

EPHRAIM MOGALE LOCAL MUNICIPALITY

FIRST QUARTER INSTITUTIONAL PERFORMANCE REPORT – 2018/19



“Agricultural Hub of choice”

Slogan - RE HLABOLLA SECHABA

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1. Foreword

The purpose of this report is to give feedback regarding the performance of the Ephraim Mogale Local Municipality as required through The Municipal Systems Act No 32 of 2000, section 41(e) and the Municipal Finance Management Act 56 of 2003, section 52(d). The information included in this report is based on the IDP¹ and SDBIP² as developed for the financial year 2018/2019. The scorecards were developed to reflect ***cumulative performance***, therefore the status of indicators are a reflection of the overall performance level achieved year to date.

2. Executive Summary

This report serves as the **First Quarter Institutional Performance Report** for the **2018/2019** financial year **ending June 2019**. It provides feedback on the performance level achieved (accumulative reporting) against the targets as laid out in the IDP/SDBIP Scorecard. In the case of under-performance, the respective concerns or mitigating reasons are highlighted and detail pertaining to the relevant measures taken to address these challenges are included thereto.

The overall performance for the Ephraim Mogale Local Municipality is based on a composite Performance Scorecard of each Department comprising of all indicators assessed in the period under review.

The overall First Quarter Institutional performance achieved for the 2018/19 financial year reflected a decline of **77%** with only **79** out of **103 KPI's** assessed attaining set targets.

Improvement performance levels were experienced in five key performance areas as depicted in the Table Ref No1. The quality of departmental performance submissions needs to be addressed as a significant number of KPI's were not reported on. Departments need to take responsibility and accountability for service delivery and related activities measured in the performance reports, as this is a public document and reflects negatively on the municipality's commitment to service delivery. We need to instil a culture of accountability in the organisation and significantly improve the levels of monitoring and evaluation which are a prerequisite to ensure responsible management decisions can be taken.

¹ Integrated Development Plan

² Service Delivery and Budget Implementation Plan

3. Key Performance Areas and Organisational Strategic Objectives

The following Key Performance Areas and Strategic Objectives have been adopted by the municipality for the purposes of reporting on the attainment of the Institutional performance indicators and targets

KPA 1: Spatial Development Analysis and Rationale

Strategic Objective: Plan for the future and promote integrated human settlement and agrarian reform

KPA 2: Service Delivery and Infrastructure Development

Strategic Objective A: Improve community well-being through provision of accelerated basic service delivery

Strategic Objective B: Improved social well-being

KPA 3: Local Economic Development

Strategic Objective A: Grow the economy and provide livelihood support

KPA 4: Municipal Transformation and Institutional Development

Strategic Objective A: Develop and retain skilled and capacitated workforce

KPA 5: Municipal Financial viability and Management

Strategic Objective: Become Financially Viable

KPA 6: Good Governance and Public Participation

Strategic Objective: Sound Governance through effective oversight

4. Comparison of Institutional Performance Levels 2016/17 – 2018/19

Table 1: Institutional Performance Comparison

KPA No	KPA	2016/17			2017/18			First Quarter 2018/19		
		Total KPI's Assessed	Targets Achieved	% Target Achieved	Total KPI's Assessed	Targets Achieved	% Target Achieved	Total KPI's Assessed	Targets Achieved	% Target Achieved
1	Spatial Rationale	18	13	72.2%	07	05	71%	07	05	71%
2	Basic Service Delivery and Infrastructure Development	36	19	52.7%	32	21	66%	17	14	82%
3	Local Economic Development	10	06	60%	10	06	60%	11	08	73%
4	Municipal Transformation and Institutional Development	26	21	80.7%	19	16	84%	19	14	74%
5	Municipal Financial Viability and Management	25	18	72%	17	13	76%	16	12	75%
6	Good Governance and Public Participation	33	27	81.8%	30	24	80%	33	26	79%
	TOTAL	148	104	70.2%	115	85	74%	103	79	77%

The following section contains a comprehensive breakdown of the individual Departmental performance. The scores highlight the progress with respect to performance not only at a departmental level, but also represents the progress made within each Key Performance Area (KPA).

Table 2: Individual Departmental performance Comparison

No	Department	First Quarter 2018/19			
		Total KPI's Assessed	Targets Achieved	Targets Not Achieved	% Target Achieved
1	Office of the Municipal Manager	22	15	07	68%
2	Planning & Economic Development	18	13	05	72%
3	Infrastructure Services	12	11	01	92%
4	Community Services	03	03	0	100%
5	Budget & Treasury Services	16	12	04	75%
6	Corporate Services	32	25	07	78%
	TOTAL	103	79	24	77%

5. Service Delivery and Performance Indicator

The high level non-financial measurable performance objectives in the form of service delivery targets and other related performance indicators form part of this section of the SDBIP. These indicators and targets will be cascaded to departmental scorecards, which will be used for internal monitoring of the organisation and relevant individuals.

5.1 KPA 1: SPATIAL RATIONALE

Strategic Objective: Plan for the future and promote integrated human settlement and agrarian reform

Project Name	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2017/18	Fourth Quarter Targets 2018/19				Portfolio of Evidence	Responsible Department		
				Budget	Actual		Target	Actual	Achievements	Challenges			Corrective Action	Annual
Compliance with Town Planning Scheme regulations	Land Use Management	% of land use applications received and processed within 60 days as per the SPLUMA Act 16 of 2013	SR 01	Internal	Internal	100%	100%	100%	Achieved	None	None	100%	Land Use application register	Planning & Economic Development
				170	0.00	N/A	N/A	Target set for Q2	None	None	3	Council Resolution and Gazette number		
EPMLM Town Planning By-Laws		# of Town Planning related By-Laws/policies developed and gazetted by June 2019	SR 02	Internal		1			Achieved	None	None		4	Attendance registers and reports
Appropriate land use and integrated development		# of Land Use Awareness workshops held with Magoshi by June 2019.	SR 09	Internal		4	1	1	Achieved	None	None	4		

Compliance with National Building Regulations	Building Plans Administration	% of buildings; constructed with approved plans, inspected within 5 days that comply with the National Building Regulations and Building Standards Amendments Act No 49 of 1995	SR 04	Internal	Internal	100%	100%	100%	100%	Achieved	None	None	100%	Individual site inspection reports and the Building plan file register	Planning & Economic Development
		% of New Building Plans of less than 500 square meters assessed within 28 days of receipt of plans		Internal	Internal	100%	100%	100%	100%	Achieved	None	None	100%	Building Plan submission register	
		% of New Building Plans of more than 500 square meters assessed within 60 days of receipt of plans		Internal	Internal	100%	100%	N/A	N/A	No building plans were received	None	None	100%	Individual site inspection reports and the Building plan file register	
Maintenance of Municipal buildings	Facilities Maintenance Management	# of municipal buildings maintained as per the approved municipal maintenance plan by June 2019	SR 06	0.00	1 500 000.00	20	5	4	4	Not Achieved	Council approve the Draft Maintenance Plan	20	20	Inspection Reports	
Housing		# of municipal houses to be maintained as per the approved municipal maintenance plan by June 2019	SR 07	0.00	1 500 000.00	40	10	0	0	Not Achieved	To ensure approval of the Draft Maintenance Plan	40	40	Approved Maintenance Plan	
Acquisition of additional office space		# of design for new/existing office space developed by June 2019	SR08	0.00	2 000 000.00	New	N/A	N/A	N/A	Target set for Q4	None	None	1	Design and appointment letter	

Develop Business plan with respect to maintenance and provision of new facilities		# of Business plan with respect to maintenance and provision of new facilities developed and submitted to Council by March 2019	0.00	0.00	New	N/A	N/A	Target set for Q3	None	None	1	Council Resolution and agenda	Planning & Economic Development
Land Audits		Land audits in terms of suitable land for both public and commercial development conducted	150 000.00	0.00	New	N/A	N/A	Target set for Q4	None	None	1	Council Resolution and agenda	
Human settlement	Housing	# of quarterly reports in terms of new housing units provided by CoGHSTA submitted to Council by June 2019	Internal	Internal	1	1	1	Achieved	None	None	4	Annual RDP Housing report	
Review Spatial Development Framework 30 December 2018	Spatial Planning	# of Reviewed EPMLM Spatial Development Framework submitted to Council by March 2019	100 000.00	0.00	1	N/A	N/A	Target set for Q3	None	None	1	Council Resolution and agenda	
Review Land Use Management Scheme 30 December 2018		# of Land Use Management Scheme reviewed submitted to Council by March 2019	100 000.00	0.00	1	N/A	N/A	Target set for Q3	None	None	1	Council Resolution and agenda	

5.2 KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Objective A: Improve community well-being through provision of accelerated basic service delivery
 Strategic Objective B: Improved social well-being

Project Name	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2017/18	Fourth Quarter Targets 2018/19				Portfolio of Evidence	Responsible Department		
				Budget	Actual		Target	Actual	Achievements	Challenges			Corrective Action	Annual
Transformer Maintenance and oil testing	Electricity	# of transformers maintained by June 2019	BS/E01	2 000,0	58,0	48	N/A	N/A	3 rd Q target. (BSC complete)	None	None	48 transformers tested.	Completion certificate	Infrastructure Services
		# of ring main units serviced by June 2019					BS/E02	20	N/A	20	3 rd Q target (Achieved)	None	None	20 Ring main units serviced.
Repair minisubstation stand 906	Electricity	# of Minisubstation repaired by June 2019	BS/E03	2 000,0	58,0	1	N/A	N/A	3 rd Q target. (BSC complete)	None	None	1 minisubstation repaired	Completion certificate	
		# of panels tested by June 2019					BS/E04	21	N/A	N/A	3 rd Q target. (Specification submitted 03/08/2018)	None	None	21 panels tested
Substation Protection Audit	Electricity	# of Street light fittings inspected by June 2019	BS/E05	500,0	0,0	1056	1056	1056	Achieved	None	None	1056	Inspection monthly reports	
		% of Street light fittings maintained within 90 days.					BS/E06	100%	100%	100%	Achieved	None	None	100%

Project Name	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2017/18	Fourth Quarter Targets 2018/19					Portfolio of Evidence	Responsible Department	
				Budget	Actual		Target	Actual	Achievements	Challenges	Corrective Action			Annual
90 days, based on 1056 street lights)														
Public Lighting- Inspection of Mast lights		# of Mast lights fittings inspected by June 2019	BS/E07			528	528	528	Achieved	None	None	528	Inspection monthly reports	
Public Lighting- Maintenance of Mast Lights (% of Mast light fittings maintained within 90 days, based on 528 mast lights)		% of Mast light fittings maintained within 90 days	BS/E08			100%	100%	100%	Achieved	None	None	100%	Inspection/r epair monthly reports	
Upgrade Municipal ESKOM supply		10MVA Capacity from ESKOM by June 2019	BS/E09	3 000,0	0,0	New	N/A	N/A	4 th Q target. ESKOM (Investigation cost paid 25/05/2018)	ESKOM process very long	None. ESKOM is the sole supplier.	10MVA supply from Eskom	Completion certificate	
Replace PEX cable in Ext 5		Section of old PEX cable from RMU to minisubstation stand 906 and minisubstation stand 907 replaced with new cable by June 2019	BS/E10	1 500,0	0,0	New	N/A	N/A	3 rd Q target. (BSC completed)	None	None	740 meter of cable replaced	Completion certificate	
Install RMU and cable to connect Ext 5 & 6 at stand 1032		# of new medium voltage cable installed to link the supply of Ext 5 and Ext 6 with a Ring Main Unit as connector by June 2019	BS/E11	850,0	0,0	New	N/A	N/A	3 rd Q target. (BSC completed)	None	None	110 meter of cable and 1 RMU installed	Completion certificate	

Project Name	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2017/18	Fourth Quarter Targets 2018/19				Corrective Action	Annual	Portfolio of Evidence	Responsible Department
				Budget	Actual		Target	Actual	Achievements	Challenges				
Transformer Replacement 500Kva – Portion 515		# of transformers replaced by June 2019	BS/E12	500,0	0,0	1	N/A	N/A	3 rd Q target. (BSC complete d)	None	None	1 transformer replaced	Completion certificate	
Network Design Software		# of Electrical design software package to assist with network designs purchased	BS/E13	60,0	0,0	New	N/A	N/A	3 rd Q target. (Specification submitted 03/08/2018)	None	None	1 design software program	Invoice and Network Design Software	
Truck mounted crane BCG 739 L		# of cranes purchased by June 2019	BS/E14	400,0	0,0	New	N/A	N/A	3 rd Q target. (BSC complete d)	None	None	1 crane for a truck purchased	1 crane purchased	
Public Lighting Master Plan		# of Public Lighting master Plans Developed by June 2019	BS/E15	530,0	0,0	New	N/A	N/A	3 rd Q target. (Service provider appointed . Data collection complete d)	None	None	1 Public Lighting master Plan Developed	1 Public Lighting Master Plan	
Electrification of households		# of quarterly reports in terms of households with access to basic levels of electricity submitted to MM (GKPI)	New	8 538,313 (INEP/Es kom)	1 161,0	4	1	1	Achieved	None	None	4	Quarterly reports	
STREETS	Roads and Storm Water	Kilometer of roads graded by June 2019	BS 115	R2 524 941.20	R1 711.00	1300	350	381.95km	Achieved	None	None	1500km	Inspection report	

Project Name	Priority Programme	KPI	IDP Ref No	R.000's		Baseline 2017/18	Fourth Quarter Targets 2018/19					Portfolio of Evidence	Responsible Department	
				Budget	Actual		Target	Actual	Achievements	Challenges	Corrective Action			Annual
		M ² of base and surface patched by June 2019	BS 116			1200	300	331.07 M ²	Achieved	None	None	1300 m ²	Inspection report	
		Kilometer of stormwater drains and channels cleaned by June 2019	BS 117			52.7	15km	15.769km	Achieved	None	None	52.7 km	Inspection report	
		Kilometer of surfaced roads marked by June 2019	BS 118	258 432.24	136 070	137	35km	39.345km	Achieved	None	None	172 km	Inspection report	
Mamphokgo Sports Complex (650/305178)	Sports and Recreation	No of Sports complex constructed by June 2019	BS63	13 692,1	1 679 571.6 9	New	N/A	N/A	Target set for Q4 (Boundary Wall, Combi Court, Guard House & VIP Toilets Completed)	None	None	1 Sports complex	Progress reports and completion certificates	
Ngwalemong Internal Streets	Roads and Storm Water	Kilometer of roads to be upgraded by June 2019	BS61	8 434,4	552 137.8 4	New	Constructio n-road signs and marking (90%)	Constructio n-road signs and marking (90%)	Achieved	None	None	0.5km of roads upgraded	Progress reports and completion certificates	
Upgrading of Letebejane & Ditholong internal road		Kilometer of road to be upgraded by June 2019	BS82	8 396,5	0.00	New	Constructio n-road signs and marking (90%)	Constructio n-road signs and marking (90%)	Achieved	None	None	0.5km of roads upgraded	Progress reports and completion certificates	

Project Name	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2017/18	Fourth Quarter Targets 2018/19				Portfolio of Evidence	Responsible Department			
				Budget	Actual		Target	Actual	Achievements	Challenges			Corrective Action	Annual	
Mashemong / Moolhoek internal streets		Kilometer of roads to be upgraded by June 2019	BS62	3 000,0	670 956,45	New	(80%)	Appointments of the contractor (Multi year project)	Awaiting for appointment	Not achieved	The recommended service provider's price is more than the approved budget.	Awaiting for budget increment from MIG	0.5km of roads upgraded	Progress reports and completion certificates	
Programmes, Events and meetings	HIV/AIDS and other Diseases	Number quarterly Local Aids Council meetings scheduled and held by June 2019	BS138	23300,0	0,00	4	1	0	0	Not Achieved	Meeting postponed due to non-availability of Political Leaders	Set new dates for LAC	4	LAC Meeting minutes and attendance registers	Office of the Mayor
Awareness campaigns		# of quarterly HIV/AIDS awareness campaigns conducted by June 2019	BS139	60000,0	0,00	4	1	0	0	Not Achieved	Meeting postponed due to non-availability of Political Leaders	Organize Awareness Campaigns in next quarter	4	Awareness campaign Meeting minutes and attendance registers	
Mayor's cup	Sport and Recreation Arts and Culture	# of mayors cup events held by June 2019	BS140	200,0	0,00	1	N/A	N/A	N/A	Target set for Q3	None	None	1	Final report of Mayors cup	Community Services
Heritage day celebration		# of Heritage events held by June 2019	BS142	72,0	72,0	1	1	1	1	Achieved	None	None	1	Final report of Heritage celebration	

Project Name	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2017/18	Fourth Quarter Targets 2018/19				Portfolio of Evidence	Responsible Department		
				Budget	Actual		Target	Actual	Achievements	Challenges			Corrective Action	Annual
Diturupa		# of Cultural festival held by June 2019	BS143	310,0	0.00	1	N/A	N/A	Target set for Q3	None	None	1	Final report of Diturupa event	
Beauty Pageant		# of Beauty Pageant held by June 2019	BS144	110,0	0.00	1	N/A	N/A	Target set for Q2	None	None	1	Final report of Beauty Pageant event	
Arrive alive	Safety and Security	# of road safety awareness / prevention campaigns scheduled and held by June 2019	BS149	14,5	0.00	10	N/A	N/A	Target set for Q2 & Q4	None	None	10	Arrive Alive Plan and report	
Purchase Dash Camera		# of dash cameras procured by June 2019	BS156	12,0	0.00	New	N/A	N/A	Target set for Q2	None	None	2	Invoice and delivery note	
Disaster Management	Disaster Management	# of disaster awareness campaigns scheduled and held per village by June 2019	BS157	71.5	5.65	24	6	6	Achieved	None	None	24	Reports and attendance registers	
Cemetery Fencing	Develop a Disaster Management Plan (DMP)	# of Disaster Management Plan developed by June 2019	New	500.0	0.00	New	N/A	N/A	Target set for Q4	None	None	1	Approved Disaster Management Plan	
	Cemetery	# of cemeteries fenced with EPWP employees by June 2019	BS134	750.0	0.00	7	N/A	N/A	Target set for Q4	None	None	7	Final handover certificate	
Machinery & Equipment	Waste Management	# of Tipper truck purchased by June 2019	BS131	950,0	0.00	New	N/A	N/A	Target set for Q4	None	None	1	Invoice and delivery note	
Installation of Landfill site weighbridge 12m		# of weighbridge installed at the landfill site by June 2019	BS126	1 100,0	0.00	New	N/A	N/A	Target set for Q4	None	None	1	Invoice and delivery note	

Project Name	Priority Programme	KPI	IDP Ref No.	R. 000's		Baseline 2017/18	Fourth Quarter Targets 2018/19					Portfolio of Evidence	Responsible Department	
				Budget	Actual		Target	Actual	Achievements	Challenges	Corrective Action			Annual
Loosening of gravel at landfill site for maintenance		# of plan developed for the loosening of gravel for covering Landfill Site by June 2019	BS122	250,0	0.00	New	N/A	N/A	Target set for Q4	None	None	1	Invoice	
Conduct external compliance audit on landfill site		External compliance audit on landfill site conducted by June 2019	New	Internal	Internal	New	N/A	N/A	Target set for Q3	None	None	1	Final report	
Landscaping & Greening (425/305071)		# of landscaping and greening project implemented by June 2019	BS128	750,0	0.00	1	N/A	N/A	Target set for Q4	None	None	1	Final progress report	
Waste Management		% of households with access to a minimum level of basic waste removal by June 2019 (once per week) (GPI)	New	Internal	Internal	>17,4% (5619h/h)	N/A	N/A	Target set for Q4	None	None	>18,8% (6369h/h)	Monthly signed waste collection reports	
		Number of households with access to a minimum level of basic waste removal by June 2019 (once a week)	New	Internal	Internal	5619 h/h week	6369h/h/week	6369hh/week	Achieved	None	None	6369 hh/week	Monthly signed waste collection reports	

5.3 KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic Objective A: Grow the economy and provide livelihood support

Project Name	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2017/18	Fourth Quarter Targets 2018/19				Portfolio of Evidence	Responsible Department		
				Budget	Actual		Target	Actual	Achievements	Challenges			Corrective Action	Annual
LED Support	Local Economic Development	# of training workshops conducted for SMME's by June 2019	LED01	0.00	0.00	4	1	1	Achieved	None	None	4	Reports and Attendance registers	Economic Development & Planning
LED forum		# of quarterly LED forum meetings held by June 2019	LED02	42080.0	0.00	4	1	1	Achieved	None	None	4	Reports and Attendance Registers	
LED Summit		Hosting of annual LED Summit by 30 Jun 2019	LED03	127827.58	0.00	1	N/A	N/A	Target set for Q4	None	None	1	Reports and Attendance Register	
Tourism Forum		Establishment of Tourism Forum by September 2019	New	Internal	Internal	New	1	0	Not Achieved	Non-attendance from stakeholders	To physically engage potential stakeholders through visits	1	Reports and Attendance Registers	
Effective CWP Local Reference Forum		# of quarterly Tourism Forum meetings held by June 2019	New	Internal	Internal	New	1	1	Achieved	Few participation of stakeholders	Improve the participation of stakeholders	4	Reports and Attendance Registers	
LED Projects Awards		# of quarterly CWP Local Reference Forum meetings held by June 2019	LED06	Internal	Internal	New	1	1	Achieved	None	None	4	Reports and Attendance Register	
Management of Informal Traders		Hosting of an Annual LED Awards ceremony by March 2019	LED11	0.00	0.00	New	N/A	N/A	Target set for Q3	None	None	1	Report and Attendance Register	
		# of Quarterly Marble Hall Hawkers Forum meetings held by June 2019	New	Internal	Internal	New	1	1	Achieved	None	None	4	Minutes and attendance register	

Review LED strategy		# of LED strategy developed and submitted to Council by September 2019	LED10	200 000.00	0.00	New	1	1	1	Not Achieved	The service provider requested extension of time due to research that could not be concluded timely	To monitor the service provider to conclude the project in second quarter	1	LED Strategy and Council resolution	
Social Responsibility Programs	Local Economic Development	# of quarterly reports submitted to Council with respect to the implementation of Social Labour Plan (SLP) and Corporate Social Investment (CSI) programmes of Mining Companies by June 2019	LED14	Internal	Internal	0	1	3		Achieved	None	None	4	Quarterly report and Council resolution	
		# of new MOU's signed with respect to partnerships with Corporate and Social Responsibility programmes by June 2019	New	Internal	Internal	New	1	0		Not Achieved	The engagements with various sectors are still ongoing.	Continue persuading the companies to be involved with upliftment programmes	1	Signed MOU's	
		# of quarterly reports on Informal businesses issued with permits by June 2019	New	Internal	Internal	New	1	1		Achieved	None	None	1	Quarterly Report	
		# of LED identified strategic projects implemented by 30 June 2019	New	Internal	Internal	New	N/A	N/A	N/A	Target set for Q3	None	None	None	2	Approved LED strategy

EPWP Expense	EPWP	# of EPWP job opportunities provided (FTE) through EPWP grant funding by 30 June 2019 (GKPI)	LED07	1594	0.00	307	110	110	Achieved	None	None	447	Quarterly reports submitted to the Department of Public Work
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5.4 KPA 4: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Strategic Objective A: Develop and retain skilled and capacitated workforce

Project Name	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2017/18	Fourth Quarter Targets 2018/19				Portfolio of Evidence	Responsible Department		
				Budget	Actual		Target	Actual	Achievements	Challenges			Corrective Action	Annual
Employment Equity	Institutional Development	# of EE Plan developed by June 2019	MTOD 01	31,800.00	0.00	1	N/A	N/A	Target set for Q2	None	None	1	Attendance registers	Corporate Services
		# of people employed in accordance with EE Plan by June 2019				68	N/A	N/A	Target set for Q2	None	None	11		
		# of EE Committee meetings held by June 2019				4	1	0	Not Achieved	Non-adherence to the schedule	Adhere to the planned schedule	4		
Training		# of Councillors to be capacitated in roles and duties pertaining to their responsibilities by the 30 June 2019	GG08	500 000.00	31 355.77	32	5	3	Not Achieved			32	Proof of payments	
		# of workforce trained as per target of Workplace Skill Plan (WSP) by 30 Jun 2019	MTOD 03	Internal	Internal	50	10	2	Not achieved	Challenge on getting compliant service providers	To be implemented in the 2 nd quarter	60	Approved WSP Report & Annual training report	

		% of budget spent implementing the Workplace Skills Plan by the 30 Jun 2019 (GKPI)	Internal	Internal	Internal	100%	10%	9%	Not Achieved	Challenge on getting compliant service providers	To be implemented in the 2nd quarter	100%	Approved WSP Report & Annual training report	Corporate Services
Review of organizational structure	Institutional Development	Review Organizational structure and align to the IDP and Budget by 30 June 2019	Internal	Internal	Internal	1	N/A	N/A	Target set for Q4	None	None	1	Approved annual organogram	Corporate Services
		% of approved critical posts processed within three months on post being vacant (Sec 56/54A)	Internal	Internal	Internal	100%	100%	100%	Achieved	None	None	100%	Appointments letters	
		% of approved posts processed within three months on post being vacant (below Sec 56/54A)	Internal	Internal	Internal	100%	100%	100%	Achieved	None	None	100%	Appointments letters	
Job Evaluation		% of signed Job Descriptions developed by 30 Jun 2019	38	340 264.	38	157	100%	100% (56)	Achieved	None	None	100%	Signed Job Descriptions	
Bursary fund: community members		# of annual community bursaries allocated by June 2019	0.00	500 000.00	0.00	13	N/A	N/A	Target set for Q3	None	None	8	Proof of payment, signed contracts and reports	
Bursary fund: staff		# of annual staff bursaries allocated by June 2019	31	350 000.	31	13	N/A	N/A	Target set for Q2 & Q3 (04 personnel provided with bursary)	None	None	17	Proof of payment, signed contracts and reports	
		# of quarterly Workplace Health and Safety Forum meetings held as scheduled by June 2019	0.00	305 900.	0.00	4	1	1	Achieved	None	None	4	Signed minutes and attendance register	
Occupational Health and Safety	Workplace Health, Safety and EAP	# of Health and Safety policy approved by Council by June 2019	Internal	Internal	Internal	New	N/A	N/A	Target set for Q2	None	None	1	Council Resolution and agenda	Corporate Services

Employees Assistance Programme	Workplace Health, Safety and EAP	# of Employee Wellness Programs held by Jun 2019	MTOD 05	290 000	30444.35	4	1	3	Achieved	None	None	4	Attendance registers
Labour Forum	Labour Relations	# of monthly Local Labour Forum (LLF) held as scheduled by June 2019	MTOD 08	0.00	0.00	4	3	2	Not Achieved	Non-adherence to the LLF schedule	Adhere to the planned LLF schedule	12	Minutes and attendance registers
		% of disciplinary proceedings initiated in relation to reported matters	New	Internal	Internal	100%	100%	100%	Achieved	None	None	100%	Minutes and attendance registers
Legal Services	Legal Services	% of Service Level Agreements (SLA's) and Employment Contracts processed within the time frame of 30 days	MTOD 12	6 500 000	1 800 000	100%	100%	100%	Achieved	None	None	100%	SLA's and employment contracts
	Youth Development	Career Week hosted by June 2019	New	Internal	Internal	1	N/A	N/A	Target set for Q4	None	None	1	Attendance register of both Tertiary Institutions and learners
Customer care	Customer / Stakeholder Relationship Management	# of quarterly Customer Complaint reports submitted to the Municipal Manager (inclusive of Premier & Presidential Hotline) by June 2019	MTOD 19	Internal	Internal	4	1	1	Achieved	None	None	4	Compiled reports
		# of Batho Pele committee meetings held by 30 Jun 2019	New	Internal	Internal	10	3	3	Achieved	None	None	10	Minutes and attendance register
		Hosting of Batho Pele event by June 2019	New	R120.000	R120.000	0	N/A	1	Target set for Q2 (Achieved)	None	None	1	Compiled event report
Purchase of water dispensers		# of water dispensers procured by June 2019	MTOD 18	60,0	0.00	New	N/A	N/A	Target set for Q3	None	None	09	Invoice and delivery note

Programme	ICT																								
		# of quarterly reports compiled on network performance by June 2019	23	MTOD	R 2 000 000.00	765 697.25	4	1	1	Achieved	None	None	None	4	Quarterly reports	Corporate Services									
ICT Forums		# of quarterly ICT steering committee meetings held in terms of the implementation of the ICT governance strategy and policy by June 2019	24	MTOD	R0.00	R0.00	3	1	0	Not Achieved	Non-adherence to the schedule	Adhere to the planned schedule	4	Minutes and attendance register											
Communications		# of Sound system purchased by June 2019	New	New	R0.00	R0.00	New	N/A	N/A	Target set for Q3	None	None	1	Invoice and delivery note											
		# of television purchased by June 2019	New	New	R0.00	R0.00	New	N/A	N/A	Target set for Q3	None	None	1	Invoice and delivery note											
Website Hosting		% of hosting and management of the website by SITA by June 2019	31	MTOD	85 500.00	9 658.74	100%	100%	100%	Achieved	None	none	100%	Quarterly reports											
Records management		# of quarterly status reports in terms of the record management system submitted to the Municipal Manager by June 2019	16	MTOD	Internal	Internal	New	1	1	Achieved	None	none	4	Compiled report											
Policies	Policies	# of new / reviewed policies adopted by Council by 31 March 2019 (Total Organisation)	New	New	Internal	Internal	New	N/A	N/A	Target set for Q3	None	None	12	Approved policies and Council resolution											
IDP Process	IDP	Final IDP tabled and approved by Council by the 31st May 2019	37	MTOD	269 947.41	0.00	1	N/A	N/A	Target set for Q4	None	None	1	Approved IDP Framework and Plan	Planning and Economic Development										
		2019/20 IDP/Budget review Process Plan approved by 30th June 2019					1	N/A	N/A	Target set for Q4	None	None	1	Approved IDP/Budget Process Plan											
		Annual Strategic Lekgotla Planning session convened as scheduled by June 2019	38	MTOD	284044.21	0.00	1	N/A	N/A	Target set for Q2	None	None	1	IDP Strategic Development Plan											

Performance Assessments	Performance Management	# of performance review for section 54/56 conducted by February 2019	MTOD 39	Internal	Internal	2	N/A	N/A	Target set for Q3	None	None	2	Section 56 Performance Assessments	Office of the Municipal Manager
PMS Quarterly Lekgotla		# of Quarterly institutional Performance Reports submitted to Council per quarter	MTOD 41	23315.00	63 120.00	4	1	1	Achieved	None	None	4	Quarterly institutional Performance Reports and council resolution	
Performance Management System		# of Automated Performance reporting system procured by June 2019	MTOD 40	0.00	500 752.00	New	N/A	N/A	Target set for Q2	None	None	1	Invoice and Automated Performance reporting system	

5.5 KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objective: Become Financially Viable

Project Name	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2017/18	Fourth Quarter Targets 2018/19				Portfolio of Evidence	Responsible Department		
				Budget	Actual		Target	Actual	Achievements	Challenges			Corrective Action	Annual
Data Cleansing	Financial Management	# of consumer accounts updated by the 30 June 2019	FV01	250000.00	0.00	4249	375	211	Not Achieved	Delays in the processing of information by system vendors such as where there are old Tompas	Manage the data cleansing on a bi-weekly to ensure intensified clean up	Data cleansing reports	Budget & Treasury Office	
GAMAP/GRAP Asset Register		GRAP Compliance Register in place July 2019	FV08	Internal	Internal	1	1	1	Achieved	None	None	1	Fixed Assets Register	

Revenue enhancement	Financial Accounting (Revenue)	FV02	105995.76	0.00	TBA	10%	20.62%	Achieved	None	None	50%	Section 71
	% outstanding service debtors to revenue by the 30 June 2019 (GKPI)	New	105995.76	0.00	New	1%	14.55%	Achieved	None	None	7.5%	Billing reports
	# of consultative meetings with Farmers Association by the 30 June 2019	New	Internal	Internal	New	1	0	Not achieved	Administrative process in progress	Finalise the administrative process promptly	4	Register and minutes
	% of consumer payment received with respect to municipal services provided as compared to that billed by June 2019	New	Internal	Internal	82%	>80,9 %	76.36%	Not achieved	Non-payments by government sector.	Engage Government sector to settle accounts billed	>80,9%	Section 71 report
Revenue enhancement	Financial Accounting (Revenue)	New	Internal	Internal	New	N/A	N/A	Target set for Q4	None	None	1 Report on rezoned properties	List of rezoned properties
Creditors payments	Financial Accounting (Expenditure)	FV03	Internal	Internal	100%	100%	100%	Achieved	None	None	100%	Approved (compliant) invoices register
Compilation of annual and adjustment budget	Budget Management	FV05	Internal	Internal	1	N/A	N/A	Target set for Q4	None	None	Approved Budget	Approved Budget and Council resolution
Policies	Policies	New	Internal	Internal	1	N/A	N/A	Target set for Q3	None	None	12	Approved policies and Council resolution
Implementation of SCM regulations and policies	Supply Chain Management	FV07	Internal	Internal	4	1	1	Achieved	None	None	4	Quarterly SCM reports

AFS	Financial Management	# of quarterly deviation reports submitted to the MM by June 2019	FV 07	Internal	Internal	3	3		Achieved	None	None	None	12	Quarterly SCM reports	Budget & Treasury Office										
		Draft Annual Financial Statements (AFS) submitted on or before the 31 August 2018	FV10	Internal	Internal	1	1		Achieved	None	None	None	1	Proof of submission from AG											
FMG grant		% of FMG grant spent by June 2019	FV11	Internal	Internal	100%	25%	10%	Not Achieved	AFS invoices not submitted	Invoices to be paid on the 2 nd Quarter	100%	FMG report												
Financial Reporting		# of quarterly section 52(d) MFMA reports submitted to the Mayor by June 2019	FV 06	Internal	Internal	1	1	1	Achieved	None	None	4	Section 71 report												
		# of monthly section 71 MFMA reports submitted to EXCO by June 2019	FV 06	Internal	Internal	3	3	3	Achieved	None	None	12	Section 52(d) report												
		Section 72 (midyear) MFMA report submitted to the Mayor by June 2019	FV 06	Internal	Internal	1	N/A	N/A	Target set for Q3	None	None	1	Section 72 report												
Financial Reporting	Financial Management	# of MFMA checklists submitted per quarter as legislated	FV 06	Internal	Internal	1	1	1	Achieved	None	None	4	MFMA checklists	Budget & Treasury Office											
	Asset Management	Annual submission of the asset verification report to the MM by 30 Sept 2018	New	Internal	Internal	1	1	1	Achieved	None	None	1	Asset verification report												
		# of Fleet Management reports submitted to Council by 30 June 2019	FV 09	Internal	Internal	1	1	1	Achieved	None	None	4	Monthly Fleet Management report												

5.6 KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Objective: Sound Governance through effective oversight

Project Name	Priority Programme	KPI	IDP Ref No	R.000's		Baseline 2017/18	Fourth Quarter Targets 2018/19			Annual	Portfolio of Evidence	Responsible Department		
				Budget	Actual		Achievements	Challenges	Corrective Action					
Special Programs	Transversal	# of quarterly Special Programs held in terms of the (Elderly, Children, Disabled, Traditional healers, LGBT and other marginalised groups by June 2019	GG01	235 358.16	6245.30	4	3	4	Achieved	None	None	12	Special programmes reports	Corporate Services
Mayoral programme: Youth development		# of Youth programmes / initiatives implemented each quarter	GG04	131 902.16	R7530.00	4	1	1	Achieved	None	None	4	Quarterly Youth reports	
Public participation	Public Participation	# of Youth strategy developed by June 2019		Internal	Internal	New	N/A	N/A	Target set for Q2	None	None	1	Council Resolution and agenda	
Ward committee support	Ward Committee	# of Community stakeholder meetings facilitated and attended by 30th Jun 2019	GG02	553 560.24	0.00	12	1	1	Achieved	None	None	12	Attendance register	
		# of monthly Ward Committees meetings held by June 2019	GG03	2 067 000	430 000	196	48	48	Achieved	None	None	196	Quarterly ward committee's reports	
		Hosting of Annual Ward Committee Conference by June 2019		165936.96	0.00	1	N/A	N/A	Target set for Q4	None	None	1	Ward Committee Conference	
		# of annual Ward Committee operational plans submitted to Council by June 2019		Internal	Internal	1	1	0	Not Achieved	Ward Committee not finalising their Ward Plan	Intervention of the Speaker and Ward Councillors	1	Annual ward committee report	
		# of Ward Committee Training conducted by June 2019		224 724.24	0.00	0	N/A	N/A	Target set for Q3	None	None	1	Training Report & attendance register	

	Indigents	% of (indigents) households with access to free basic electricity services by 30 Jun 2019 (GKPI)	New	Internal	Internal	Internal	100%	100%	Achieved	None	None	100%	Approved monthly indigent register submitted to Council	Corporate Services	
Municipal Newsletter	Customer/ Stakeholder Relationship Management	# of quarterly newsletters published by June 2019	GG05	298 385.76	0.00	3	1	1	Achieved	None	None	4	Published Newsletters		
Council Functionality	Good Governance and Oversight	# of ordinary Council meeting held by June 2019 as per the approved Calendar of Events	GG07	Internal	Internal	5	3	5	Achieved	None	None	12	Council meeting minutes		
		# of Council meetings resolutions resolved within the prescribed timeframe of (3) months (Total organisation)	GG07	Internal	Internal	4	1	1	Achieved	None	None	4	Quarterly status report of Council resolutions resolved		
	MPAC functionality	Good Governance and Oversight	# of monthly EXCO meetings held by June 2019	GG07	Internal	Internal	12	3	5	Achieved	None	None	12	EXCO meeting minutes	
			# of Section 79 Committee meetings held each quarter	GG07	Internal	Internal	4	3	11	Achieved	None	None	12	Agenda and minutes of Section 79 Committee meeting	
Performance Management	Performance Management	# of quarterly Compliance Register Reports submitted to Council by June 2019	New	Internal	Internal	New	1	1	Achieved	None	None	4	Quarterly Compliance Register Report	Corporate Services	
		# of quarterly MPAC meetings held by June 2019	New	Internal	Internal	New	1	2	Achieved	None	None	4	MPAC meeting reports	Corporate Services	
		Draft Consolidated Annual Report submitted to Council on or before the 31st Aug 2018	New	Internal	Internal	1	1	1	Achieved	None	None	1	Draft consolidated Annual Report	Office of the Municipal Manager	

Internal Audit			Submission of Final audited consolidated Annual Report to Council on or before 28 January 2019	New	Internal	Internal	1	N/A	N/A	None	None	1	Final consolidated Annual Report	
			Submission of Oversight Report to Council by the 30th March 2019	New	Internal	Internal	1	N/A	N/A	None	None	1	Annual Performance Oversight Report	
			Obtain a Unqualified Auditor General opinion for the 2017/18 financial year	GG 12	Internal	Internal	Qualified	N/A	N/A	None	None	Unqualified	Final AG Management Letter	
			Adjusted Budget and SDBIP approved by the Mayor by the end of February 2019	New	Internal	Internal	1	N/A	N/A	None	None	1	Copy of Adjustment Budget and SDBIP	
			Final SDBIP approved by the Mayor within 28 days after approval of Budget	New	Internal	Internal	1	N/A	N/A	None	None	1	Copy of Final approved SDBIP	
			% of KPIs attaining organisational targets by 30 Jun 2019 (Total organisation)	New	Internal	Internal	70,2%	25%	77%	None	None	100%	Quarterly Performance Report	
			# of reports submitted to Council per quarter in terms of compliance to the CoGHSTA Back to Basics reporting system	New	Internal	Internal	New	1	1	None	None	4	Quarterly CoGHSTA Back to Basics reports	
			Internal Audit Policies reviewed by the Council by the 30th June 2019	GG10	Internal	Internal	3	N/A	N/A	None	None	3	Council resolution	
			Strategic Internal Audit Plan and Annual Internal Audit Plan approved by Audit Committee by 30th Jun 2019		Internal	Internal	1	1	1	None	None	1	3 year strategic audit plan and Annual Internal Audit Plan	

			153 804.19		4	1	1	Achieved	None	None	None	Quarterly Internal audit report with separate due audit reports	
		# of Internal Audit report submitted to the Audit Committee per quarter (the internal audit report will comprise of the audit reports due as per the approved annual audit plan)	Internal	Internal	80%	25%	15%	Not Achieved	Slow implementation of internal audit action plan	Speedup implementation of internal audit action plan	100%	Quarterly Internal audit report	
		% of Internal Audit Findings resolved per quarter as per the Internal Audit Action Plan by 30 Jun 2019 (Total Organisation)	Internal	Internal	4	1	1	Achieved	None	None	4	Quarterly AoPI reports	
Audit of Performance Information (AOPI)	Performance Audit	# of AOPI audit reports compiled by June 2019	Internal	Internal	GG11								Office of the Municipal Manager
Operation Clean Audit(OPCA)	OPCA	Action Plan on issues raised by the Auditor General compiled and tabled to Council by January 2019	Internal	Internal	GG12			Target set for Q3	None	None	1	Approved Action Plan	
		% of Auditor General matters resolved as per the approved Audit Action plan by 30 June 2019 (Total organisation)	Internal	Internal				Target set for Q3 & Q4	None	None	100%	Quarterly AG Action Plan report	
Audit & Performance Committee	Audit & Performance Committee	# of quarterly Audit & Performance Committee Meetings held by June 2019	470 552.72	195 644.33	GG13			Achieved	None	None	4	Agenda pack of the A&P Committee meetings	
Enterprise Risk Management	Risk Services	Risk Management Policies reviewed by the committee by the 31st May 2019	Internal	Internal	GG14			Target set for Q4	None	None	5	Council resolution	
		Risk Management Implementation Plan approved by 30th Jun 2019	Internal	Internal				Achieved	None	None	1	Risk Management Implementation on Plan	

	<p>Quarterly Risk Management reports and separate due activity reports</p>	100%	<p>Submit Risk Management Governance Documents to Audit Committee & Council for approval.</p>	None	<p>Late review of Risk Management Governance Documents by Risk Committee.</p>	<p>Not Achieved</p>	0%	100%	80%	Internal	Internal
	<p>Council Resolution and agenda</p>	1	None	None	None	Target set for Q2	N/A	N/A	New	Internal	New
	<p>Anti-fraud and corruption activity plan</p>	1	None	None	None	Target to be implemented in the fourth quarter	N/A	1	1	Internal	GG15
	<p>Quarterly Risk Management reports and activity reports</p>	100%	<p>Submit Risk Management Governance Documents to Audit Committee & Council for approval.</p>	None	<p>Late review of Risk Management Governance Documents by Risk Committee.</p>	<p>Not Achieved</p>	0%	100%	50%	Internal	
	<p>Awareness presentation & Attendance registers</p>	4	None	None	None	Achieved	1	1	4	Internal	<p># of quarterly anti-fraud and corruption awareness campaigns held by June 2019</p>

Anti-fraud awareness workshops/campaigns

Risk Management Committee	# of quarterly Risk Committee Meetings held by June 2019	Internal	Internal	4	1	1	Achieved	None	None	4	Risk committee Agenda pack
	# of Risk Management reports submitted to the Audit Committee per quarter	Internal	Internal	4	1	1	Achieved	None	None	4	Quarterly Risk Report
	% execution of Risk management plan within prescribed timeframes per quarter (Total organisation)	Internal	Internal	50%	100%	0%	Not Achieved	Late review of Risk Management Documents by Risk Committee.	Submit Risk Management Governance Documents to Audits Committee & Council for approval.	100%	Quarterly Risk management reports
Security Management Services	Security risk assessment conducted and approved by 31 st July 2018	Internal	Internal	New	1	0	Not Achieved	Appointment with SSA rescheduled	None	1	Approved Security risk assessment
	Security upgrade plan developed and approved by 31 st July 2018	Internal	Internal	New	1	1	Achieved	None	None	1	Approved Security upgrade plan
	% implementation of Security upgrade plan activities within prescribed time-frames	212 004.24	0.00	New	100%	N/A	N/A for the quarter under review	None	None	100%	Security monitoring & Incident management reports
	# of Municipal Community halls safe-guarded through EPWP programme	1 594 000.00	0.00	10	10	0	Not Achieved	EPWP Guards not yet appointed	To be appointed in Second quarter	10	Security monitoring & Incident management reports
# of Security monitoring & Incident management reports complied	Internal	Internal	New	3	3	Achieved	None	None	12	Security monitoring & Incident management reports	

	# of Security awareness/educational campaigns conducted	Internal	Internal	New	1	0	Not Achieved	Appointment with SSA rescheduled	To be conducted in 2 nd quarter	4	Security monitoring & Incident management reports and Attendance registers
	# of Municipal Buildings Safe-guarded through contracted service provider(Mabotwane)	5 400 000	915 626.98	19	19	19	Achieved	None	None	19	Security Monitoring and Incident Management reports

6. PERFORMANCE OF SERVICE PROVIDERS FOR THIRD QUARTER 2018/19 FINANCIAL YEAR

This report is prepared in accordance with Section 46(1) (a) of the Local Government Municipal Systems Act 32 of 2000 which requires that a municipality must prepare for each financial year a performance report reflecting the performance of the municipality and each of the service providers during the financial year

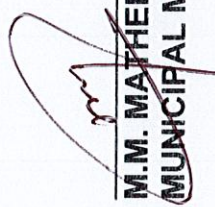
Service /Project	Service Provider	Date appointed	End of the Contract	Revised completion date	Bid Amount	Expenditure	Performance Rating 1-5
Ring Main Unit Maintenance	Mandlakazi Electrical	12/06/2018	30/09/2018	NA	R 310 343.20	R 306 890.44 (Invoiced)	3
Public Lighting Master Plan	Pro-Eng Consulting Engineers	06/06/2018	06/12/2018	NA	R 707 250.00	R 0.00	3
Marble Hall Ext.6 Stormwater-	Mulalo Consulting Engineers and Kgwadi Ya Madiba Projects	22/12/2015	Multi-year	Multi-year (TBA)	R5,000,000.00	R 4 680 034.69	2
Upgrading of Letebejane - Ditholong Internal roads	Ubona Engineers and Mthakge Phadima Construction	02/08/2017	Multi-year	Multi-year 28/09/2018	R3 796 502.59	R 0.00	1
Upgrading of roads and stormwater in Ngwalemong	T3 Consulting Engineers and Mokatemone/Splish Splash Construction	02/05/2017	Multi-year	Multi-year 28/09/2018	R4 184 226.58	R 0.00	2
Upgrading of Mashemong/Mocoihoek Internal roads	MVE Consulting Engineers	13/12/2016	TBA	TBA	R4 000 682.95	R 765 856.00	4
Construction of Mamphokgo Sports Complex.	Disema Consulting Engineers and AL Mphakgo JV	02/08/2017	Multi-year	14/12/2018	R12 151 228.13	R1 902 963.00	2
Construction of Leeuwfontein Sports Facility.	Dolmen Engineers and Kgwadi Ya Madiba Construction	22/02/2018	20/02/2018	28/09/2018 (To be revised)	R 7 443 085.75	R 1 346 501.16	1
Telkom SA	Provision of Telephone System	14/04/2011	Month to month	N/A	Quarterly cost: R245803.54	R334 306.09	5
Telkom SA	Provision of Telephone System	14/04/2011	Month to month	N/A	Quarterly cost: R245803.54		
Ironmountain (Pty) Ltd, formerly (Docufile Pty Ltd)	Offsite Document Archiving	15 May 2014	Month to month	N/A	Monthly cost: R1048.80	R3 174.00	5

Service /Project	Service Provider	Date appointed	End of the Contract	Revised completion date	Bid Amount	Expenditure	Performance Rating
Multi-Net Systems (Pty) Ltd	Maintenance of Fire Suppressors and Fingerprint Access Control (Records Office)	19 August 2014	Month to month	N/A	Once off repair of Fire Extinguishers @ R26594.33	R26 594.33	5
Anaka Group Pty Ltd	Supply, Delivery, Installation and Maintenance of Copier Machines	15 March 2018	30 June 2021	N/A	R3 099 600.00	Rental Cost: R230 608.68 Cost per paper: R147 018.29 Total: R377 626.97	5

7. DESCRIPTION OF PERFORMANCE SCORING

Level	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job
3	Fully effective	Performance fully meets the standards expected in all areas of the job
2	Not fully effective	Performance is below the standard required for the job in key areas
1	Unacceptable performance	Performance does not meet the standard expected for the job

APPROVAL


M.M. MATHEBELA
MUNICIPAL MANAGER

Date: 07/11/18