

# Mopani District Municipality



## Third quarter Performance March 2017

Financial Year 2016-2017

## Table of Contents

1. Purpose.....	3
2. Components of the Annual Performance Report .....	4
3. Overall Municipal Performance.....	4
3.1 SDBIP Performance.....	5
3.2 Strategy Map .....	7
4. SDBIP Non-financial Performance .....	9
4.1 SDBIP – Office of the Municipal Manager .....	9
4.2 SDBIP – Office of the Executive Mayor.....	19
4.3 SDBIP – Budget and Treasury .....	25
4.4 SDBIP – Corporate Services .....	35
4.5 SDBIP – Planning and Development .....	46
4.6 SDBIP – Engineering Services.....	51
4.7 SDBIP – Water and Sanitation Services .....	55
4.8 SDBIP – Community Services .....	60
5. SDBIP Project Implementation .....	68
6. Challenges and Recommendations .....	81
7. Progress on Annual Report 15/16 .....	81
8. Approval .....	82
9. Annexures.....	82
10. Limitations of Evaluation .....	82

## 1. Purpose

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

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

Table 1: Scores and colours

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

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

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

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

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

## 2. Components of the 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 15/16
- Approval of this Report

## 3. Overall Municipal Performance

Overall Municipal Performance is calculated from all the indicators and projects applicable to the municipality as measured through its performance management system. The indicators and projects are collected into scorecards for Indicators contained in the IDP for 16/17, SDBIP (There are indicators that have N/A, and they are not scored due to the fact that, it is not the reporting period). Overall organizational performance was at a score of **2.27** at the end of the third quarter reflecting a decrease in performance, as compared to the second quarter score of **3.02** and an increase as compared to the first quarter score of **2.17**. A graphical and breakdown of performance is as below. More information is provided in the monthly departmental reports.

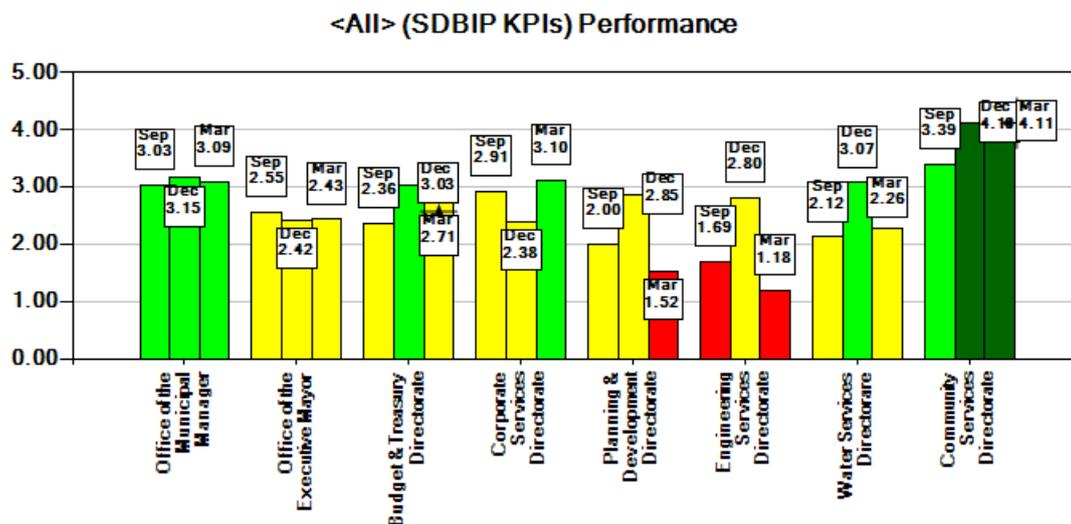


Figure 1: Overall Organisational Performance

### 3.1 SDBIP Performance

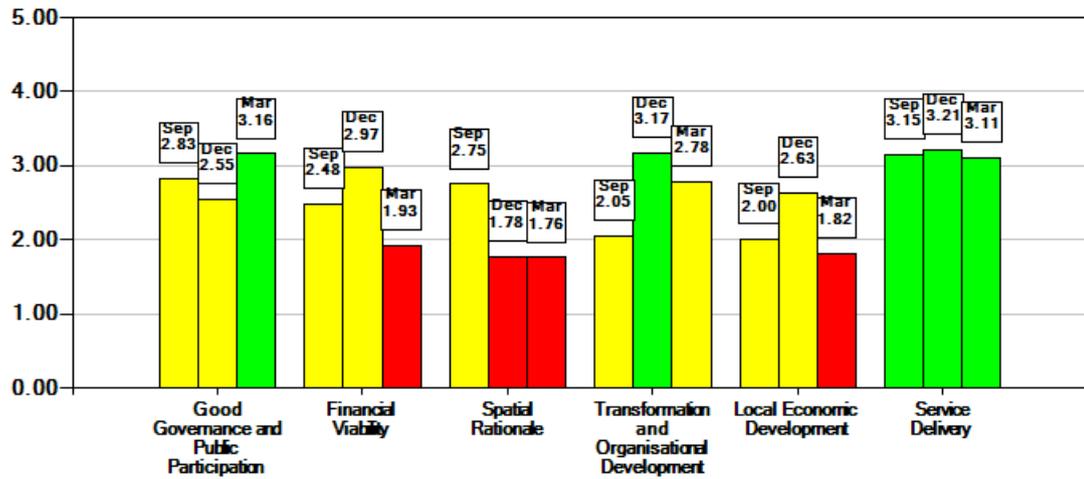
The Scorecard as per the SDBIP 2016/2017 contains the KPIs and set targets as negotiated with the community. The overall performance level achieved below target with a score of **2.37**, which is a decline in performance as compared to the second quarter performance of **2.80** and again a decrease as compared to the first quarter score of **2.67**. Below is a summary of the achievements of the targets for the Key Performance Indicators (KPIs) per KPA and Strategic Objective.

<All> (SDBIP (Key Areas))	Sep 16	Dec 16	Mar 17
	AVG	AVG	AVG
Overall	<b>2.67</b>	<b>2.80</b>	<b>2.60</b>
Good Governance and Public Participation	2.83	2.55	3.16
Democratic and accountable organisation	2.98	2.48	3.26
Manage through information	2.67	2.61	3.05
Financial Viability	2.48	2.97	1.93
Become Financially Viable	2.48	2.97	1.93
Spatial Rationale	2.75	1.78	1.76
Plan for the future	2.75	1.78	1.76
Transformation and Organisational Development	2.05	3.17	2.78
Develop entrepreneurial and intellectual capability	2.05	3.17	2.78
Local Economic Development	2.00	2.63	1.82
Grow the economy	2.00	2.63	1.82
Service Delivery	3.15	3.21	3.11
Provide Clean and safe water	2.78	1.90	1.92
Develop and maintain infrastructure	2.63	3.13	3.00
Effective coordination of public transport systems	4.00	4.00	4.00
Improve Community well-being	3.17	3.80	3.53

**Table 3: SDBIP Performance**

At the end of the third quarter, the best level of performance was in the Key Performance Area (KPA hereafter) **Basic Service delivery** that attained a score of **3.11**, the objective *Effective coordination of public transport system* attained a score of 4.00, *Improve community wellbeing* was at 3.53, *Develop and maintain infrastructure* was at 3.00 and with challenges being faced in achieving the objective to *Provide clean and safe water* that was at 1.92. **Good governance and Public Participation** scored **3.16** due to the objective *Democratic and accountable organisation* that scored, 3.36 and *manage through information* scored 3.05. One KPA was under target that is **Transformation and Organisational Development** at **2.85** with the objective, *Develop entrepreneurial and intellectual capability* at 2.85. Three KPA's were below target. that is **Local Economic Development** at **1.82** due to the performance achieved in the objective To *Grow the Economy* at 1.82. **Financial viability** achieved a score of **1.93** in relation to the objective to *become financially viable* at a score of 1.93. and lastly **Spatial Rationale** scored **1.76** due to the objective *Plan for the future* at a score of 1.76.

**<All> (SDBIP (Key Areas)) Performance**

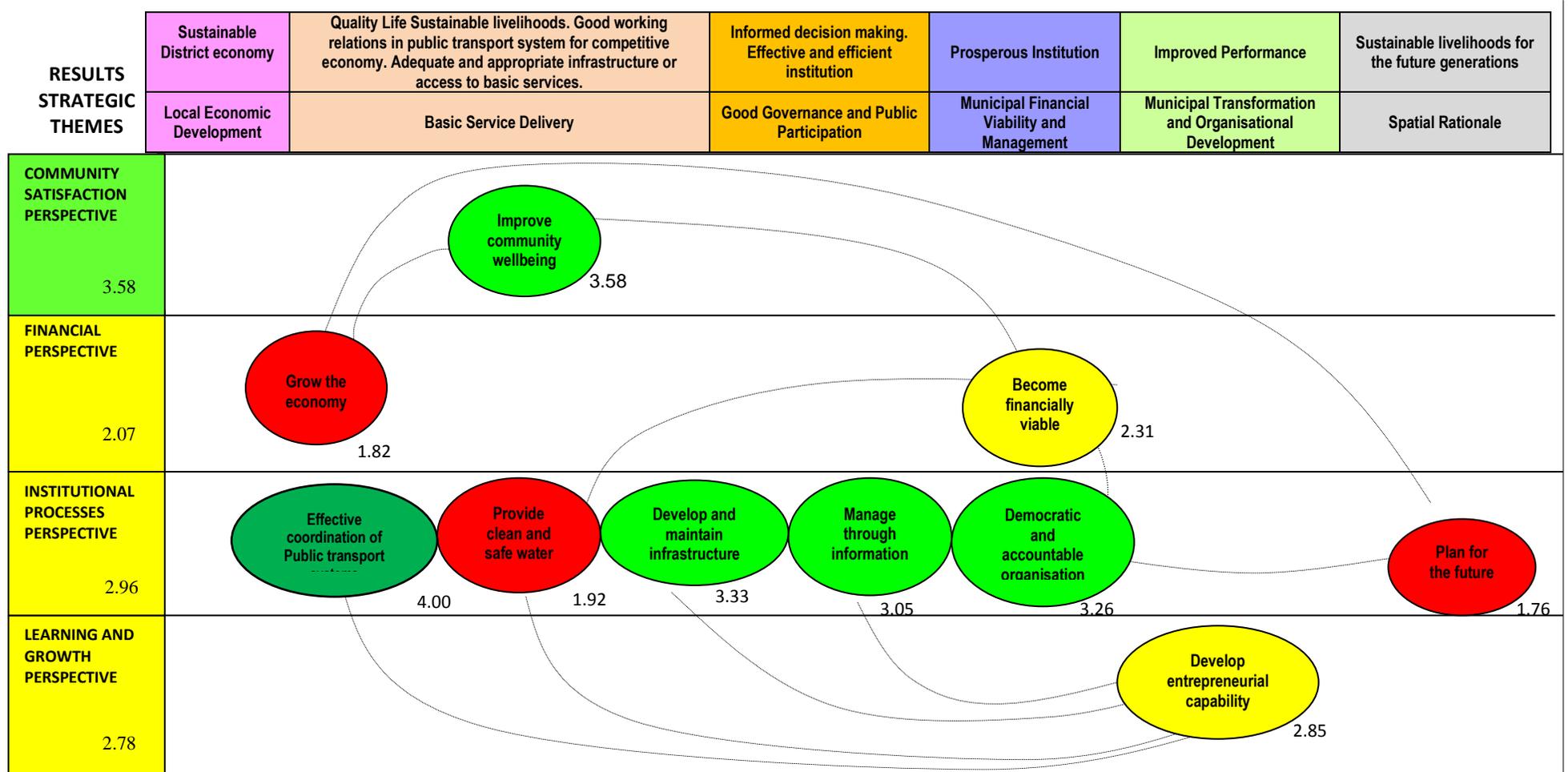


At the end of the third quarter, the key performance areas attained a score of **2.67** reflecting a decline in performance attained in the second quarter, which was **2.80** and reflecting an increase in performance as compared to the first quarter result of **2.60**.

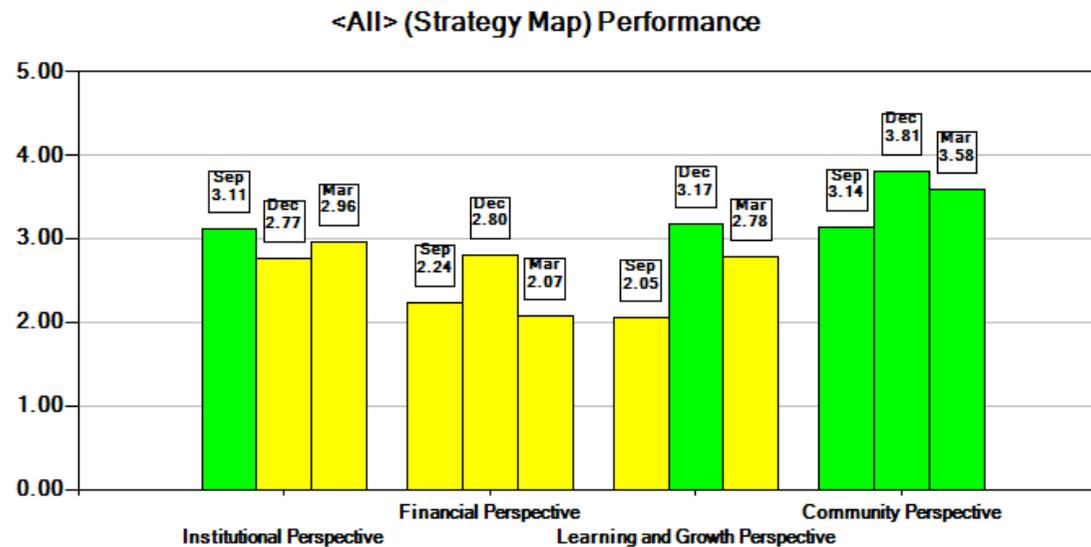
## 3.2 Strategy Map

The Strategy Map scores shown below are for March 2017 and are based on the Strategic Scorecard Performance as contained in the IDP and SDBIP.

Figure 2: Strategy Map



Only five objectives that achieved target that is; Effective coordination of Public Transport systems at 4.00, Improve community well-being at 3.53, Develop and maintain Infrastructure at 3.33, Democratic and accountable organization at 3.26 and lastly Manage through the information at a score of 3.05. Two strategic objectives were below target, that is Develop Entrepreneurial and intellectual capability at a score of 2.85. Become financial viable at 2.31. Three strategic objectives were under target, Provide clean and safe water at 1.92, Grow the economy at 1.82 and Plan for the future at 1.76



**Figure 3: Perspective Performance**

The strategy map measures the MDM objectives per four perspectives. Only one perspective achieved target that is **Community satisfaction perspective** at a score of **3.58**. Three perspectives achieved below target, the **Institutional Process** attained **2.96** and the **Learning and Growth** perspective achieved a score of **2.78**. Lastly, **Financial Perspective** achieved a score of **2.07**

## 4. SDBIP Non-financial Performance

The overall average score for the SDBIP was at **2.26** during the third quarter, it is a decrease in performance from the second quarter performance of **2.98** and the first quarter performance of **2.51**

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

### 4.1 SDBIP – Office of the Municipal Manager

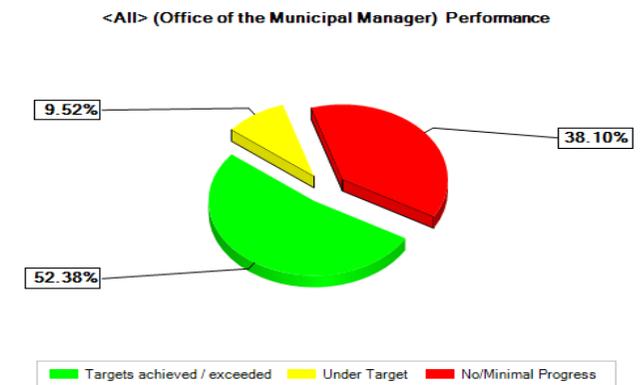
The **Office of the Municipal Manager** achieved an overall score of **3.09**, this was a decrease in result as compared to the second quarter performance of **3.15** and reflecting an increase from the first quarter result of **3.03**. Overall, 52.38% (11/28) indicators achieved target, 9.25% (2/28) were under target and 38.10% (8/28) had no minimal progress and (7/28) were not applicable for reporting.

Some of the successes were as follows:

- ▶ 8 reports were tabled to Audit committee exceeding the target of 3
- ▶ The audit charter has been reviewed and approved by the audit committee.
- ▶ 5 quarterly performance reports and the back to basic reports were submitted to management.
- ▶ Appointment of three section 54/56 managers have been done achieving the target of 8
- ▶ The third quarter report has been compiled and awaits to be tabled to council.

Challenges were faced in relation to spending of the municipal operating budget, there was an overspending of 87% above the variance target of 10%. Only 64% of the audit recommendations were implemented. Only 13 Audits that were conducted out of the target of 21. Only 7% of the Auditor General findings have been resolved. The Municipality received an adverse opinion. Only 1 risk out of the target of 9 has been mitigated. Only 3 out of the target of 4 IDP meetings were held. Only 5 out of 8 section 54/56 managers have signed their performance agreements.

The detail is below.



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

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17				Annual Target	Variance from Annual Target	Baseline		
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges				Corrective Action	Score
Financial Viability\ Become Financially Viable\ Expenditure Management	M-1005	Percentage of variance between spending of operating budget against projected spending ytd	%	MDMM	Calculate the sum of ((R-value operating budget spent YTD \ R-value operating projected to be spent YTD) - 100%)*100 i.t.o. Cash flow projections in SDBIP and MTREF	10	52	1.9	10	66	1.5	10	87	R710 337 322 has been spent out of total budget projections od R621 434 033	Maintenance of infrastructure	Maintenance plan to be developed to avoid spending outside the budget	1	10	-77	-14
Good Governance and Public Participation\ Democratic and accountable organisation\ Audit	M-1060	Number of Internal Audit reports submitted to Audit committee ytd	#	MDMM	Count the number of Internal Audit reports submitted to Council / number planned	1	4	5	2	8	5	3	8	Eight reports submitted to Audit committee	Delay during entry and exit meeting. vacant position of Risk Based Deputy Manager	Discuss challenges during MANCO meetings .Filling of vacant position of Risked Based Deputy Manager. Supplementing of Intern of Internal	5	4	-4	4

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Good Governance and Public Participation\ Democratic and accountable organisation\ Audit	M-1068	Number of reports submitted to Council on the implementation of AG Action plan	#	MDM	Count the number of reports submitted to Council on the implementation of AG Action plan	N/A	N/A	N/A	1	N/A	1	2	2	Two reports regarding progress on the implementation of AG action plan haven been submitted	Slow resolution on the implementation of AG Audit finding	Fast tract resolution on the implementation of AG Audit Findings	3	4	2	4
Good Governance and Public Participation\ Democratic and accountable organisation\ Audit	M-2050	Number of audits conducted as per Audit Plan YTD	#	MDM	Count the number of audits executed according to the Audit plan ytd	7	4	1.57	14	10	2.71	21	13	13 Audits have been concluded	Vacant Position of Risk Based Auditor, Performance Auditor assisting in MSCOA.	Fast the filling of a vacant position of Assistant Director Risk Based and employment of interns	1.62	28	15	19
Good Governance and Public Participation\ Democratic and accountable organisation\ Audit	M-2059	Review of the Audit Charter and approval by the Audit Committee	#	MDM	Reviewed and approval of the Audit Charter by the Audit Committee	1	1	3	1	1	3	1	1	One Audit Charter has been reviewed by audit committee and approved by Council	None	No corrective action required	3	1	0	1

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Good Governance and Public Participation\ Democratic and accountable organisation\ Audit	M-2073	Percentage of Audit Committee recommendations implemented YTD	%	MDMM	Report on the number of Audit Committee recommendations implemented for the municipality .	100	50	1.50	100	64	1.64	100	64	64 % of the Audit Committee recommendations have been resolved	Slow resolution of AC recommendation	Fast tract resolution of Audit committee recommendation at MACO meetings	1.64	100	36	42
Good Governance and Public Participation\ Democratic and accountable organisation\ Audit	M-2147	Percentage of Auditor General findings resolved YTD	%	MDMM	Count the number of times the Internal Audit Charter updated and approved by Audit Committee ytd	N/A	N/A	N/A	50	N/A	1	75	7	7% of auditor General Report have been resolved	Slow implementation of AG Finding	Fast track implementation of AG findings through Audit Steering committee meetings	1.14	100	93	0.30
Good Governance and Public Participation\ Democratic and accountable organisation\ Audit	M-2150	Audit outcome by the Auditor General for 15/16 financial year	%	MDMM	Indicate the Audit Outcome of the Municipality : 0% Disclaimer; 25% Adverse, 50% Qualified and 100% Unqualified	N/A	N/A	N/A	100	25	N/A	N/A	25	The municipality received an Adverse Audit opinion for the 15/16 Audit	Slow implementation on the resolution of AG Audit Findings	Fast track progress on the resolution of AG findings	N/A	100	-75	0

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Good Governance and Public Participation\ Democratic and accountable organisation\ Audit	M-241	Internal Audit Charter updated and approved by Audit Committee ytd	#	MDM	Count the number of times the Internal Audit Charter updated and approved by Audit Committee ytd	1	1	3	N/A	1	N/A	N/A	1	1 time the Internal Audit Charter updated and approved by Audit Committee ytd	None	No correction required	N/A	1	0	1
Good Governance and Public Participation\ Democratic and accountable organisation\ Audit	M-242	Number of Audit committee reports submitted to Council YTD	#	MDM	Count the number of Audit Committee reports submitted to Council ytd	1	1	3	2	2	3	3	3	3 x Audit Committee report has been submitted to council	None	No correction required	3	4	1	4
Good Governance and Public Participation\ Democratic and accountable organisation\ Intergovernmental relations	M-2151	Percentage of Municipal Managers Forum Resolutions implemented within the current quarter	%	MDM	Count the number of resolutions / number of resolutions resolved *100	100	0	1	100	0	1	100	100	Hundred percent of the resolutions affecting the directorate were implemented.	No challenges	No corrective action necessary.	3	100	0	0

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17				Annual Target	Variance from Annual Target	Baseline		
						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-2152	Number of quarterly reports submitted to Council ytd	#	MDMM	Count the number of quarterly reports submitted to Council on quarterly basis	1	1	3	2	2	3	3	3	The third report will be tabled to council after it has been tabled to the Audit committee	None	No corrective action required	3	4	0	4
Good Governance and Public Participation\ Democratic and accountable organisation\ Performance Management	M-2153	SDBIP developed and submitted to CoGHSTA	#	MDMM	Count the number of Draft SDBIPs developed and submitted to COGHSTA	N/A	1	N/A	N/A	1	N/A	1	1	The final SDBIP has been submitted on the 26th of June 2016 . An the adjusted SDBIP has been developed and tabled to Management and all council structures	None	No corrective action required	3	1	0	1
Good Governance and Public Participation\ Democratic and accountable organisation\ Performance Management	M-576	Number of quarterly reports submitted to Management ytd	#	MDMM	Count the number of quarterly reports submitted to Management on quarterly basis	1	1	3	2	2	3	3	5	The quarterly performance report and the Back to Basic report has been compiled and tabled to management.	None	No corrective action required	4.67	4	-1	4

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17				Annual Target	Variance from Annual Target	Baseline		
						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-876	Timeous submission of annual performance report to the Auditor General by end August	#	MDMM	Annual Performance Report to be submitted to the Auditor General by 31 August	1	1	3	1	1	3	1	1	The Annual Performance Report was submitted to Auditor General on the 31st August 2016	None	No corrective action required	3	1	0	1
Good Governance and Public Participation\ Democratic and accountable organisation\ Risk Management	M-1334	Number of risk management activities implemented on quarterly basis	#	MDMRisk	Count the Number of Action plan activities implemented YTD	5	9	5	10	13	3.30	15	14	14 of 20 activities on the risk management implementation plan were completed	None	In process of appointing Risk committee chairperson	2.93	20	6	20
Good Governance and Public Participation\ Democratic and accountable organisation\ Risk Management	M-179	Number of times the risk register has been reviewed and approved on time for the entire municipality	#	MDMM	Reviewed register against the targeted time	1	1	3	N/A	1	N/A	N/A	1	The strategic risk register for 2016/2017 was reviewed and approved by Council	None	continuous monitoring of action plan	N/A	1	0	1
Good Governance and Public Participation\ Democratic and accountable organisation\	M-2051	Number of strategic risks mitigated against the identified risks by the municipality ytd	#	MDMM	Count the Number of strategic risks mitigated by municipality overall as	3	1	1.33	6	1	1.17	9	1	Only 1 strategic risk has been mitigated.	Slow pace of mitigating strategies to manage risks	Continuous monitoring risk report	1.11	11	10	5

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Risk Management					identified in the risk register ytd															
Good Governance and Public Participation\ Democratic and accountable organisation\ Risk Management	M 2 1 5 5	Review of the Risk committee Charter and approval by the Risk Committee ytd	#	M D M - M M	Count the Number of risk management committee charter reviewed and approved by Council	N/A	1	N/A	N/A	1	N/A	N/A	1	Review of risk policies in progress	None	Reviewed Risk policies to serve next Council	N/A	1	0	1
Spatial Rationale\ Plan for the future\ Integrated Development Planning	M 2 1 5 7	Percentage rating of the IDP	%	M D M - M M	Report on the rating of the IDP: Low 25%; Medium 50% and High 100%	100	100	3	100	100	3	100	100	High rated of 2016/17 IDP in legislative compliance and alignment with SDBIP.	None	None	3	100	0	0
Spatial Rationale\ Plan for the future\ Integrated Development Planning	M 5 6 0	Number of IDP/Budget representative forum meetings held successfully YTD	#	M D M - M M	Count the number of IDP/Budget representative forum meetings held successfully YTD	1	0	1	2	0	1	4	3	Meetings were held on 13/1/2017, 20/1/2017 and 14/3/2017	Non-Adherence to IDP Time schedule.	Compliance to IDP Process plan.	2.75	5	2	5

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Spatial Rationale\ Plan for the future\ Integrated Development Planning	M-561	Draft IDP tabled to Council by 31 March	#	MDMM	Draft IDP documents tabled to Council by 31 March each year	N/A	N/A	N/A	N/A	N/A	N/A	1	1	Draft IDP 2017/18 has been tabled to Council on 31 March 2017	None	No corrective action required	1	1	1	1
Spatial Rationale\ Plan for the future\ Integrated Development Planning	M-563	Final IDP submitted to Council by May 31	#	MDMM	Submit the final IDP to Council by May 31	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Not applicable for reporting	None	No corrective action required	N/A	1	1	1
Spatial Rationale\ Plan for the future\ Integrated Development Planning	M-564	IDP submitted to MEC within 10 working days after adoption by Council	#	MDMM	To submit the IDP to MEC within 10 working days after adoption by Council	1	1	3	1	1	3	N/A	1	Not applicable for reporting	None	No corrective action required	N/A	1	0	1
Spatial Rationale\ Plan for the future\ Integrated Development Planning	M-584	IDP process plan developed and adopted by Council by end of June	#	MDMM	To submit IDP process plan developed and adopted by Council by end of August	1	1	3	N/A	1	N/A	N/A	1	Not applicable for reporting	None	No corrective action required	N/A	1	0	1

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17				Annual Target	Variance from Annual Target	Baseline		
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges				Corrective Action	Score
Transformation and Organisational Development\ Develop entrepreneurial and intellectual capability\ Employee Performance Management	M-573	Number of S54 and S56 Managers with signed employment contracts and performance agreements submitted to CoGHSTAYtd	#	MDM	Count the number of S57 Managers with signed employment contracts and performance agreements submitted to CoGHSTAYtd	4	5	3.25	6	5	2.83	8	5	5 out of 8 section 56 Managers have signed the performance agreements and submitted to CoGHSTA and publicised on the Mopani website	Three section 54/56 Managers have not signed performance agreements.	The three section 54/56 will sign performance agreements as soon as they are appointed	1.63	8	3	7
Transformation and Organisational Development\ Develop entrepreneurial and intellectual capability\ Human Resources	M-195	Number of executive management posts filled YTD	#	MDM	Report on the ,Critical posts (Legal Manager, Engineering Director, Planning and Development Director and water Services Director) meeting minimum competency requirements. Section 54A & 56 post to be	N/A	5	N/A	1	5	5	3	8	8 out of 8 executive positions were filled during the period in question .appointments to fill the three positions made	Awaiting certification from the State Security Agency to complement each appointment	Will conduct follow up with SSA	5	3	-5	7

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action			
					filled 3 months after post has been vacated in terms o														

## 4.2 SDBIP – Office of the Executive Mayor

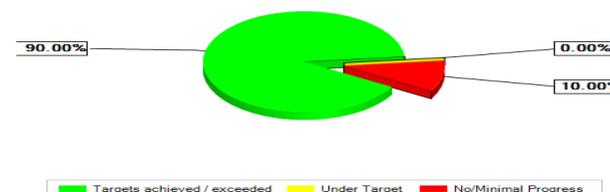
The **Office of the Executive Mayor** achieved an overall score of **2.43** reflecting an increase in performance as compared to the second quarter performance of **2.42** and a decrease in performance from the first quarter result of **2.55**. Overall, 90% (9/14) targets were achieved, 10% (1/14) had no minimal progress (4/14) was not applicable for reporting this quarter. Some of the successes were as follows:

- ▶ 3 out of the target of three newsletters were published
- ▶ All IGR resolutions were implemented within the quarter.
- ▶ The Oversight report in relation to the draft annual report has been tabled to council and has been publicised after adoption by council.
- ▶ 11 projects were visited for monitoring exceeding the target of 3.
- ▶ All resolutions related to the Disability Forum have been implemented.

- ▶ 10 events were coordinated within the district exceeding the target of 9
- ▶ 4 out of 4 AIDS Council meetings were held.
- ▶ 11 ARV sites were monitored exceeding the target of 9

Challenges were experienced in the area of establishing an anticorruption forum.  
The detail is below:

<All> (Office of the Executive Mayor) Performance



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

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17				Annual Target	Variance from Annual Target	Baseline		
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges				Corrective Action	Score
Financial Viability\ Become Financially Viable\ Expenditure Management	M-2168	Percentage of the actual budget spent related to the Directorate	%	MDM-DEM	Calculate the R-value total budget spent identified for financial year / R-value annual budget*100	25	15	1.30	50	6	1.08	75	N/A	No performance data captured				100	100	100
Financial Viability\ Become Financially Viable\ Supply chain management	M-1045	Demand management plan developed and submitted to Budget and Treasury YTD	#	MDM-DEM	Demand management plans related to the Office of the Executive Mayor developed and submitted	N/A	1	N/A	N/A	1	N/A	N/A	3	Achieved. Demand Management Plan submitted	None	None	N/A	1	-2	1

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
					to Budget and Treasury															
Good Governance and Public Participation\ Democratic and accountable organisation\ Communication	M-2158	Number of external communication newsletters that were developed and distributed YTD	#	MDM-DOEM	Report on the number of newsletters that have been issued	1	1	3	2	2	3	3	3	Achieved. Three external newsletters published	None	No corrective action required	3	4	1	4
Good Governance and Public Participation\ Democratic and accountable organisation\ Communication	M-256	Communication Strategy reviewed and adopted by council YTD	#	MDM-DOEM	Count the number of times during the year that the Communication strategy has been reviewed and adopted by Council	N/A	1	N/A	N/A	1	N/A	N/A	1	Achieved. The strategy is still to be reviewed.	None	No corrective action required	N/A	1	0	1
Good Governance and Public Participation\ Democratic and accountable organisation\	M-2163	Percentage of the IGR resolutions implemented YTD	%	MDM-DOEM	Count the number of the District Intergovernmental Relations Forum meeting	100	100	3	100	100	3	100	100	The resolution about drafting the program for MDM to visit all local municipalities regarding water transactions is	None	No corrective action required	3	100	0	1

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Intergovernmental relations					resolutions implemented and calculate the percentage									being done. The resolution about RAL & Public dept meeting with locals is done						
Good Governance and Public Participation\ Democratic and accountable organisation\ Municipal Public Accounts Committee	M-1301	Oversight report tabled to council ytd	#	MDM-DEM	Count the number of Oversight report tabled for council	N/A	0	N/A	1	N/A	1	1	1	One Oversight Report on the 2015/16 Draft Annual Report was tabled before council.	No challenges.	No corrective action required.	3	1	0	1
Good Governance and Public Participation\ Democratic and accountable organisation\ Municipal Public Accounts Committee	M-1302	Oversight Report publicised within seven days after adoption by Council	#	MDM-DEM	Number of Oversight Report made public within seven days after adoption by Council	N/A	0	N/A	N/A	0	N/A	1	1	The report was publicised as per the legislative requirements.	No challenges.	No corrective action required.	3	1	0	1
Good Governance and Public Participation\ Democratic and accountable	M-2166	Number of projects visit conducted ytd	#	MDM-DEM	Count the number of projects visits conducted ytd	1	11	5	2	11	5	3	11	Achieved. Eleven projects were sited by the Executive Mayor & MMCs	None	No corrective action required	5	4	-7	4

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
organisation\ Municipal Public Accounts Committee				M																
Good Governance and Public Participation\ Democratic and accountable organisation\ Public Participation	M - 5 1 3	Number of IDP/Budget Public Participation meetings held successfull y year to date	#	M D M - D O E M	Number of IDP/Budget Public Participation meetings held successfull y year to date	N/A	0	N/A	N/A	0	N/A	5	5	IDP and Budget Public Participation meetings are ONLY held in the last quarter	None	No corrective action required	3	5	0	5
Good Governance and Public Participation\ Democratic and accountable organisation\ Risk Management	M - 1 0 8 6	Anti- corruption Forum established and functional ytd	#	M D M - D O E M	Number of Anti- corruption Forum established and functional	N/A	0	N/A	1	N/A	1	N/A	0	Not achieved	Tabling Terms of Reference to various structures of council	Council to approve Terms of Reference before the end of 4th quarter	N/A	1	1	1
Service Delivery\ Improve Community well-being\ Disability Development	M - 1 2 0 3	Percentage of District Disability Forum resolutions implemte d YTD	%	M D M - D O E M	Percentage of Disability Forum resolutions implemte d / Number of resolutions	100	100	3	100	100	3	100	100	Induction of BPM District Disability Forum is done	None	No corrective action required	3	100	0	1

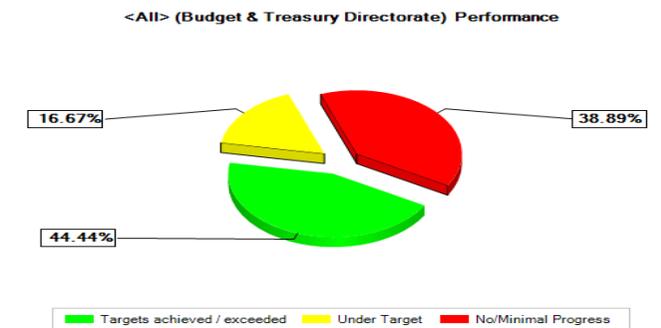
Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Service Delivery\ Improve Community well-being\ Events Management	M-2057	Number of Events Coordinated YTD	#	MDM-DOEM	Report on the number of events held	3	3	3	6	100	5	9	10	10 events were successfully coordinated	None	No corrective action required	3.11	12	2	12
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	Count the Number of Aids Council meetings held successfully year to date	1	1	3	2	2	3	4	4	Three meetings held	None	No corrective action required	3	4	0	4
Service Delivery\ Improve Community well-being\ Health and Social Development Services	M-631	Number of HIV and AIDS ARV sites monitored	#	MDM-DOEM	Number of HIV and AIDS ARV sites monitored	3	0	1	6	6	3	9	11	Eleven ARV sites have been monitored	None	No corrective action required	3.22	10	-1	10

### 4.3 SDBIP – Budget and Treasury

The **Budget and Treasury** Directorate achieved an overall score of **2.71** at the end of third quarter, reflecting a decrease from the second quarter performance of **3.03** and reflecting an increase from, the first quarter result of **2.36**. Overall, 44.44% (8/23) targets were achieved 16.67% (3/23), were under target and 38.89% (7/23) had no/minimal progress (4/23) were not applicable.

Some of the successes were as follows:

- Assesment verification was done according to schedule
- Asset verification was conducted according to the planned target.
- Nine section 71 reports according to target have been submitted to the Executive Mayor and Treasuries.
- The draft budget was tabled to council on the 31<sup>st</sup> March 2017 and the final budget is awaiting final adoption in May 2017
- Only 95% creditors were paid within this quarter.
- Debt coverage is at 100%



Challenges were faced in the updating of the fixed asset register, it was updated 8 times and did not achieve the target of 9. The Current ratio was at 1:34 under the target of 2.10, the liquidity ratio was at 0.44 exceeding the target of 0.40 Cost coverage is at 88.41% , it is below the target of 150% The R 2340 000 MSIG budget has not been spent.

Supply Chain management experienced challenges due to the fact that no bids were adjudicated and no infrastructure projects were advertised.

The detail is below:

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

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17				Annual Target	Variance from Annual Target	Baseline		
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges				Corrective Action	Score
Financial Viability\ Become Financially Viable\ Asset Management	M-1031	Current Ratio (R-value current assets / R-value liabilities as ratio)	Ratio	MDM-CFO	Calculate the current Ratio (R-value current assets / R-value liabilities as ratio*100)	N/A	2.10	N/A	2.10	2.80	1.25	2.10	1.34	R-Value Current Assets = 959 599 149 R Value liabilities = 718315891.78	Repayment of Long outstanding debt for Ba - Phalaborwa water owed to Lepelle Northern Water	Continuous discussions with Lepelle Northern Water on plans to reduce the debt.	1.64	2.10	0.76	0.73
Financial Viability\ Become Financially Viable\ Asset Management	M-1032	Valuation of Property Plant and Equipment conducted ytd	#	MDM-CFO	Count the number of times valuation of Property Plant and Equipment conducted ytd	N/A	N/A	N/A	N/A	100	N/A	N/A	0	Valuation on PPE is done at during the verification process which is done at year end	No challenges.	No corrective action.	N/A	1	1	1
Financial Viability\ Become Financially Viable\ Asset Management	M-1033	Number of times fixed asset register updated y.t.d	#	MDM-CFO	Count the number of times fixed asset register updated YTD	3	3	3	6	6	3	9	8	The asset acquisition register has been updated.	No challenges.	No corrective action.	2.89	12	4	12

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Financial Viability\ Become Financially Viable\ Asset Management	M 3 2 2	Asset verification conducted ytd	#	MDM - CFO	Count the Number of times physical asset verification Y.T.D	N/A	0	N/A	1	1	3	1	1	The 1st half assets verification has been conducted on all newly acquired movables and immovable assets.	There are no Challenges	There is no corrective action	3	2	1	2
Financial Viability\ Become Financially Viable\ Asset Management	M 8 6 6	Liquidity ratio (R-value Monetary Assets / R-value Current Liabilities)	Ratio	MDM - CFO	Calculate the liquidity ratio (R-value Monetary Assets / R-value Current Liabilities)	N/A	0.79	N/A	0.40	8.41	1.5	0.40	0.44	R-Value Monetary Assets = 259 421 512 R-Value Current Liabilities = 589 160 159.78	Repayment of Long outstanding debt for Ba - Phalaborwa water owed to Lepelle Northern Water.	Continuous discussions with Lepelle Northern Water on plans to reduce the debt.	2.56	0.40	-0.04	4.83
Financial Viability\ Become Financially Viable\ Budget Control and Reporting	M 0 2	Number of budget related policies reviewed and approved by Council y.t.d	#	MDM - CFO	Count the number Budget related policies reviewed and approved by Council ytd	3	3	3	6	6	3	9	9	Eight Budget related policies were reviewed and approved by council	No challenges	No corrective action	3	12	3	12

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Financial Viability\ Become Financially Viable\ Budget Control and Reporting	M-16	Final budget tabled and adopted by Council by 31 May	#	MDM-CFO	Final budget adopted by Council by end of May 2015	N/A	N/A	N/A	N/A	1	N/A	N/A	0	The final budget will be adopted by Council by end of May 2017	No challenges	No corrective action	N/A	1	1	1
Financial Viability\ Become Financially Viable\ Budget Control and Reporting	M-216	Number of Budget Steering Committee meetings held successfully ytd	#	MDM-CFO	Count the Number of Budget Steering Committee meetings held successfully YTD	1	0	1	2	1	1.50	3	1	One budget steering committee meeting was held on the 16th November 2016.	No challenges	No corrective action	1.33	4	3	4
Financial Viability\ Become Financially Viable\ Budget Control and Reporting	M-30	Draft budget tabled to Council by 31 March	#	MDM-CFO	Draft budget tabled to Council by 31 March	N/A	N/A	N/A	N/A	0	N/A	1	1	The draft budget has been tabled to council on the 31st March 2017.	No challenges	No corrective action	3	1	0	1
Financial Viability\ Become Financially Viable\ Budget Control and Reporting	M-338	Annual Financial statements drafted and submitted to AG by end	%	MDM-CFO	Financial statements drafted and submitted to AG by end of August	100	100	3	N/A	100	N/A	N/A	1	AFS for 2016/17 will be drafted and submitted to AG by end of August 2017	No challenges	No corrective action required	N/A	100	99	100

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
		of August																		
Financial Viability\ Become Financially Viable\ Expenditure Management	M1009	Number of budget and financial statement reports S71 submitted to Executive Mayor and Treasuries y.t.d	#	MDM-CFO	Count the Number of budget and financial statement reports S71 submitted to Executive Mayor and Treasuries ytd	3	0	1	6	6	3	9	9	9 out of 9 reports have been submitted to the treasuries timeously.	NO challenges	The march report is ready and will be sent to council during the next sitting	3	12	3	12
Financial Viability\ Become Financially Viable\ Expenditure Management	M25	Percentage of MSIG utilised ytd	%	MDM-CFO	R-value MSIG spent ytd / Total R-value annual budget for MSIG in percentage	N/A	N/A	N/A	N/A	100	N/A	50	0	R0 has ben spent out of total budget of R2 340 000	This is no longer a grant. The projects are now done through CoGHSTA	No corrective action required	N/A	100	100	100

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Financial Viability\ Become Financially Viable\ Expenditure Management	M-359	Percentage of creditors paid within 30 days ytd	%	M D M - CFO	Calculate the percentage of creditors paid within 30 days of receipt of invoices and all necessary supporting documentation y.t.d. .	100	90	2.90	100	95	2.95	100	95	All invoices that were ready have been paid.	Cash Flow problems	Investigate new avenues for revenue generation	2.95	100	5	100
Financial Viability\ Become Financially Viable\ Revenue Management	M-1029	Number of water related transaction reports with supporting documents received and analysed per municipality y.t.d	#	M D M - CFO	Count the Number of water related transaction reports with supporting documents received and analysed for all municipalities ytd	3	3	3	6	6	3	9	9	Monthly reports are submitted without supporting documents by local municipalities and very late, that result in non compliance on reporting to treasury,	The local municipalities do not submit the supporting documents to support the amount submitted as expenses to the function and they always submit the report very late.	Engagements to be done with local municipalities and discuss the matter at the district CFO's forum.	3	12	3	12

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Financial Viability\ Become Financially Viable\ Revenue Management	M-871	Percentage of debt coverage y.t.d.	%	MDM-CFO	Calculate the Total R-value operating revenue received minus R-value Operating grants / by R-value debt service payments (i.e. interest + redemption ) due within financial year in percentage	100	8.33	1.08	3	100	5	100	100	The debt coverage up to January is R585 808 899.00 - R581 522 999.00 divided by R4 285 900.00 = 100&	No challenges.	No action o be taken,	3	100	0	100
Financial Viability\ Become Financially Viable\ Revenue Management	M-872	Percentage of Cost coverage ytd.	%	MDM-CFO	Calculate the R-value all cash at a particular time plus R-value investments / by R-value monthly fixed operating expenditure in percentage	150	96.98	1.65	150	88.41	1.59	150	88.41	The cost coverage for the first half is the cash on hand of plus the investment, R61 000 000 divided by R69 000 000 = 88.41	Cash flow problem due to non-collection of own revenue, the municipality is grant dependent.	To develop revenue enhancement strategy to increase revenue.	1.59	150	61.59	0.58

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Financial Viability\ Become Financially Viable\ Supply chain management	M1042	Percentage of infrastructure tenders placed on Construction Industry Development Board (CIDB) website y.t.d	%	MDM-CFO	Calculate the Percentage infrastructure tenders placed on CIDB website ytd	100	100	3	100	100	3	100	0	There was no infrastructure tender advertised in March 2017	No challenges	No corrective action required	1	100	100	100
Financial Viability\ Become Financially Viable\ Supply chain management	M1043	Percentage of implementation of the consolidated demand management plan submitted to Management y.t.d	%	MDM-CFO	Count the number of items in the consolidated demand management plan implemented/total number of items*100	25	0	1	50	100	5	75	60	The implementation of the demand management plan is at 60%	No challenges	No corrective action required	2.80	100	40	50

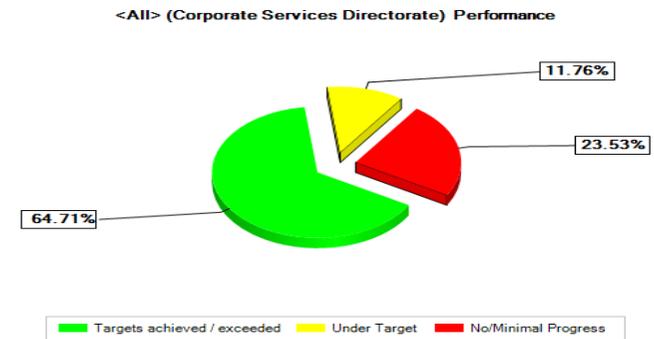
Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Financial Viability\ Become Financially Viable\ Supply chain management	M-3-1	Number of SCM reports submitted to council and treasuries ytd	#	MDM-CFO	Count the number of SCM reports submitted to council and treasuries ytd	1	1	3	2	2	3	3	2	Quarterly Report	No Challenge	Monthly report	1.67	4	2	3
Financial Viability\ Become Financially Viable\ Supply chain management	M-3-3	Percentage of Tenders adjudicated within 60 days of closure of tender ytd	%	MDM-CFO	Calculate the number of Tenders adjudicated within 60 days of closure of tender YTD / Total number of tender YTD in percentage	100	100	3	N/A	100	N/A	100	0	No tenders were adjudicated. The tenders were advertised in February 2017 and they will be adjudicated on time	No challenges	No corrective action required	1	100	100	0
Financial Viability\ Become Financially Viable\ Supply chain management	M-3-3-1	Percentage of total business awarded tenders located in the District area	%	MDM-SCM	Calculate the number of business awarded to local companies y.t.d. \ Number business awarded y.t.d and report in percentage	85	85	3	85		1	85		No performance data captured			1	85	85	85

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Financial Viability\ Become Financially Viable\ Supply chain management	M-729	Number of SCM workshops conducted with internal stakeholders ytd	#	MDM-CFO	Number of SCM workshops conducted with internal stakeholders ytd	N/A	0	N/A	1	1	3	N/A	4	Four trainings were conducted on SCM to date	No challenges	No corrective action	N/A	2	-2	0
Good Governance and Public Participation\ Democratic and accountable organisation\ Risk Management	M-06	Anti-corruption action plans related to the directorate updated and implemented YTD	#	MDM-CFO	Count the number of Anti-corruption action plans related to B&T updated and implemented YTD	N/A	N/A	N/A	1	1	3	1	1	The plans have been developed by the risk management unit	No challenges	No corrective action	3	1	0	0

## 4.4 SDBIP – Corporate Services

The **Corporate Services** Directorate achieved an overall score of **3.10** at the end of the third quarter, reflecting an increase in performance as compared to the second quarter performance of **2.38** and an increase again as compared to the first quarter result of **2.91**. Overall 64.71% (11/20) indicators achieved target, 11.76% (2/20) were under target 23.53% (4/20) had no/minimal progress (1/20) were not due for reporting this quarter. The Corporate Services Directorate had some successes as follows:

- All nine council resolutions were implemented
- 15 IT policies were reviewed exceeding the quarterly target of 9
- 70% of the organogram was reviewed .
- 229 employees were trained in different programmes exceeding the target of 80
- 23 Councillors received training exceeding the target of 20
- 40% women were appointed exceeding the target of 35
- 5 workshops to combat corruption was conducted exceeding the target of 3



Challenges were faced in the spending of the Skills development plan budget only 67% was spent against the target of 75%

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

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17				Annual Target	Variance from Annual Target	Baseline		
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges				Corrective Action	Score
Financial Viability\ Become Financially Viable\ Expenditure Management	M-2193	Percentage of Directorate budget actually spent	%	MDM – Directorate Services	R-value of the Directorate budget spent/Directorate total budget*100 YTD	25	36	4.44	50	71	2.95	75	71	Over 71 % of the Directorate budget has been spent in the period under review.	Slow supply chain processes. No March Report was available at the time of reporting.	Appointment of staff	2.95	100	29	100

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Financial Viability\ Become Financially Viable\ Revenue Management	M-501	Percentage of letters of demand issued to debtors outstanding longer than 90 days	%	MDM - DCORPSERV	Count the number of letters of demand issued for debtors outstanding longer than 90 days YTD/Number of notifications received from Budget and Treasury YTD calculate the percentage (no of letters issued, the total number 100)	100	N/A	0w	100	N/A	1	100	N/A	None	No submission has been made from revenue yet on debtors owing for over 90 days for collection by the Legal Services Unit	A request has been submitted to BTO for submission when these become available.	N/A	100	100	0
Financial Viability\ Become Financially Viable\ Supply chain management	M-1046	Demand management plans related to developed and submitted to Budget and Treasury ytd	#	MDM - DCORPSERV	Count the number of Demand management plans related to Corporate Services developed and submitted to B&T YTD	1	1	3	N/A	1	N/A	N/A	1	The demand Management plan was submitted in September	None	No corrective action required	N/A	1	0	1

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Good Governance and Public Participation \ Democratic and accountable organisation \ Administration	M-2169	Percentage of Council resolutions implementable at the end of every quarter	%	MDM-DCORPServ	Count the number of council resolutions implemented/ Total number of resolutions*100	100	80	2.80	100	100	3	100	100	Nine resolutions implementable in the quarter have been implemented.	Some resolutions take longer due by their very nature and some due to external factors.	No corrective action necessary.	3	100	0	100
Good Governance and Public Participation \ Democratic and accountable organisation \ Legal Services	M-1101	Number of developed and reviewed policies adopted by Council YTD	#	MDM-DCORPServ	Count the number of existing policies reviewed and adopted by Council YTD	3	3	3	6	3	1.50	9	13	13 policies were reviewed and have been presented to the Mayoral Committee for approval	Mayoral Committee and chairpersons need more time to be taken through the policies.	A workshop of the Mayoral Committee has been scheduled	4.44	12	-1	3

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17				Annual Target	Variance from Annual Target	Baseline		
						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-799	Initiatives taken to reduce corruption cases in the municipality ytd	#	MDM - Disciplinary	Count the number cases/ Number of initiatives in mitigating corruption cases*100	1	0	N/A	2	0	1	3	5	5 workshops were conducted to date Two workshops were arranged for employees on corruption (NACH), code of conduct, financial disclosures. Adding to the 3 The code of conduct has been circulated and a water ethics article was shared with staff.	None	No corrective action required	4.67	4	-1	0
Good Governance and Public Participation \n Management Information	M-1309	Number of IT user management report submitted to Management ytd	#	MDM - Disciplinary	Number of IT user management report submitted to Management YTD	3	2	1.67	6	6	3	9	9	During the period under review, four new employees joined the municipality, one employee was appointed in another higher position, and two financial management interns were permanently appointed.	None.	None required.	3	12	3	12

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17				Annual Target	Variance from Annual Target	Baseline		
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges				Corrective Action	Score
Good Governance and Public Participation \ Management Information	M-1310	Number of IT security management reports submitted to management ytd	#	MDM - DCORPSERV	Number of IT security management reports submitted to management YTD	3	2	N/A	6	6	3	9	9	9 reports were submitted to Management. During the period under review, no acts of breach of security of information systems were identified. Security logs on all systems were reviewed in order to identify and correct any lapses or vulnerabilities of systems.	None.	None required.	3	12	3	12
Good Governance and Public Participation \ Management Information	M-1311	Number of data backup reports submitted to management ytd	#	MDM - DCORPSERV	Count the number of data backup reports submitted to management YTD	3	3	3	6	6	3	9	9	9 reports were submitted to management During the period under review, a process of reviewing backup policy and backup routines was under review for consideration of the new financial management systems,	None.	None required.	3	12	3	12

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Good Governance and Public Participation\ Manage through information\ Management Information	M-2190	Number of IT Policies reviewed and adopted by Council	#	MDM - Director	Count the number of IT Policies reviewed and adopted by Council by start of next financial year.	3	5	4.67	6	5	2.83	9	16	16 IT policies were reviewed, and 1 new policy was discussed and approved by IT Steering committee for further processing and adoption by Council.	Mayoral Committee needs more time to be taken through the policies	Mayoral Committee meetings and Council have been scheduled for this purpose.	5	11	-5	11
Transformation and Organisational Development\ Develop entrepreneurial and intellectual capability\ Employee Performance Management	M-148	Number of employee performance reviews for section 54 and 56 managers conducted ytd.	#	MDM - Director	Number of employee performance reviews conducted YTD	7	0	1	7	0	1	7	0	No reviews have taken place. The reviews should be done by the Municipal Manager.	The short period spent in Municipal Manager Acting position	To be conducted by the Municipal Manager since we have a permanent appointment	1	7	7	7

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
nt																				
Transformation and Organisational Development\ Develop entrepreneurial and intellectual capability\ Human Resources	M-1244	Number of budgeted vacant positions filled ytd	#	MDM - HR	Count the number of budgeted vacant positions filled YTD	80	46	1.58	120	46	1.38	160	24	24 out of 160 positions were filled	Delays in interviews	Speed up the recruitment process in line with the plan to fill vacant positions	1.15	200	176	10
Transformation and Organisational Development\ Develop entrepreneurial and intellectual capability\ Human Resources	M-1246	Number of meetings held successfully with organised Labour ytd	#	MDM - Corporser	Count the number meetings with organised Labour YTD	1	0	1	2	4	5	3	8	8 meetings were held organised labour including LLF, meetings of individual unions with the Director to clarify issues as well as the policy review session.	Some Sub-Committees are not being convened as they should.	Reminders have been sent to conveners.	5	4	-4	4

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
				v																
Transformation and Organisational Development\ Develop entrepreneurial and intellectual capability\ Human Resources	M-2128	Number of councillors trained YTD	#	MDM-DCORPServ	Count the number of councillors trained according to the Workplace Skills Plan (WSP) YTD	20	26	3.30	20	75	5	20	23	Twenty-three Councillors were trained year to date (YTD), taking the number of trained Councillors to 23	None	No corrective action required	3.15	20	-3	6
Transformation and Organisational Development\ Develop entrepreneurial and intellectual capability\ Human Resources	M-2178	Percentage of implemented resolution taken from the Local Labour Forum	%	MDM-MM	Total number of implemented resolutions/ Total number of resolutions*100 YTD	100	0	1	100	62	1.62	100	0	No performance data was captured			1	100	100	100

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Transformation and Organisational Development\ Developmental and intellectual capability\ Human Resources	M-2180	Percentage of disabled people employed by the municipality ytd	%	MDM - DCORPSERV	Total number of disabled employed/Total number of positions in the organogram* 100 YTD	N/A	1.60	N/A	4	1.60	1.40	6	1.60	There was 1.7 % of employees with disabilities against the national target of 2%.e.i.there 11 people with disability out of 651 employees. NB, The 6 target mentioned was an error and should be corrected to 2%.	More focus will be exerted with the assistance of the Disability Desk on the appointment of disabled people.	Aggressive targeting of people with disability with assistance sought from the Disability Desk.	1.27	7	5.40	3
Transformation and Organisational Development\ Developmental and intellectual capability\ Human Resources	M-807	Percentage progress with the review and approval of the Organogram by Council for the next financial year	%	MDM - DCORPSERV	Total departments reviewed / Total departments* 100	N/A	10	N/A	N/A	20	N/A	30	70	The review of the structure is at 70%. It has been presented to the various Directorates, Portfolio Committee, the Local Labour Forum.	Lack of the Organogram system, process are under way to purchase it so that review process are accelerated	Accelerate the purchasing of the System as well as the costing exercise	5	100	30	100

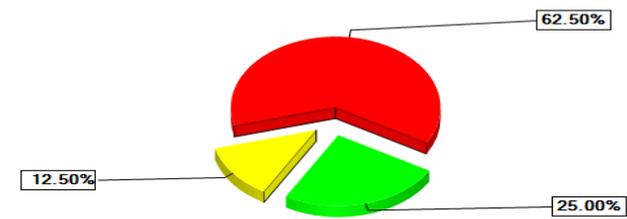
Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Transformation and Organisational Development\ Developmental and intellectual capability\ Human Resources	M-84	Percentage of women employed by the municipality ytd	%	MDM - DCORPSERV	Count the total number of women employed/Total number of employees*100 YTD	35	32.50	2.93	35	31	2.89	35	40	The number of women increased from 32% to 40 % with the latest intake of Fire Fighters and Junior Fire Fighters in other parts of the organisation.	Lack of qualified women from the recruitment area.	The structure review process is to be completed in April 2017.	N/A	35	-5	34
Transformation and Organisational Development\ Developmental and intellectual capability\ Skills Development	M-86	Number of targeted staff trained in various fields as per the WSP ytd	#	MDM - DCORPSERV	Count the Number of targeted staff trained in various fields as per the WSP YTD	30	29	1.29	50	152	4.50	80	229	229 Employees were trained as follows since July: 56 employees were trained in the use of the National Anti-Corruption Hotline and financial disclosures. 3 Training Committee members and 18 employees were trained in Records Management in addition to the 152 in the previous period.	Slow procurement processes of other training programmes	Use of alternative training approaches to augment procured initiatives.	5	50	-179	0

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						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	Percentage actual spent on implementing the workplace skills plan ytd	%	MDMDCORPSERV	R-value of a budget (salaries budget) actually spent on implementing its workplace skills plan y.t.d. / R-value annual salary budget YTD	25	20.41	2.82	50	67	4.34	75	67	More than sixty seven percent of the training budget has been spent as at the end of January	Slow procurement process and a delayed March expenditure report.	Positions in SCM have been filled and procurement is now back on track.	2.89	100	33	0

## 4.5 SDBIP – Planning and Development

The **Planning and Development** directorate achieved an overall score of **1.52** at the end of the third quarter, this was a decrease in performance as compared to the second quarter result of **2.85**, reflecting again a decrease in performance from the first quarter result of **2.00**. Overall, 25

<All> (Planning & Development Directorate) Performance



%( 2/9) indicators achieved target 12.50% (1/9) was under target 50% (5/9) had no minimal progress and (1/9) was not applicable.

Some of the successes were as follows:

- 9 SSME's supported
- The Geographic information system (GIS) framework has been reviewed.

Challenges were faced in the creation of EPWP jobs, only 55 were created out of the target of 200. Only 5% of GIS web has been developed out of the target 75%. A total of 50 jobs were created through the SMME'S out of the target of 60

The detail is as per below:

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

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17				Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges			

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17				Annual Target	Variance from Annual Target	Baseline		
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges				Corrective Action	Score
Financial Viability\ Become Financially Viable\ Expenditure Management	M 8 0 8	Percentage of actual budget spent ytd	%	M D M - D P D	R-value total budget spent identified for financial year / R-value annual budget*100 YTD	25	0	1	50	354.93	5	75	0	No performance data captured			1	100	100	0
Financial Viability\ Become Financially Viable\ Supply chain management	M - 1 0 4 7	Demand management plan developed and submitted to Budget and Treasury YTD	#	M D M - D P D	Count the Number of demand management plans related to Planning and Development developed and submitted to B&T YTD/ Number planned YTD	N/A	0	N/A	N/A	1	N/A	N/A	N/A	The Demand management plan was submitted in September	None	No corrective action required	N/A	1	1	1
Local Economic Development\ Grow the economy\ Local Economic Development	M - 1 1 8 0	Number of SSME's supported ytd	#	M D M - D P D	Count the Number on LED reports submitted to management YTD	3	3	5	6	6	5	9	9	9 SSME's supported under the period review	None	No corrective action required	3	4	-5	15

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17				Annual Target	Variance from Annual Target	Baseline		
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges				Corrective Action	Score
Local Economic Development\ Grow the economy\ Local Economic Development	M 1 1 8 1	Number of jobs created through SMME support initiatives ytd	#	M D M D P D	Count the Number of reports on job creation initiatives submitted to management YTD	20	0	1	40	6	1.15	60	50	A total of 50 temporary jobs were created through SMME support initiative at Marula festival	None	None	2.83	80	30	0
Local Economic Development\ Grow the economy\ Local Economic Development	M 6 6 7	Number of long term jobs created through municipal initiatives YTD	#	M D M D P D	Count the Number of long term jobs created through municipal initiatives per municipality YTD	34	0	1	34	0	1	34	0	None	The municipality has not created any long term jobs in the reporting period, this is due to that the respective directorate relevant for this function has not informed the unit of any long term jobs created during this period	Municipality to support initiatives aimed at creating long term jobs	1	34	34	522

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17				Annual Target	Variance from Annual Target	Baseline		
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges				Corrective Action	Score
Local Economic Development\ Grow the economy\ Local Economic Development	M-668	Number of jobs created through EPWP initiatives ytd	#	MDMPD	Count the Number of temporary jobs created through LED initiatives per municipality ytd	26	0	1	26		1	200	55	The Municipality has created a total of 55 EPWP jobs	EPWP projects are functions of other relevant directorates therefore it becomes a challenge to meet the reporting target	EPWP projects in terms of jobs creation should be reported by a relevant directorate	1.28	300	245	0
Spatial Rationale\ Plan for the future\ GIS	M-2058	Percentage of progress with the development of Web GIS ytd	%	MDMPD	Total number of municipalities included YTD/Total number of municipalities*100	N/A	5	N/A	50		1	70	5	GIS practitioners developed terms of reference (TOR) for Web GIS application	Available fund not accessible	Avail fund in the next financial year	1.07	100	95	0
Spatial Rationale\ Plan for the future\ GIS	M-2067	GIS framework reviewed and approved by council ytd	#	MDMPD	Number of times GIS framework reviewed and approved by council ytd	1	1	3	1	1	3	1	1	Framework done pending approval by council	None	None	3	1	0	0
Spatial Rationale\ Plan for the future\ Spatial Planning	M-2194	SDF & land use management system developed & approved in line with the SPLUMA	%	MDMPD	Total number of reviewed local municipal SDF and land use management/ Total	N/A	5	N/A	1	0	1	1	0	No performance data has been captured			1	1	1	1

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17				Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges			
		ytd			number of local municipal SDF and Land use Management*100 YTD													

#### 4.6 SDBIP – Engineering Services

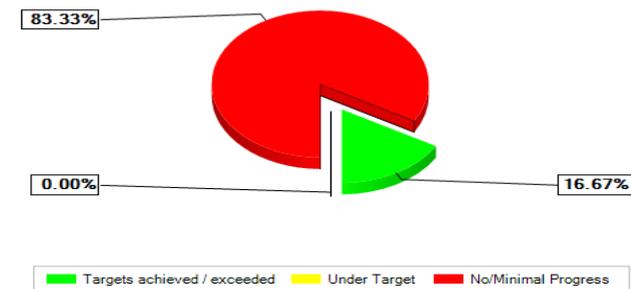
The **Engineering Services** Directorate achieved an overall score of **1.18** at the end of the third quarter, reflecting a decrease in performance as compared to the second quarter performance of **2.80**, and again a decline as compared to the first quarter result of **1.69**. Overall, 16.67% (1/9) indicators achieved target 83.33% (5/9) had no minimal progress, (2/9) were not applicable for reporting.

Some of the successes were as follows:

- All nine MIG reports were submitted according to target.

Challenges were faced in the spending of the MIG. Only 9.8% of the MIG has been spent. The detail is below:

<All> (Engineering Services Directorate) Performance



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

Hierarchy	ID	KPI	Owner	Instruction	Sep 16			Dec 16			Mar 17						Annual Target	Variance from Annual Target	Baseline	
					Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action	Score				
Financial Viability\ Become Financially Viable\ Expenditure Management	M-1002	Percentage of Regional Infrastructure Grant spent y.t.d	#	MDM-Engineering	Total R-value spent of RBIG YTD / Total R-value of the RBIG*100	N/A	N/A	N/A	N/A	N/A	N/A	50	0	Percentage spent to date of RBIG out of 35 000 000 is 82.8% which totals to 29 000 000	poor planing by the engineer resorting to delays in project phase completion and payment model	payment model need to be changed	1	100	100	0
Financial Viability\ Become Financially Viable\ Expenditure Management	M-2256	Percentage of the budget actual spent related to the Directorate	%	MDM-Engineering	Calculate the R-value total budget spent identified for financial year YTD / R-value annual budget*100	25	3.70	1.07	50	20.30	1.27	75	0	No performance data captured			1	100	100	100

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Financial Viability\ Become Financially Viable\ Expenditure Management	M-275	Number of MIG reports submitted to COGHSTAYtd	#	MDM-DEng	Number of MIG reports submitted to COGHSTAYTD	3	3	3	6	6	3	9	9	9 reports were submitted to YTD	None	No corrective action required	3	12	3	11
Financial Viability\ Become Financially Viable\ Expenditure Management	M-791	Percentage spent on MIG allocation ytd	%	MDM-DEng	Total municipal infrastructure investment plan processes completed/ Total infrastructure investment plan processes to be completed* 100 YTD	25	5.31	1.21	50	9.80	1.20	75	9.80	A total amount of R79,396,137.38 was spent from R288 907 000.67 in February 2017 and claims to be paid totalling to 49 273 521.35 still pending	late appointment of contractors and delay in transfer of MIG funds	MDM intervene in the occurrence and requested enough monies to be transferred	1.13	100	90.20	32.12
Financial Viability\ Become Financially Viable\ Supply chain management	M-1048	Demand management plan developed and submitted to Budget and Treasury ytd	#	MDM-DEng	Number of demand management plan related to Engineering Services developed and submitted to B&T	1	1	3	1	1	3	N/A	N/A	The demand management plan was submitted in September	None	No corrective action required	N/A	1	1	1

Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
					YTD / Number planned															
Local Economic Development\ Grow the economy\ Local Economic Development	M-168	Number of jobs created through implementation of municipal IDP and budget ytd	#	MDM-DEng	Count the number jobs created through implementation of municipal IDP and budget YTD	N/A	333	N/A	150	333	5	250	0	No performance data captured			1	350	350	0
Service Delivery\ Develop and maintain infrastructure\ Infrastructure Development	M-2196	Development of the municipal infrastructure investment plan ytd	%	MDM-DEng	Total municipal infrastructure investment plan processes completed YTD/ Total infrastructure investment plan processes to be completed* 100	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Not due for reporting	None	No corrective action required	N/A	1	1	0

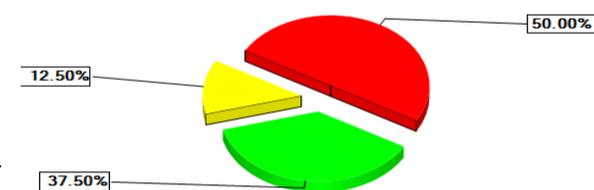
Hierarchy	ID	KPI	UOM	Owner	Instruction	Sep 16			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline		
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score	
Service Delivery\ Develop and maintain infrastructure\ Sanitation Infrastructure	M-2197	Number of VIP ablution facilities for the provision of sanitation developed ytd	#	MDM-DENG	Count the number of ablution facilities completed YTD	250	0	1	500	0	1	750	0	No performance data captured				1	1000	1000	0
Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	M-2198	Number of water projects completed towards the provision of water ytd	#	MDM-DENG	Count the number of water projects towards the provision of water to the District YTD	N/A	19	N/A	10	19	N/A	20	0	Not applicable for reporting this quarter	None	No corrective action required	N/A	26	26	0	

## 4.7 SDBIP – Water and Sanitation Services

The **Water and Sanitation Services** directorate achieved an overall score of **2.26** at the end of the third quarter reflecting a decline in performance from the second quarter performance of **3.07** as well as reflecting an increase from the first quarter result of **2.12**. Overall 37.50 % ( 3/10) targets were achieved, 12.50% (1/10) was under target and 50% (4/10) had no/minimal progress .Some of the successes were as follows:

- 90 Reservoirs were metered exceeding the target of 60.
- 56 projects are being implemented to combat water losses.

<All> (Water Services Directorate) Performance



Legend: ■ Targets achieved / exceeded ■ Under Target ■ No/Minimal Progress

- 206 villages have been receiving water as per target.

Challenges were faced, only 58.94% of the operation and maintenance budget was spent. 53.69% of the directorate budget was spent out of the target of 75%. Only 3 out of 9 reports were submitted in relation to the WSDP. Only 23916.54 mega liters of water has been produced out of the target of 37812 mega liters. Only 1190.16 mega liters of water have been treated out of the target of 9124.20 mega liters. .

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

Hierarchy	ID	KPI	UOM	Owner	Instruction	16-Sep			Dec 16			Mar 17				Annual Target	Variance from Annual Target	Baseline
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges			

Hierarchy	ID	KPI	UOM	Owner	Instruction	16-Sep			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						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_DW S	R-value operation and maintenance allocation for water services spent / R-value budget	N/A	32.40	N/A	50	169.43	5	75	58.94	An amount of R29,471'051 out of operation and maintenance budget R50,000,000 has been spent up to the end of September.	Poor conditions of the water services infrastructure	Finalization of the Master Plan	2.79	100	41.06	100
Financial Viability\ Become Financially Viable\ Expenditure Management	M_2199	Percentage of the actual budget related to the Directorate	%	MDM_DW S	Calculate the R-value total budget spent identified for financial year / R-value annual budget*100	50	15	1.30	75	49.13	1.66	75	53.69	An amount of R332,571,072 out of R631,191,908 has been spent to the end of February 2017.	None	None	1.54	100	46.31	12
Financial Viability\ Become Financially Viable\ Supply chain management	M_1049	Number of demand management plans related to Water Services developed and	#	MDM_DW S	Number of demand management plans related to Water Services developed and	N/A	1	N/A	N/A	1	N/A	N/A	1	Demand management plan developed	Compliance to the plan	Recruitment plan has been developed	N/A	1	0	1

Hierarchy	ID	KPI	UOM	Owner	Instruction	16-Sep			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
		submitted to B&T			submitted to B&T / Number planed															
Service Delivery\ Develop and maintain infrastructure\ Operations	M_1218	Number of functional water flow meters at reservoirs ytd	#	MDM_DW S	Number water reservoirs metered	N/A	68	N/A	40	68	5	60	90	90 water reservoirs metered	Unaccounted water usage from the reservoirs that are not metered.	Requisitions to be generated for the installation of the remaining reservoirs	4.50	84	-6	24
Service Delivery\ Develop and maintain infrastructure\ Operations	M_852	Customer Services Charter for water reviewed and approved by management ytd	#	MDM_WS OP	Number of times the Customer Services Charter for water reviewed and approved by management ytd	N/A	1	N/A	N/A	1	N/A	N/A	1	Customer Service Charter for Water Services has been approved by Council as per Council Resolution No 47/2016 On the 29 July	None	None	N/A	1	0	1
Service Delivery\ Develop and maintain infrastructure\ Water Quality	M_1232	Number of quarterly reports on the development of the WSDP	#	MDM_DW S	Number of reports on the development of the WSDP submitted to	3	1	1.33	6	1	1.17	9	3	3 report on the development of the WSDP has been submitted to	None	None	1.33	12	9	12

Hierarchy	ID	KPI	UOM	Owner	Instruction	16-Sep			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
		submitted to Management ytd			management / Number reports planned									Management						
Service Delivery\ Develop and maintain infrastructure\ Water Quality	M_2200	Percentage of initiatives taken to reduce water loss ytd	%	MDM_DW S	Calculate the number of initiatives taken to reduce water loss/Total number of initiatives *100	25	50	5	50	100	5	75	100	56 out of 56 projects are being implemented for reduction of water losses and improvement of supply.	None	None	4.33	100	0	36.53
Service Delivery\ Provide Clean and safe water\ Water Quality	M_1118	Number of villages provided with water ytd	#	MDM_DW S	Number of villages that could be provided with current bulk water supply / Total number of villages	186	266	4.43	186	192	3.03	206	206	90 communities get water for 6 to 7 days a week, whereas 112 get water 3 to 5 days a week, and 116 get water for 2 days a week or less.	Inadequate of water resources due to population growth and vandalism of the water supply infrastructure	Development of ground water in order to meet the demand	3	234	28	0
Service Delivery\ Provide Clean and safe	M_1223	Mega litres water of produced ytd	#	MDM_DW S	Mega litres water produced	12696	9828.07	2.77	25392	14201.21	1.56	37812	23916.54	23916.54 ML of water has been produced	None	None	1.63	50370	26453.46	22843.23

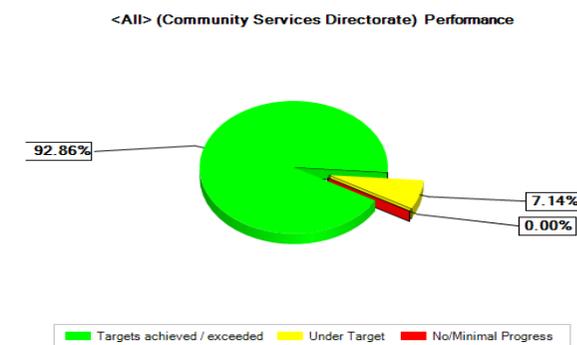
Hierarchy	ID	KPI	UOM	Owner	Instruction	16-Sep			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
water\ Water Quality														year to date						
Service Delivery\ Provide Clean and safe water\ Water Quality	M_1224	Mega Litres of waste water treated ytd	#	MDM_DWS	Mega litres waste water treated	3063.60	406.97	1.13	6127.20	649.61	1.11	9124.20	1190.61	1190.53 Mega litres of wastewater treated to date.	Poor condition of the wastewater plant.	Refurbishment of wastewater plant	1.13	12192	11001.39	10855.96

## 4.8 SDBIP – Community Services

The **Community Services** Directorate achieved an overall score of **4.11** achieving target at the end of the third quarter, it's an increase in performance as compared to the second quarter performance of **4.10**, again reflecting an increase from first quarter result of **3.39**. The directorate has achieved target in all three quarters. Overall, 92.86 % ( 13/15) indicators achieved target, 7.14% (1/15) was under target, (1/15) was not applicable for reporting.

Some of the successes were as follows:

- All resolutions taken in the food safety meetings were taken.
- 9 air quality management projects were implemented
- 7 community forums were coordinated exceeding the target of 3
- 1 Environmental Impact assessment was conducted in Phalaborwa Copper Limited
- 196 water samples were taken for laboratory analysis exceeding the target of 15
- 42 food samples were taken exceeding the target of 3.
- 36 water purification plants were inspected exceeding the target of 15.
- 54 sewage treatment plants were inspected exceeding the target of 15.



- 38 Health education sessions were conducted exceeding the target of 3.
- 46 sporting activities were supported exceeding the target of 9.
- 20 Arts and culture activities were supported exceeding the target of 3.

Challenges were faced in the directorate, Only 13 School awareness sessions were conducted out of the target of 15 and this was because of cost containment.

The detail is below:

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

Hierarchy	ID	KPI	UOM	Owner	Instruction	16-Sep			Dec 16			Mar 17				Annual Target	Variance from Annual Target	Baseline		
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges				Corrective Action	Score
Financial Viability\ Become Financially Viable\ Expenditure Management	M-2255	Percentage of actual budget spent ytd	%	MDM-DCOMSERV	R-value total budget spent / R-value annual budget*100	25	342	5	50	524.88	5	75	524.88	February expenditure was 52 %	Cash flow	Allocated funds should be available.	5	100	-424.88	100
Financial Viability\ Become Financially Viable\ Supply chain management	M-1050	Demand management plan developed and submitted to Budget and Treasury ytd	#	MDM-DCOM	Number of demand management plans related to Community Services developed	1	1	3	N/A	1	N/A	N/A	1	Demand management plan was submitted in September 2016	None	No corrective action required	N/A	1	0	1

Hierarchy	ID	KPI	UOM	Owner	Instruction	16-Sep			Dec 16			Mar 17				Annual Target	Variance from Annual Target	Baseline		
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges				Corrective Action	Score
ent				Serv	and submitted to B&T ytd															
Good Governance and Public Participation\ Democratic and accountable organisation\ Administration	M-2022	Percentage of food safety meeting Resolutions implemented ytd	%	MDM-DCOMServ	Count number of resolutions implemented against number of resolutions taken ytd	100		1	100	100	3	100	100	1 food control and safety was held and 3 resolutions were taken and implemented.	None.	No corrective action required	3	100	0	100

Hierarchy	ID	KPI	UOM	Owner	Instruction	16-Sep			Dec 16			Mar 17				Annual Target	Variance from Annual Target	Baseline		
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges				Corrective Action	Score
Service Delivery\ Develop and maintain infrastructure\ Environment and Waste management	M-2210	Number of Air quality management projects implemented ytd	#	MDM - DCOMSERV	Count number of projects implemented against number identified in the Air Quality Management Plan ytd.	3	100	5	6	100	5	9	100	Communities were encouraged to plant more of green trees as a way of cleaning the air from carbons. Two campaigns were held, abor week celebration and distribution of indegeneous trees to 21 schools all around the district, and also District biosphere open day and tree planting at Maruleng were supported.	None	No corrective action required	5	12	-88	1
Service Delivery\ Effective coordination of public transport systems\ Public Transportation	M-1331	Number of Community Safety Forums (CSFs) coordinated	#	MDM - DCOMSERV	Count number of CSFs coordinated and supported ytd	1	2	5	2	4	5	3	7	1. On the 08/03/2017 CSF - Prov joint meeting was held at Country Lodge GTM 2. On the 29/03/2017 CSF on Justice equality, Exinophabian attack meeting held country	1. No challenges, the session proceeded without any disturbance	No corrective action required	5	4	-3	4

Hierarchy	ID	KPI	UOM	Owner	Instruction	16-Sep			Dec 16			Mar 17				Annual Target	Variance from Annual Target	Baseline		
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges				Corrective Action	Score
Service Delivery\ Effective coordination of public transport systems\ Public Transportation	M-2201	Percentage of Community Safety Forum (CSF) resolutions implemented ytd	%	MDM - DCS Services	Count number of resolutions implemented against number of resolutions taken ytd	100	100	3	100	100	3	100	100	1, CSF - Provincial meeting was held on the 08/03/2017 at country lodge	None	No corrective action required	3	100	0	1
Service Delivery\ Improve Community well-being\ Environmental and Waste Management	M-2204	Percentage of Environmental Impact Assessment on new developments (EIA) conducted	%	MDM - DCS Services	Count number of EIA conducted against number requested ytd	100	0	1	100	100	3	100	100	One EIA was done on Palabora Copper (Pty) Limited proposes to implement the Smelter Retrofit Project at its existing mine, smelter and refinery	None	No corrective action required	3	100	0	100

Hierarchy	ID	KPI	UOM	Owner	Instruction	16-Sep			Dec 16			Mar 17				Annual Target	Variance from Annual Target	Baseline		
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges				Corrective Action	Score
Service Delivery\ Improve Community well-being\ Fire Services	M-2211	Number of fire awareness sessions conducted in schools ytd	#	MDM - DCOSServ	Number of fire awareness sessions conducted for schools / Number of awareness sessions planned	5	8	4.60	10	11	3.10	15	13	13 School Awareness sessions were conducted from July 2016 to March 2017	Cost containment.	Funds should be available.	2.87	20	7	26
Service Delivery\ Improve Community well-being\ Municipal Health	M-2205	Number of water samples taken for laboratory analysis.	#	MDM - DCOSServ	Count number of water samples taken and sent to lab for bacteriological/chemical analysis ytd.	5	14	5	10	38	5	15	196	- A total number of 196 water samples were taken.	- Late processing of samples results by NHLS.	- MDM has applied for Credit Agreement with NHLS which if approved, samples would be taken directly to the laboratory so as to	5	20	-176	38

Hierarchy	ID	KPI	UOM	Owner	Instruction	16-Sep			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
															address this challenge.					
Service Delivery\ Improve Community well-being\ Municipal Health	M-2206	Number of food samples taken for laboratory analysis.	#	MDM - DCOMSERV	Count number of food samples taken and sent to lab for bacteriological/chemical analysis ytd	1		1	2	11	5	3	42	A total number of 42 food samples were taken since July 2016 to date.	- Lack of sampling apparatus and equipment.	Submission has been made to Budget and Treasury for the purchase of sampling apparatus/equipment	5	4	-38	7
Service Delivery\ Improve Community well-being\ Municipal Health	M-2207	Number of inspections conducted in water purification plants	#	MDM - DCOMSERV	Count the number of inspections conducted on water plants ytd	5	5	3	10	21	5	15	36	A total of 36 inspections were conducted at water purification plants since July 2016 to date.	None.	None.	5	20	-16	19

Hierarchy	ID	KPI	UOM	Owner	Instruction	16-Sep			Dec 16			Mar 17					Annual Target	Variance from Annual Target	Baseline	
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges	Corrective Action				Score
Service Delivery\ Improve Community well-being\ Municipal Health	M2208	Number of inspections conducted in sewage treatment plants.	#	MDM - DCOMSERV	Count the number of inspections conducted on sewer plants ytd	5	5	3	10	10	3	15	54	54 sewage treatment plants were inspected to date.	None.	- Compliance report were written and given to the facility managers.	5	20	-34	16
Service Delivery\ Improve Community well-being\ Municipal Health	M2209	Number of health and hygiene workshops conducted ytd	#	MDM - DCOMSERV	Count the number of community education/ workshops conducted ytd	1	3	5	2	16	5	3	38	38 health education sessions were conducted to date.	- Limited budget	- Request has been made for budget adjustment	5	4	-34	3
Service Delivery\ Improve Community well-being\ Sport, Arts and Culture	M1270	Number of sport activities coordinated ytd	#	MDM - DCOMSERV	Count number of sport activities coordinated and supported YTD	3	21	5	6	35	5	9	46	11 activities supported from January - March 2017.46 supported from July 2016 - March 2017	None	No corrective action required	5	12	-34	14

Hierarchy	ID	KPI	UOM	Owner	Instruction	16-Sep			Dec 16			Mar 17				Annual Target	Variance from Annual Target	Baseline		
						Target	Actual	Score	Target	Actual	Score	Target	Actual	Achievements	Challenges				Corrective Action	Score
Service Delivery\ Improve Community well-being\ Sport, Arts and Culture	M-351	Number of Arts and Culture, MRM, Heritage and Library activities supported ytd	#	MDM – DCOMSERV	Count the number of Arts and Culture, Heritage and Library activities supported YTD	1	10	5	2	16	5	3	20	5 activities supported from January- March 2017.15 activities supported from July 2016 to March 2017	None	No corrective action required	5	4	-16	4

## 5. SDBIP Project Implementation

Project implementation is classified as, Capital projects and Infrastructure projects measured in processes. At the end of the third quarter, project implementation was overall under target at **1.80** , a decline in performance as compared to the second quarter performance of **2.25**, again a decline in performance as compared to the first quarter at a score of **2.50**

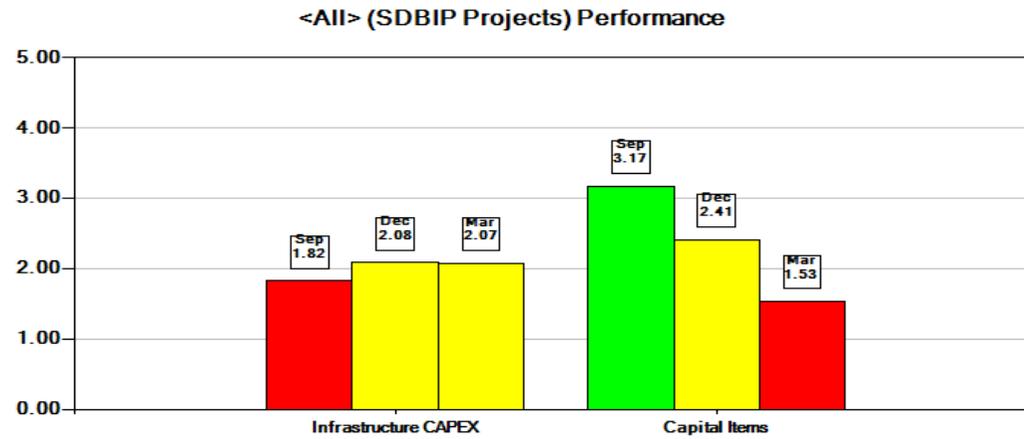
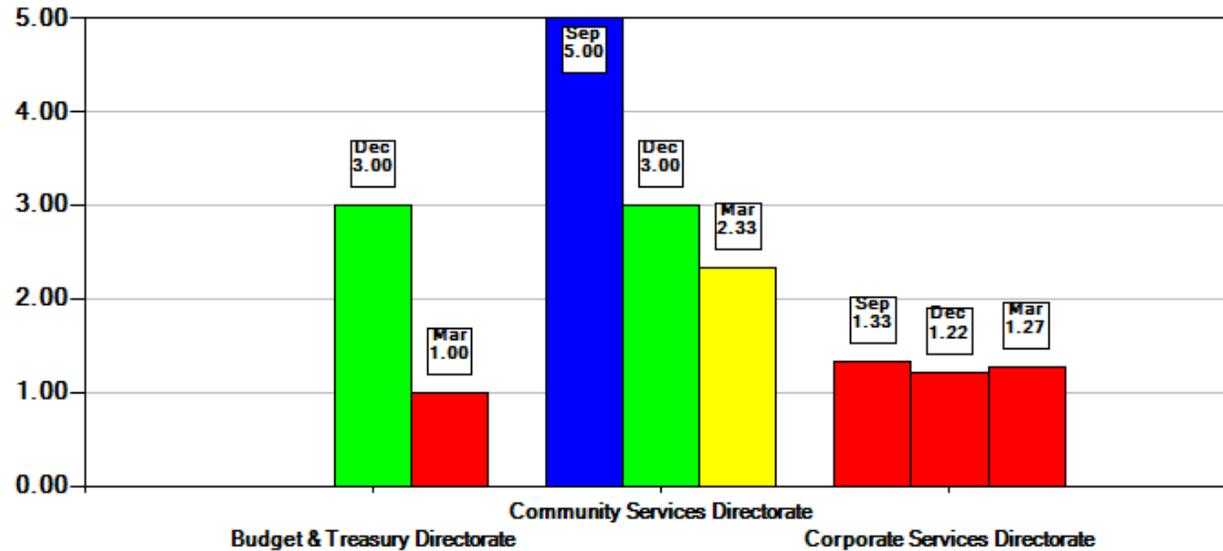


Figure 4: Project Implementation

## 5.1 Capital Projects

### <All> (Capital Items) Performance

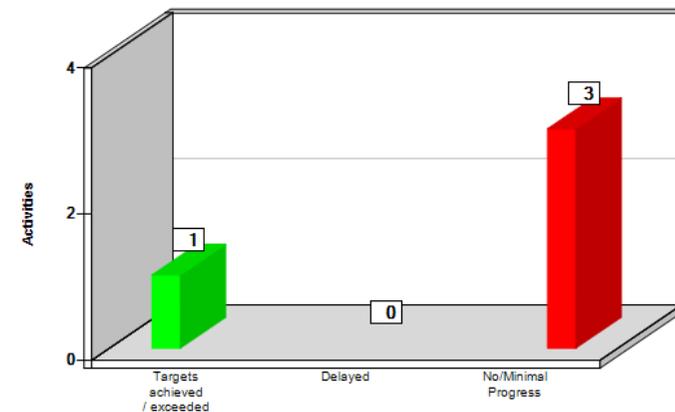


At the end of the third quarter, capital items implementation was overall below target at **1.63** a decline in performance as compared to the second quarter performance of **2.48**, again a decline in performance as compared to the first quarter result of **3.17**. At the end of the third quarter, 25% (1/4) capital items achieved target 75% (3/4) had no minimal progress.

Challenges were faced in capital items implementation all projects are still in the early stages of submission of requisitions to Budget and Treasury since September or in the procurement plan.

### Capital Project Implementation Scorecard

### <All> (Capital Items) Performance



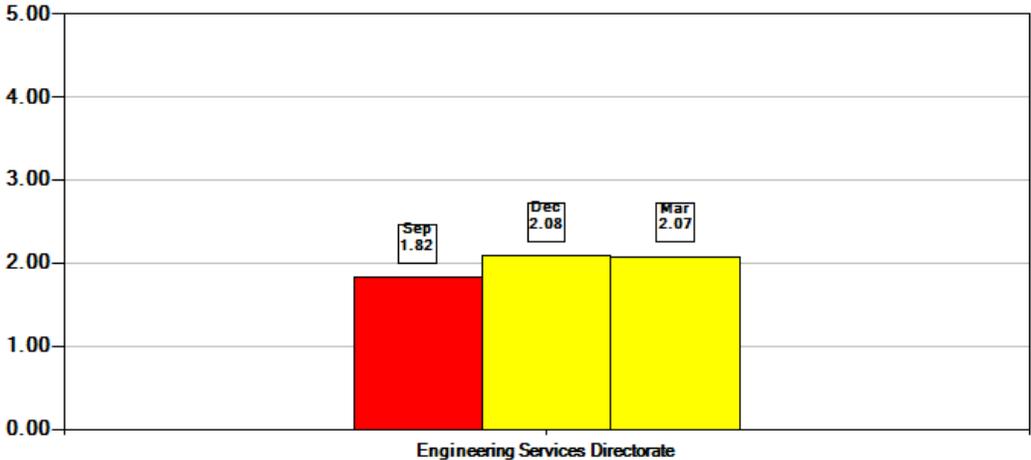
Hierarchy	ID	Projects	Owner	Annual Target	Instruction	Sep 16			Dec 16			Mar 17							
						% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Community Services Directorate\ Service Delivery\ Improve Community well-being\ Fire Services	Clttem-04	Provision of Containerised sleeping facilities	MDM-DCOMSERV	100	Provision of Fire and rescue equipment	5	25	5	10	25	5	Procurement of the containerised sleeping facilities	15	25	It is an item in the procurement plan.	None	No corrective action	4.67	650000
Community Services Directorate\ Service Delivery\ Improve Community well-being\ Fire Services	Clttem-05	Upgrading of the fire station	MDM-DCOMSERV	100	Purchasing of Furniture and fittings	0	N/A	N/A	25	N/A	1	Procure	75	0	It is in the procurement plan .	None	No corrective action	1	250000
Community Services Directorate\ Service Delivery\ Improve Community well-being\ Fire Services	Clttem-06	Purchasing of water Sampling equipment	MDM-DCOMSERV	100	Purchasing of Furniture and fittings	0	25	N/A	25	25	3	Procure	75	25	Specification was submitted to Budget and Treasury in August 2016 .	Delay to procure by BTO.	Follow up with BTO	1.33	60000

Hierarchy	ID	Projects	Owner	Annual Target	Instruction	Sep 16			Dec 16			Mar 17							
						% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Corporate Services Directorate\ Good Governance and Public Participation\ Management Information	CITEM-07	Purchasing of Computers	MDM-DCORP SERV	100	Purchasing of Computers	20	6.67	1.33	30	6.67	1.22	Issue all users with computers/laptops that have reached their end of life with new computers/laptop.	75	20	Responses to a terms bid for supply of laptops and computers were received on 31/03/2017 and await evaluation, adjudication, and awarding.	Procurement processes.	Processing of received bids to be expedited.	1.27	30000

### 5.2 Infrastructure Projects

At the  
a  
second  
with a

<All> (Infrastructure CAPEX) Performance



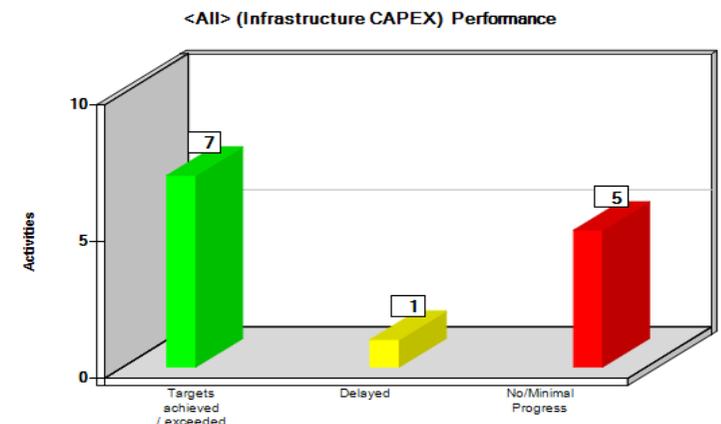
end of the third quarter, infrastructure projects implementation was overall below target at **2.07** decline in performance as compared to the quarter performance of **2.08** and an increase in performance as compared to the first quarter score of **1.82**.

At the end of the third quarter, 53.85% (7/13) infrastructure projects achieved target, 7.69% (1/13) had been delayed in its progress and 38.46 % (5/13) had no minimal progress

Some of the success were as follows

- Kampersrus ( WWTW and Reticulation )Sewage Plant, was at 98% completion of scope
- Mametja Sekororo regional Bulk water scheme Project was at 86% though the contractor was terminated due to non- performance
- Under borehole development 80% boreholes were drilled and developed.
- Ba- Phalaborwa upgrading Water Reticulation and Extensions of phase 1-phase 2a&2b was at 98% completion
- Thabina Regional Water Scheme, water reticulation and cost recovery was at 98% completion
- Water Reticulation in MLM was at 94%, the project has been completed and it is on defect liability period.
- Tours Bulcline was on target at 70%

Challenges were faced in relation to the Nkowankowa Sewerage Plant that is under target at 21% out of the target of 30 and 5 projects that were still in their early stages of implementation.



The detail scorecard follows.

Hierarchy	ID	Projects	Owner	Annual Target	Instruction	Sep 16			Dec 16			Mar 17							
						% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Engineering Services Directorate\ Service Delivery\ Develop and maintain infrastructure\ Sanitation Infrastructure	CPW-18	Mopani Rural households sanitation phase	MDM-Engineering	100	Mopani Rural households sanitation phase	25	0	1	70	0	1	Completion_(Beneficiaries identification, Pit digging, Pit lining, Delivery of materials to site, Casting of slabs, building Top structures, Happy letters)	100	0	Bid Specification Committee (hereafter BSC )concluded the tender to be advertised	Delay in advertising the tender document by SCM	Request was done the AMM to urgent advertise the tender	1	8700000
Engineering Services Directorate\ Service Delivery\ Develop and maintain infrastructure\ Sanitation Infrastructure	CPW-02	Kampersrus ( WWTW and Reticulation )Sewage Plant	MDM-Engineering	100	Kampersrus ( WWTW and Reticulation )Sewage Plant	30	92	5	45	92	5	Preliminary and General; Site Clearance, Earthworks - Pipe Trenches, Bedding - Pipes, Sewers Pipes	60	98	Rust pump, electrical and mechanical works on progress. - Eskom connection to be effected and 98% of scope is completed	Contractor on penalties	The contractor is closely monitored	4.63	5640527

Hierarchy	ID	Projects	Owner	Annual Target	Instruction	Sep 16			Dec 16			Mar 17							
						% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Engineering Services Directorate\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CPW-19	Mametja Sekororo regional Bulk water scheme	MDM-DEng	100	Lephephane Bulk Water	15	0	1	45	64	4.42	Construction of 15MI concrete reservoir at The Oaks, construction of pipeline(1.646km) from the treatment works to the reservoir and construction of pipeline from the reservoir to join the mainline to Willows of 1km.	75	86	Project terminated due to non-performance by the contractor	Non-performance by the contractor and resorted to terminate the contract	Appointment of another contractor should urgently be resolved to avoid works to be deteriorated on site	3.15	4000000
Engineering Services Directorate\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CPW-13	Borehole Development	MDM-DWS	100	Borehole Development	15	0	1	45	0	1	Drilling of boreholes and water pipelines reticulation	75	80	80% of boreholes have been drilled and developed	Drought	No corrective action required	3.07	122650000

Hierarchy	ID	Projects	Owner	Annual Target	Instruction	Sep 16			Dec 16			Mar 17							
						% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Engineering Services Directorate\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CPW-14	Jopie-Mawa (Ramotshinyadi) Bulk Line and Reticulation	MDM-Engineering	100	Jopie-Mawa (Ramotshinyadi) Bulk Line and Reticulation	15	0	1	50	0	1	Excavation, Compaction, Laying of pipes, installation on valves and chambers, erf connection, installation of stand pipes, Backfilling, testing.	75	0	No performance data captured			1	40915941
Engineering Services Directorate\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CPW-16	Ba-Phalaborwa upgrading Water Reticulation and Extensions of phase 1-phase 2a&2b	MDM-Engineering	100	Ba-Phalaborwa upgrading Water Reticulation and Extensions of phase 1-phase 2a&2b	15	0	1	50	95	5	Excavation, Compaction, Laying of pipes, installation on valves and chambers, erf connection, installation of stand pipes, Backfilling, testing.	75	98	<ul style="list-style-type: none"> <li>Construction of 44.6km pipeline</li> <li>Refurbishment of steel &amp; concrete reservoirs.</li> <li>Yard connections metered stand pipes X 1450</li> <li>Fire hydrants X 36</li> <li>Gate valves X 98</li> <li>Testing &amp; commissioning</li> </ul>	Cash flow problem due to non-payment	Recovery plans was requested from the contractors	3.31	26966406

Hierarchy	ID	Projects	Owner	Annual Target	Instruction	Sep 16			Dec 16			Mar 17							
						% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Engineering Services Directorate)\ Service Delivery\ Develop and maintain infrastructure\ Water	CPW-20	Thabina Regional Water	MDM		Thabina Regional Water														
		Scheme, water reticulation and cost recovery	EDEN	100	Scheme, water reticulation and cost	25	0	1	opani District M	50	78	4.56	Project year planned scope completion (Site establishment, Site clearance and setting up, Excavations, Pipe laying	75	98	<ul style="list-style-type: none"> <li>•Uplands Village</li> <li>- Construction of 17.0km water reticulation with pipe sizes varying from 63mm diameter to 160mm diameter.(100%)</li> <li>- Construction of 980yard connection standpipes(100%)</li> <li>- Installation of 980yard flow meters (100%)</li> <li>•Moime Village</li> <li>- Construction of 39.00 km water reticulation with pipe sizes varying from 63mm diameter to 160mm diameter. (100%)</li> </ul>		No corrective action required	3.31

Hierarchy	ID	Projects	Owner	Annual Target	Instruction	Sep 16			Dec 16			Mar 17							
						% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Engineering Services Directorate\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CPW-04	Water Reticulation in MLM	MDM - D E n g	100	Water Reticulation in MLM	15	94	5	40	94	5	Trench Excavation, Bedding, Pipe Laying and Backfilling	75	94	Completed and project is on defect liability period	None	No corrective action required	3.25	30778177
Engineering Services Directorate\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CPW-11	Tours Bulk Water Treatment	MDM - D E n g	100	Hoedspruit Bulk Water Supply	15	54	5	50	68	4.36	Excavation ,Compaction ,Laying of pipes ,installation on valves and chambers ,erf connection ,installation of stand pipes ,Backfilling ,testing.	70	70	Floculation Channels 91.80%, Clarifiers 96.31%, Filters and Chemical Building 56.51%, Clear Water Tanks 94.43, Pump Station 90%, Sludge Dam 100%, Ancillaries 87.91% and Mechanical and Electrical works	None	No corrective action required	3	30463765

Hierarchy	ID	Projects	Owner	Annual Target	Instruction	Sep 16			Dec 16			Mar 17							
						% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Engineering Services Directorate)\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CPW-09	Nkowankowa Sewerage Plant	MDM-Engineering	60	Thapane RWS( Upgrading of Plant & Bulk Water Supply	N/A	N/A	N/A	N/A	N/A	N/A	Trackling filter-Inlet and outlet Pipelaying and Encasing Construction of Ablution block & Kitchen Construction of a Settling Tank Inlet worksConstruction of 6 sludge drying bedsConstruction of Chlorine Contact ChannelLaboratory Equipment & Refurbishment of the laboratory	30	21	Site establishment (100%) , Trickling filter (14%),Ablution block & Kitchen (59%), Sludge drying beds(25%)	delays incurred due to scope duplication with the contractor who was doing refurbishment	The matter has been resolved	2.70	6000000
Engineering Services Directorate)\ Service Delivery\ Develop and maintain infrastructure\ Water	CPW-17	Sekgosesa ground water development scheme	MDM-Engineering	100	Sekgosesa ground water development scheme	15	N/A	1	45	N/A	1	Trench Excavation, Bedding, Pipe Laying and Backfilling	75		No performance data has been captured			1	5000000

Hierarchy	ID	Projects	Owner	Annual Target	Instruction	Sep 16			Dec 16			Mar 17							
						% Targeted Progress	% Actual Progress	Score	% Targeted Progress	% Actual Progress	Score	Activity	% Targeted Progress	% Actual Progress	Achievements	Challenges	Corrective Action	Score	Annual Budget
Infrastructure																			
Engineering Services Directorate\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CPW-03	Hoedspruit Bulk Water Supply	MDM-Eng	100	Hoedspruit Bulk Water Supply	25	N/A	1	50	N/A	1	Trench Excavation, Bedding, Pipe laying, Weding, Blanket and Fill; Concrete Works- Air and Scour valves	75	0	PMU recommended that the engineer be termination due to non submission of DDR, Drawing and Draft Tender document for the treatment plant	Termination was not effected to the engineer	Engineer must be terminated due to non compliance	1	40915947
Engineering Services Directorate\ Service Delivery\ Develop and maintain infrastructure\ Water Infrastructure	CPW-10	Selwane Water Scheme	MDM-Eng	100	Selwane Water Scheme	15		1	30	30	3	Trench Excavation, Bedding, Pipe laying, Weeding, Blanket and Fill; Concrete Works- Air and Scour valves	70	30	excavation of trenches/bedding of pipes and pipe laying and 30% of scope is completed	Cashflow challenges due to non-payment by MDM	Contractors were requested to submit recovery plans	1.43	84575851

## 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 2016/2017 financial year. Action is to be taken to mitigate these risks.

- ▶ The municipality received an Adverse Opinion for 15/16 fy.
- ▶ Slow implementation of capital items due to delays in supply chain
- ▶ Failure to achieve set targets
- ▶ Slow risk mitigation
- ▶ Slow implementation of Audit Committee recommendations
- ▶ Slow resolving of and Auditor General findings
- ▶ Non capturing of performance indicators
- ▶ Audit plan is behind schedule with two audits
- ▶ Wrong capturing of performance data
- ▶ Overspending on operating budgets

### Recommendations

- ▶ Projects and Indicators be submitted to IDP with plans, , designs and annual targets according to the strategies in the IDP
- ▶ Risks be mitigated according to the right method, transfer, infrastructure risks to the service providers and mitigate those that can be mitigated.
- ▶ Audit committee recommendations be mitigated according to the quarterly targets.
- ▶ AG findings be resolved according to set targets and dates and recurring findings be given priority
- ▶ Commitment and taking pride in allocated duties
- ▶ Observing timelines at all costs

## 7. Progress on Annual Report 15/16

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

15/16 Challenges	16/17 Progress
▶ The (8/8) section 54/56 are filled and the section 54 has been filled by an acting municipal manager.	▶ The (8/8) section 54/56 have been filled.
▶ No progress in cascading the employee performance management to the lower levels of management	▶ No progress in cascading the employee performance management to the lower levels of management
▶ As per age analysis of the local municipalities , the debt coverage is at 110%	▶ As per age analysis of the local municipalities , the debt coverage is at 100%
▶ No bids/ tenders were awarded within 60 days of closure of tender advert.	▶ No bids/ tenders were awarded within 60

15/16 Challenges	16/17 Progress
	days of closure of tender advert.
▶ Only 38% of the capital budget has been spent for the third quarter(R110 952 364.44/298 436 874.59)	▶ Only 9.88% of the capital budget has been spent for the third quarter(R79 396 137.38/ R288 907 000.67)

## 8. Approval

\_\_\_\_\_  
Mr Monakedi S.R  
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 2017. 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.