

Mopani District Municipality



Third quarter Performance March 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 2000. The information contained within this report will be used to populate the quarterly report. Section 46 of the Municipal Systems Act requires the following from municipalities to report on in the quarterly and annual performance report:

- ▶ Performance of the municipality and each external service provider¹
 - Quarterly and annual performance against quarterly and annual targets as per the SDBIP is reported on. The SDBIP contains the objectives and indicators as per the Municipal IDP as well as nationally prescribed General indicators². The SDBIP³ for 15/16 was developed to reflect **cumulative performance**, therefore the status of indicators are a reflection of the overall performance level achieved year to date.

- ▶ Comparison of performance against set targets and performance in previous financial year
 - Calculations to calculate the variance between actual quarterly performance and baseline (previous financial year) performance are included for each KPI.
 - Comparisons of performance against quarterly targets are highlighted in the form of colours based on scores which were calculated using an automated system adapted to comply with the Mopani District Municipality's performance management requirements. The scoring method utilised is in line with the assessment rating calculator prescribed by the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, Regulation 805 of 2006. An explanation is as per the table below:

Table 1: Scores and colours

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

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

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

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

³ Service Delivery and Budget Implementation Plan

2. Components of the 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. There are indicators that have zero weighting (0w, they are not scored due to the fact that it is not the reporting period). Targets have been adjusted to after budget adjustment in the month of February, therefore the December targets are high but the March targets are lower. Overall organizational performance is at a score of **2.85 (95.1%)** at the end of the third quarter reflecting a decrease in performance, as compared to the second quarter score of **2.95 (98.5%)** and first quarter score of **2.23 (74.4%)**. A graphical and breakdown of performance is as below. More information is provided in the monthly departmental reports.

SDBIP KPIs (SDBIP) Performance

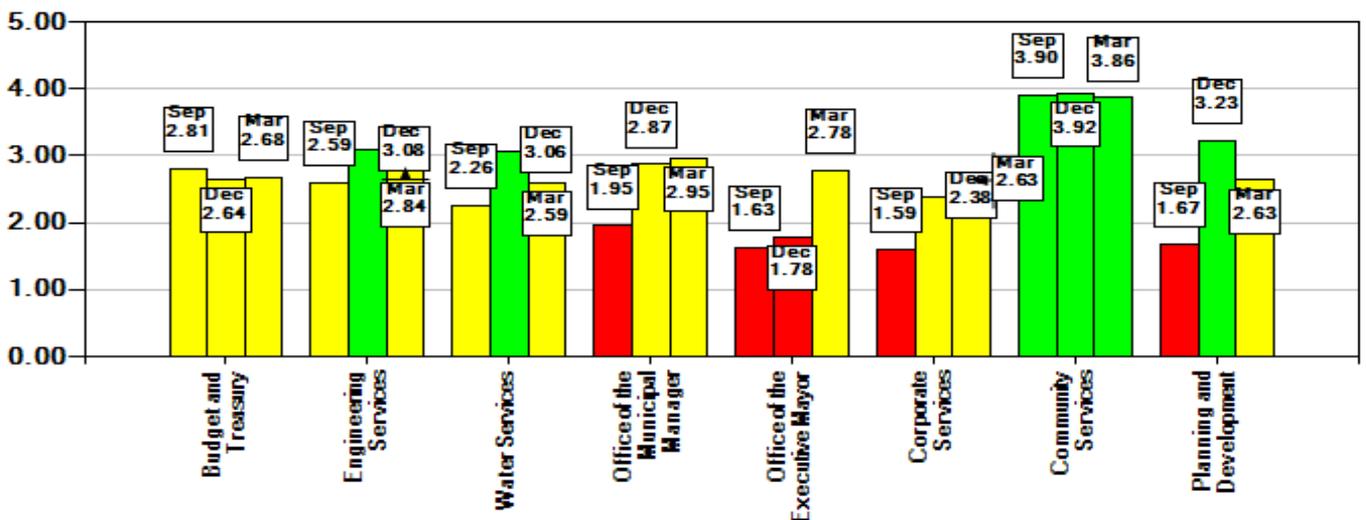


Figure 1: Overall Organisational Performance

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:

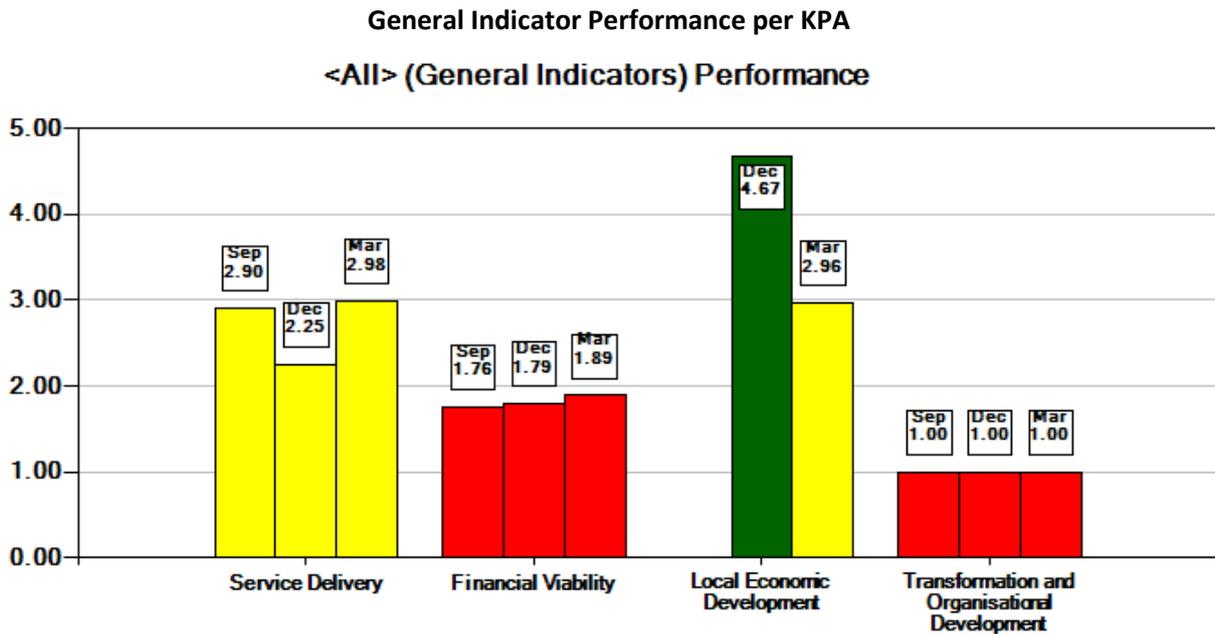


Figure 2: General Indicator performance per KPA

At the end of the third quarter, the area of performance of the national KPI's was at a score of **2.21 (73.8%)** which is a decline in performance as compared to the score of **2.43(81.1%)** in the second quarter and an increase as compared to the first quarter performance of **1.89 (63.1%)** **Service Delivery attained a score of 2.98 (99.5%)**, this was due to 251 975 households, that have access to sanitation and 249384 households that have access to water. **Local Economic Development achieved target at 2.96(98.8%)** due to 288 jobs out of 300 that were created. **Transformation and Organisational Development** achieved a score of **1.00 (33.4%)** due to the implementation of the work skills plan at a rand value of 38, 01% of its budget, out of the budget of 1.5million only R570 156.00 has been sent. The other two performance areas were below target **Financial Viability** had minimal progress with a score of **1.89 (63.1%)** due to 38% of total capital budget spent, 58% of the cost coverage and 110% of the debt coverage.

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

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Table 2: General KPI Performance scorecard

Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16					Annual Target	Base-line	
					Target	Actual	Score	Target	Actual	Score	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	25	4	1.16	50	72	3.00	75	38	Total capital Budget Spent is R110 952 364.44/Total Allocation R298 436 874.59	Some projects were terminated due to non-performance of the contractors	To fast-track the appointments	1.51	100	72

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base-line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Financial Viability\ Become Financially Viable\ Revenue Management	M871	Percentage of debt coverage y.t.d. (total R-value operating revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year)	%	MDM_CFO	95.30	102	3.07	95.30	100	3.07	95.30	110	The debt coverage is calculated as the total operating revenue of R684 120 643.84 minus operating grants of R674 748 994.70 divided by interest received of R8 518 099.11 = 110.00%	The municipality does not have own revenue due to non-collection of water and sanitation revenue from local municipalities, but is still able to manage the obligations.	Enforce the debt and credit control policy. To finalise the integrated system with the local municipalities so that we can enhance revenue for the municipality.	3.15	95.30	100

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base-line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Financial Viability\ Become Financially Viable\ Revenue Management	M872	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	150	128	1.64	150	94.37	1.44	150	58	The cost coverage is calculated as bank balance of R121 683 067.95 plus the investments of R176 404 693.79 and divided by operational expenditure of R517 066 182.86 = 58%	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.	1.39	150	94.37

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base-line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
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	N/A	249	0w	400	8000	4.67	300	288	288 jobs out of the target of 300 were created in this quarter	There was a delay in appointments of the created jobs	To create projects as per the targeted number	2.96	400	8000
Service Delivery\ Develop and maintain infrastructure\ Sanitation Infrastructure	M-10	Number of household with access to basic sanitation	#	MDM_DWS	272614	251975	2.92	252925	251976	2.92	252375	251975	251975 households out of 252 375 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	252925	251976

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base-line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	M 1 1	Number of household with access to basic water	#	MDM_DWS	296320	249384	2.84	22500	249952	2.82	N/A	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 population growth.	Site, drill and equipping of Borehole. Refurbishment of infrastructure and implementation of water related projects	0w	22500	249952

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base-line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Transformation and Organisational Development\ Developmental 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_DC Corp Serv	10	0	1	100	50	1	40	38.01	Out of 1,5m budgeted,,570 156.00 have been spent to date and as a result 38.01% has been spent .	Previous Negative financial status leading to delay in the appointment of Training Service Provider	Employees be trained according the needs captured in the skills work plan	1	100	50

3.2 SDBIP Performance

The Scorecard as per the SDBIP 2015/2016 contains the KPIs and set targets as negotiated with the community. The overall performance level achieved below target with a score of **2.13 (71.1%)**, which is an increase as compared to the second quarter performance of **1.97 (65.8%)** and again an increase as compared to the first quarter score of **1.98 (66.1%)**. Below is a summary of the achievements of the targets for the Key Performance Indicators (KPIs) per KPA and Strategic Objective.

<All> (SDBIP(key areas))	Sep 15	Dec 15	Mar 16
	AVG	AVG	AVG
	1.98	1.97	2.13
Financial Viability	2.43	2.37	3.01
Become Financially Viable	2.43	2.37	3.01
Service Delivery	2.25	1.85	2.38
Develop and maintain infrastructure	2.05	1.62	1.93
Improve Community well-being	1.32	1.55	2.49
Provide clean and safe water	3.64	2.39	2.65
Effective coordination of public transport systems	2.00	1.83	2.44
Good Governance and Public Participation	2.06	2.25	2.02
Democratic and accountable organisation	1.89	2.25	2.91
Manage through information	2.23	2.24	1.12
Transformation and Organisational Development	1.23	2.04	1.91
Develop entrepreneurial and intellectual capability	1.23	2.04	1.91
Local Economic Development	1.00	1.44	1.18
Grow the economy	1.00	1.44	1.18
Spatial Rationale	1.75	1.94	1.94
Plan for the future	1.75	1.94	1.94

Table 3: SDBIP Performance

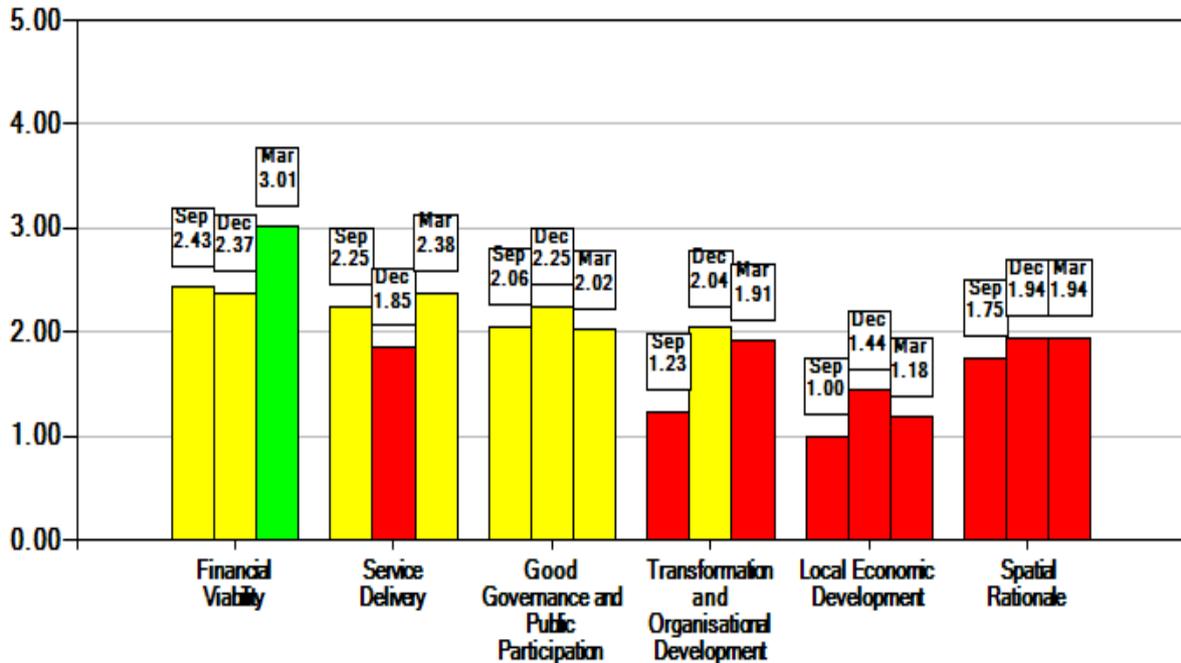
At the end of the third quarter, the best level of performance was in the KPA **Financial viability** that achieved target at a score of **3.01(100.5%)** in relation to the objective to *become financially viable at a score of 3.11*. Two key performance areas were below target, **Service delivery** attained a score of **2.38 (79.4%)** with challenges being faced in achieving the objectives to *Provide clean and safe water* at 2.65 ; *Improve community wellbeing* at 2.49; the objective *Effective coordination of public transport system* at 2.44. and *Develop and maintain infrastructure* at 1.93. **Good governance and Public Participation** scored **at 2.02(67.4%)** due to the objective *Democratic and accountable organisation that scored, 2.91* and *manage through information* scored 1.12.

The last three key performance areas were under target, that is **Transformation and Organisational Development** at **1.91 (63.7 %)** with the objectives, *Develop entrepreneurial and intellectual capability* at 1.91. **Local Economic Development** at **1.18 (39.4%)** due to the performance achieved in the

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objective *Grow the Economy* at 1.18. *Spatial Rationale* scored **1.94(64.8%)** due to the objective *Plan for the future* at a score of 1.94.

<All> (SDBIP(key areas)) Performance

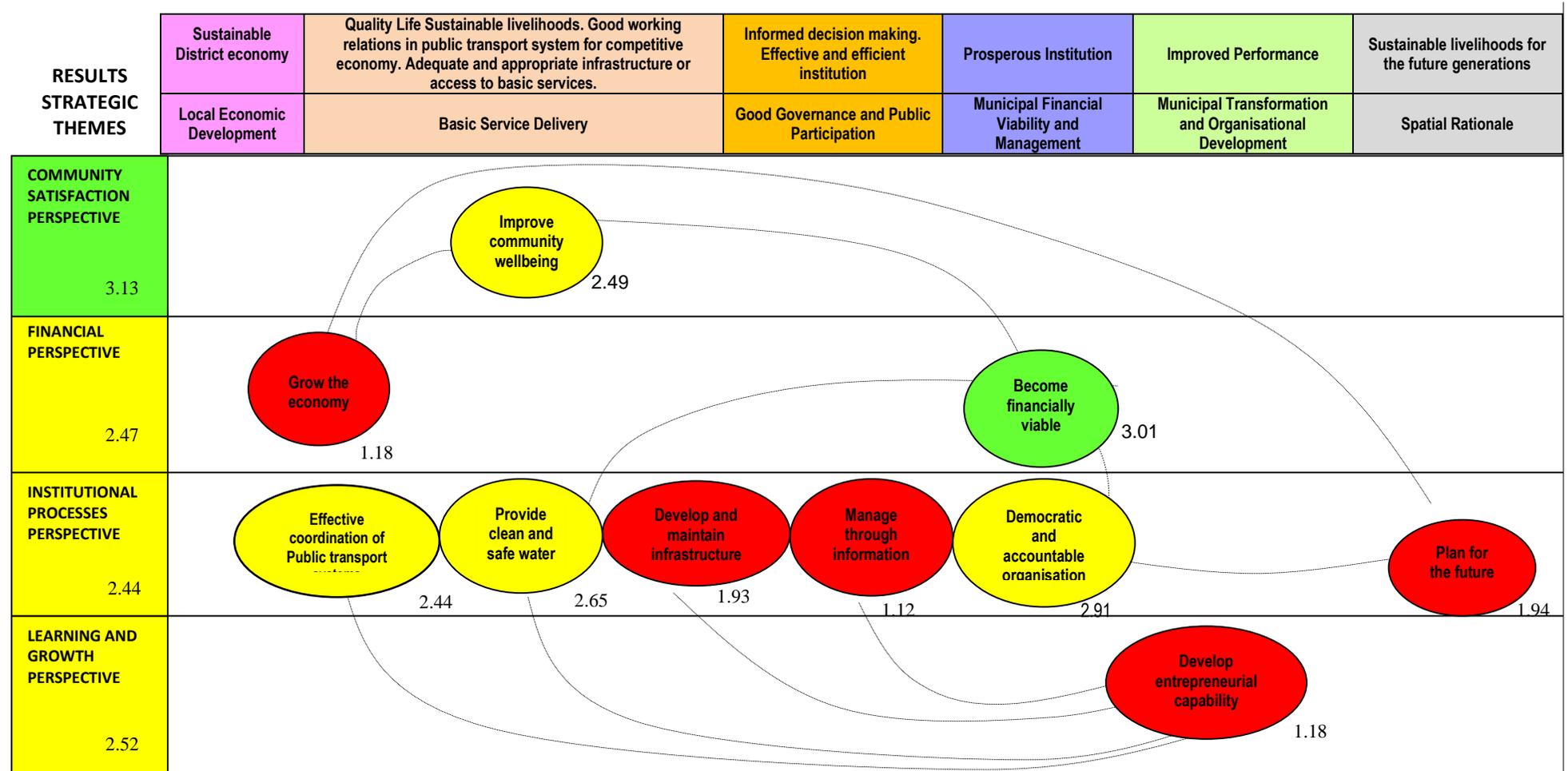


At the end of the third quarter, the key performance areas attained a score of **2.13 (71.1%)** reflecting an increase in performance attained in the second quarter, that was **1.97 (65.8%)** and the first quarter result of **1.98 (66.1%)** This reflects a poor performance as all KPA'S, for they did not achieve target, except for Financial viability with a score of **3.01 (100.5%)** .

3.3 Strategy Map

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

Figure 3: Strategy Map



Only one objective that achieved target that is; Become financial viable at 3.01 . Only four objectives that were below target that is , Democratic and accountable organization at 2.91, Provide clean and safe water at 2.65, Improve community well-being at 2.49, Effective coordination of Public Transport systems at 2.44 , The other remaining objectives performed under target, that is Plan for the future 1.94 , Develop and maintain Infrastructure 1.93, Develop Entrepreneurial and intellectual capability 1.91 Grow the economy 1.18 and Manage through information 1.12

<All> (Strategy Map) Performance

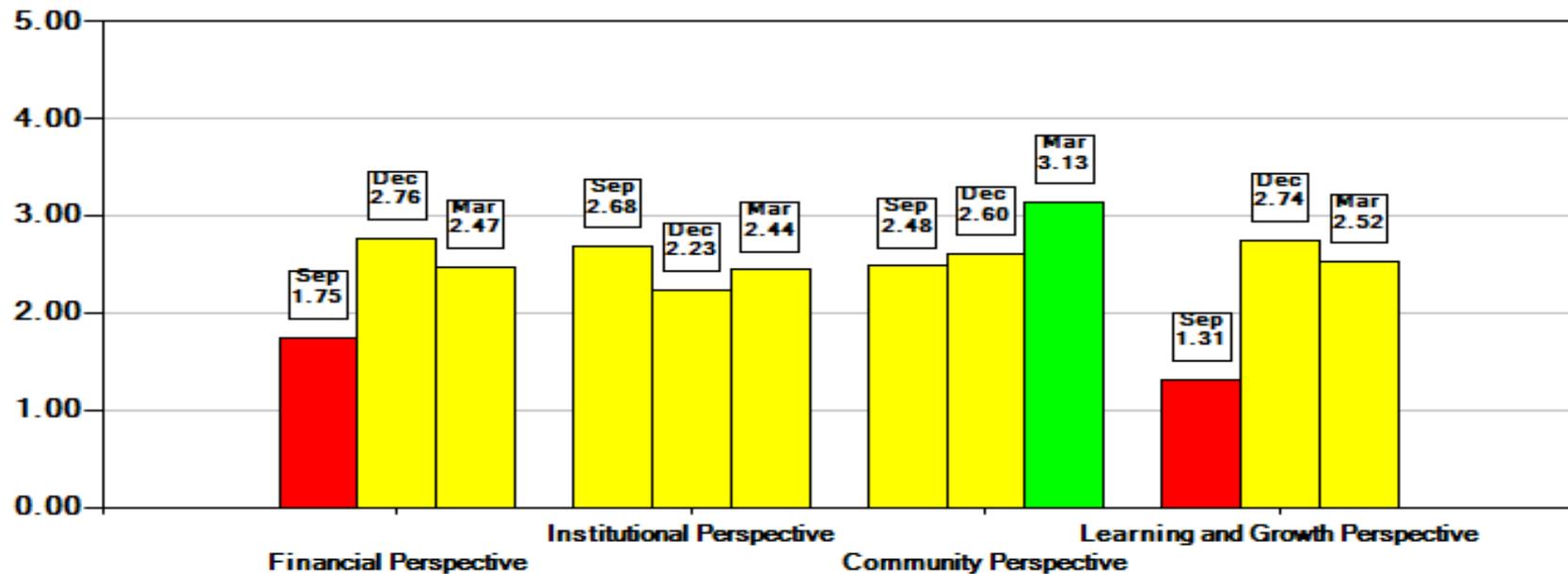


Figure 4: Perspective Performance

The strategy map measures the MDM objectives per four perspectives. Only one perspective achieved target that is **Community satisfaction at 3.13(104.5%)**. The other three perspectives achieved below target, the **Learning and Growth** perspective achieved a score of **2.52 (84.1%)**. The **Financial Perspective** scored **2.47(82.5%)** and **Institutional Process** attained **2.44(81.5%)**.

4. SDBIP Non-financial Performance

The overall average score for the SDBIP is at **2.85 (95.1%)** during the third quarter, it is a decrease in performance from the second quarter performance of **2.90(96.8%)** and an increase in performance as compared to first quarter performance of **2.23 (74.4%)**.

The following is a breakdown of performance as per the SDBIP per directorate.

4.1 SDBIP – Office of the Municipal Manager

The **Office of the Municipal Manager** achieved an overall score of **2.95 (98.5%)**, this is an increase in result as compared to the second quarter performance of **2.87 (95.8%)**, and reflecting an increase from the first quarter result of **1.95 (65.1%)**. Overall, (4/9) achieved target, (1/9) under target and (4/9) had no/minimal progress. Some of the successes were as follows:

- ▶ Only 62% out of the target of 70% Audit Committee recommendations for the municipality were implemented as per the implementation tool.
- ▶ Percentage variance of the spending of operating budget against projected spending is at -14%
- ▶ The third quarter report has been compiled and awaits to be tabled to council.

Challenges were faced in the conclusion of audit projects, (18/21) audit projects have been completed. Only 5 out of the quarterly target of 12 risks were mitigated. In the IDP review processes only 6 out of the target of 9 processes have been implemented. Only 24 out of 110 findings Auditor general findings were resolved

The detail is below.

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

Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16					Annual Target	Base-line	
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action			Score
Financial Viability\ Become Financially Viable\ Expenditure Management	M1005	Percentage of variance between year to date spending of operating budget against projected spending year to date for the municipality	%	MDM_MM	10	-14	1.51	10	20.27	5	10	-14	R647 187 012 has been spent out of a total budget of R1 067 848 842	No challenges	No corrective action required, the indicator was achieved	5	10	20.27

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base-line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Good Governance and Public Participation \ Democratic and accountable organisation \ Audit	M-178	Percentage of Audit Committee recommendations for the municipality implemented YTD	%	MDM_Audit	10	59	0w	30	100	0w	70	62	Only 62% of the audit committee recommendations have been implemented	Slow implementation of audit committee recommendation	Fast track implementation of audit committee recommendation	2.89	100	100
Good Governance and Public Participation \ Democratic and accountable organisation \ Audit	M-2050	Number of audits conducted as per Audit Plan YTD	#	MDM_Audit	7	0	1	14	28	1	21	17	Only 17 out of 28 Audit projects were completed, 9 Risk based , 2 IT , 4 Performance Audits	Unavailability of the senior staff during audits and shortage of staff in Internal Audit	To confirm availability of the senior staff members and Appointment of a Deputy Manager: Risk Based	1	28	28

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base- line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Good Governanc e and Public Participatio n\ Democratic and accountabl e organisatio n\ Audit	M - 2 0 5 9	Reviewal and approval of the Audit Charter and approval by the Audit Committe e YTD	#	MDM_ Audit	1	1	3	1	1	3	1	1	The Audit Charter was reviewed and approved by the Audit Committee	none	No corrective action required, the indicator was achieved	3	1	1
Good Governanc e and Public Participatio n\ Democratic and accountabl e organisatio n\ Audit	M - 2 1 4 7	Percenta ge of Auditor General findings resolved YTD	%	MDM_ Audit	N/A	0	0w	50	0	0w	75	21.8	24 out of 110 Auditor General findings were resolved 24/110x100= 21,8%	Slow implement ation of action to resolve findings raised by AG	Fast track implement ation of action plan to resolve findings raised by AG	1	100	0

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base-line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Good Governance and Public Participation Democratic and accountable organisation Performance Management	M-143	Number of quarterly performance reports submitted to Council YTD	#	MDM-MM	1	1	3	2	2	3	3	3	The third quarter report was compiled and await submission to council	None	No corrective action required, the indicator was achieved	3	4	4

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base- line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Good Governanc e and Public Participatio n\ Democratic and accountabl e organisatio n\ Performan ce Managem ent	M 8 7 6	Timeous submissi on of annual performa nce report to the Auditor General by end August	#	MDM_ MM	1	1	3	1	1	3	1	1	The annual performance report was submitted on the 31st August 2015 to the Auditor General	None	No corrective action required, the indicator was achieved	3	1	1

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base- line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Good Governanc e and Public Participatio n\ Democratic and accountabl e organisatio n\ Risk Managemen t	M - 2 0 5 1	Number of risks mitigated against the identified risks by the municipal ity ytd	#	MDM_ MM	5	5	3	15	11	1.50	12	5	5 out of 15 strategic risks were mitigated thus far	Slow reduction of risks from the directorates	Continuous monitoring of the strategic register and encouragin g the managers to mitigate risks	1.42	15	11
Spatial Rationale\ Plan for the future\ Integrated Developme nt Planning	M - 8 0 4	Number of times the IDP review process conducted as per framework for each phase ytd	#	MDM_ MM	5	0	1	7	3	1.43	9	6	All phases of the IDP process have been followed until the tabled draft IDP 2016/17	Dates of meetings have not complied with the IDP process plan	Adherence to IDP Process plan	1.67	11	11

4.2 SDBIP – Office of the Executive Mayor

The **Office of the Executive Mayor** achieved an overall score of **2.78(92.8%)** reflecting an increase in performance as compared to the second quarter performance of **1.78 (59.4%)** and an increase from the first quarter result of **1.63(54.4%)**. Overall, (5/9) targets were achieved, (4/9) had no minimal progress (1/9) was not applicable for reporting this quarter. Some of the successes were as follows:

- ▶ Three reports MPAC reports were compiled and tabled to council as per the cumulative target.
- ▶ 2 Out of 2 risks were mitigated.
- ▶ 1 out of 1 complaint letter from Shimange village was attended to within seven working days.

Challenges were experienced in the area of monitoring the of AIDS and ARV sites, only 3 out of the quarterly target of 9 sites were monitored in Mhlava, Bellview and Thomo clinic. The detail is below:

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

Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16					Annual Target	Base-line	
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action			Score
Good Governance and Public Participation\ Democratic and accountable organisation\ Audit	M_2_13_5	Percentage of Audit findings resolved the ytd	%	MDM_DOEM	30	0	1	60	100	4.67	90	0w	There are no Internal Audit findings against the directorate	Not applicable	Not applicable, the indicator is zero weighted	0w	100	2

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base-line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Good Governance and Public Participation\ Democratic and accountable organisation\ Audit	M_2145	Percentage of Audit or General findings resolved YTD	%	MDM_DOEM	N/A	0	0w	N/A	0	0w	60	0w	There were no Auditor General findings against the Directorate	Not applicable	Not applicable, the indicator is zero weighted	0w	100	100

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base-line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
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	N/A	0	0w	1	0	0w	N/A	1	The Communication Strategy was reviewed and was approved by Council	Not applicable	Not applicable the indicator is zero weighted to be reported in the fourth quarter	0w	1	0

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base-line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Good Governance and Public Participation\ Democratic and accountable organisation\ Municipal Public Accounts Committee	M_135	Number of MPAC reports submitted to Council YTD	#	MDM_DOEM	1	1	3	2	1	1	3	3	1 report for the quarter ending was submitted and so far 3 out of 3 MPAC reports have been tabled to council year to date.	No challenges	No corrective action required, the indicator was achieved	3	4	1

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base-line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Good Governance and Public Participation\ Democratic and accountable organisation\ Risk Management	M_1086	Number of Anti-corruption Forum established and functional ytd	#	MDM_DOEM	1	0	1	1	0	1	1	0	The Anti-Corruption forum has not yet been established in the institution	The municipality is in the process of finalising the terms of reference	To establish the forum before the end of the financial year	1	1	0

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base-line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
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_DOEM	2	3	4.50	2	4	3	2	2	2 out of 2 risks were mitigated by the directorate	Not applicable	No corrective action required, the indicator was achieved	5	2	4

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base-line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Service Delivery\ Improve Community well-being\ Community Satisfaction	M_18	Percentage of complaints letters acknowledged within 7 working days of receipt YTD	%	MDM_DOEM	100	100	0w	100	100	0w	100	100	Only 1 letter of complaint from Shimange village and has been attended to within 7 working days of receipt.	Not applicable	No corrective action required, the indicator was achieved	3	100	100

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base-line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Service Delivery\ Improve Community well-being\ Health and Social Development Services	M_163	Number of Aids Council meetings held successfully year to date	#	MDM_DOEM	1	0	1	2	0	1	3	2	2 out of the target of 3 meetings were held to prepare Worlds Aids Event	Not sticking to the scheduled target due to other events	To schedule the preparatory meeting as per the scheduled dates.	1.67	4	9

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base-line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Service Delivery\ Improve Community well-being\ Health and Social Development Services	M_631	Number of HIV and AIDS ARV sites monitored	#	MDM_DOEM	3	0	1	10	7	1	9	3	3 out of 10 HIV and AIDS ARV sites have been monitored that is Mhlava, Bellview and Thomo clinics were visited.	Not all sites were monitored	To monitor all sites as per the expected target	1.33	10	7

4.3 SDBIP – Budget and Treasury

The **Budget and Treasury** Directorate achieved an overall score of **2.68(89.5%)** at the end of third quarter, reflecting an increase from the second quarter performance of **2.64 (88.1%)** and as well reflecting a decrease from, the first quarter result of **2.81 (93.8%)**. Overall, (17/26) targets were achieved (1/26), was under target and (8/26) had no/minimal progress. Some of the successes were as follows:

- The Municipal Systems Improvement Grant (MSIG) spent is at 100% that is R 934 000 out of the total of R934 000 spent.
 - Assest verification was done according to schedule
 - Three asset reports were submitted to council
 - The draft budget was tabled to council on the 31st March 2016 and the final budget is awaiting adoption in May 2016
 - Only 95% creditors were paid within this quarter.
 - All five local municipalities have submitted water and sanitation transactions information, 12 reports were received
 - Only 85% of the tenders were awarded to local business.
 - 2 out of 2 risks were mitigated
- Challenges were faced in resolving audit findings, only 21% of the internal audit and 22% of the Auditor General findings were resolved. The liquidity ratio is at 4.83% which is $5\,268\,387\,181 / \text{Total liabilities} = 1\,092\,737\,990$. Current ratio is at 78% Current assets 778 511 168/997 278 676. Outstanding debtors that are more than 90days are at 100% exceeding the target of 18%. Debt coverage was below at 110% (R684 120 643.84-R674 748 994.70/R8 518 099.11.
- Only 43% of the regional Infrastructure grant have been spent. (R21 579 069 out of R50 167 500). Only (R110 952 364.44 out of total budget of R298 436 874.59) 38% of the capital budget was spent. Cost coverage is at 58% out of the target of 150%. There was no revenue collected, no money was deposited into Mopani`s water and sewer bank account as provided to the Local municipality. Supply Chain management experienced challenges due to the fact that no bids were adjudicated. The detail is below:

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

Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16		Achievements	Challenges	Corrective Action	Score	Annual Target	Base- line
					Target	Actual	Score	Target	Actual	Score	Target	Actual						
Financial Viability\ Become Financially Viable\ Asset Management	M - 1 0 3 1	Current Ratio (R-value current assets / R-value liabilities as %)	%	MDM_ CFO	2.10	73	5	5	73	5	5	73	Current Assets = 778 511 168 / Current liabilities 997 278 676 Total = 78%. This is based on the 2015 AFS	Preparation of the quarterly financial statement	Interns are busy with the quarterly financial statement	5	5	1.44

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16		Achievements	Challenges	Corrective Action	Score	Annual Target	Base-line
					Target	Actual	Score	Target	Actual	Score	Target	Actual						
Financial Viability\ Become Financially Viable\ Asset Management	M 1 0 3 4	Number of asset management reports submitted to Council y.t.d	#	MDM_CFO	1	0	1	2	0	1	3	3	A report on disposal of assets has been tabled to Council. All assets acquired are accounted for in the Section 71 reports which are submitted to Council quarterly.	No challenges	No corrective action required, target was achieved	3	4	0
Financial Viability\ Become Financially Viable\ Asset Management	M 3 2 2	Number of times asset verification has been conducted ytd	#	MDM_CFO	1	0	1	1	0	1	2	2	The half yearly verification on assets has been done. And the municipality is currently performing the yearly verification.	No challenges	No corrective action required, target was achieved	3	2	1

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16		Achievements	Challenges	Corrective Action	Score	Annual Target	Base-line
					Target	Actual	Score	Target	Actual	Score	Target	Actual						
Financial Viability\ Become Financially Viable\ Asset Management	M-866	Liquidity ratio (R-value Monetary Assets / R-value Current Liabilities)	%	MDM_CFO	0.40	4.83	5	0.40	4.83	5	0.40	4.83	Total Assets = 5 268 387 181 / Total Liabilities = 1 092 737 990. This is based on the 2015 AFS	Finalisation of the quarterly financial statement	The interns are busy with the third quarter financial statement	5	0.40	1.38
Financial Viability\ Become Financially Viable\ Budget Control and Reporting	M-02	Number of budget related policies reviewed and approved by Council y.t.d	#	MDM_CFO	3	13	5	6	13	5	9	13	The budget related policies were reviewed in May 2015	No challenges	No corrective action required, the target was achieved	4.44	12	12

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16		Achievements	Challenges	Corrective Action	Score	Annual Target	Base- line
					Target	Actual	Score	Target	Actual	Score	Target	Actual						
Financial Viability\ Become Financially Viable\ Budget Control and Reporting	M - 1 6	Final budget adopted by Council by end of May	%	MDM_ CFO	N/A	100	0w	N/A	100	0w	50	100	The final budget 2016-17 is complete and it ready to be tabled to council in May 2016	no challenges	No corrective action required, the target was achieved	5	100	1
Financial Viability\ Become Financially Viable\ Budget Control and Reporting	M - 3 0	Draft budget tabled to Council by 31 March	%	MDM_ CFO	N/A	100	0w	N/A	100	0w	100	100	The draft budget 2016-17 financial year was tabled in council on the 31 March 2016.	No challenges	No corrective action required, the target was achieved	3	100	100

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16		Achievements	Challenges	Corrective Action	Score	Annual Target	Baseline
					Target	Actual	Score	Target	Actual	Score	Target	Actual						
Financial Viability\ Become Financially Viable\ Budget Control and Reporting	M-338	Financial statements drafted and submitted to AG by end Aug	%	MDM_CFO	100	100	3	100	100	3	100	100	The AFS 2015 was submitted to AG on time on the 31 August 2016	No challenges	No corrective action required, the target was achieved	3	100	100
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	25	4	1.16	50	16	1.32	75	38	Total Spend =R110 952 364.44/Total Allocation = R298 436 874.59	Some projects were terminated due to non-performance of the contractors	To fast-track the appointments	1.51	100	72

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16		Achievements	Challenges	Corrective Action	Score	Annual Target	Base-line
					Target	Actual	Score	Target	Actual	Score	Target	Actual						
Financial Viability\ Become Financially Viable\ Expenditure Management	M-10001	Percentage of Regional Infrastructure Grant spent y.t.d	%	MDM_CFO	25	6	1.24	50	13.44	1.27	75	43	R21 579 069 has been spent out of a total budget of R50 167 500	Delays in procurement procedures	To make sure that the budgeted amount is spent as per the target	1.57	100	94.26
Financial Viability\ Become Financially Viable\ Expenditure Management	M-10009	Number of budget and financial statement reports S71 submitted to Executive Mayor and Treasuries y.t.d	#	MDM_CFO	3	3	3	6	6	3	9	9	The S71 reports have been submitted to treasuries and will be submitted to council during the next sitting	No challenges	No corrective action required, the indicator was achieved.	3	12	12

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16		Achievements	Challenges	Corrective Action	Score	Annual Target	Base-line
					Target	Actual	Score	Target	Actual	Score	Target	Actual						
Financial Viability\ Become Financially Viable\ Expenditure Management	M-25	Percentage of MSIG utilised ytd	%	MDM_CFO	25	70	5	50	70	4.40	75	71	R667 350 has been spent out of a budget of R940 000	Delays in procurement procedures	To make sure that the budgeted amount is spent as per the target	2.95	100	100
Financial Viability\ Become Financially Viable\ Expenditure Management	M-359	Percentage of creditors paid within 30 days	%	MDM_CFO	100	90	2.90	100	90	2.90	100	100	100% of creditors were paid within 30 days	No challenges	No corrective action required, the target was achieved	3	100	100

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16			Achievements	Challenges	Corrective Action	Score	Annual Target	Base-line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score						
Financial Viability\ Become Financially Viable\ Revenue Management	M-1024	Percentage of debt recovered over 90 Days	%	MDM_CFO	25	0	1	50	0	1	75	0	The municipality did not collect water revenue owed by consumers from local municipalities as per the reports from local municipalities.	Non collection of water and sanitation revenue collected by the local municipalities from local municipalities.	The District to engage local municipalities on the water and sanitation function and WSP agreements.	1	100	110	

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16			Achievements	Challenges	Corrective Action	Score	Annual Target	Base-line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Score						
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	100	0	1	100	0	1	100	0	The percentage of water revenue deposited into Mopani account is zero, no money has been collected and transferred by local municipalities to Mopani.	Non adherence to the WSP agreements by local municipalities.	To make sure the local municipalities enforce the debt and credit control policy and when the water and sanitation revenue is collected must be transferred to Mopani bank account.	1	100	0	

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16		Achievements	Challenges	Corrective Action	Score	Annual Target	Base-line
					Target	Actual	Score	Target	Actual	Score	Target	Actual						
Financial Viability\ Become Financially Viable\ Revenue Management	M-1029	Number of water related transaction reports with supporting documents received and analysed per municipality.t.d	#	MDM_CFO	3	1.20	1.40	6	3	1.50	9	12	All five local municipalities have submitted water and sanitation transactions information.	Local municipalities do not submit supporting documents to verify the accuracy and completeness of the water and sanitation transactions.	The District will engage the local municipalities on the matter.	4.33	12	0

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16			Achievements	Challenges	Corrective Action	Score	Annual Target	Base- line
					Target	Actual	Score	Target	Actual	Score	Target	Actual							
Financial Viability\ Become Financially Viable\ Revenue Management	M - 1 9	Percentage of outstanding debtors more than 90 days ytd	%	MDM_ CFO	18	100	1	18	100	1	18	100	All outstanding water debtors are more than 90 days and they results from the water and sanitation teansactions at the local municialities.	Local municipaliti es are not collecting debts owed to the municipalit y.	The district to implement the system integration and debt and credit control policy.	1	18	110	

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16		Achievements	Challenges	Corrective Action	Score	Annual Target	Base- line
					Target	Actual	Score	Target	Actual	Score	Target	Actual						
Financial Viability\ Become Financially Viable\ Revenue Management	M - 8 6 8	Number of households that are indigent ytd	#	MDM_ CFO	N/A	219520	0w	N/A	219520	0w	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 corrective action required the indicator is for reporting purposes only.	0w	N/A	219520

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16		Achievements	Challenges	Corrective Action	Score	Annual Target	Base- line
					Target	Actual	Score	Target	Actual	Score	Target	Actual						
Financial Viability\ Become Financially Viable\ Revenue Management	M 8 7 1	Percentage of debt coverage y.t.d. (total R-value operating revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year)	%	MDM_ CFO	95.30	102	3.07	95.30	102	3.07	95.30	110	The debt coverage is calculated as the total operating revenue of R684 120 643.84 minus operating grants of R674 748 994.70 divided by interest received of R8 518 099.11 = 110.00%	The municipality does not have own revenue due to non collection of water and sanitation revenue from local municipalities but is still able to manage the obligations.	Enforce the debt and credit control policy. To finalise the integrated system with the local municipalities so that we can enhance revenue for the municipality.	3.15	95.30	100

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16		Achievements	Challenges	Corrective Action	Score	Annual Target	Base- line
					Target	Actual	Score	Target	Actual	Score	Target	Actual						
Financial Viability\ Become Financially Viable\ Revenue Management	M - 8 7 2	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	150	128	1.64	150	87	1.44	150	58	The cost coverage is calculated as bank balance of R121 683 067.95 plus the investments of R176 404 693.79 and divided by operational expenditure of R517 066 182.86 = 58%	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.	1.39	150	94.37

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16		Achievements	Challenges	Corrective Action	Score	Annual Target	Base- line
					Target	Actual	Score	Target	Actual	Score	Target	Actual						
Financial Viability\ Become Financially Viable\ Supply chain management	M 3 3	Percentage of Tenders adjudicated within 60 days of closure of tender	%	MDM_CFO	100	50	1.50	100	100	3	100	0	No bid has been adjudicated during this quarter within 60 days ytd.	The Bid Committees are not sitting according to the scheduled dates.	The bid committee must sit as per schedule dates .	0w	100	0
Financial Viability\ Become Financially Viable\ Supply chain management	M 3 3 1	Percentage of total business awarded to businesses located in District area ytd	%	MDM_CFO	85	0	1	85	0	1	85	85	85 percent of business located within the district have been awarded business	No challenges	No Corrective action required, the target was achieved	3	85	97.77

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16		Achievements	Challenges	Corrective Action	Score	Annual Target	Base-line
					Target	Actual	Score	Target	Actual	Score	Target	Actual						
Good Governance and Public Participation\ Democratic and accountable organisation\ Audit	M-2136	Percentage of Audit findings resolved the ytd	%	MDM_CFO	30	90	5	60	90	4.50	90	21	21 out of 100 findings have been resolved.	Late appointment of audit firms to assist in the water and sewer transactions in the LM's.	Audit Steering committees are convened on a weekly basis to track progress.	1.23	100	10
Good Governance and Public Participation\ Democratic and accountable organisation\ Audit	M-2140	Percentage of Auditor General findings resolved YTD	%	MDM_CFO	N/A	90	0w	30	90	0w	60	22	22 out of 100 findings have been resolved.	Late appointment of audit firms to assist in the water and sewer transactions in the LM's.	Audit Steering committees are convened on a weekly basis to track progress.	1.35	100	0

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16		Achievements	Challenges	Corrective Action	Score	Annual Target	Base-line
					Target	Actual	Score	Target	Actual	Score	Target	Actual						
Good Governance and Public Participation\ Democratic and accountable organisation\ Risk Management	M-20153	Number of risks mitigated against the identified risks by the directorate ytd	#	MDM_CFO	1	0	1	1	0	1	2	2	2 out of 2 risks identified are currently reduced by implementing internal control	No Challenges	No corrective action required, the indicator was achieved.	3	2	3

4.4 SDBIP – Corporate Services

The **Corporate Services** Directorate achieved an overall score of **2.63(87.8%)** at the end of the third quarter, reflecting an increase as compared to the second quarter performance of **2.38(79.4%)** and during the first quarter, the directorate achieved the result of **1.59 (53.1%)**. Overall (6/12) achieved target, (5/12) had no/minimal progress (1/12) were not due for reporting this quarter. The Corporate Services Directorate had some successes as follows:

- ▶ Only 80% of the internal audit findings were resolved , and 70% of the Auditor General Findings were resolved
- ▶ 5 policies were reviewed exceeding the quarterly target of three(3)
- ▶ The organogram was reviewed and adopted by council for the 15/16 financial year

Challenges were faced in the integration of systems, only two out of 5 were integrated. Only 86 out of 101 employees have been trained. Only 30% of the staff are women against the target of 54%. Only Five out of eight executive management positions were filled. The detail scorecard is below.

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

Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16					Annual Target	Base- line	
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action			Score
Good Governance and Public Participation \n Democratic and accountable organisation \n Audit	M 2 1 3 3	Percentage of Audit findings resolved the ytd	%	MDM_ DCorp Serv	30	0	1	60	60	3	80	80	80% findings were resolved within given time frame to date	Most findings are related to non-filling of vacant positions	Fill in vacant positions in order to get rid of findings in line with recruitment plan as well as the Audit Action Plan	3	100	2

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base- line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Good Governance and Public Participation \n Democratic and accountable organisation \n Audit	M 2 1 4 2	Percentage of Auditor General findings resolved YTD	%	MDM_ DCorp Serv	N/A	80	0w	30	5	0w	60	70	12 out of 17 Auditor General findings related to the Human Resources were resolved within the given time frame	Most findings arose out of non-filling of vacant positions and skeletal staff and approval of leave	Fill in vacant positions now that the organogram has been reviewed as well as that the recruitment plan is available for implementation and to address the approval of leave by supervisors	4.00	100	0

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16					Annual Target	Base- line	
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action			Score
Good Governanc e and Public Participatio n\ Democratic and accountabl e organisatio n\ Legal Services	M - 1 1 0 1	Number of existing policies reviewed and adopted by Council YTD	#	MDM_ DCorp Serv	1	6	5	5	5	3	3	5	5 out of 5 policies have been reviewed and adopted to date.	None	No corrective action required, the indicator was achieved	3.00	5	18

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16					Annual Target	Base- line	
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action			Score
Good Governanc e and Public Participatio n\ Democratic and accountabl e organisatio n\ Risk Managem ent	M - 2 0 6 0	Number of risks mitigated against the identified risks by the directorate ytd	#	MDM_ DCorp Serv	1	0	1	2	2	3	2	3	3 out of 3 risks have been mitigated during this period.	None	No corrective action required, the indicator was achieved	3	3	0

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16					Annual Target	Base-line	
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action			Score
Good Governance and Public Participation n\ Democratic and accountable organisation\ Risk Management	M799	Percentage of corruption cases resolved	%	MDM_DCorp Serv	N/A	0	0W	N/A	60	0w	100	0	No cases of corruption have been reported and resolved	none	Not applicable, the indicator is for reporting only	N/A	N/A	1

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16					Annual Target	Base- line	
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action			Score
Good Governanc e and Public Participatio n\ Manage through information \ Managemen t Information	M - 1 8 2	Number of electronic systems that are integrated ytd	#	MDM_ DCorp Serv	1	2	1.40	1	2	1.40	2	2	2 out of 5 systems, namely PayDay and ProMIS have been integrated.	Project for integration of IT systems has been abandoned /not budgeted for.	KPI to be dropped off PMS or the project to be budgeted for. IT Budget 2015/16 attached for proof of no budget.	0w	3	5

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base-line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Transformation and Organisational Development\ Developmental and intellectual capability\ Employee Performance Management	M-148	Number of employee performance reviews conducted	#	MDM_DC Corp Serv	37	0	1	37	0	1	37	0	The employee performance review were not conducted during this period.	The has been a delay in the training of managers how to conduct the employee assessment	. To accelerate the procurement procedures of the service provider.	1	37	0

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base-line
					Target	Actual	Score	Target	Actual	Score	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_DC Corp Serv	1	0w	1	2	2	3	3	2	2 out of 3 interactions with organised labour matters have been held to execute.	Finding resources to address legacy demands of organised labour.	To speed up the finalisation of any outstanding demands by holding meetings and other engagements	1.67	4	2

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base- line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Transformation and Organisational Development\ Developmental and intellectual capability\ Human Resources	M - 8 0 7	Percentage progress with the review and approval of the Organogram by Council for next financial year	%	MDM_ DCorp Serv	N/A	100	N/A	N/A	100	0w	30	100	The 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 informed/scientific inputs.	3	100	100

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16					Annual Target	Base- line	
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action			Score
Transformation and Organisational Development\ Developmental and intellectual capability\ Human Resources	M - 8 4	Percentage of women employed by the municipality ytd	%	MDM_ DCorp Serv	35	30	2.86	40	30	2.86	0	30	Out of the expected 54% national targets, we have 30% women employees	Delay in advertising of vacant due to decision taken to conduct the Skills Audit first,	Accelerate the advertisement process	0w	42	34

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16					Annual Target	Base- line	
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action			Score
Transformation and Organisational Development\ Developmental and intellectual capability\ Skills Development	M 8 0 6	Number of targeted staff trained in various fields as per the WSP ytd	#	MDM_ DCorp Serv	101	0	1	101	0	1	101	80	80 x staff members being trained on various fields. employees.	Delay in the appointment of Training Service providers previously was caused by negative financial status of the Municipality	Acceleration of decision making processes in respect of procurement of training service providers request that have been submitted. More training will be identified in the WSP.	2.01	101	80

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16					Annual Target	Base- line	
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action			Score
Transformation and Organisational Development\ Entrepreneurial and intellectual capability\ Skills Development	M 8 7 4	R-value actually spent on implementing its workplace skills plan YTD / Total R-value of a budget [salaries budget] as %	%	MDM_ DCorp Serv	10	0	1	20	0	1	40	38.01	Out of 1,5m budgeted,, 570 156.00 have been spent to date and as a result 38.01% has been spent .	Previous Negative financial status leading to delay in the appointment of Training Service Provider	Employees be trained according the needs captured in the skills work plan	2.95	100	50

4.5 SDBIP – Planning and Development

The **Planning and Development** directorate achieved an overall score of **2.63(87.8%)** at the end of the third quarter, this is an increase in performance as compared to the second quarter result of **3.23 (107.8%)**, reflecting an increase from the first quarter result of **1.67 (55.7%)**. Overall, (3/6) achieved target and (3/6) had no minimal progress.

Some of the successes were as follows:

- All internal Audit findings were resolved.
- 4 risks were mitigated exceeding the target of 3
- The GVA (Gross value added) of the region remained at 3.60%
- 4 out of 7 district growth points are to implement infrastructure projects.

Challenges were faced in the Gross Value Added (GVA) rating that was at 0.06%, only 2 out of the target of 6 investors were attracted.

The detail is as per below:

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

Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16					Annual Target	Base-line	
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action			Score
Good Governance and Public Participation \n Democratic and accountable organisation \n Audit	M-2137	Percentage of Audit findings resolved the ytd	%	MDM_DPD	30	0	1	60	100	4.67	90	100	All Internal Audit findings related to the directorate have been resolved.	No Challenge	No corrective action required, the indicator was achieved	3.11	100	1

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16					Annual Target	Base-line	
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action			Score
Good Governance and Public Participation\n Democratic and accountable organisation\n Risk Management	M-2065	Number of risks mitigated against the identified risks by the directorate ytd	#	MDM_DPD	1	0	1	2	3	4.50	3	4	4 of 4 risks identified have been resolved	None	No corrective action required, the indicator was achieved	4.33	4	2

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16					Annual Target	Base-line	
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action			Score
Local Economic Development\ Grow the economy\ Local Economic Development	M-183	Percentage of Gross Value Added (GVA) rating	%	MDM_DPD	4.30	0	1	4.40	3	2.68	4.40	0.06	The Gross Value Added (GVA) rating is at 0.06	Lower investor confidence has affected the performance of the currency in the international and financial markets	To grow the economy that will create job opportunities and boost investor confidence within the district	1.01	4.50	4.30

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16					Annual Target	Base-line	
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action			Score
Local Economic Development\ Grow the economy\ Local Economic Development	M801	Number of investors attracted for the implementation of catalyst projects as identified in the LED strategy ytd	#	MDM_DPD	2	0	1	4	2	1.50	6	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	1.33	8	3

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Hierarchy	I D	KPI	U O M	Owne r	Sep 15			Dec 15			Mar 16					Annual Target	Base- line	
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action			Score
Spatial Rationale\ Plan for the future\ GIS	M 2 0 6 7	Number of times GIS framewor k reviewed and approved by council ytd	#	MDM _DPD	1	0	1	1	0	1	1	0	The development of the GIS Framework is still under-way	Delays in finalising the Framework	To develop GIS Framework and submit it to the Council for approval	1	1	0
Spatial Rationale\ Plan for the future\ Spatial Planning	M 8 0 5	Number of growth points in which capital projects are impleme nted YTD	#	MDM _DPD	15	4	1.11	15	4	1.11	15	4	The capital projects are implemented in 4 district growth points	Insufficient budget allocation for all district growth points	Sufficient budgeting in all district growth points	1.11	15	57

4.6 SDBIP – Engineering Services

The **Engineering Services** Directorate achieved an overall score of **2.84 (94.8%)** at the end of the third quarter, reflecting a decrease in the second quarter performance of **3.06(102%)**, and an increase from the first quarter result of **2.59 (94.8%)**. Overall, (3/7) achieved target (2/7) were under target (2/7) had no/minimal progress.

Some of the successes were as follows:

- All internal Audit findings were resolved
- All targeted risks were mitigated

Challenges were faced in the spending of the capital budget, only 32.12% was spent on the MIG. Only 3 out of 12 Internal Audit findings were resolved $3/12 \times 100 = 25\%$. The detail is below:

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

Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16					Annual Target	Base-line	
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action			Score
Financial Viability\ Become Financially Viable\ Expenditure Management	M1014	Number of Regional Infrastructure Grant reports submitted to Management YTD	#	MDM_DEng	3	3	3	6	5	2.83	9	8	8 Regional infrastructure grant reports were submitted YTD	No report was submitted in December 2015 due to downscaling of duties in December 2015	To submit the required reports according to target	2.89	12	7
Financial Viability\ Become Financially Viable\ Expenditure Management	M783	Percentage Capital budget actually spent on capital projects related to Directorate ytd	%	MDM_DEng	21	4.55	1.18	21	15.74	1.31	51	32.12	32.12% capital budget was spent on capital projects	Slow progress on site	SML has been appointed to assist PMU	1.63	100	86

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base-line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Financial Viability\ Become Financially Viable\ Expenditure Management	M-791	Percentage R-value spent on MIG ytd	%	MDM_DEng	25	4.55	1.18	50	15.74	1.31	75	32.12	32.12 % was spent on MIG	Slow progress on site.	.A Service Provider has been appointed to assist,	1.43	100	86
Good Governance and Public Participation\ Democratic and accountable organisation\ Audit	M-2138	Percentage of Audit findings resolved the ytd	%	MDM_DEng	30	30	3	60	100	4.67	90	25	3 out of 12 Internal Audit findings were resolved $3/12 \times 100 = 25\%$	None	No corrective action required, the indicator was achieved	1.51	100	2

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base- line
					Target	Actual	Score	Target	Actual	Score	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	N/A	0	0w	30	100	0w	60	0	There were no Auditor General findings related to the directorate	None	None	0w	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	1	4	5	2	100	5	2	4	4 risks were mitigated as per March 2016 report	None	No corrective required , target was achieved	5	2	0

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16					Annual Target	Base- line	
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action			Score
Local Economic Developme nt\ Grow the economy\ Local Economic Developme nt	M - 1 6 8	Number of jobs created through implemen tation of municipal IDP and budget ytd	#	MDM_ DEng	N/A	249	0w	150	250	4.67	300	288	288 jobs out of the target of 300 were created in this quarter	There was a delay in appointme nts of the created jobs	To create projects as per the targeted number	2.96	400	8000

4.7 SDBIP – Water and Sanitation Services

The **Water and Sanitation Services** directorate achieved an overall score of **2.59 (94.8%)** at the end of the third quarter reflecting a decrease from the second quarter performance of **3.06 (102.2%)** as well as reflecting a decrease from the first quarter result of **2.59 (94.8%)**. Overall (4/15) were achieved, (2/15) were under target and (6/15) had no/minimal progress and (3/15) and were not due for reporting. Some of the successes were as follows:

- The total budget spent is R137 346 175 out of R180 419 913 resulting in 76.12%
- Waste water treated to date is at 210, 47 ml, exceeding the target of the target of 5913Kl.
- Mega litres of water produced and treated are at 10855.96ml exceeding the target of 5913
- Percentage water loss is at 3.40%

Challenges were faced, there were only 24 reservoirs that were metered out of the target of 50. Water loss is at 32.71% exceeding the acceptable standard of 5%. Blue drop rating is at 62% and the green drop rating is at 36.53%. Only 266 villages out of 293 have access to water.

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

Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16				Annual Target	Base-line		
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges			Corrective Action	Score
Financial Viability\ Become Financially Viable\ Expenditure Management	M-1007	Percentage of operation and maintenance allocation spent on water services	%	MDM_DWS	0	42.43	0w	50	54	3.08	75	76.12	Total expenditure as of end of March was R137 346 175 out of R180 419 913.00, inclusive of individual schemes expenditure and budget	None	No corrective action required, the indicator was achieved	3.01	100	55.63

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base-line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Good Governance and Public Participation \n Democratic and accountable organisation \n Audit	M-2139	Percentage of Internal Audit findings resolved the ytd	%	MDM_DWS	30	0	1	60	100	4.67	90	0	There is currently no Internal audit finding related to the department	None	No corrective action required, the indicator has been zero weighted	0w	100	100

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base-line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Good Governance and Public Participation \ Democratic and accountable organisation \ Audit	M 2149	Percentage of Auditor General findings resolved YTD	%	MDM_DWS	N/A	0	0w	30	100	0w	60	0	There is one finding related to the department which has not been resolved	Financial Constraints	Implementation of the bulk metering project after the appointment of a pool of Engineers	1.00	100	0

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Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16					Annual Target	Base-line	
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action			Score
Good Governance and Public Participation n\ Democratic and accountable organisation n\ Risk Management	M-2015-2	Number of risks mitigated against the identified risks by the directorate ytd	#	MDM_DWS	1	0	1	2	2	3	3	0	No risks have been mitigated over the month.	Financial constraints	Funds to be allocated in the new financial year.	1	4	4

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base- line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Service Delivery\ Develop and maintain infrastructure\ Bulk water infrastructure	M 1 1 1 8	Number of villages provided with quality water	#	MDM_DWS	N/A	195	0w	231	195	2.84	293	266	In total 266 out of the quarterly target of 293 communities get water. 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 days a week. The remainder of the communities get water between 0 to 2 days a week..	Increase in population and extension of Household	Increase budget and Increase access or provision by implementing projects	2.91	354	195

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base- line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Service Delivery\ Develop and maintain infrastructure\ Operations	M - 1 2 1 1 8	Number of water reservoirs metered	#	MDM_ DWS	N/A	24	0w	384	24	1.06	50	24	24 out of 50 Reservoir have been metered	Shortage of personnel	Recruitment of personnel	1.06	50	9
Service Delivery\ Develop and maintain infrastructure\ Operations	M - 1 2 1 1 9	Percentage of water loss	%	MDM_ DWS	6	5.88	3	5	22.20	1.39	5	32.71	Water loss is at 32.71 exceeding the normal standard of 5	Unaccounted of supplement water to Giyani from Middle Letaba as a result of none functional meters	Installation of measuring Devices	1.01	5	6.12

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16					Annual Target	Base- line	
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action			Score
Service Delivery\ Develop and maintain infrastructure\ Operations	M - 8 5 2	Number of times the Customer Services Charter for water reviewed and approved by management ytd	#	MDM_ DWS	N/A	1	0w	N/A	1	0w	N/A	1	The charter served at the Portfolio committee and previous MANCO meetings. However it will serve again at MANCO scheduled for 19/04/2016	None	No corrective action required, the indicator is only due for reporting in the fourth quarter	0w	384	0

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16					Annual Target	Base- line	
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action			Score
Service Delivery\ Develop and maintain infrastructure\ Sanitation Infrastructure	M - 1 0	Number of household with access to basic sanitation	#	MDM_ DWS	272614	251975	2.92	275577	252610	2.92	252375	251975	251975 households out of 252375 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	252925	251976

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16					Annual Target	Base- line	
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action			Score
Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	M - 1 1	Number of household with access to basic water	#	MDM_ DWS	296320	249384	2.84	296320	243813	2.82	0	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 population growth.	Site, drill and equipping of Borehole. Refurbishment of infrastructure and implementation of water related projects	Ow	22500	249952

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base- line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	M - 2 0 9 0	Percentage of Development of the water master plan	%	MDM_ DWS	25	50	5	50	0	1	75	0	Draft Water Master Plan has been developed and it has been presented to the Maruleng Water Forum.	Unavailability of locals to present the draft Master Plan.	Workshops sessions are being arranged with locals for their inputs	1	100	0
Service Delivery\ Provide clean and safe water\ Water quality	M - 1 2 2 3	Mega litres water of produced ytd	#	MDM_ DWS	82680	298183 3	5	115752	63	1	165360	22843. 23	Total Mega litres of water produced to date is 22 843.23 whereas the production for the month of March is 3 239.5ML	Flow meters out of operation in some plants	Replacement of flow meters not working	1.14	227370	2092 74

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base- line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Service Delivery\ Provide clean and safe water\ Water quality	M 1 2 2 4	Mega Litres of waste water treated ytd	#	MDM_ DWS	1971	298183 3	5	3942	88	1.02	5913	10855. 96	Waste water treated this month is 210,47ML and treated to date is 10855.96ML	Flow meters out of operation in some plants	Replace the out of operation flow meters with new meters	5	7884	1087. 13
Service Delivery\ Provide clean and safe water\ Water quality	M 1 8 9	Percentage Blue drop rating outcome	%	MDM_ DWS	80	79.21	2.93	80	100	3.11	80	62	The Blue Drop Assessment Rating has regressed from 79% down to 62%.	Inadequate compliance to Blue Drop requirements because of financial constraints	Development of an action plan to address the findings	2.78	90	85

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16					Annual Target	Base- line	
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action			Score
Service Delivery\ Provide clean and safe water\ Water quality	M 1 9 0	Percentage of Green drop rating outcome	%	MDM_ DWS	55	36.85	1.61	55	100	4.43	55	36.53	The Green drop rating is at 36.53	Infrastructures of the plants are Ageing. Chemical and micro not comply	Refurbishment of the plants. Using Bio-catalyst to boost the active of micro-organism. Disinfection using gas chlorine	1.66	70	81.63

4.8 SDBIP – Community Services

The **Community Services** Directorate achieved an overall score of **3.86(128.9%)** achieving target at the end of the third quarter, it's a decline as compared to the second quarter performance of **3.92 (130.9%)**, again reflecting an decrease from first quarter result of **3.90 (130.2%)**. The directorate has achieved target in all three quarters. Overall, (8/9) achieved target, (1/9) was not applicable for reporting. Some of the successes were as follows:

- Ten (10) Internal Audit findings were resolved out of 11.
- The identified risk was mitigated.
- The transport forum meeting was held between Letaba and The Oaks Association.
- The air quality management plan was developed and adopted by Management and Council
- Eighteen (18) sewer plants were inspected Exceeding the target of 13

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- Fourteen (14) out of 14 water sewer plants were inspected.
- 24 fire awareness sessions, were held exceeding the target of 15.

The detail is below:

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

Hierarchy	ID	KPI	UOM	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base-line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Good Governance and Public Participation n\ Democratic and accountable organisation\ Audit	M-2134	Percentage of Audit findings resolved the ytd	%	MDM_DComServ	30	100	5	60	100	4.67	90	90	Of the 11 Fire Services Internal Audit findings, only 10 were resolved.10/11 x100=90%	Not applicable	No corrective action required, the indicator was achieved	3	100	2

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base- line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Good Governance and Public Participation \n Democratic and accountable organisation \n Audit	M-2141	Percentage of Auditor General findings resolved YTD	%	MDM_DComServ	N/A	0	0w	30	0	0w	60	0	There were no AG findings identified that needed to be resolved	Not applicable	No corrective action required, the indicator was zero weighted	0w	100	0
Good Governance and Public Participation \n Democratic and accountable organisation \n Risk Management	M-2063	Number of risks mitigated against the identified risks by the directorate ytd	#	MDM_DComServ	1	1	3	1	1	3	1	1	The only one risk identified that relates to the directorate was mitigated.	None	No corrective action required, the indicator was achieved	3	1	3

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16					Annual Target	Base- line	
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action			Score
Service Delivery\ Effective coordination of public transport systems\ Public transportation	M 5 1	Percentage of incidences of conflict resolutions facilitated (Number incidences of conflict resolutions facilitated / Number incidences that arise as Percentage)	%	MDM_ DComS erv	100	100	0w	100	100	3	100	100	1. The last special public Transport meeting was held on the 11 Feb 2016 addressing the taxi dispute between Letaba and The Oaks Associations	None	No corrective action required, the indicator was achieved	3	100	100

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base- line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Service Delivery\ Improve Community well-being\ Centre Management and Operations	M-2104	No of times Disaster Management Framework reviewed and approved	#	MDM_Dis	1	1	0w	1	1	0w	1	1	Disaster Management Framework was reviewed and approved By council	None	No corrective action required, the indicator was achieved	3	1	2
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_DComServ	1	1	3	1	1	3	1	1	One Air quality Management Plan was developed, submitted and approved by Management and Council respectively.	None	No corrective action required, the indicator was achieved	3	1	1

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base- line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Service Delivery\ Improve Community well-being\ Fire Services	M 1 2 1 5	Number of fire awareness sessions conducted for schools ytd	#	MDM_ DComS erv	5	7	4.40	10	11	3.10	15	24	Three fire awareness sessions were conducted during the reporting period; this brings the total number from July 2015 - March 2016 to 24 sessions.	None	No corrective action required, the indicator was achieved	4.60	20	22

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base- line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Service Delivery\ Improve Community well-being\ Health	M - 2 0 6 4	Number of sewer plants inspected ytd	#	MDM_ DComS erv	4	0	1	8	7	2.88	13	18	3 Oxidation sewage ponds at Lenyenye, Dr CN Phatudi hospital and Shiluvani respectively, 2 sewage plants at Hoedspruit and 1 at Lulekani were inspected; and this brings the total number of sewage plants inspections conducted from January to March 2016 to 18.	None	No corrective action required, the indicator was achieved	4.38	17	17

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Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base- line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
Service Delivery\ Improve Community well-being\ Health	M 2 0 6 8	Number of water plants inspected ytd	#	MDM_ DComS erv	4	0	1	8	7	2.88	14	14	14 out of 19 plants have been inspected . Four (4) water plants inspections were conducted by Hoedspruit Office (ie Hoedspruit water purification plant), Lenyenye Sub – office (ie Tours Water Plants), Letaba office (ie Nkowankowa and Nkambako water plants); and this brings the total number of plants	None	No corrective action required, the indicator was achieved	3	19	19

Mopani District Municipality
 Third quarter Performance Report 2015-2016

Hierarchy	I D	KPI	U O M	Owner	Sep 15			Dec 15			Mar 16						Annual Target	Base- line
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score		
													inspections to fourteen (14).					

5. SDBIP Project Implementation

Project implementation is classified as, Capital projects Infrastructure projects and Programmes measured in processes. At the end of the third quarter, project implementation was overall below target.

Capital Items Performance

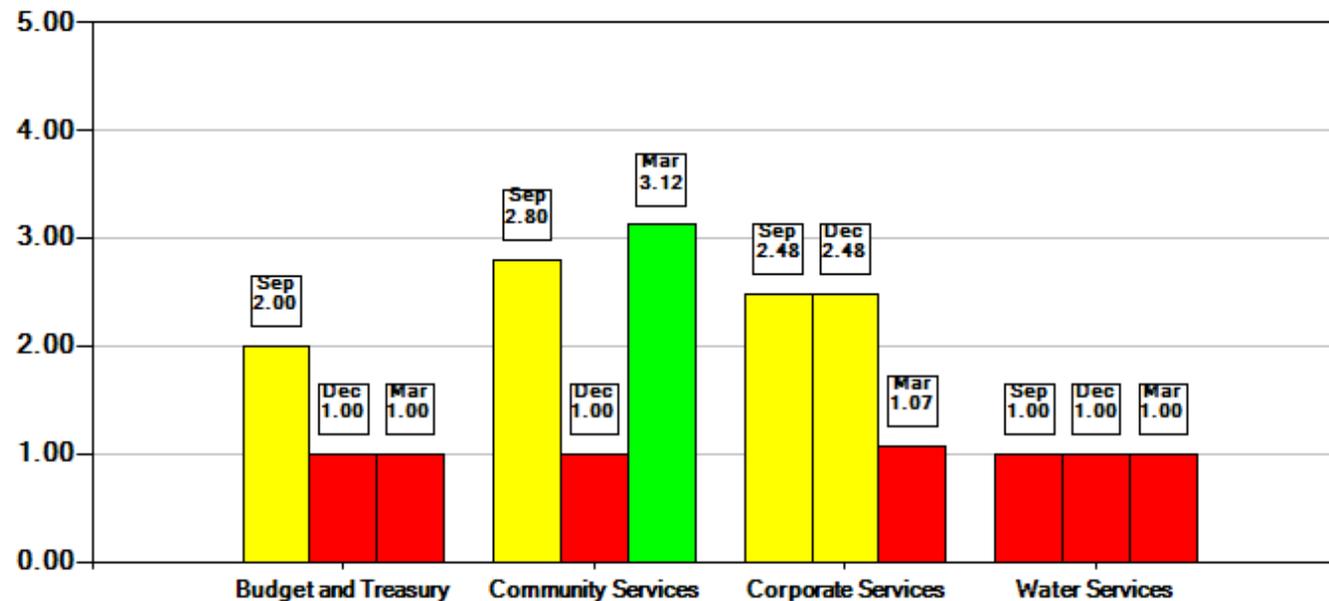
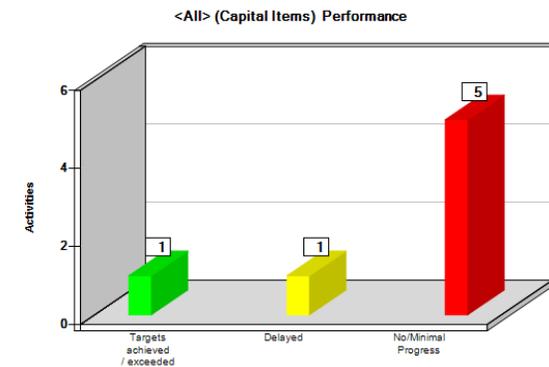


Figure 5: Project Implementation

5.1 Capital Projects

The implementation of projects with capital budget allocations received an overall score of **1.55(51.7%)** at the end of the third quarter, this is an increase in performance as compared to the second quarter performance of **1.37 (45.7%)** and reflecting a decline as compared to the first quarter result of **2.07 (69.1%)**. At the end of the first quarter, (1/7) achieved target (1/7) was delayed (5/7) had no minimal progress.



Mopani District Municipality
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Capital Project Implementation Scorecard

Hierarchy	ID	Projects	Owner	Annual Target	Sep 15			Dec 15			Mar 16							
					% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Budget and Treasury\ Financial Viability\ Become Financially Viable\ Expenditure Management	Cit-01	Purchasing of municipal Furniture	MDM-CFO	100	25	0	1	25	0	1	Procurement of furniture	75	0	No expenditure for furniture to date but an order has been issued for the purchase of chairs.	Delays in procurement procedures	To fast track procurement procedures	1	200000

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Hierarchy	ID	Projects	Owner	Annual Target	Sep 15			Dec 15			Mar 16							
					% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Community Services\ Service Delivery\ Improve Community well-being\ Fire Services	CIT-03	Fire and rescue equipment	MDM - DCOMSERV	100	10	25	5	10	0	1	Procurement of Fire and rescue equipment	15	15	Specifications were submitted in the 1st quarter to the relevant office for procurement (see attached)	N/A	No corrective action required, the indicator was achieved	3	700000

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Hierarchy	ID	Projects	Owner	Annual Target	Sep 15			Dec 15			Mar 16							
					% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Community Services\ Service Delivery\ Improve Community well-being\ Fire Services	C1106	Provision of containerised sleeping facility	M D M - D C o m S e r v	100	50	25	1.50	50	0	1	Manufacturing of sleeping facilities	75	50	Specifications were submitted in the 1st quarter to the relevant office for procurement .	Delays in supply chain procedures	To follow it up with supply chain	1.67	650000

Mopani District Municipality
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Hierarchy	ID	Projects	Owner	Annual Target	Sep 15			Dec 15			Mar 16							
					% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Community Services\ Service Delivery\ Improve Community well-being\ Fire Services	CITEM-02	Purchasing of operational Vehicles	M D M - C F O	100	100	0	1	100	0	1	Purchasing of operational Vehicles completed	100	70	R524 892 has been spent out of a total budget of R750 000	Delays in procurement procedures	To use the budget as targeted and follow up the submissions with Supply chain	2.70	1000000

Mopani District Municipality
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Hierarchy	ID	Projects	Owner	Annual Target	Sep 15			Dec 15			Mar 16							
					% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Corporate Services\ Good Governance and Public Participation\ Manage through information\ Management Information	Clt em - 07	Purchasing of Furniture and fittings	M D M - D C o m S e r v	100	25	25	3	25	25	3	Procure	75	50	Specifications were submitted in the 1st quarter to the relevant office for procurement .	Delay in issuing of orders	Fast Tracking of the procurement process	1.67	250000

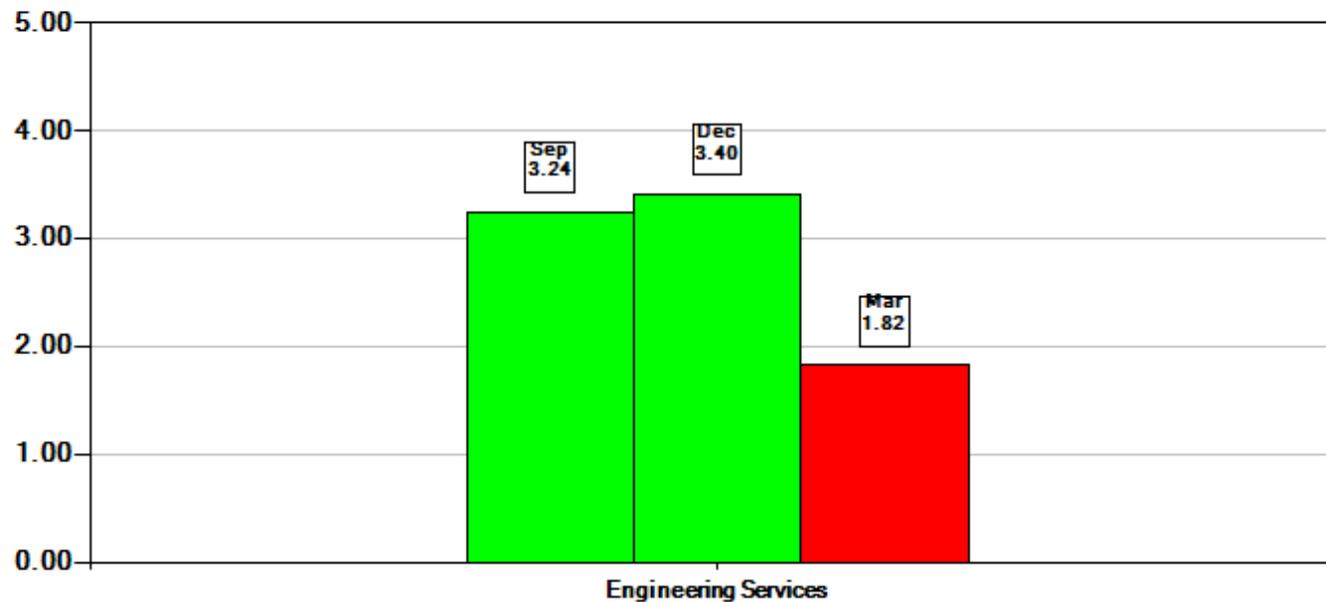
Mopani District Municipality
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Hierarchy	ID	Projects	Owner	Annual Target	Sep 15			Dec 15			Mar 16							
					% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Corporate Services\ Good Governance and Public Participation\ Manage through information\ Management Information	CIT-08	Purchasing of Computers	MDM-DCORP SERV	100	30	50	4.67	30	50	4.67	Issue all users with computers/ laptops that have reached their end of life with new computers/ laptop.	75	50	Required computers purchased as required. Some still on procurement and will be covered by balance on the vote	Delays in procurement	To follow it up with supply chain .	1	275000

5.2 Infrastructure Projects

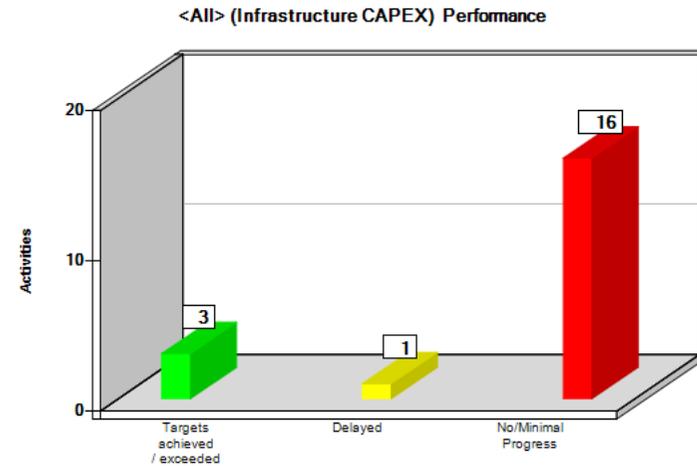
The implementation of infrastructure projects with capital budget allocations received an overall score of **1.82(60.7%)** at the end of the third quarter, this is a decrease in performance as compared to the second quarter performance of **3.40 (113.5%)** that achieved target and reflecting a decline as compared to the first quarter result of **3.24 (103.2%)** that achieved target.

<All> (Infrastructure CAPEX) Performance



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At the end of the first quarter, (3/20) achieved target (1/20) had been delayed in its progress and (16/20) had no minimal progress



The detail scorecard follows.

Municipality	ID	Projects	Owner	Annual Target	Sep 15			Dec 15			Mar 16						
					% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Municipal Infrastructure	CWP-19	Development of Mamefja Sekororo water reticulation	MDM-DEng	100	50	50	5	50	97	5	70	97	The tender has closed last month in March and awaits Evaluation	None	Not applicable	0w	50167500

Mopani District Municipality
Third quarter Performance Report 2015-2016

rchy	I D	Projects	O w n e r	Annual Target	Sep 15			Dec 15			Mar 16						
					% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CWP-15	Development of Mopani Rural Sanitation	M D M - D E n g	100	100	0	1	100	0	1	100	0	There is no progress in the implementation of the project, the Tender is on evaluation stage	Delays in the sitting of the Bid Evaluation committee	To adhere to the scheduled dates of the Bid Committee s sittings	1	8777334

Mopani District Municipality
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rchy	I D	Projects	O w n e r	Annual Target	Sep 15			Dec 15			Mar 16						
					% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CWP-04	Upgrading of Tours Water Scheme Phase 2	M D M - D E n g	100	30	0	1.50	30	15	1.50	40	40	Site establishment done, layer works on flocculation channels done	Contractor was having cash flow problem and he has now submitted a cession which will help the contractor to fast track the progress.	No corrective action required, the indicator was achieved.	3	60196183

Mopani District Municipality
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rchy	I D	Projects	O w n e r	Annual Target	Sep 15			Dec 15			Mar 16						
					% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CWP-20	Mopani office building	M D M - D E n g	100	55	0	1	55	0	1	60	0	The project has been terminated and it is under sub sub-dud care	The contractor has been terminated	To fast track the appointment of the service provider	0w	2000000
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CWP-14	Construction Lephepan e Bulk Water Supply	M D M - D E n g	100	48	0	1.33	48	16	1.33	64	16	The contractor has in cased the 3 boreholes,,refurbished the reservoir and excavated the pipeline	Contractor has been put on terms and no progress to date, its still the same as per the previous report.	Termination of the construction has been recommended	1.25	10000000

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rchy	I D	Projects	O w n e r	Annual Target	Sep 15			Dec 15			Mar 16						
					% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Engineerin g Services\ Service Delivery\ Develop and maintain infrastructu re\ Water Infrastructu re	C W P - 1 3	Jopie- Mawa Block 12 - Ramotshin yadi Bulk Line and Reticulatio n	M D M - D E n g	100	50	0	1	50	0	1	70	0	The Tender has been closed	Delays in the sitting of the Bid Evaluation committee	To adhere to the scheduled dates of the Bid Committee s sittings	1	41229578. 11
Engineerin g Services\ Service Delivery\ Develop and maintain infrastructu re\ Water Infrastructu re	C W P - 2 2	Developme nt of Giyani Water Works	M D M - D E n g	50	N/A	0	0w	N/A	0	N/A	20		The tender has closed last month in March and awaits Evaluation	None	Not applicable	0w	4500000

Mopani District Municipality
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rchy	I D	Projects	O w n e r	Annual Target	Sep 15			Dec 15			Mar 16						
					% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	C W P - 2 3	Upgrading of Senwamok gope sewage plant	M D M - D E n g	50	N/A	0	0w	N/A	0	0w	20	0	85% of the scope has been completed	The contractor and the sub-contractor were having dispute which caused delay since they wanted to settle the matter in court	Close monitoring of the construction project	1	4500000

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rchy	I D	Projects	O w n e r	Annual Target	Sep 15			Dec 15			Mar 16						
					% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Engineerin g Services\ Service Delivery\ Develop and maintain infrastructu re\ Water Infrastructu re	C W P - 2 4	Developme nt of Thapane RWS	M D M - D E n g	50	N/A	0	0w	N/A	0	0w	20	0	The Engineer is still busy with the technical report.	Delays have been incurred due to lack of staff at DWS	Senior managem ent to engage with Departmen t of Water and Sanitation	0w	3000000
Engineerin g Services\ Service Delivery\ Develop and maintain infrastructu re\ Water Infrastructu re	C W P - 2 5	Constructio n of bulk supply water system in Selwane area	M D M - D E n g	50	N/A	0w	0w	N/A	0	0w	20	0	The tender has closed last month in March and awaits Evaluation	None	Not applicable	1	10000000

Mopani District Municipality
Third quarter Performance Report 2015-2016

Municipality	ID	Projects	Owner	Annual Target	Sep 15			Dec 15			Mar 16						
					% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CWP-01	Development of Kampersrus Sewage Plant	MDM - D E n g	100	45	0	1.03	45	81.50	5	60	81.50	Site establishment, Site Clearance, Excavation, Biological Reactor, Settling Tanks Inlet Structure and Pump Station, Sludge Drying Beds, Chlorine Dosing Building, Maturation Pond Appurtenant Work	Additional funding required for project completion Application submitted to COGHSTA	Additional funding required for project completion Application submitted to COGHSTA	4.36	15000000

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rchy	I D	Projects	O w n e r	Annual Target	Sep 15			Dec 15			Mar 16						
					% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CWP-06	Upgrading of Nkowankowa Sewage Plant	M D M - D E n g	100	45	0	1.33	45	15	1.33	60	15	The contractor has been terminated	The Contractor under performed	The Contract has been terminated	1.25	7456017.21
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CWP-07	Upgrading of Phalaborwa Sewage Works (Pump Station and Outfall Sewer)	M D M - D E n g	100	45	0	1.22	45	17	1.38	60	17	Construction is at 25% • Financial is at 21.82% • Fees are at 37.49% • Time elapsed 55%	The Contractor did not submit the revised cash flow projection and programme of works on time and is still behind the schedule.	Termination Recommended	1.28	18000000

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rchy	I D	Projects	O w n e r	Annual Target	Sep 15			Dec 15			Mar 16						
					% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Engineerin g Services\ Service Delivery\ Develop and maintain infrastructu re\ Water Infrastructu re	C W P - 1 6	Upgrading of Lenyenye Sewege	M D M - D E n g	100	45	0	5	45	91	5	60	91	91% of the work has been completed	Eskom Connection	Fast track ESKOM connection	4.52	5822990
Engineerin g Services\ Service Delivery\ Develop and maintain infrastructu re\ Water Infrastructu re	C W P - 1 7	Rehabilitati on of Lulekani Sewage work	M D M - D E n g	100	45	0	1	45	0	1	60	0	The tender has closed and Evaluations will take place in April	None	No corrective action required, the project has been zero weighted	0w	2000000

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rchy	I D	Projects	O w n e r	Annual Target	Sep 15			Dec 15			Mar 16						
					% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CWP-18	Rehabilitation of Namakgale sewage work	MDM-Engineering	100	45	0	1	45	0	1	60	0	The tender has closed and Evaluations will take place in April	None	Not applicable	1	4500000
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CWP-03	Construction of Water Reticulation in MLM	MDM-Engineering	100	40	0	2.93	40	37	2.93	75	37	Trench Excavation, Bedding, Pipe Laying and Backfilling has been done	None	Not applicable	1.49	20000000

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rchy	I D	Projects	O w n e r	Annual Target	Sep 15			Dec 15			Mar 16						
					% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CWP-08	Construction of Hoedspruit Bulk Water Supply	M D M - D E n g	100	50	0	1.44	50	22	1.44	70	22	Trench excavation is in progress bedding and laying of pipes is also in progress	None	Not applicable	1.31	30000000

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rchy	I D	Projects	O w n e r	Annual Target	Sep 15			Dec 15			Mar 16						
					% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	C W P - 1 2	Water Reticulation & Upgrading in BPM	M D M - D E n g	100	45	0	1.16	45	7	1.16	75	7	Construction is at 31% • Financial is at 13% • Fees are at 24% • Time elapsed: 56%	The Contractor is busy accelerating the progress of work and adhering to the 14 days terms agreement compare to the previous report	The Contractor is busy accelerating the progress of work and adhering to the 14 days terms agreement compare to the previous report	1.09	26000000

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rchy	I D	Projects	O w n e r	Annual Target	Sep 15			Dec 15			Mar 16						
					% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Engineering Services\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	C W P - 0 2	Construction of Kampersrus Bulk Water Supply	M D M - D E n g	100	73	0	1.30	73	100	4.37	100	74	Structural Works for the package water plant and the excavations in progress for the 160mm dia pipe	The cession agreement was paid on Friday 11 and 16 March 2016 and the service provider will resume on site around 22 March 2016 and the contractor has submitted the extension of time whereby the engineer is still busy with the evaluation. The	Need close monitoring, previously it was recommended for termination	2.74	16000000

6. Challenges and Recommendations

The following potential risks were identified through the Performance Management System at the end of the third quarter. These could have a negative impact on the achievement of targets as set out for the 2015/2016 financial year. Action is to be taken to mitigate these risks.

- ▶ The municipality did not receive an unqualified Audit Report, the review of the Audit Opinion for 15/16 resulted is an adverse.
- ▶ Only 24 Auditor General Findings have been resolved.
- ▶ Only 5 out of 15 risks have been resolved
- ▶ Capital Budget expenditure stood at 38.47%
- ▶ Cost coverage is at 94.37%.
- ▶ Debt coverage 0%
- ▶ Liquidity ratio is at 0.9%.
- ▶ Current ratio is at 73%.
- ▶ No bids were awarded within 60 days of closure of tender.
- ▶ Out of 50 only 24 water reservoirs were metered.
- ▶ Green drop rating is at 36.53%
- ▶ The blue drop rating has regressed from 79.12% to 62%
- ▶ Lack of attachment of Portfolio of evidence

7. Progress on Annual Report 14/15

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

14/15 Challenges	15/16 Progress
▶ 89.2% (264 546 out of 296 320) households have access to sanitation	▶ Only 99%(251 975 out of 252 375) households have access to sanitation
▶ Only (5/8) section 54/56 positions are filled and thus leaving two without leadership	▶ The (8/8) section 54/56 are filled and the section 54 has been filled by an acting municipal manager.
▶ Performance assessment: cascading of the employee performance management system for officials other than directors were not yet started.	▶ No progress in cascading the employee performance management to the lower levels of management
▶ Percentage outstanding debtors to revenue was at 1.49%	▶ As per age analysis of the local municipalities , the debt coverage is at 110%
▶ No bids/ tenders were awarded within 60 days of closure of tender advert	▶ No bids/ tenders were awarded within 60 days of closure of tender advert.

Mopani District Municipality Third quarter Performance Report 2015-2016

14/15 Challenges	15/16 Progress
<p>▶ 23.47% of the capital budget has been spent for the third quarter (R51 794 596 out of R220 696 340).</p>	<p>▶ Only 38% of the capital budget has been spent for the third quarter(R110 952 364.44/298 436 874.59)</p>
<p>▶ 84% (249 925 out of 296 320)of households have access to basic water</p>	<p>▶ 84.1%(249 384 out of 296320) of households have access to basic water</p>

8. Approval

Mr Sekonya M.R
Acting Municipal Manager

Date:

Ms N.C Rakgoale
Executive Mayor

Date:

9. Annexures

Annexure A contains the Performance of the Infrastructure Projects.

10. Limitations of Evaluation

1. The analysis contained in this report was based on information received until March 2014. Where no information was supplied, a **1.00** score was attached.
2. The automated system designed for Mopani District Municipality's Performance Management System requirements was used to capture and calculate scores. Any errors made in terms of incorrect data, formats or capturing into incorrect fields will have a direct impact on the final scores.
3. All budget related data must be verified against the Municipal Financial System. Values input into the Performance Management System should be cumulative expenditure figures to give a true reflection of the actual performance.
4. All of the performance data had been audited by the Internal Auditor at the time of writing this report.