protection of exposed rebars	Budget constraints	Enough funds should be allocated for the project.	0w	0	2000000
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CWP-14	Construction Lephepane Bulk Water Supply	MDM-Engineering	100	Report Progress in the Construction Lephepane Bulk Water Supply	48	0	48	16	64	16	Excavation, Compaction, Laying of pipes, installation on valves and chambers, Drilling and Equipping of Boreholes, construction of pump houses, Electrification of Boreholes, installation	100	35	TSlow progress on site.The Contractor is busy laying pipes.	Slow progress on site.The Contractor did not apply for extension of time . The Contractor did not attend or honour progress meetings on two occasions.	Termination was and is still recommended.	1.35	2442463.73	10000000

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Hierarchy	ID	Projects	Owner	Annual Target	Instruction	Sep 15		Dec 15		Mar 16		Jun 16								
						% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
												of stand pipes, Backfilling, testing.								
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CWP-13	Jopie-Mawa Block 12 - Ramotshinyadi Bulk Line and Reticulation	MDM-DEng	100	Report Progress in the Jopie-Mawa Block 12 - Ramotshinyadi Bulk Line and Reticulation	50	0	50	0	70	0	Excavation, Compaction, Laying of pipes, installation on valves and chambers, erf connection, installation of stand pipes, Backfilling, testing, Handover	100	0	The project is on tender evaluation stage	Termination of service providers!	The project was rolled over to 15/16fy	1	0	41229578.11
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CWP-22	Development of Giyani Water Works	MDM-DEng	50	Report Progress in the Development of Giyani Water Works	N/A	0	N/A	0	20	0	Excavation, Compaction, Laying of pipes, installation on valves and chambers, erf connection, installation of stand	50	0	The project is on tender evaluation stage	Termination of service providers!	The project was rolled over to 15/16fy	0w	0	4500000

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Hierarchy	ID	Projects	Owner	Annual Target	Instruction	Sep 15		Dec 15		Mar 16		Jun 16								
						% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
												pipes, Backfilling, testing.								
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CWP - 23	Upgrading of Senwamokgope sewage plant	MDM - D E n g	50	Report Progress in the Upgrading of Senwamokgope sewage plant	N/A	0	N/A	0	20	0	Preliminary and General; Site Clearance, Earthworks - Pipe Trenches, Earthworks - Ponds, Bedding - Pipes, Sewers Pipes	50	52	The Contractor is busy with mechanical works and pipe work for clarifier and bio filter.	The project will not be fully completed due to Eskom connections.	To try and speed up ESKOM connections, retention is withheld until practical completion.	3.04	0	4500000
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CWP - 24	Development of Thapane RWS	MDM - D E n g	50	Report Progress in the Development of Thapane RWS	N/A	0	N/A	0	20	0	Excavation, Compaction, Laying of pipes, installation on valves and chambers, erf connection, installation of stand pipes, Backfilling, testing.	50	94.70	Steel tanks delivered, assembled and elevated.	Delay in ESKOM connections however re-application has been done in March 2016. Inadequate communication between Contractor and Engineer.	To try and speed up ESKOM connections.	5	0	3000000

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Hierarchy	ID	Projects	Owner	Annual Target	Instruction	Sep 15		Dec 15		Mar 16		Jun 16								
						% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CWP-25	Construction of bulk supplyem water system in Selwane area	MDM-Deing	50	Report Progress in the Construction of bulk supplyem water system in Selwane areas progress	N/A	0w	N/A	0	20	0	Excavation,Compaction,Laying of pipes,installation on valves and chambers, erf connection ,installation of stand pipes,Bac kfilling,test ing.	50	0w	The project is on tender evaluation stage	Termination of service providersl	The project was rolled over to 15/16fy	1	0	10000000
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CWP-01	Development of Kampersrus Sewage Plant	MDM-Deing	100	Report Progress in the Development of Kampersrus Sewage Plants progress	45	0	45	81.5	60	81.5	Preliminary and General; Site Clearance, Earthworks - Pipe Trenches, Bedding - Pipes, Sewers Pipes	100	88.50	Contractor busy with settling tank , and sludge drying beds.The subcontractor busy with rust pump installing pumps and pipes mounting on the floor.	Delay in delivery of mechanical material by supplier	The contractor to submit extension of time.	2.89	1811933.33	15000000

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Hierarchy	ID	Projects	Owner	Annual Target	Instruction	Sep 15		Dec 15		Mar 16		Jun 16								
						% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CWP-06	Upgrading of Nkwankowa Sewage Plant	MDM-Engineering	100	Report Progress in the Upgrading of Nkwankowa Sewage Plant	45	0	45	15	60	15	Preliminary and General; Site Clearance, Earthworks - Pipe Trenches, Earthworks - Ponds, Bedding - Pipes, Sewers Pipes	100	15	The Contractor has been terminated and new Contractor has been procured through regulation 32 however the estimated cost of the project is twice the initial estimation. A letter has been send to the Municipal Manager seeking a funding model for the shortfall. The Engineer has also revised the scope of work to suit the available funds.	Initial Contractor was terminated sue to poor performance which delayed the project.	New Contractor has been procured through regulation 32	1.15	271582.20	7456017.21

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Hierarchy	ID	Projects	Owner	Annual Target	Instruction	Sep 15		Dec 15		Mar 16		Jun 16								
						% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CWP-07	Upgrading of Phalaborwa Sewage Works (Pump Station and Outfall Sewer)	MDM-Engineering	100	Report Progress in the Upgrading of Phalaborwa Sewage Works (Pump Station and Outfall Sewer)	45	0	45	17	60	17	Preliminary and General , Earthworks - Pipe Trenches, Form Work, Grouting / Casting In Of Pipe And Specials, Reinforcement, Concrete, Manhole Cover and Frame, Water Tight Testing Of Structures, DPC 250 Micron Membrane Sheeting, Access Manhole Step Irons,	100	100	The progress of work is moving at a slow pace and the existing sewer pipe line burst but it has been repaired.	The Contractor did not submit application for extension of time.	Termination of contract was recommended and is still recommended. Imposing of penalties is recommended. The Contractor has currently engaged the services of subcontractor for the Concrete works. Cession for the Concrete subcontractor is approved	1.99	0	1800000

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Hierarchy	ID	Projects	Owner	Annual Target	Instruction	Sep 15		Dec 15		Mar 16		Jun 16								
						% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CWP-16	Upgrading of Lenyene Sewege	MDM-Engineering	100	Report Progress in the Upgrading of Lenyene Sewege	45	0	45	91	60	91	Preliminary and General; Site Clearance, Earthworks - Pipe Trenches, Earthworks - Ponds, Bedding - Pipes, Sewers Pipes	100	91	ESKOM connection done on 26 May 2016. The subcontractors are to complete mechanical works and the Contractor is busy clearing the existing ponds.	Completion of mechanical works still to be done	To complete mechanical works	2.91	0	5822990
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CWP-17	Rehabilitation of Lulekani Sewage work	MDM-Engineering	100	Report Progress in the Rehabilitation of Lulekani Sewage work	45	0	45	0	60	0	Preliminary and General; Site Clearance, Earthworks - Pipe Trenches, Earthworks - Ponds, Bedding - Pipes, Sewers Pipes	100	0w	The project is on tender evaluation stage	Termination of service providers	The project was rolled over to 15/16fy	0w	0	2000000

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Hierarchy	ID	Projects	Owner	Annual Target	Instruction	Sep 15		Dec 15		Mar 16		Jun 16								
						% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CWP-18	Rehabilitation of Namakgale sewage work	MDM-Engineering	100	Report Progress in the Rehabilitation of Namakgale sewage work	45	0	45	0	60	0	Preliminary and General; Site Clearance, Earthworks - Pipe Trenches, Earthworks - Ponds, Bedding - Pipes, Sewers Pipes	100	0w	DWS has taken over the projects and appointed LNW as implementing Agent	None	None	0w	0	4500000
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CWP-03	Construction of Water Reticulation in MLM	MDM-Engineering	100	Report Progress in the Construction of Water Reticulation in MLM	40	0	40	37	75	37	Trench Excavation, Bedding, Pipe Laying, Backfilling and Testing	1	98	The Contractor has completed the scope of work waiting for testing. The Engineer to send the revised completion date to MDM.	None	None	5	3069394.97	20000000
Engineering Services\ Service Delivery\ Develop and maintain	CWP-08	Construction of Hoedspruit Bulk Water Supply	MDM-Engineering	100	Report Progress in the Construction of Hoedspruit Bulk Water Supply	50	0	50	22	70	22	Excavation, Compaction, Laying of pipes, installation on valves and	100	95	The Contractor is busy pouring concrete slab for air valve chamber.	None	The revised completion date was 22 June 2016.	2.95	684747	30000000

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Hierarchy	ID	Projects	Owner	Annual Target	Instruction	Sep 15		Dec 15		Mar 16		Jun 16											
						% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget			
infrastructure\ Water Infrastructure												chambers, erf connection, installation of stand pipes, Backfilling, testing, Handover											

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Hierarchy	ID	Projects	Owner	Annual Target	Instruction	Sep 15		Dec 15		Mar 16		Jun 16								
						% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CWP-12	Water Reticulation & Upgrading in BPM	MDM-Engineering	100	Water Reticulation & Upgrading in BPM	45	0	45	7	75	7	Bulk line to the reservoir and reservoir construction	100	63	The Contractor is busy accelerating the progress of work. The Contractor is adhering to all the instructions of the project stakeholders to expedite the progress of work. The Contractor has commended work at Kurhula village.	Termination was recommended due to poor performance but the Contractor has since improved.	Weekly site inspection meetings are being held every Friday to monitor progress on site. -the contractor is being advised to work on all villages and finish pipelaying before month end (July'16.	1.63	0	26000000

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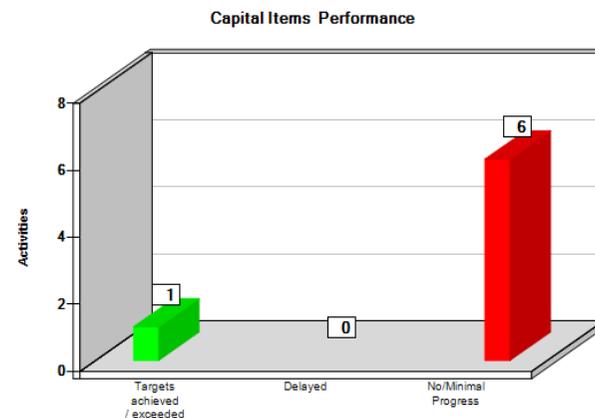
Hierarchy	ID	Projects	Owner	Annual Target	Instruction	Sep 15		Dec 15		Mar 16		Jun 16								
						% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CWP-02	Construction of Kampersrus Bulk Water Supply	MDM-Engineering	100	Construction of Kampersrus Bulk Water Supply	73	0	73	100	100	74	Completed	100	96	Abeco tanks has delivered material for the tanks and the Contractor is waiting for them to send a subcontractor for installations.	Progress is 96% while time elapsed is 105%	The Contractor has been advised that panalties will apply if extension of time is not applied for.	2.96	1228340.52	16000000

4.9.2 Capital Projects

The implementation of projects with capital budget allocations received an overall score of **1.35** at the end of the of the financial year, declining in performance as compared to the score of **2.05** at the end of the third quarter, this is an increase in performance as compared to the second quarter performance of **2.01** and reflecting a decline as compared to the first quarter result of **2.22**

Over all (1/6) achieved target and (5/6)

Following is the detail performance on Capital project implementation with budget after budget adjustment.



Capital Project Implementation Scorecard

Hierarchy	ID	Projects	Owner	Annual Target	Instruction	Sep 15		Dec 15		Mar 16		Jun 16								
						% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
Budget and Treasury\ Financial Viability\ Become Financially Viable\ Expenditure Management	CLTEM-01	Purchasing of municipal Furniture	MDM-CFO	100	Purchasing of municipal Furniture	25	0	25	0	75	0	Procure	100	0	No data was supplied	No data was supplied	No data was supplied	1	0	200000
Community Services\ Service Delivery\ Improve Community	CLTEM-03	Fire and rescue equipment	MDM-DCO	100	Fire and rescue equipment	10	25	10	0	15	15	Procurement of Fire and rescue equipment	100	50	Specifications were submitted in the 1st quarter to the relevant office for	Delay in advertisement of tenders	Fast tracking of Advertisement of Vehicle tenders	1.50	102000	700000

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Hierarchy	ID	Projects	Owner	Annual Target	Instruction	Sep 15		Dec 15		Mar 16		Jun 16								
						% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	% Targeted Progress	% Actual Progress	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	YTD Expenditure	Annual Budget
Community Well-being\ Fire Services			MServ																	
Community Services\ Service Delivery\ Improve Community well-being\ Fire Services	06	Provision of containerised sleeping facility	MDM - CServ	100	Provision of containerised sleeping facility	50	25	50	0	75	50	Delivery of containerised sleeping facilities	100	50	Specifications were submitted in the 1st quarter to the relevant office for procurement	Delay in advertisement of tenders	To make a follow-up with Budget & Treasury Office on progress	1.50	0	650000
Community Services\ Service Delivery\ Improve Community well-being\ Fire Services	02	Purchasing of operational Vehicles	MDM - CFO	100	Purchasing of operational Vehicles	100	0	100	0	100	70	Purchasing of operational Vehicles completed	100	0	Data not supplied	Data not supplied	Data not supplied	1	0	1000000
Corporate Services\ Good Governance and Public Participation\ Manage through information\ Management	07	Purchasing of computers	MDM - CServ	100	Purchasing of computers	30	50	30	50	75	50	Verifying that all users are working on computers that are not old or obsolete	100	100	A decision was taken by management to utilize R480 000 of the budget for Risk Management Software to procure ZoomOut in order to detect	No challenges	Risk Management Software to be budgetted for in the next financial year.	3	0	275.000.00

5. Challenges and Recommendations

The following potential risks were identified through the Performance Management System at the end of the financial year. These could have a negative impact on the achievement of targets as set out for the 2014/2015 financial year. Action is to be taken to mitigate these risks.

- ▶ The municipality did not receive an unqualified Audit Report in that the review of the Audit Opinion for 14/15 resulted in a disclaimer
- ▶ Blue drop rating regressed from 79% to 62%
- ▶ The green drop rating is at 36.85 out of the annual target of 70
- ▶ Only 7 risks were mitigated from the 15 identified.
- ▶ Actual scores were not allocated which result in achievements not scored

6. Progress on Annual Performance Report 14/15

The following overall challenges were applicable at the end of the 2014/2015 financial year. Progress during 2015/2016 is as follows:

14/15 Challenges	15/16 Progress
▶ Performance Reviews are at below target and cascading of the employee performance management system for officials other than directors will take place during the next financial year.	▶ Performance Reviews were below target and cascading of the employee performance management system for officials other than directors have not taken, a work shop for senior managers and deputy managers was held with regard to drawing performance plans .
▶ Only 84% of households have access to basic water.	▶ Only 84% of households have access to basic water
▶ Only 89 % of household have access to basic sanitation	▶ Only 89% of household have access to basic sanitation
▶ Only 75% (6/8) of section 56 managerial positions are filled leaving three Directorates without the leadership of a director.	▶ Only 87.5% (7/8) of section 56 positions have been filled and interviews were conducted for the other two.
▶ Blue drop rating is below target at 79% at end of financial year	▶ Blue drop rating is higher than previous year at 62%.

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14/15 Challenges	15/16 Progress
<ul style="list-style-type: none">▶ Green drop rating below target at 36.85% at the end of the financial year.▶ Audit report resulted in an adverse due to Issues of water related transactions, asset management and compliance with legislation.	<ul style="list-style-type: none">▶ Green drop rating is still at 36.85%.▶ Audit report resulted in a disclaimer due to Issues of water related transactions, asset management and compliance with legislation.

7. Approval

Mr. M.S Tsebe
Acting Municipal Manager

Date: _____

Ms. N.C Rakgoale
Executive Mayor

Date: _____

8. Annexure

Annexure A contains the Auditor General findings related to performance management for 14/15 and steps taken to rectify these queries.

Annexure B Long term contracts and public private partnership

Annexure c Municipal entities and service provider performance schedule

9. Limitations of Evaluation

1. The analysis contained in this report was based on information received until August 2015. 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. Uncaptured indicators and actual scores will have a direct impact on the final scores. All budget related data must be verified against the Municipal Financial System.
4. Values input into the Performance Management System should be cumulative expenditure figures to give a true reflection of the actual performance.

**Annexure A: Auditor General Findings related to PMS during
14/15**

Following is a description of the findings of the Auditor General Report for the 14/15 financial year that relates to Performance Management and the steps taken by the municipality to improve the situation as illustrated in the Municipality's action plan.

Ex.44

Targets not achieved and no measures were taken to improve performance

Letters are written to directorates to explain themselves why they are not meeting the targets.

Ex.45

Performance indicators are not clear and as a result would render the performance indicators not useful

Targets have changed to meet the standards and to be well defined.

Ex.46

Indicator appears in the APR but not included in the SDBIP

There were no inconsistency between the planned and reported targets

Ex.48

Indicators appear not be relevant to the mandate of the municipality as the municipality is acting as the implementing agency

The 2 indicators were removed during SDBIP adjustment

Ex.51

During the audit of Pre-determine objectives, we could not be provided with a list of households that were assisted with electricity, basic water and sanitation for the five local municipalities for the year under review. For both basic sanitation and water, the only information that could be provided is a Census municipal report for 2011.

Water Services and Engineering to provide POE's

Ex.52

Reported actuals as contained in the annual performance report for the indicators is inaccurate

Currently directorates are reporting per unit of measure as outlined Percentage (%) Numbers (#) and Ratio

Ex.70

For the second year running we noted that the customer service charter is not approved. This document has been awaiting council approval since 2013/2014 financial year

Customer charter approved at Management meeting pending Council approval

Ex.80

Targets as per indicators are in accurate

Currently directorates are reporting per unit of measure as outlined Percentage (%) Numbers (#) and Ratio

Annexure B: Service provider performance schedule

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Description of services rendered by the service provider	Location	Start date of contract	End /Expiry date of contract	Contract value
Development of Mametja Sekororo water reticulation	MLM	21/03/13	15/12/15	R19 201 350.00
Development of Mopani Rural Sanitation	MDM	Project rolled over to 16/17		R8 777 334
Upgrading of Tours Water Scheme Phase 2	GTM	10/06/15	22/06/2017	R59 034 307.41
Mopani office building	MDM	Project on hold		R 2000 000
Construction of Lephepane Bulk Water Supply	GTM	10/06/15	23/12/16	R 32 947 780.69
Jopie-Mawa Block 12 -Ramotshinyadi Bulk Line and Reticulation	GTM	Project was rolled over to 16/17fy		R 41 229 578.11
Development of Giyani Water Works	GGM	Project rolled over to 16/17fy		R 450 000
Upgrading of Senwamokgope sewage plant	GLM	29/05/13	30/06/2016	R8 434 678.63
Development of Thapane RWS	GTM	30/04/13	30/06/2016	R 12 948 678.53
Construction of bulk supply water system in Selwane area	BPM	Project rolled over to 16/17fy		R10 000 000
Development of Kampersrus Sewage Plant Phase 1 and 2	MLM	01/03/13 12/06/15	31/06/16 24/07/15	R31 028.49 R37 839 586.62
Upgrading of Nkowankowa Sewage Plant	GTM	18/06/15	18/12/15	R8 826 133.08
Upgrading of Phalaborwa Sewage Works (Pump Station and Outfall Sewer)	BPM	08/06/15	16/06/16	R26 967 520.80
Upgrading of Lenyenye Sewage	GTM	09/03/2010	31/10/2015	R33 216 777.08
Rehabilitation of Lulekani Sewage work	BPM			R 2 000 000
Rehabilitation of Namakgale sewage work	BPM			DWS has taken over the projects and appointed LNW as implementing Agent
Construction of Water Reticulation in MLM	MLM	24/06/15	24/03/16	R11 243 101.80
Construction of Hoedspruit Bulk Water Supply	MLM	22/06/15	22/12/15	R20 454 062.97
Water Reticulation & Upgrading in BPM	BPM	24/06/2015	23/12/16	R 26 771 369.50
Construction of Kampersrus Bulk Water Supply	MLM	24/06/15	30/06/16	R14 026 213.18

Annexure C: Municipal entity

There are no entities applicable to Mopani District Municipality.