



**JOE GQABI DISTRICT  
MUNICIPALITY**

**CONSOLIDATED  
ANNUAL REPORT**

---

**2016/17 Financial Year**

*March 2018*

## CONTENTS

<b>MAYOR'S FOREWORD AND CERTIFICATION .....</b>	<b>iv</b>
EXECUTIVE MAYOR'S FOREWORD.....	IV
MUNICIPAL MANAGE'S QUALITY CERTIFICATE.....	v
<b>CHAPTER 1 - Locality .....</b>	<b>1</b>
<b>CHAPTER 2 – Governance .....</b>	<b>3</b>
2.1 Political Structure of the District.....	3
2.2 Political Leadership .....	4
2.3 Administrative Governance .....	4
2.4 Intergovernmental Relations and Public Participation .....	5
2.5 IDP Participation and Alignment.....	6
<b>CORPORATE GOVERNANCE .....</b>	<b>6</b>
2.6 RISK MANAGEMENT .....	6
2.7 Anti-Corruption and Fraud.....	7
2.8 Supply Chain Management.....	7
2.9 By-laws .....	8
2.10 WEBSITES .....	8
2.11 Statutory Annual Report Process .....	9
<b>CHAPTER 3 – SERVICE DELIVERY PERFORMANCE REPORT .....</b>	<b>10</b>
3.1 Service delivery summary.....	10
<b>3.2 Performance on pre-determined performance objectives.....</b>	<b>12</b>
2.1 KPA 1: SERVICE DELIVERY AND INFRASTRUCTURE PROVISION .....	12
2.2 KPA 2: LOCAL ECONOMIC DEVELOPMENT.....	15
2.3 KPA 3: FINANCIAL VIABILITY AND MANAGEMENT .....	17
2.4 KPA 4 INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION .....	19
2.5 KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION .....	21
3.3 Capital projects performance .....	25
3.4 Performance of service providers.....	29
3.5 Performance of JoGEDA .....	37
3.6 Capital projects performance .....	46
<b>CHAPTER 4 – ORGANISATIONAL DEVELOPMENT PERFORMANCE.....</b>	<b>50</b>
<b>CHAPTER 5 – FINANCIAL PERFORMANCE .....</b>	<b>52</b>
<b>CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS .....</b>	<b>53</b>
6.1 COMPONENT A: AUDITOR-GENERAL OPINION 2016/17 FINANCIAL YEAR .....	53
<b>COMPONENT B: ADDRESSING AUDITOR-GENERAL OPINION 2015/16 and 2016/17 FINANCIAL YEARS..</b>	<b>62</b>

6.2 Audit Action Plan 2016/17 FINANCIAL YEAR .....	62
6.3 Audit Action Plan 2015/16 FINANCIAL YEAR .....	63
<b>REPORT OF THE AUDIT COMMITTEE FOR THE YEAR ENDED 30 JUNE 2017 .....</b>	<b>64</b>
APPENDIX A – COMMITTEES AND COMMITTEE PURPOSES.....	68
APPENDIX B –THIRD TIER ADMINISTRATIVE STRUCTURE .....	69
APPENDIX C – FUNCTIONS OF MUNICIPALITY / ENTITY .....	70
APPENDIX D – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE YEAR .....	72
APPENDIX E – <b>COGTA-EC INDICATORS</b> .....	74
APPENDIX F – NATIONAL AND PROVINCIAL OUTCOMES FOR LOCAL GOVERNMENT .....	78

## MAYOR'S FOREWORD AND CERTIFICATION

### EXECUTIVE MAYOR'S FOREWORD

This Annual Report provides an account of the service delivery efforts and strides that were implemented by the Joe Gqabi District municipality during the year under review. The basis for the annual performance report is the Integrated Development Plan (IDP) and budget that were adopted by the Council in May 2016 and reviewed during the year. Subsequent to the adoption of the IDP and budget the Executive Mayor approved a Service Delivery Budget Implementation Plan (SDBIP) for the 2016/17 financial year. Being a start-of-year planning and target tool, the SDBIP as approved gave meaning to both in-year reporting on both financial and non-financial information. The SDBIP in-year reporting also and ultimately this Annual Report include an account of the performances of the Joe Gqabi District Development Agency (JoGEDA). Thus, the IDP, budget and the SDBIP provided the basis for measuring performance in service delivery against end of-year targets and implementation of the budget.



**Cllr. Z.I. Dumzela**  
**Executive Mayor**

**Date: 16 March 2018**

## MUNICIPAL MANAGER'S QUALITY CERTIFICATE

I, Zolile Williams, the Municipal Manager of the Joe Gqabi District Municipality, hereby certify that this Annual Performance Report for the 2016/17 financial year has been prepared in accordance with Section 46 of the Municipal Systems Act (Act 32 of 2000) as amended, read together with the Municipal Finance Management Act (Act 56 of 2003) and the Municipal Budget and Reporting Regulations of 2009. I further certify that to my knowledge the information contained within the report is a true reflection of the performance of the municipality during the 2016/17 financial year. This information is based on the performance of the Joe Gqabi District Municipality as per Service Delivery and Budget Implementation Plan that was approved in June 2016 and amended by Council in February 2017.

Name: ZA Williams

Municipal Manager of Joe Gqabi District Municipality (DC14)



**ZA Williams**  
Municipal Manager

**Date: 16 March 2018**

## CHAPTER 1. LOCALITY

The Joe Gqabi District Municipality (JGDM) is one of the six District Municipalities in the Eastern Cape Province. The JGDM consists of three local municipalities; viz: Elundini, Walter Sisulu and Senqu. The Walter Sisulu local municipality was established following the merger of the Maletswai and Gariiep local municipalities after the August 2016 Local Government elections. Towns that form the District are Aliwal North, Barkly East, Burgersdorp, Jamestown, Lady Grey, Maclear, Mount Fletcher, Oviston, Rhodes, Rossouw, Sterkspruit, Steynsburg, Ugie and Venterstad. The seat of JGDM is in Barkly East. Neighbouring district municipalities are Alfred Nzo, OR Tambo and Chris Hani District Municipalities.



The demography of the District is depicted in the table below. The data shown in the table come from various sources. The table shows that the majority of the population is within the working group category with a high dependency ratios of 70%. The growth of the population continues to be modest at a rate of 1.5% between 2011 and 2016. Only about 6% of the population has an education attainment of higher education.

Table 1: JGDM demography

	2016	2011
<b>Population</b>	372 912	348 667
<b>Age Structure</b>		
Population under 15	36.8%	34.1%
Population 15 to 64	58.2%	58.4%

	2016	2011
Population over 65	5.0%	7.5%
<b>Dependency Ratio</b>		
Per 100 (15-64)	71.7	71.3
<b>Sex Ratio</b>		
Males per 100 females	89.8	89.8
<b>Population Growth</b>		
Per annum	1.53%	n/a
<b>Labour Market</b>		
Unemployment rate (official)		
Youth unemployment rate (official) 15-34		
<b>Education (aged 20 +)</b>		
No schooling	8.0%	14.5%
Matric	19.5%	14.1%
Higher education	5.8%	5.9%
<b>Household Dynamics</b>		
Households	95 107	97 470
Average household size	3.9	3.4
Female headed households	46.9%	49.3%
Formal dwellings	69.6%	60.4%
Housing owned	71.7%	61.3%
<b>Household Services</b>		
Flush toilet connected to sewerage	28.2%	23.9%
Weekly refuse removal	34.1%	28.1%
Piped water inside dwelling	19.2%	17.6%
Electricity for lighting	80.0%	69.1%

2.1 Political Structure of the District

The political component of the District consists of the Executive Mayor, the Speaker, who also constitute the 25 councillors of the JGDM. Council established a Municipal Public accounts Committee (MPAC) in November 2011 and the committee is fully functional. The District has a history of stable Councils and Management. The Joe Gqabi District Municipality has an executive mayoral system. The District has five standing committees which are chaired by portfolio councillors. With regard to the frequency of meetings, the Council met at least quarterly as well as and when required. Furthermore, for all the above-mentioned structures, special meetings were convened as and when necessary. The high level structure of the District is depicted in figure 2 below.

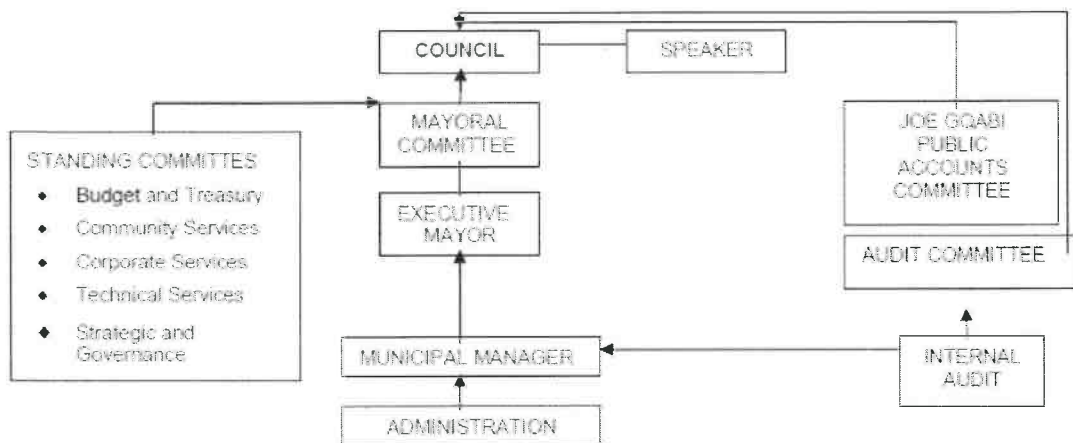


Figure 1: High level structure of the District



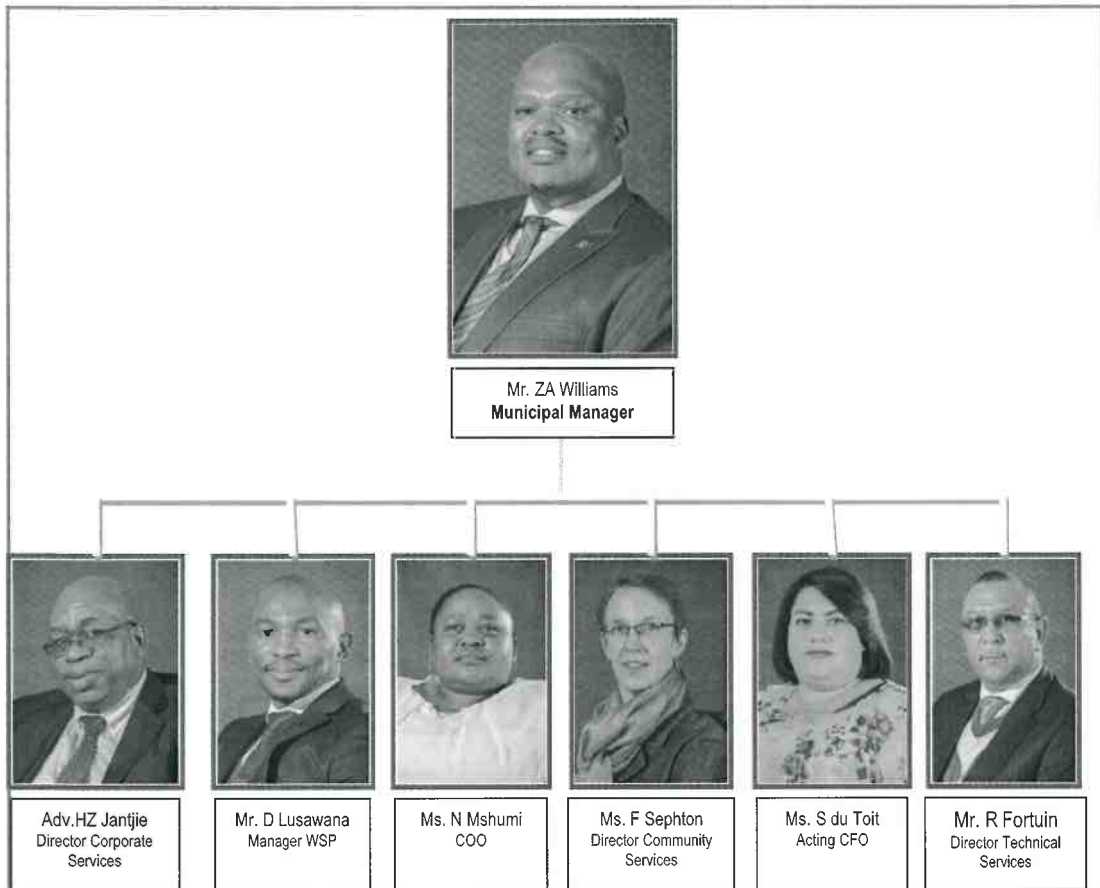
2.2 Political Leadership



2.3 Administrative Governance

Top Management

The Municipal Manager and his team of six senior managers lead the institution. All the senior management post, with the exception of the CFO, were filled during the year under review with signed performance agreements. Top management is responsible for preparation and submission of agenda items to Council and ensuring implementation of resolutions of Council.



#### 2.4 Intergovernmental Relations and Public Participation

The IDP and Budget Representative Forum allow members to represent the interests of their constituents in the IDP and budget processes. It also provides an organizational mechanism for discussion, negotiation and decision making between the stakeholders including the municipal government. The forum met quarterly.

The traditional leader's forum, which is chaired by the Speaker of the District was functional throughout the year and various meetings were held focusing on the initiation programme. The main purpose of the forum is to create a dialogue and discussion platform between the municipality and traditional leadership and it ensures participation of traditional leadership in matters of local government. Traditional leaders also participated in Council meetings.

A number of LED related stakeholder forums existed during the year including the Agricultural Forum and the District Tourism Organisation. Various community and stakeholder participation initiatives were undertaken on an ongoing basis. The Executive Mayor's Community outmarch programme with the community was conducted from March 2016 in all four local municipalities. The District also participates in Mayoral Outreaches of the local municipalities. Issues identified through these engagements range from matters District and local municipality competence to those of other spheres of government. Key issues include inadequate provision of water and sanitation services, high youth unemployment, rising crime rate and poor condition of roads.

## 2.5 IDP Participation and Alignment

IDP Participation and Alignment Criteria*	Yes/No
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to the Section 57 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	Yes
T 2.5.1	

## CORPORATE GOVERNANCE

### 2.6 RISK MANAGEMENT

All entities face uncertainty and the challenge for management is to determine how much uncertainty it is prepared to accept as it strives to grow stakeholder value. Enterprise risk management is the process that will enable management to identify, assess the face of uncertainty and is therefore integral to value creation and preservation. With regard to risk management within the District, risk registers were developed and are reviewed annually. Actions plans are reviewed quarterly. A risk committee was established and is functional. The committee evaluates progress on the action plans.

The top five risks for the institution are as follows:

<b>No</b>	<b>Risk description</b>
1.	Social economic status of local area
2.	Implementation of systems and processes
3.	Environmental Management
4.	Inability to meet service delivery needs
5.	Lack of occupational health and safety compliance
6.	Sustainability of financial resources
7.	Staff attraction and retention
8.	Implementation of systems and processes
9.	Service Delivery

## 2.7 Anti-Corruption and Fraud

As its policy stance on fraud and corruption, the policy of the JGDM is zero tolerance to fraud and corruption. All fraud and corruption allegations are investigated and followed up once reported and all remedies available are applied within the full extent of the law. Prevention controls include the existing financial and other controls and checking mechanisms as prescribed in the systems, policies and procedures of Joe Gqabi District Municipality. In order to minimize the occurrence of fraud and corruption the District has implemented various mechanisms which include division of duties, internal audit review of processes and adherence thereto, Audit Committees that exclude politicians and officials as voting members, condemnation by mayor and municipal manager of corrupt practices and involvement of the police as soon as grounds for suspicion become evident.

## 2.8 Supply Chain Management

The Supply Chain Management (SCM) function of the District is centralized under the Finance Department. This was implemented with a view of strengthening the capacity and ability of the District to comply with the MFMA and National Treasury Regulations. All these mechanisms and systems seek to ensure that SCM arrangements provide appropriate goods and services, offer best value for money and minimize the opportunities for fraud and corruption. The District has an approved SCM policy which is reviewed annually. Key policy objectives of the policy include the following:

- The Policy includes empowerment goals and objectives which strives towards ensuring that historically disadvantaged individuals (HDIs) are presented an opportunity to participate and function in the mainstream of the economy.
- A supplier development programme is also under consideration.

## 2.9 By-laws

The JGDM has the following by-laws:

Newly Developed	Revised	Public Participation Conducted Prior to Adoption (Yes/No)	Dates of Public Participation	By-Laws Gazetted* (Yes/No)	Date of Publication
Community Fire Safety	N/A	Yes	October 2009	Yes	11 September 2009
Passenger Transport	N/A	Yes	October 2009	Yes	11 September 2009
Water Services	N/A	Yes	March 2008	Yes	07 March 2008

The District is committed to ensuring that all its by-laws are fully implemented. Technical capacity in terms appointment of staff, training of available staff, exploration of partnership possibilities and sourcing additional funding are some of the options being considered by the District.

## 2.10 WEBSITES

<b>Municipal Website: Content and Currency of Material</b>	
<b>Documents published on the Municipality's / Entity's Website</b>	<b>Yes / No</b>
Current annual budget and all budget-related documents	Yes
Current Adjustment Budget	Yes
All current budget-related policies	Yes
The previous annual report (2015/16 FY)	Yes
The annual report (2016/17 FY) published/to be published	To be published
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (2016/17 FY) and resulting scorecards	Yes
All service delivery agreements (2016/17 FY)	No
All long-term borrowing contracts (2016/17 FY)	No
All supply chain management contracts above a prescribed value	Yes
An information statement containing a list of assets over a prescribed value that were disposed of in terms of section 14 (2) or (4) during 2015/16 FY	No
Contracts agreed in 2016/17 FY to which subsection (1) of section 33 apply, subject to subsection (3) of that section	
Public-private partnership agreements referred to in section 120	No
All quarterly reports tabled in the council in terms of section 52 (d)	Yes

Currently all the information required is and as it becomes available placed on the website for public attention. The relevant staff were exposed to various training initiatives which are intended to continue to improve compliance.

### 2.11 Statutory Annual Report Process

No.	Activity	Time frame	Status
1	Consideration of next financial year's Budget and IDP process plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure that reporting and monitoring feeds seamlessly into the Annual Report process at the end of the Budget/IDP implementation period	July	Done
2	Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).		Done
3	Finalise the 4th quarter Report for previous financial year		Done
4	Submit Annual Performance Report to Internal Audit and Auditor-General		Done
5	Submit draft 2016/17 FY Annual Report to Internal Audit and Auditor-General		Done
6	Municipal entities submit draft annual reports to MM		Done
7	Audit / Performance committee considers draft Annual Report of municipality and entities (where relevant)	August	Done
8	Mayor tables the unaudited Annual Report		Done
9	Municipality submits draft Annual Report including consolidated annual financial statements and performance report to Auditor General		Done
10	Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase		Done
11	Auditor General audits Annual Report including consolidated Annual Financial Statements and Performance data	September - October	Done
12	Municipalities receive and start to address the Auditor General's comments	November	Done
13	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor- General's Report		Done
14	Audited Annual Report is made public and representation is invited		Done
15	Oversight Committee assesses Annual Report	March	To be done
16	Council adopts Oversight Report		To be done
17	Oversight report is made public		To be done
18	Oversight report is submitted to relevant provincial councils		To be done
19	Commencement of draft Budget/ IDP finalisation for next financial year. Annual Report and Oversight Reports to be used as input	March	To be done

It is of critical importance to meet all these timeframes in the process of preparing the Annual Report nearer the end of the financial year. This assists in ensuring that the required range of data and information is provided for the next budget process from the outset. The District has fully complied with all the above actions and timeframes. This reflects the commitment of the District to good governance and clean administration.

## CHAPTER 3 – SERVICE DELIVERY PERFORMANCE REPORT

### 3.1 Service delivery summary

	2016/17 FY	2015/16 FY	2014/15 FY	2013/14 FY
<b>Water</b>				
Blue Drop Score	n/a	n/a	n/a	74.69
Is the municipality responsible to provide?	Yes	Yes	Yes	Yes
Does the municipality have infrastructure to provide?	Yes	Yes	Yes	Yes
Does the municipality actually provide?	Yes	Yes	Yes	No
Is the service outsourced/ commercialised?	No	No	No	No
Number of households provided with potable water service	0	5934		0
Number of domestic households		73 257	73 088	70 182
Inside the yard		41 774	41 678	41 297
Less than 200m from yard		31 483	31 410	18 745
More than 200m from yard		0	0	10 140
Domestic households with access to free basic service		14 176	11 178	0
<b>Sewerage and Sanitation</b>				
Green Drop Score	n/a	n/a	n/a	n/a
Is the municipality responsible to provide?	Yes	Yes	Yes	Yes
Does the municipality have infrastructure to provide?	Yes	Yes	Yes	Yes
Does the municipality actually provide?	Yes	Yes	Yes	Yes
Is the service outsourced/commercialised?	No	No	No	No
Number of households provided with sanitation service	6190	6334	6454	
Number of households using				
Flush toilet - public sewerage		23 699	23 523	23 009
Flush toilet - septic tank		2 914	2 906	2 880
Ventilated pit latrine		55 943	48 467	46 294
Bucket system		0	0	1 729
Other		0	0	0
Domestic households with access to free basic service		14 176	11 178	0





👍 = Target achieved and or exceeded (> 90), 🚩 = target not achieved (< 74), 🕒 = information not yet available, 🏆 = significant progress (75 - 90%) has been achieved N/A = No target was set for the quarter in the approved SDBIP \* - target and or indicator refined and aligned

### 3.2 PERFORMANCE ON PRE-DETERMINED PERFORMANCE OBJECTIVES

#### 2.1 KPA 1: SERVICE DELIVERY AND INFRASTRUCTURE PROVISION

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	Past performance		Current Period		Snapshots	Variance	Corrective Action	Directorate
				2015/16 (Target)	2015/16 (Actual)	2016/17 FY (Target)	2016/17 FY (Actual)				
Provide universal access to basic services	SD01: Maintain and rehabilitate all water and sanitation infrastructure	SD01-01	% compliance with SANS 241 for drinking water quality	97%	93.4%	97%	95.18%	👍	Old Infrastructure resulted in compromised water quality in certain parts of the district. After effects were experienced from severe drought of prior year which contributed to poor water quality	Refurbishment of certain water treatment works. Mooi River WTW in Maclear is planned for refurbishment in the current year.	WSP
		SD01-02	Number of Blue Drops achieved	2	0	2	0	👎	DWS did not issue blue drop assessment for the year	This depends on DWS issuing the results	WSP
		SD01-03	WSDP reviewed and approved by Council	2015/16 WSDP reviewed and approved by Council	2016/17 WSDP approved by Mayco in June	2017/18 WSDP reviewed and approved by Council	2017/18 WSDP reviewed and approved by Council	👍	None	None	Community Services
	SD02: Provide fire, emergency and rescue services	SD02-01	Ratio of fire incidents responded to as a proportion of entries in the Occurrence Book	01:01	01:01	01:01	01:01	👍	None	None	Community Services
	SD03: Expand and fast-track the provision of universal access to water and	SD03-01	% of households earning less than R1100 per month with access to free basic services (water and sanitation)	100% of registered households (indigent)	100% of registered households (indigent)	100% of registered households (indigent)	100% of registered households (indigent)	👍	None	None	Finance

= Target achieved and or exceeded (> 90%), 
 = target not achieved (< 74%), 
 = information not yet available, 
 = significant progress (75 - 90%) has been achieved, 
 N/A = No target was set for the quarter in the approved SDBIP \* - target and or indicator refined and aligned

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	Past performance		Current Period		Snapshots	Variance	Corrective Action	Directorate
				2015/16 (Target)	2015/16 (Actual)	2016/17 FY (Target)	2016/17 FY (Actual)				
	sanitation	SD03-02	% of households with access to basic level of water	77%	83%*	82%	0%		Capital projects focused on refurbishment and improvements to existing service availability and quality and no new households connected	Review the target for the next year in line with the approved Capital Infrastructure plan	Community Services
		SD03-03	% of households with access to a basic level of sanitation	89%	90%	95%	94%		Not all "happy letters" by residents for VIP toilets were signed in the year under review despite completion certificates being issued	"Happy letters" to accompany the completion certificates	Community Services
	SD04: Provide and improve the quality of municipal health services	SD04-01	1 monthly inspections per quarter on each of urban waste site	12 inspections per site	10 waste sites inspected 12 times, 2 waste inspected 11 times, 1 waste site inspected 10 times	12 inspections of 13 waste sites	12 inspections of 13 waste sites		None	None	Community Services
		SD04-02	Number of quarterly inspections on food premises	204	229	4 Inspection in each formal food premises in 210 premises	27 premises inspected 4 times 162 premises inspected 3 times 31 premises inspected 2 times 21 premises inspected 1 time (Total 241)		Additional premises were added due to new DoH criteria for inspection of food premises inspections. Some premises closed during the year. Some required more than 1 inspection per quarter.	New premises continue to be added and others continue to be removed if closed.	Community Services

☑ = Target achieved and or exceeded (> 90), ☒ = target not achieved (< 74), ☐ = information not yet available, ☞ = significant progress (75 - 90%) has been achieved, N/A = No target was set for the quarter in the approved SDBIP  
 \* - target and or indicator refined and aligned

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	Past performance		Current Period		Snapshot	Variance	Corrective Action	Directorate
				2015/16 (Target)	2015/16 (Actual)	2016/17 FY (Target)	2016/17 FY (Actual)				
	SD05: Support rehabilitation of all road networks throughout the District	SD05-01	Number of kilometres of gravel roads graded per quarter as per the DRPW SLA	2800	3321km	2800 km	2429	☒	This non-achievement of the target can be contributed to the instruction from DRPW to stop work during Jan and Feb 2017.	None. JGDM will continue to adhere to instructions from the DRPW.	Technical Services
Facilitate environmental management and conservation	SD06: Implement working for water and working for wetlands	SD06-01	% of budget spent of 2016/17 National Financial Year allocation on implementation of Working for Wetland rehabilitation programme	100%	67.59%	100%	100%	☑	None.	None	Community Services
		SD06-02	% of budget spent of the National FY allocation of alien plants eradication programme (working for water)	100%	35.6%	100%	99.69%	☑	None	None	Community Services

\* Restated target from prior year

☑ = Target achieved and or exceeded (> 90), ☒ = target not achieved (< 74), ☐ = information not yet available, ☑ = significant progress (75 - 90%) has been achieved N/A = No target was set for the quarter in the approved SDBIP  
 \* - target and or indicator refined and aligned

## 2.2 KPA 2: LOCAL ECONOMIC DEVELOPMENT

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	Past performance		Current Period		Snapshot	Variance	Corrective action	Directorate
				2015/16 (target)	2015/16 (actual)	2016/17 FY (target)	2016/17 FY (actual)				
Facilitate and implement job creation and poverty alleviation initiatives	LED01: Implement projects and programmes through labour intensive methods	LED01-01	Number of jobs created through municipality's local economic development initiatives including capital projects	2000	2 380	2 000 job opportunities created (capital projects)	888	☒	Not all EPWP jobs created were recorded on the DPW system	JGDM record keeping to improve to ensure all EPWP workers are able to be recorded on the DPW system	Technical Services
				375	2 494	1256 job opportunities created (Working for Water and Working for Wetlands)	1 228	☑	Not all the promised budget was received as DEA only signed agreement in second quarter	JGDM engaged DEA to improve timing of allocation	Community Services
	LED02: Support and facilitate rural development and poverty alleviation programmes	LED02-01	Number of reports on the implementation of Agri-park programme	New Indicator	New Indicator	4 Reports	4 Reports	☑	None	None	OMM
	LED03: Facilitate and actively participate in youth development programmes	LED03-01	Number of funding applications submitted to potential funders to support SMMEs and Cooperatives	New Indicator	New Indicator	4 funding applications submitted to potential funders	5 funding applications submitted to potential funders	☑	Additional application was submitted due to high demand	None	OMM

👍 = Target achieved and or exceeded (> 90), 📉 = target not achieved (< 74), 📄 = information not yet available, 🏆 = significant progress (75 - 90%) has been achieved N/A = No target was set for the quarter in the approved SDBIP \* - target and or indicator refined and aligned

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	Past performance		Current Period		Snapshot	Variance	Corrective action	Directorate
				2015/16 (target)	2015/16 (actual)	2016/17 FY (target)	2016/17 FY (actual)				
Facilitate and support regional economic development initiatives	LED04: Identify, support and implement economic development flagship and anchor projects	LED04-01	JoGEDA: Number of investors secured to operate the Aliwal Spa	New Indicator	New Indicator	1 Investor secured to operate the Aliwal Spa	Not Achieved	📉	Walter Sisulu LM has not approved the notarial lease requested by JoGEDA in order to facilitate the project.	JGDM to facilitate the process of WSLM to approve their land alienation in the form of a Council resolution. The target has also been carried to the next financial year.	OMM
		LED04-02	JoGEDA: Number of business plans on Elundini Middle Income Housing submitted to potential funders	1 business plan submitted to potential funders	Not achieved	1 business plan submitted to potential funders	Not achieved	📉	JoGEDA could not leverage technical support to develop the technical assessment due to non-response from potential partner.	JoGEDA will continue to facilitate this KPI. The target has been planned for 2017/18 FY in JoGEDA APP.	OMM
		LED04-03	Annual review of LED Strategy adopted by Council	LED Strategy approved by Council	LED Strategy reviewed and adopted by Council	LED Strategy approved by Council	LED Strategy was approved by Council	👍	None	None	OMM
		LED04-04	Long term investment strategy developed and adopted by Council	New	New	Long term investment strategy developed and approved by Council	Not achieved	📉	The long term Investment Strategy was not achieved due to a lack of funding	JoGEDA will continue to facilitate this KPI. The target has been planned for 2017/18 FY	OMM

👍 = Target achieved and or exceeded (> 90), 👎 = target not achieved (< 74), 🤖 = information not yet available, 🏆 = significant progress (75 - 90%) has been achieved, N/A = No target was set for the quarter in the approved SDBIP, \* = target and or indicator refined and aligned

### 2.3 KPA 3: FINANCIAL VIABILITY AND MANAGEMENT

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	Past performance		Current period		Snapshot	Variance	Corrective action	Directorate
				2015/16 (target)	2015/16 (actual)	2016/17 FY (target)	2016/17 FY (actual)				
Ensure effective financial management and reporting	FM01: Comply with all statutory financial reporting and management	FM01-01	% of a municipality's capital budget actually spent on capital projects identified for 2016/17 financial year in terms of the municipality's IDP	100%	100%	100%	84%	👎	Spending on drought projects was lower than budgeted for	Close monitoring of progress and monthly progress meetings	Technical Services*
		FM01-02	Cost coverage ratio	2.02	1.08	2.02	15	👎	The cost coverage is good however collections on earnings is low.	Pre paid meter installation underway to control consumption monies upfront and a tool to collect arrears	Finance
		FM01-03	% of budget actually spent on implementing workplace skills plan	100%	94%	100%	100%	👍	None	None	Corporate Services
		FM01-04	% of operational budget spent on repairs and maintenance	100% (of 2% allocation)	63% (of 2% allocation)	100% of budget allocated for repairs and maintenance	67%	👎	Savings and Cash flow challenges. Salary cost included under employee related cost	Improvement in cash availability will improve expenditure	Corporate Services, Technical Services*
	FM02: Improve financial administrative capacity of the District	FM02-01	Debt coverage ratio	2.03	1.74	2.03	14	👎	Income is very high and long term is low. Collection is however low on the income	None	Finance

👍 = Target achieved and or exceeded (> 90), 👎 = target not achieved (< 74), 🤖 = information not yet available, 🏆 = significant progress (75 - 90%) has been achieved N/A = No target was set for the quarter in the approved SDB/IP \* - target and or indicator refined and aligned

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	Past performance		Current period		Snapshot	Variance	Corrective action	Directorate
				2015/16 (target)	2015/16 (actual)	2016/17 FY (target)	2016/17 FY (actual)				
		FM02-02	Outstanding service debtors to revenue ratio	1.8	2.35	1.8	3.85	👎	The collection on outstanding debt is very low and therefore the collection on the outstanding service debtors is also poor	Prepaid meter installation in the new year will improve this percentage drastically	Finance
		FM02-03	% improvement in revenue collection	New Indicator	New indicator	6%	6%	👍	None	Pre paid installations in the new year will improve this % drastically	Finance
		FM02-04	Annual Financial statements developed by August	Annual Financial Statements developed by August	Annual Financial Statements developed by August	Annual Financial statements developed by August	Annual financial statements developed internally by August	👍	None	None	Finance
		FM02-05	% of operational budget actually spent	100%	97%	100%	86.5%	👎	Savings and Cash flow challenges	Improvement in cash availability will improve expenditure	Finance
		FM02-06	% spent on conditional grants	100% (MIG)	100% (MIG)	100%	100% (MIG)	👍	None	None	Technical
	FM03: Implement anti-fraud and anti-corruption measures	FM03-01	No. of SCM quarterly reports submitted to the Council	New Indicator	New Indicator	4 reports	3 reports	👎	Fourth quarter (Annual Report) not yet submitted to Council due to finalisation of reports relating to Annual Financial Statements	Fourth quarter Report will be tabled before Council in September 2017	Finance

👍 = Target achieved and or exceeded (> 90), 📉 = target not achieved (< 74), 📄 = information not yet available, 📈 = significant progress (75 - 90%) has been achieved N/A = No target was set for the quarter in the approved SDBIP  
 \* - target and or indicator refined and aligned

## 2.4 KPA 4 INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	Baseline info		CURRENT PERIOD		Snapshot	Variance	Corrective Action	DIRECTORATE
				2015/16 (target)	2015/16 (actual)	2016/17 FY (target)	2016/17 FY (actual)				
improve human capacity Improve human resource capacity	ID01: Effectively empower and develop the Council's workforce	ID01-01	Number of people from employment equity target groups employed in the three highest levels of management in compliance with EEP	5	9	2	10	👍	10 appointments due to vacancies	None	Corporate Services
		ID01-02	Number of Councillors training initiatives undertaken	New indicators	New Indicator	3	5	👍	1. training initiative undertaken due to busy schedule of Councillors 2. Additional training initiatives for councillors were as a result of SALGA & LGSETA funding and initiatives	None	Corporate Services
		ID01-03	Number of internships, work integrated learning & learnerships created	53	66	53	70	👍	Demand was submitted from Internal Audit and Water Service section	Departments will be encouraged to make their requests at the planning stage	Corporate Services
Improve human resource capacity	ID04: Maintain good working conditions for staff and ensure continued existence of labour related structures	ID04-01	Number of LLF meetings held	12 meetings	5 meetings	4 meetings	4 meetings	👍	None	None	Corporate Services



= Target achieved and or exceeded (> 90%), 
 = target not achieved (< 74%), 
 = information not yet available, 
 = significant progress (75 - 90%) has been achieved, 
 N/A = No target was set for the quarter in the approved SDBIP, 
 \* = target and or indicator refined and aligned

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	Baseline info		CURRENT PERIOD		Snapshot	Variance	Corrective Action	DIRECTORATE
				2015/16 (target)	2015/16 (actual)	2016/17 FY (target)	2016/17 FY (actual)				
	ID05: Implement shared services within the District focusing on performance management, internal audit, risk, communications, IT, IDP and finance	ID05-01	Conduct IT environmental assessment	New indicator	New Indicator	Conduct IT environmental conducted	IT environmental assessment conducted		None	None	OMM

= Target achieved and or exceeded (> 90%), 
 = target not achieved (< 74%), 
 = information not yet available, 
 = significant progress (75 - 90%) has been achieved, 
 N/A = No target was set for the quarter in the approved SDBIP target and or indicator refined and aligned

## 2.5 KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	Past performance		CURRENT PERIOD		Snapshot	Variance	Corrective Action	Directorate
				2015/16 FY (target)	2015/16 FY (actual)	2016/17 FY (target)	2016/17 FY (actual)				
Facilitate intergovernmental cooperation	GG01: Promote intergovernmental cooperation initiative	GG01-01	Number of DIMAFO meetings held	4 meetings	Not Achieved	2 meetings	2 meetings		None	None	OMM
Facilitate community participation in the affairs of the municipality	GG02: Regular and effective communications with communities	GG02-01	Number of Council meetings held	9 meetings	9 meetings	9 meetings	11 meetings		None	None	OMM
		GG02-02	Conduct Community satisfaction survey	Community Survey conducted	Community Survey was conducted	Community Satisfaction Survey conducted	Community Satisfaction Survey conducted				
		GG02-03	Number of Mayoral outreach programs held in each Local Municipality	New indicator	New indicator	1 Mayoral outreach program held in each Local Municipality	1 Mayoral outreach program held in each Local Municipality				

☑ = Target achieved and or exceeded (> 90), ☹ = target not achieved (< 74), ⓘ = information not yet available, 📈 = significant progress (75 - 90%) has been achieved N/A = No target was set for the quarter in the approved SDBIP \* - target and or indicator refined and aligned

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	Past performance		CURRENT PERIOD		Snapshot	Variance	Corrective Action	Directorate
				2015/16 FY (target)	2015/16 FY (actual)	2016/17 FY (target)	2016/17 FY (actual)				
	GG03: Work closely with traditional leadership structures in the implementation of rural development programmes	GG03-01	Number of traditional leaders forum meetings held	4 meetings	4 meetings	4 meetings	3 meetings	☹	1 meeting was postponed due to a lack of quorum due to initiation programs and lined-up programmes of the youth month	The forum will continue to meet quarterly	OMM
Ensure integrated planning and performance management	GG04: Establish and support municipal oversight systems, mechanisms and processes	GG04-01	Number of Joe Gqabi Municipal Public Accounts Committee (MPAC) meetings held	4 meetings	4 meetings	4 meetings	4 meetings	☑	None	None	OMM
		GG04-02	2015/16 FY Annual Report approved by Council	2014/15 FY Annual Report approved by Council	2014/15 FY Annual Report approved by Council	2015/16 FY Annual Report approved by Council	2015/16 FY Annual Report approved by Council	☑	None	None	OMM
		GG04-03	2017/18 MTRF Budget approved by Council	2016/17 MTRF Budget approved by Council	2016/17 MTRF Budget approved by Council	2017/18 MTRF Budget approved by Council	2017/18 MTRF Budget approved by Council	☑	None	None	Finance
		GG04-04	2017/18 FY IDP approved by Council	2016/17 final reviewed IDP approved by Council	2016/17 final reviewed IDP approved by Council	2017/18 IDP reviewed and approved by council	2017/18 IDP reviewed and approved by council	☑	None	None	OMM

👍 = Target achieved and or exceeded (> 90%), 👎 = target not achieved (< 74%), 🕒 = information not yet available, 🏆 = significant progress (75 - 90%) has been achieved, N/A = No target was set for the quarter in the approved SDBIP, \* = target and or indicator refined and aligned

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	Past performance		CURRENT PERIOD		Snapshot	Variance	Corrective Action	Directorate
				2015/16 FY (target)	2015/16 FY (actual)	2016/17 FY (target)	2016/17 FY (actual)				
		GG04-05	Number of signed performance agreements for Directors and Managers directly reporting to the Municipal Manager including the Municipal Manager	5	5	7	7	👍	None	None	OMM
		GG04-06	Number of Audit and Performance Committee meetings held	6 meetings	6 meetings	5 meetings	5 meetings	👍	None	None	OMM
		GG04-07	Number of institutional quarterly performance reports tabled before Council per quarter	4	4	4 quarterly institutional performance reports tabled before Council	4 quarterly institutional performance reports tabled before Council	👍	None	None	OMM
		GG04-08	Maintain clean audit outcomes	Clean audit	2014/15 FY Clean Audit Achieved	2015/16 FY Clean Audit Achieved	2015/16 FY Clean Audit Achieved	👍	None	None	All Directors
		GG04-09	Number of Institutional Risk Assessment conducted	New indicator	New Indicator	1 Institutional Risk Assessment conducted	1 Institutional Risk Assessment conducted	👍	None	None	OMM

= Target achieved and or exceeded (> 90%), 
 = target not achieved (< 74%), 
 = information not yet available, 
 = significant progress (75 - 90%) has been achieved, 
 N/A = No target was set for the quarter in the approved SDBIP. 
 \* - target and or indicator refined and aligned

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	Past performance		CURRENT PERIOD		Snapshot	Variance	Corrective Action	Directorate
				2015/16 FY (target)	2015/16 FY (actual)	2016/17 FY (target)	2016/17 FY (actual)				
Facilitate the development of a healthy and inclusive society	GG05: Facilitate Implementation of programmes supporting the special groups (SPU)	GG05-01	Annual District Mayoral Cup held	Annual District Mayoral Cup held	Annual District Mayoral Cup held	Annual District Mayoral Cup held	Not Achieved		Mayoral Cup occurs annually in June. Due to the Provincial Youth Month celebration taking place in JGDM, funds were redirection to support the provincial programme.	The Mayoral Cup will be held in September 2017	OMM
		GG05-02	Development of Concept document towards sustaining Sondela Youth Art Festival	New Indicator	New Indicator	Development of Concept document towards sustaining Sondela Youth Art Festival	Development of Concept document towards sustaining Sondela Youth Art Festival		None	None	None

☑ = Target achieved and or exceeded (> 90), ☒ = target not achieved (< 74), ☐ = information not yet available, ☞ = significant progress (75 - 90%) has been achieved N/A = No target was set for the quarter in the approved SDBIP  
 \* - target and or indicator refined and aligned

### 3.3 Capital projects performance

Project Name	Description	Budgets ('000)	Funding Source	Location (Ward/ Local Municipality)	Implementing Department	Start Date	Completion Date	Progress	Comments
Replacement of Water Mains in La Rochelle Street Burgersdorp	Funding was obtained from provincial treasury to upgrade selected water services infrastructure in Burgersdorp in order to mitigate the seasonal drought conditions being experienced in the town.	R9,670 948.09	NT	Walter Sisulu LM	PMU	11-Mar-16	Planned: 01-Nov-2016 Actual Completion date 16th October 2016	Practical Completion reached on 4 October 2016.  Final Completion reached on 16 October 2016.	Project is in 1 year defects liability phase.
Refurbishment of Chiapinnis Klip Dam No. 2	Funding was obtained from provincial treasury to upgrade selected water services infrastructure in Burgersdorp in order to mitigate the seasonal drought conditions being experienced in the town.	R5,801 819.10	NT	Walter Sisulu LM	PMU	31-Mar-16	Planned: 21-Nov-2016	Practical Completion was reached on 21 November 2016.	Work is complete and contractor is off site. Project is in 1 year defects liability phase
Replacement of Water Mains in Queenstown Road Burgersdorp	Funding was obtained from provincial treasury to upgrade selected water services infrastructure in Burgersdorp in order to mitigate the seasonal drought conditions being experienced in the town.	R7,616 844.52	NT	Walter Sisulu LM	PMU	11-Mar-16	Planned: 29-Nov-16 Extension of time was granted to contractor.	Practical Completion was reached on 16 May 2017.	The project is practically complete. Project is in 1 year defects liability phase.
Geohydrological Investigation Burgersdorp	Funding was obtained from provincial treasury to upgrade selected water services infrastructure in Burgersdorp in order to mitigate the seasonal drought conditions being experienced in the town.	R1,113 952.45	NT	Walter Sisulu LM	PMU	18-Nov-15	Planned: 09-Oct-16 Actual: 26 October 2016	Project reached final completion on 26 October 2016.	Awarded on 18 Nov 2015. Final report has been submitted to JGDM, and Boreholes have been drilled in Burgersdorp and Steynsburg as a result Borehole Supply project has been awarded. Contractor is on site.

☑ = Target achieved and or exceeded (> 90), ☐ = target not achieved (< 74), ☐ = information not yet available, ☑ = significant progress (75 - 90%) has been achieved N/A = No target was set for the quarter in the approved SDBIP \* - target and or Indicator refined and aligned

Project Name	Description	Budgets ('000)	Funding Source	Location (Ward/ Local Municipality)	Implementing Department	Start Date	Completion Date	Progress	Comments
Lady Grey Boreholes and Additional Storage	Funding was obtained from provincial treasury to upgrade selected water services infrastructure in Lady Grey in order to mitigate the seasonal drought conditions being experienced in the town.	R19,918,056.85	NT	Senqu LM	PMU	01-Apr-16	Planned: 09-Dec-16  In Progress (Contractor behind programme - Pending Engineers ruling on Extension of Time Claim)	Project is under construction. Project delayed due to negotiation process with initial preferred contractor, cash flow problems of contractor and delays in material supplies to site.	UWP Consulting was appointed for Design and Construct UWP appointed Nebavest 46 as sub-contractors to complete the construction-portion of the work. UWP has terminated Nebavest's contract due to non-performance. UWP appointed Civil2000 to complete the three reservoirs and related infrastructure. Extension of Time Claim has been submitted to JGDM for Approval
Lady Grey Boreholes and Additional Storage Phase 2	Funding was obtained from provincial treasury to upgrade selected water services infrastructure in Lady Grey in order to mitigate the seasonal drought conditions being experienced in the town.	R,40,000,000.00	NT	Senqu LM	PMU	01-Nov-16	Planned: 10 October 2018.	The contract has been awarded to the contractors and the contractor is on site, the inception meeting was held on Tuesday, 04th April 2017.	The contractor has established the site and has commenced with platform excavations for Kwezi-Naledi reservoir.
The Upgrading of Eastern Outfall_Sewer from the Aliwal Spa to the Nursery Pump Station	Funding was obtained from provincial treasury to upgrade selected sewerage infrastructure in Aliwal North to solve constant sewer spillages.	R18,470,127.40	NT	Walter Sisulu LM	PMU	01-Apr-16	Planned completion 17 February 2017 Revised completion date is 1st August 2017 due to extension of time granted because of hard rock excavations and inclement weather.	Project under construction and is at 87%  Evidence for %	The contractor is progressing well.

☑ = Target achieved and or exceeded (> 90), ☒ = target not achieved (< 74), ☐ = information not yet available, ☞ = significant progress (75 - 90%) has been achieved N/A = No target was set for the quarter in the approved SDBIP \* - target and or indicator refined and aligned

Project Name	Description	Budgets ('000)	Funding Source	Location (Ward/ Local Municipality)	Implementing Department	Start Date	Completion Date	Progress	Comments
Reconstruction of the Nursery Pump Station	Funding was obtained from provincial treasury to upgrade selected sewerage infrastructure in Aliwal North to solve constant sewer spillages.	R4,397,000.00	NT	Walter Sisulu LM	PMU	22-Dec-15	Planned: 07-Jun-16 Actual: 31 Oct 2016	Project is complete. Practical completion was done in October 2016.	Construction progress is at 100%. Additional emergency work was given to the contractor resulted in extension of time for completion. Project is in one year defects liability phase.
Rehabilitation of the Pumping and Gravity Main Between the Nursery Pump	Funding was obtained from provincial treasury to upgrade selected sewerage infrastructure in Aliwal North to solve constant sewer spillages.	R4,767,581.35	NT	Walter Sisulu LM	PMU	01-Apr-16	Planned: 06-October 2016 Actual: 06 October 2016	Project is complete.	Project in one year defects liability phase..
Rehabilitation of the Mechanical Plant at the WWTW and The Phola Park Pump Station	Funding was obtained from provincial treasury to upgrade selected sewerage infrastructure in Aliwal North to solve constant sewer spillages.	R2,924,879.68	NT	Walter Sisulu LM	PMU	01-Apr-16	Planned: 08 August 2016 Revised completion date October 2016	Project is under construction, however poor performance of the contractor was experience which led to subcontracting of the Civil and Mechanical works..  Project still under construction.  Penalties for late completion will apply.	Construction progress for new refurbishment at 98% and Mechanical work is at 79%. Civil work at 60%. The main contractor was given notice in terms of Clause 9.2 of General Condition of Contract. It has been recommended that the client terminate the contract. Both the civil and mechanical contracts have been sub-contracted to other sub-contractors to finish the project.



= Target achieved and or exceeded (> 90%), 
 = target not achieved (< 74%), 
 = information not yet available, 
 = significant progress (75 - 90%) has been achieved, 
 N/A = No target was set for the quarter in the approved SDBIP \* - target and or indicator refined and aligned

Project Name	Description	Budgets ('000)	Funding Source	Location (Ward/ Local Municipality)	Implementing Department	Start Date	Completion Date	Progress	Comments
Reconstruction of the Pumping Main From PPPS To the Waste Water Treatment Works	Funding was obtained from provincial treasury to upgrade selected sewerage infrastructure in Aliwal North to solve constant sewer spillages.	R3, 363, 046.17	NT	Walter Sisulu LM	PMU	01-Apr-16	Planned: 08 August 2016 Actual completion was 28 October 2016 due to variation order for additional work. Extension of time was granted.	Project under construction, Completed	Certificate of Completion has been issued. Project is in defects liability phase.

= Target achieved and or exceeded (> 90%), 
 = target not achieved (< 74%), 
 = information not yet available, 
 = significant progress (75 - 90%) has been achieved, 
 N/A = No target was set for the quarter in the approved SDBIP. 
 \* - target and/or indicator refined and aligned

### 3.4 Performance of service providers

BID NUMBER	CONTRACT DESCRIPTION	DEPARTMENT	CONTRACT DURATION	START DATE	EXPIRY DATE	CONTRACT STATUS	CONTRACT EXTENDED?	COMMENTS
Single Source	Finance System Support Agreement	Finance	14 months	01/09/2014	2015/10/31	Active	N/A	Contract still running satisfactorily
Bid No: 52/2010	Gravity Main B	Technical Services	15 Months	23/02/2011	Revised 30/06/2015	Active	Yes	Partial practical complete and processes of handover planned. Contract under penalties for late completion.
Bid No: 55/2010	Tsekong village water reticulation	Technical Services	15 Months	26/01/2011	Revised 22/08/2014	Completed	Yes	Contract complete
Bid No: 57/2010	Upper and Lower Tokwana Water Reticulation	Technical Services	20 Months	26/01/2011	Revised 16/09/2015	Active	Yes	Partial practical completion, penalties have been applied for late completion.
Bid No: 88/2010	Khwezi-Naledi Sanitation	Technical Services	9 Months	03/05/2011	Revised 30/06/2015	Completed	Yes	Project complete
Bid No: 07/2011	Provision of Banking services	Finance	60 Months	13/09/2011	12/09/2016	Active	N/A	Contract still running satisfactorily
Bid No: 21/2011	Provision of Vacuum Tanking Services @ Venterstad	Technical Services	36 Months	01/09/2012	31/08/2015	Active	N/A	Contract still running satisfactorily
Bid No: 21/2011	Provision of Vacuum Tanking Services @ Mount Fletcher	Technical Services	36 Months	01/09/2012	31/08/2015	Active	N/A	Contract still running satisfactorily
Bid No: 21/2011	Provision of Vacuum Tanking Services @ Burgersdorp	Technical Services	36 Months	01/09/2012	31/08/2015	Active	N/A	Contract still running satisfactorily
Bid No: 21/2011	Provision of Vacuum Tanking Services @ Maclear	Technical Services	36 Months	01/09/2012	31/08/2015	Active	N/A	Contract still running satisfactorily
Bid No: 21/2011	Provision of Vacuum Tanking Services @ Jamestown	Technical Services	36 Months	01/09/2012	31/08/2015	Active	N/A	Contract still running satisfactorily
Bid No: 21/2011	Provision of Vacuum Tanking Services @ Steynsbrg	Technical Services	36 Months	01/09/2012	31/08/2015	Active	N/A	Contract still running satisfactorily
Bid No: 21/2011	Provision of Vacuum Tanking Services @ Sterkspruit	Technical Services	36 Months	01/09/2012	31/08/2015	Active	N/A	Contract still running satisfactorily

= Target achieved and or exceeded (> 90), 
 = Target not achieved (< 74), 
 = Information not yet available, 
 = Significant progress (75 - 90%) has been achieved, 
 N/A = No target was set for the quarter in the approved SDBIP, 
 \* - target and/or indicator refined and aligned

BID NUMBER	CONTRACT DESCRIPTION	DEPARTMENT	CONTRACT DURATION	START DATE	EXPIRY DATE	CONTRACT STATUS	CONTRACT EXTENDED?	COMMENTS
<b>Bid No: 22/2011</b>	Provision of Municipal Insurance	Asset and Risk	36 Months	01/09/2012	2016/07/31	Active	N/A	Contract still running satisfactorily. The end-user has included some items and thus increased the premium.
<b>SCMU10/11-0200</b>	Roads Assets Management Systems	Technical Services	36 Months	2012/03/01	2016/06/30	Active	Yes	Contract still running satisfactorily
<b>JGDM2012/13-Q006</b>	Provision of TCP/IP Network Links	IT	12 Months	2012/09/01	2017/06/30	Active	Yes	Contract still running satisfactorily.
<b>Single Source</b>	Provision of Security Services	Corporate Services	3 Months	01/09/2010	2015/08/31	Active	Yes	Contract still running satisfactorily.
<b>Single Source</b>	Loading of Franking Machine (Postage stamps)	Corporate Services	24 Months	01/08/2000	automatic ext	Active	N/A	Contract still running satisfactorily
<b>Single Source</b>	Payroll Administrator	Finance	24 Months	01/08/2011	2018/06/30	Active	Yes	Contract still running satisfactorily
<b>Single Source</b>	Telephone System	IT	12 Months	2002/03/20	2015/09/30	Active	Yes	Contract still running satisfactorily
<b>Single Source</b>	Hardware and Software	IT	12 Months	20/03/2009	2015/09/30	Active	Yes	Contract still running satisfactorily
<b>Single Source</b>	Provision of personal dial up services (Analogue dial-up Unshaped ADSL)	IT		29/07/2008	To date	Active	Yes	Contract has since expired and the end-user is to go out and test the market. The intention is that by end of November 2014 a new tender should have been awarded.

☺ = Target achieved and or exceeded (> 90%), ☹ = target not achieved (< 74%), ⓘ = information not yet available, ⚡ = significant progress (75 - 90%) has been achieved, N/A = No target was set for the quarter in the approved SDBIP  
 \* - target end or indicator refined and aligned

BID NUMBER	CONTRACT DESCRIPTION	DEPARTMENT	CONTRACT DURATION	START DATE	EXPIRY DATE	CONTRACT STATUS	CONTRACT EXTENDED?	COMMENTS
Single Source	Fixed (Infrastructure) Asset Register Update and Asset Management Support	Technical Services	29 Months	01/07/2012	2015/11/30	Active	Yes	Contract still running satisfactorily
JGDM2012/13-002	Provision of Internal Audit Services including Information Technology and Forensic Audit expertise.	Internal Audit	36 Months	2013/01/20	2016/01/19	Active	N/A	Service still running satisfactorily.
JGDM2012/13-Q010	Provision of cell phone contract for five (5) Traditional Leaders over a two (2) year period	MM's Office	24 Months	2013/05/01	2016/04/30	Active	Yes	Service still running satisfactorily.
Single Source	Implementation of the Rural Water and Sanitation Programme (RWSP).	Technical Services	60 Months	01/03/2011	2016/07/31	Active	N/A	Contract still running satisfactorily.
JGDM2012/13-006	Supply and Delivery of Printed T-Shirts.	Community Services	36 Months	01/05/2013	31/04/2016	Active	N/A	No order has been placed yet.
JGDM2012/13-016	Supply and Delivery of Herbicides.	Community Services	36 Months	01/07/2013	31/06/2016	Active	N/A	Service still running satisfactorily.
JGDM2012/13-017	Supply and Delivery of Sand, Stone and Gabion rock	Community Services	36 Months	01/07/2013	31/06/2016	Active	N/A	Service still running satisfactorily.
JGDM2012/13-Q043	Review of JGDM's Water and Sanitation By-Laws.	Community Services	5 Months	01/08/2013	2014/06/30	Complete	N/A	Project completed
JGDM2012/13-Q032	Provision of Legal Service Support.	Corporate Services	24 Months	2013/08/01	2015/09/30	Active	Yes	Service still running satisfactorily.
JGDM2012/13-025	Supply and Delivery of Matresses, Gabions, Geo-Textile, Membrane, Geo-Mats, Bio-Mats and Multi-Cells	Community Services	36 Months	2013/11/01	2016/10/31	Active	N/A	Service was done satisfactorily.
JGDM2013/14-002	Appointment of a service provider to offer Financial Service support to Joe Gqabi DM	JoGEDA	36 Months	2014/05/01	2017/04/30	Active	N/A	Service was done satisfactorily.
JGDM2013/14-005	Supply and delivery of Protective Clothing and	Corporate Services	36 Months	2014/09/01	2017/07/31	Active	N/A	Service was done satisfactorily.

= Target achieved and or exceeded (> 90%), 
 = target not achieved (< 70%), 
 = information not yet available, 
 = significant progress (75 - 90%) has been achieved, 
 N/A = No target was set for the quarter in the approved SDBIP target and or indicator refined and aligned

BID NUMBER	CONTRACT DESCRIPTION	DEPARTMENT	CONTRACT DURATION	START DATE	EXPIRY DATE	CONTRACT STATUS	CONTRACT EXTENDED?	COMMENTS
	Equipment							
JGDM2013/14-014	Bulk Water Services for Maclear 250	Technical Services	5 Months	2014/02/01	2015/09/17	Active	Yes	The project was delayed due to an application for change of Scope which was approved by Council on 17 December 2014. The progress has been poor since the SP was back on site after the delay. A project status report was submitted to Contract Management on the 27 July 2015 for initiation of processes for termination of the contract.
JGDM2013/14-016 (Phase 1)	Commissioning and connection of Toilets to Sewer Outfall Pipes – Steynsburg.	Technical Services	6 Months	2014/02/11	2015/03/31	Complete	Yes	Project completed
JGDM2013/14-016 (Phase 2)	Commissioning and connection of Toilets to Sewer Outfall Pipes – Steynsburg.	Technical Services	6 Months	2014/02/11	2015/03/31	Complete	Yes	Project completed
JGDM2013/14-016 (Phase 3)	Commissioning and connection of Toilets to Sewer Outfall Pipes – Steynsburg.	Technical Services	6 Months	2014/02/11	2015/03/31	Complete	Yes	Project completed
JGDM2013/14-016 (Phase 4)	Commissioning and connection of Toilets to Sewer Outfall Pipes – Steynsburg.	Technical Services	6 Months	2014/02/11	2015/03/31	Complete	Yes	Project completed
JGDM2013/14-017	Provision of Travel Agency	Finance (SCM)	24 Months	2014/03/06	31/04/2016	Active	N/A	Service still running satisfactorily.
JGDM2013/14-018	Appointment of professional service provider for Sterkspruit Regional Waste Water Treatment Plant and associated Bulk Infrastructure.	Technical Services	48 Months	2014/07/23	2018/06/23	Active	N/A	Service still running satisfactorily.

☺ = Target achieved and or exceeded (> 90), ☹ = target not achieved (< 74), 🤷 = information not yet available, 🏆 = significant progress (75 - 90%) has been achieved N/A = No target was set for the quarter in the approved SDBIP target and or indicator refined and aligned

BID NUMBER	CONTRACT DESCRIPTION	DEPARTMENT	CONTRACT DURATION	START DATE	EXPIRY DATE	CONTRACT STATUS	CONTRACT EXTENDED?	COMMENTS
JGDM2013/14-Q004	Review of Spatial Development Framework	MM's Office	6 Months	2014/04/01	2015/11/30	Active	Yes	Service still running satisfactorily.
JGDM2013/14-Q008	Supply and delivery of Fencing material	Community Services	12 Months	2014/02/01	2015/01/31	Complete	N/A	Project completed
JGDM2013/14-Q012	Appointment of a service provider to offer company secretariat and legal service support	JoGEDA	24 Months	2013/10/01	2015/09/30	Active	N/A	Service still running satisfactorily.
JGDM2013/14-Q026	LED Strategy Review	MM's Office	3 Months	2014/05/22	2015/06/30	Active	Yes	Service still running satisfactorily.
JGDM2013/14-Q071	Supply, Delivery and Maintenance of Health and Safety Equipments	Corporate Services	36 Months	2014/06/01	2017/05/31	Active	N/A	Service still running satisfactorily.
JGDM2013/14-Q027	S78 Assessment- Fire Services	Community Services	6 Months	2014/04/01	2015/06/30	Complete	N/A	Project completed
JGDM2014/15-004	Supply and Delivery of Tyres, Tubes and Flaps	Technical Services	3 Years	2014/12/11	2017/12/11	Active	N/A	Service still running satisfactorily.
JGDM2014/15-008	Review of Water Service Development Plan for JGDM	Community Services	3 Years	2015/01/01	2018/12/21	Active	N/A	Service still running satisfactorily.
JGDM2014/15-Q002	Supply and Delivery of Cutting Edge Grader Blades and Plough Bolts & Nuts	Technical Services	2 Years	2015/01/01	2017/12/31	Active	N/A	Service still running satisfactorily.
JGDM2014/15-Q008	Supply and Delivery of Consumables and Cleaning Material	Corporate Services	1 Year	2014/12/01	31/11/2015	Active	N/A	Contract on hold, due to non- performance
JGDM2014/15-015	Provision of Vacuum Tanking Services @ Ugie	Technical Services	8 Months	2015/04/13	2015/12/12	Active	N/A	Service running satisfactorily.
JGDM2013/14-007	Provision of Professional Services for Design and Construction Supervision of Maclear Bulk Sanitation Infrastructure Upgrade- Phase 4	Technical Services	18 Months	2015/05/01	2016/12/30	Active	N/A	Service running satisfactorily.
JGDM2013/14-008	Provision of professional services for the design and construction supervision of Maclear water treatment and distribution upgrade	Technical Services	3 Years	2015/05/01	2018/04/30	Active	N/A	No order has been placed yet.

= Target achieved and or exceeded (> 90%), 
 = target not achieved (< 74%), 
 = information not yet available, 
 = significant progress (75 - 90%) has been achieved, 
 N/A = No target was set for the quarter in the approved SDBIP target and or indicator refined and aligned

BID NUMBER	CONTRACT DESCRIPTION	DEPARTMENT	CONTRACT DURATION	START DATE	EXPIRY DATE	CONTRACT STATUS	CONTRACT EXTENDED?	COMMENTS
JGDM2013/14-006	Construction of Bulk Sanitation Infrastructure Upgrade for Maclear: Upgrading of Waste Water Treatment Works Phase 3	Technical Services	15 Months	2015/05/01	2016/08/31	Active	N/A	No payment made yet
JGDM2014/15-001	Construction of Jamestown Budget Eradication and Sanitation Project Phase 2 Stage 2 (Pump Station)	Technical Services	1 Year	2015/05/01	2016/04/30	Active	N/A	No order has been placed yet.
JGDM2014/15-007	Supply and Delivery of Office Stationery	Finance Department	3 Years	2015/04/02	2018/03/01	Active	N/A	Service still running satisfactorily.
JGDM2014/15-009	Jamestown Bucket Eradication Phase 2: Stage 2, Pipeline Sewer	Technical Services	1 Year	2015/05/01	2016/04/30	Active	N/A	Service still running satisfactorily.
JGDM2014/15-003	Provision of Security Services	Corporate Services	3 Years	2015/07/01	2018/06/30	Active	N/A	No order has been placed yet.
JGDM2014/15-Q012	Supply and Delivery of Carbon Asphalt Cold Mix	Technical Services	1 Year	2015/04/08	2016/03/31	Active	N/A	No order has been placed yet.
JGDM2014/15-Q033	Appointment of a service provider to offer Online Legislation to JGDM	Corporate Services	3 Years	2015/03/01	2018/02/28	Active	N/A	Service still running satisfactorily.
JGDM2013/14-Q034	Provision of employment checks	Corporate Services	3 Years	2014/12/01	31/11/2017	Active	N/A	Service still running satisfactorily.
JGDM2014/15-Q035	Supply and Delivery of barriers	Technical Services	3 Years	2015/06/01	2018/04/30	Active	N/A	No order has been placed yet.
JGDM2014/15-020	Provision of Security Services -	Corporate Services	3 Years	2015/10/01	2018/09/30			
JGDM2014/15-020	Provision of Security Services -	Corporate Services	3 Years	2015/10/01	2018/09/30			
JGDM2014/15-020	Provision of Security Services -	Corporate Services	3 Years	2015/10/01	2018/09/30			
JGDM2014/15-004	Appointment letter of a service provider to offer Certificate in Municipal Finance Management Learnership programme	Corporate Services	1 Year	2015/10/01	31/09/2016	Active	N/A	No order has been placed yet.
JGDM2014/15-021	Appointment of a Service Provider to offer Legal Service	Corporate Services	3 Years	2015/10/01	31/09/2018	Active	N/A	No order has been placed yet.

= Target achieved and or exceeded (> 90%), 
 = target not achieved (< 74%), 
 = information not yet available, 
 = significant progress (75 - 90%) has been achieved, 
 N/A = No target was set for the quarter in the approved SDBIP target and or indicator refined and aligned

BID NUMBER	CONTRACT DESCRIPTION	DEPARTMENT	CONTRACT DURATION	START DATE	EXPIRY DATE	CONTRACT STATUS	CONTRACT EXTENDED?	COMMENTS
	Support to JGDM							
JGDM2015/16-001PT	Construction of an Emergency Nursery Pump Station and Associated work	Technical Services	6 Months	2015/10/09	2016/04/30	Active	N/A	No order has been placed yet.
<b>LEASE AGREEMENTS</b>								
BID NUMBER	CONTRACT DESCRIPTION	DEPARTMENT	CONTRACT DURATION	COMMENCEMENT DATE	EXPIRY DATE	CONTRACT STATUS	CONTRACT EXTENDED?	COMMENTS
Single Source	Rental of Alarm Units and Monitoring System	Corporate Services	12 Months	2013/07/01	2016/01/31	Active	Yes	Contract still running satisfactorily
Single Source	Escalator Maintenance	Corporate Services	60 Months	01/06/2011	2016/05/31	Active	N/A	Contract still running satisfactorily
Single Source	Photocopy Leases	IT	60 Months	21/09/1998	20/09/2003	Expired	Yes	Contract expired
Single Source	Office Accommodation @ Christian Life Centre in Barky East	Corporate Services	24 Months	2012/04/01	2017/03/31	Active	Yes	Agreement still running satisfactorily.
Q35/2011	Office Accommodation in Ugie	Corporate Services	36 Months	2012/07/01	2017/03/31	Active	Yes	Agreement still running satisfactorily
Single Source	Senqu Local Municipality	Corporate Services	1 Year	2011/04/01	2015/06/30	Active	Yes	Agreement still running satisfactorily
Single Source	Agency Agreement: Revenue Management Services	Finance	12 Months	01/07/2013	2015/06/30	Active	Yes	Agreement still running satisfactorily
Single Source	Agency Agreement: Revenue Management Services	Finance	12 Months	01/07/2013	2015/06/30	Active	Yes	Agreement still running satisfactorily
Single Source	Rental of Photo copy machine for Working for Water unit	IT	60 Months	2013/05/01	31/04/2018	Active	N/A	Service still running satisfactorily.
Single Source	Internet Connection Rental	IT	6 Months	20/04/2009	2015/05/31	Active	Yes	Contract Expired
Single Source	Provision of Security Alarm Services.	JoGEDA	12 Months	01/07/2013	2017/06/30	Active	Yes	Service still running satisfactorily.




= Target achieved and or exceeded (> 90%), 
 = target not achieved (< 74%), 
 = information not yet available, 
 = significant progress (75 - 90%) has been achieved, 
 N/A = No target was set for the quarter in the approved SDBIP \* - target and or indicator refined and aligned

BID NUMBER	CONTRACT DESCRIPTION	DEPARTMENT	CONTRACT DURATION	START DATE	EXPIRY DATE	CONTRACT STATUS	CONTRACT EXTENDED?	COMMENTS
Single Source	Supply, installation and monitoring of the Altech Netstar tracking unit on Mayor's official vehicle.	Corporate Services	36 Months	01/07/2013	31/06/2016	Active	N/A	Unit already supplied and installed into the vehicle.
Bid No: 42/2010	Supply, delivery and maintenance of printers	IT	36 Months	01/07/2010	2016/06/30	Active	Yes	Contract still running satisfactorily
Single Source	Rental of Durans building in Aliwal north	Corporate Services	36 Months	2014/06/01	2017/05/31	Active	N/A	Contract still running satisfactorily

👉 = Target achieved and or exceeded (> 90%), 📉 = target not achieved (< 74%), 📄 = information not yet available, 🏆 = significant progress (75 - 90%) has been achieved N/A = No target was set for the quarter in the approved SDBIP target and/or indicator refined and aligned

### 3.5 Performance of JoGEDA

 <b>ANNUAL PERFORMANCE REPORT FOR PERIOD 01 JULY 2016 TO 30 JUNE 2017</b>												
KPI (No.)	STRATEGIC OBJECTIVE 1			TO ENHANCE ECONOMIC DEVELOPMENT AND INVESTMENT IN THE REGION				STRATEGIC GOALS 1		SERVE AS PRIMARY AND PRINCIPAL VEHICLE FOR ECONOMIC DEVELOPMENT & INVESTMENT WITHIN JOE GOABE DISTRICT		
	Snap shot indicators			🏆 = Target achieved at 100%   📉 = Target partially achieved at 75% - 89%   📄 = Target not achieved at less than 75%   📅 = Target On Hold   🗑️ = Target removed								
	Project	Specific Deliverable (KPI)	Baseline	PAST PERFORMANCE		CURRENT PERFORMANCE		Means of Verification for Annual Target	Snap shot	Deviation Explanation	Corrective Measures	Responsible Person
				Planned (2016/16)	Actual (2016/16)	Planned (2016/17)	Actual (2016/17)					
1.1.1	Alivi@ Spa	Submit funding proposal to different tourism development funders as per Business plan recommendations	Feasibility study and business plan completed in 2016	New Indicator	New Indicator	2 Funding proposals to be submitted to a relevant tourism funders	1 Funding proposal was submitted to National Department of Tourism	Proof of Submission	📄	1. The development agency made a submission to council of Walter Sisulu Local Municipality for the project. The council item was an application to request a material lease for the Alivi@ Spa. The purpose of the item is to request Council to grant the agency full developmental rights by material lease to commence the Alivi@ Spa using Public-Private Partnership model as regulated by the National Treasury. 2. The application for funding to other institutions could not be considered further until the submitted council item regarding the material lease has been approved by council. The council submission was an approach that was identified to work to ensure sustainability of the project. His with this reason that the agency could not approach other funders as the project is not moving.	1. The development agency is following up regularly on the submission to Walter Sisulu Municipal Council. 2. For the first quarter of 2017/18 the agency has signed the KPI with the relevant Municipality to assist the agency to obtain council resolution for the material lease. 3. Once the council resolution approving the submission is received then the Development Agency will be in a better position to engage with the private sector and government bodies for funding opportunities in the tourism sector.	Chief Executive Officer
1.1.2		Secure an operator to operate the Alivi@ Spa.		New Indicator	New Indicator	1 Operator secured for the Alivi@ Spa.	0 Operator has been secured for the Alivi@ Spa.	Agreement/SLA	📄	The Development Agency is waiting for council approval from Walter Sisulu Municipality to grant JoGEDA rights to develop the facility in the form of a material lease. This will allow the Agency to be able to negotiate on behalf of the municipality in striking a deal with the operator and to speed up processes in the best interests of the project.	This KPI has been included in the APP for 2017/18 the development agency will seek an operator once the approval of the council has been obtained through a council resolution.	Analyst/ Project Managers
1.1.3		Conduct conditional infrastructural assessment for optimum operation of the facility		New Indicator	New Indicator	1 Conditional infrastructural assessment conducted	0 Conditional infrastructural assessment was conducted	Conditional infrastructure assessment Report		This KPI was not achieved due to reason that the council resolution has not been received on the agency. The development agency then was unable to proceed further with the project in terms of getting funding and to undertake the conditional assessment. This process will be done once the funding submission has been approved.	The conditional assessment will not be a stand-alone KPI for the financial year 2017/18 but the agency will include as part of the documents that will need to be developed through an SLA with the appointed operator.	Analyst/ Project Managers



= Target achieved and or exceeded (> 90%), 
 = target not achieved (< 74%), 
 = information not yet available, 
 = significant progress (75-90%) has been achieved, 
 N/A = No target was set for the quarter in the approved SDBIP target and or indicator refined and aligned

KPI (No.)	STRATEGIC OBJECTIVES			TO ENHANCE ECONOMIC DEVELOPMENT AND INVESTMENT IN THE REGION				STRATEGIC GOALS 1		SERVE AS PRIMARY AND PRINCIPAL VEHICLE FOR ECONOMIC DEVELOPMENT & INVESTMENT WITHIN JOE GOAB DISTRICT			
	Snap shot indicators			= Target achieved at 100%		= Target partially achieved at 75% - 99%		= Target not achieved at less than 75%		= Target On Hold		= Target removed	
	Project	Specific Deliverable (KPI)	Deadline	PAST PERFORMANCE		CURRENT PERFORMANCE		Means of Verification for Annual Target	Snap shot	Deviation Explanation	Corrective Measures	Responsible Person	
				Planned (2015/16)	Actual (2015/16)	Planned (2016/17)	Actual (2016/17)						
1.1.8	Simpfuna Town Regeneration	To create alternative land solution for Commercial development	New Indicator	New Indicator	1 Council Resolution adopted for the alternative land	1 Council Resolution adopted for the alternative land	Council Resolutions		None	None			
1.1.9		To attract and improve investment	Feasibility Study report completed in 2017	New Indicator	New Indicator	1 High Level technical assessment completed	1 High Level technical assessment was completed	High Level Technical Assessment report		The development agency intended that this KPI will be implemented with an approved developer within a working contract condition this contract will include off. The second reason is mainly based on the lessons learned from KPI 1.1.8 regarding the technicality of the contract and the agency is looking forward to develop a developer to develop the development area. As a result to achieve the developmental goals for the area and for the economic development in Simfuna.	The development agency intends to appoint a developer in the second quarter of 2017/18 and to be implemented in agreement with the developer. The high technical assessment of the area will be completed by the developer.	Chief Project Manager	
1.1.10		Call for proposals local infrastructure projects	New Indicator	New Indicator	1 Public Open call for proposals and prospective projects completed	2 Public Open call for proposals and prospective projects completed	Advert		A public decision on public tender for the project was completed. KPI 1.1.10 is to be implemented to be resolved that KPI 1.1.10	The development agency will continue to call for proposals or expression of interest from developers for the project in the second of 2017/18			
1.1.11		Launch property development project	New Indicator	New Indicator	1 Launch of the development project	No Launch of the development project was achieved	Site Inspection Meeting, Site Handover Certificate		The property development project could not be launched due to reason that advert is not published to prospective developers for expression of interest. The government process has not yet been able. The agency could not implement the KPI in time due to the reason that KPI 1.1.10	The development agency will appoint a developer to conduct an expression of interest for those who are given and it is expected to be achieved in third quarter in financial year 2017/18			

👉 = Target achieved and or exceeded (> 90), 📉 = target not achieved (< 74), 📄 = Information not yet available 📈 = significant progress (75 - 90%) has been achieved N/A = No target was set for the quarter in the approved SDBIP - target and/or indicator refined and aligned

XPR (No.)	STRATEGIC OBJECTIVES			TO ENHANCE ECONOMIC DEVELOPMENT AND INVESTMENT IN THE REGION				STRATEGIC GOALS 1		SERVE AS PRIMARY AND PRINCIPAL VEHICLES FOR ECONOMIC DEVELOPMENT & INVESTMENT WITHIN JOE GRAD DISTRICT			
	Snap shot indicators			👉 Target achieved at 100%		📈 Target partially achieved at 75% - 99%		📉 Target not achieved at less than 75%		📄 Target On Hold		📈 Target achieved	
	Project	Specific Deliverable (KPI)	Baseline	PAST PERFORMANCE		CURRENT PERFORMANCE		Means of Verification for Annual Target	Snap shot	Deviation Explanation	Corrective Measures	Responsible Person	
			Planned (2015/16)	Actual (2015/16)	Planned (2016/17)	Actual (2016/17)							
1.1.12	Abasi Meat Hub	Develop a value-addition centre for the operators of the Abasi Meat Hub	Business Plan completed in 2015	New indicator	New indicator	1. 2 operators apply development	2. 2 operators receive development	Stakeholder Memo	📄	The challenge was the role of the development agency as the grant of was not clearly defined when the request was in the process of developing the document	The agency already completed the agreement with the co-operative development agency and one of the sites is already social facilitation in the area. The first in the first quarter of 2017/18 Financial Year and then in the second quarter (during the financial year). This KPI will not be achieved in the 2017/18 FY year	Project Manager	
1.1.13		Construct Social Facilitation of the project		New indicator	New indicator	1. Social Facilitation for the project conducted	2. Social Facilitation for the project completed	Agreement/contract	📄	1. Clarify the unclear role of development agency has defined the social facilitation for the project. The agency social teams (the National Agricultural Marketing Council (NAMC) has been requested to implement the agency for the development agency of the Abasi Meat Hub. The development agency has engaged a professional approach via NAMC to provide social facilitation will be implemented for the project 2. The Agency that formed partnership with the Christian Communities Development Centre to conduct the social facilitation for the project and a draft agreement is in place	The agency already conducted the agreement with the co-operative development agency and it already is in the social facilitation for the area. The first in the first quarter of 2017/18 Financial Year and then in the second quarter (during the financial year). This KPI will not be achieved in the 2017/18 FY year		
1.1.14		Sign Strategic partnership agreement with relevant entities to market abasi		New indicator	New indicator	1. Signed strategic partnership agreement	2. Signed strategic partnership agreement	agreement/MSA/SLA	📄	Strategic partnership agreement for the project to market the abasi product has not been completed. The agency could not achieve the KPI in time due to the reason that KPI 1.1.2	The agency plans to continue with the KPI to seek for other relevant entities and develop strategic agreements with them for the Abasi Meat Hub. This KPI is to be achieved in the 2017/18 FY year		
1.1.15		Develop operation business model		New indicator	New indicator	1. Operation business model established	2. Operation business model established	Operation Business Model	📄	KPI 1.1.14 cannot be implemented until KPI 1.1.13 and 1.1.14 has been achieved	The agency will develop an operational business model which is viable to ensure sustainability of the Abasi Meat Hub. This KPI is to be achieved in the 2017/18 FY year		
1.1.16		Secure approval for the operations of the Abasi Meat Hub		New indicator	New indicator	1. Developer received for the operations of the Abasi Meat Hub	1. Operator received for the operations of the Abasi Meat Hub	SLA		This KPI could not be achieved due to reason that the process of the developer has not been completed and the construction of the center will be for completion. This KPI will not be achieved in the 2017/18 FY year	The agency will continue to seek an operator for the project and the KPI will be achieved in the 2017/18 FY year		

👍 = Target achieved and or exceeded (> 90%), 📉 = target not achieved (< 74%), 🤖 = information not yet available, 🏆 = significant progress (75 - 90%) has been achieved N/A = No target was set for the quarter in the approved SDBIP \* - target and/or indicator refined and aligned

KPI (No.)	STRATEGIC OBJECTIVES			TO ENHANCE ECONOMIC DEVELOPMENT AND INVESTMENT IN THE REGION				STRATEGIC GOALS 1		SERVE AS PRIMARY AND PRINCIPAL VEHICLE FOR ECONOMIC DEVELOPMENT & INVESTMENT WITHIN JOE GOABI DISTRICT			
	Snapshot Indicators			👍 = Target achieved at 100%		👉 = Target partially achieved at 75% - 99%		🤖 = Target not achieved at less than 75%		📉 = Target On Hold		🌐 = Target removed	
	Project	Specific Deliverable (KPI)	Baseline	PAST PERFORMANCE		CURRENT PERFORMANCE		Means of Verification for Annual Target	Snap shot	Deviation Explanation	Corrective Measures	Responsible Person	
Planned (2015/16)				Actual (2015/16)	Planned (2016/17)	Actual (2016/17)							
1.1.17	Agri-business support	Partner with the municipal LED initiatives in agricultural enterprise development (Rural Enterprise Project - R12.1M & 1.6M)	New Targets	New Indicator	New Indicator	2 Partnership agreements for agricultural enterprise development	0 Partnership agreements for agricultural enterprise development	MOU/SLA	🤖	The agency developed relations with the municipal stakeholders in the last quarter of 2016/17 financial year. This is due to the reason the agency identified project in agri-business sector in the third quarter. A separate Memorandum of Understanding (MOU) was developed on the fourth quarter between JAGEDA, Clus Nam Cooperatives Development Centre and Jankson Cooperative Development Centre.	The agency needs to consider the pending agreements with the stakeholders in the agri-business sector. This KPI will still find expression in the APP for 2017/18 FY and is to be done in the first quarter.		
1.1.18		Enable water facilities across in agro-project		New Indicator	New Indicator	2 Agri-Business Projects to have water facilities installed	0 Agri-Business Projects to have water facilities installed	Report	📉	Currently the agency has not yet established a project in the agri-business support that needs water facilities to be done. A proposal and agreement is in place for the rural facilitation of Mase-Nam High Polder.	The agri-business projects and social facilitation proposed to be completed in 2016/17. Once the agency will have to install the water facilities is implemented for rural agri-business. This KPI is rolled over to the 2017/18 FY.	Agri/Project Manager	
1.1.19		Sign Strategic partnership agreements for market access		New Indicator	New Indicator	2 Signed partnership agreements for market access	2 Signed partnership agreements for market access	Agreement/SLA	👍	None	None		

👉 = Target achieved and or exceeded (> 90), 📉 = target not achieved (< 74), 📄 = information not yet available, 🏆 = significant progress (75 - 90%) has been achieved N/A = No target was set for the quarter in the approved SDBIP \* - target and/or indicator refined and aligned

KPI No. 1	STRATEGIC OBJECTIVE 6			TO ENHANCE ECONOMIC DEVELOPMENT AND INVESTMENT IN THE REGION				STRATEGIC GOALS 1		SERVE AS PRIMARY AND PRINCIPAL VEHICLES FOR ECONOMIC DEVELOPMENT & INVESTMENT WITHIN JOE SCARBOROUGH DISTRICT			
	Snap shot indicators			PAST PERFORMANCE		CURRENT PERFORMANCE		Means of Verification for Annual Target	Snap shot	Deviation Explanation	Corrective Measures	Responsible Person	
	Project	Specific (Achievable) (KPI)	Baseline	Planned (2015/16)	Actual (2015/16)	Planned (2016/17)	Actual (2016/17)						
1.1.28	Investor Hub	To ensure land available for the development of industrial park		New Indicator	New Indicator	1 Closed Resolution submitted for the public land to develop industrial Park	1 Closed Resolution submitted for the public land to develop industrial Park	Council Resolution	👉	None	None		
1.1.29		Support funding proposals to DTI and development Section as per Strategy plan requirements		New Indicator	New Indicator	1 Funding proposal submitted to DTI and development Section as per Business Plan Requirements	1 Funding proposal submitted to DTI and development Section as per Business Plan Requirements	Submission of Funding proposal	👉	None	None		
1.1.32		Engage an operator for the operations of Sewage Plants	Finalize the request and business plan completed in 2016	New Indicator	New Indicator	1 Operator selected for Sewage Plants	0 Operator selected for Sewage Plants	Agreement with A	📄	1 A funding proposal submission of R20 million was submitted to Department of Trade and Industries (DTI) in quarter 2 and a confirmation of interest has been sent to the agency. The development agency is waiting for a letter from DTI for evaluation of the project. 2 The municipality that the agency has will issue the funding for the project. The amount of R20 million funding proposal has been received. It will be used to bridge the construction phase. 3 The agency will submit the request for operator for the Sewage plant project. This will be done by the end of the third quarter of financial year 2017/18.		The agency will submit the request for operator for the Sewage plant project. This will be done by the end of the third quarter of financial year 2017/18.	
1.1.33		Procure a service provider to implement the construction phase		New Indicator	New Indicator	1 Advert for procurement of service provider to implement construction phase	0 Advert for procurement of service provider to implement construction phase	Advert				The procurement of a service provider to implement the construction phase is in progress. The service provider is expected to be selected by the end of the third quarter of financial year 2017/18. The amount of R20 million funding proposal has been received. It will be used to bridge the construction phase. The agency will submit the request for operator for the Sewage plant project. This will be done by the end of the third quarter of financial year 2017/18.	

👉 = Target achieved and or exceeded (> 90), 🚩 = target not achieved (< 74), 📄 = information not yet available, 🏆 = significant progress (75 - 90%) has been achieved N/A = No target was set for the quarter in the approved SDBIP \* - target and/or indicator refined and aligned

KPI No.:	STRATEGIC OBJECTIVES			TO ENHANCE ECONOMIC DEVELOPMENT AND INVESTMENT IN THE REGION				STRATEGIC GOALS 1		SERVE AS PRIMARY AND PRINCIPAL VEHICLE FOR ECONOMIC DEVELOPMENT & INVESTMENT WITHIN JOE GOABI DISTRICT			
	Snap shot indicators			👉 = Target achieved at 100%		🚩 = Target partially achieved at 75% - 99%		📄 = Target not achieved at less than 70%		🏆 = Target On Hold		🗑️ = Target removed	
	Project	Specific Deliverable (KPI)	Baseline	PAST PERFORMANCE		CURRENT PERFORMANCE		Means of Verification for Annual Target	Snap shot	Deviation Explanation	Corrective Measures	Responsible Person	
				Planned (2015/16)	Actual (2015/16)	Planned (2016/17)	Actual (2016/17)						
1.1.24	Renewable Energy	Conduct a feasibility study	New Indicator	New Indicator	1 Feasibility study conducted	0 Feasibility study conducted	Feasibility Study Report	📄	The development agency made an application to the Eastern Cape Development Corporation (EDC) to engage partnership to conduct the study. The EDC indicated that they were broad with regards to feasibility study for renewable energy and therefore it would be better to request the study. The agency then selected the province wide study from EDC.	The Agency will continue with the KPI along with the renewable or sustainable energy strategy as a sub-indicator for 2017/18. This KPI is aimed to be achieved by the end of third quarter for financial year 2017/18.			
1.1.25		Develop district wide Renewable Energy strategy	New Target	New Indicator	1 Renewable Energy Strategy developed	0 Renewable Energy Strategy developed	Renewable Energy Strategy	🚩	The agency engaged EDC with an application of R200 000.00 for a study to be done. The EDC had a budget of R200 000.00 and the remainder was hence sought from EDC. The response from EDC was that the strategy had already been developed and therefore to fund the development of another strategy would be a duplication. The agency thus still aims to obtain the province wide renewable or sustainable energy strategy in the 4th quarter.	1 The way forward is to ensure the provincial strategy drawn to focus on solar while factoring in more options of renewable energy in the Joe Goabi District. 2 The Agency will continue with the KPI along with the Sustainable energy KPI for 2017/18 because there is information that is available that the Agency needs to conduct a feasibility study which will include renewable opportunities. This KPI is planned to be completed by the end of the third quarter of 2017/18 FY.	Analyst/ Project manager		
1.1.26		Package and advertise renewable energy investment opportunities within the district	New Indicator	New Indicator	2 Renewable Energy investment promotion opportunities advertised	0 Renewable Energy investment promotion opportunities advertised	Investment/Marketing Promotions	🚩	The advert for investment opportunity can only be done once the district wide renewable energy strategy has been developed.	This KPI has been intended for 2017/18 and it will continue and will support the renewable energy opportunities but not advertising those opportunities to the public to attract. This KPI is also part of 2017/18 APP as investment opportunity and is aimed to be achieved by the end of second quarter for financial year 2017/18.			



👍 = Target achieved and or exceeded (> 90), 🚩 = target not achieved (< 74), 🛑 = information not yet available, 🏆 = significant progress (75 - 90%) has been achieved N/A = No target was set for the quarter in the approved SDBIP \* - target and or indicator refined and aligned

KPI (No.)	STRATEGIC OBJECTIVE 1			TO ENHANCE ECONOMIC DEVELOPMENT AND INVESTMENT IN THE REGION				STRATEGIC GOAL 3 1		SERV AS PRIMARY AND PRINDIPAL VEHICLE FOR ECONOMIC DEVELOPMENT & INVESTMENT WITHIN JOE GOABI DISTRICT		
	Snap shot indicators			👍 Target achieved at 100%, 🚩 Target partially achieved at 75% - 99%, 🛑 Target not achieved at less than 75%, 🛑 Target On Hold, 🛑 Target removed								
	Project	Specific Deliverable (KPI)	Baseline	PAST PERFORMANCE		CURRENT PERFORMANCE		Means of Verification for Annual Target	Snap shot	Deviation Explanation	Corrective Measures	Responsible Person
				Planned (2015/16)	Actual (2015/16)	Planned (2016/17)	Actual (2016/17)					
1.1.27	Entrepreneurial Skills Development	Develop skill base entrepreneurs of the district	None Indicator	New Indicator	40 Topics and developed entrepreneurs of the district	152 Trained and developed entrepreneurs of the district	Entrepreneur development and training programme	👍	None	None		
1.1.25		Conduct entrepreneurial information sharing workshops	None Indicator	New Indicator	4 information sharing workshops conducted	4 information sharing workshops conducted	Entrepreneur Workshop attendance register	👍	None	None	Analyst/Project Manager	
1.1.29		Market access through partnership with processors/wholesalers	None Indicator	New Indicator	1 signed partnership agreement	0 signed partnership agreement	MOTUSLA	🛑	A valid partnership agreement with AGSA has been developed. Engagements in the dist. Government are on-going. The partnership agreement will allow the agency to refer SMEs to AGSA for financial and non-financial support. The agency will also be able to promote better opportunities for the SMEs through the AGSA online procurement portal.	The agency will continue to engage with AGSA to ensure that the partnership is tested and market access is made available to communities. The online procurement portal is already running. However the web wants to link people to utilize this opportunity. This KPI is now to be achieved in the end of the quarter for financial year 2017/18		

👉 = Target achieved and or exceeded (> 90), 🚩 = target not achieved (< 74), 🛑 = information not yet available, 🏆 = significant progress (75 - 90%) has been achieved N/A = No target was set for the quarter in the approved SDBIP  
 target and or indicator refined and aligned

KPI (No.)	STRATEGIC OBJECTIVE 1			TO ENHANCE ECONOMIC DEVELOPMENT AND INVESTMENT IN THE REGION				STRATEGIC GOALS 1		SERVE AS PRIMARY AND PRINCIPAL VEHICLE FOR ECONOMIC DEVELOPMENT & INVESTMENT WITHIN JOGJEQQAB DISTRICT			
	Snap shot indicators			👉 Target achieved at 100% 🚩 Target partially achieved at 75% - 99% 🛑 Target not achieved at less than 74%				👉 Target On Hold 🚩 Target removed					
	Project	Specific Deliverable (KPI)	Baseline	PAST PERFORMANCE		CURRENT PERFORMANCE		Means of Verification for Annual Target	Snap shot	Deviation Explanation	Corrective Measures	Responsible Person	
				Planned (2015/16)	Actual (2015/16)	Planned (2016/17)	Actual (2016/17)						
1.1.30	District Development Plan (DDP)	Develop terms of reference and procure professional services	New Indicator	New Indicator	1 Terms of reference developed	0 Terms of reference developed	TCR	🚩	TCR could not be developed and the reason is that the agency has not been able to leverage financial support to develop this investment proposition plan	The development agency has decided to move this KPI to be done in the 2018/19 financial year due to limited funds	Senior Project Manager		
1.1.31		Finalize district development plan to the board and DRC	New Target	New Indicator	1 district development plan submitted to board and DRC	0 district development plan submitted to board and DRC	District Development Plan	🚩	District development plan could not be developed and the reason is that the agency has not been able to leverage financial support to develop this investment proposition strategy	The development agency has decided to move this KPI to be done in the 2018/19 financial year due to limited funds			

☑ = Target achieved and or exceeded (> 90), ☐ = target not achieved (< 74), ⓘ = information not yet available, 🏗️ = significant progress (75 - 90%) has been achieved N/A = No target was set for the quarter in the approved SDBIP \* - target and or indicator refined and aligned

### 3.6 Capital projects performance

Project Name	Description	Budgets ('000)	Funding Source	Location (Ward/ Local Municipality)	Implementing Department	Start Date	Completion Date	Progress	Comments
Replacement of Water Mains in La Rochelle Street Burgersdorp	Funding was obtained from provincial treasury to upgrade selected water services infrastructure in Burgersdorp in order to mitigate the seasonal drought conditions being experienced in the town.	R9,670,948.09	NT	Walter Sisulu LM	PMU	11-Mar-16	Planned: 01-Nov-2016 Actual Completion date 16th October 2016	Practical Completion reached on 4 October 2016. Final Completion reached on 16 October 2016.	Project is in 1 year defects liability phase.
Refurbishment of Chippinns Klip Dam No.2	Funding was obtained from provincial treasury to upgrade selected water services infrastructure in Burgersdorp in order to mitigate the seasonal drought conditions being experienced in the town.	R5,801,819.10	NT	Walter Sisulu LM	PMU	31-Mar-16	Planned: 21-Nov-2016	Practical Completion was reached on 21 November 2016.	Work is complete and contractor is off site. Project is in 1 year defects liability phase
Replacement of Water Mains in Queenstown Road Burgersdorp	Funding was obtained from provincial treasury to upgrade selected water services infrastructure in Burgersdorp in order to mitigate the seasonal drought conditions being experienced in the town.	R7,616,844.52	NT	Walter Sisulu LM	PMU	11-Mar-16	Planned: 29-Nov-16 Extension of time was granted to contractor.	Practical Completion was reached on 16 May 2017.	The project is practically complete. Project is in 1 year defects liability phase.
Geohydrological Investigation Burgersdorp	Funding was obtained from provincial treasury to upgrade selected water services infrastructure in Burgersdorp in order to mitigate the seasonal drought conditions being experienced in the town.	R1,113,952.45	NT	Walter Sisulu LM	PMU	18-Nov-15	Planned: 09-Oct-16 Actual: 26 October 2016	Project reached final completion on 26 October 2016.	Awarded on 18 Nov 2015. Final report has been submitted to JGDM, and Boreholes have been drilled in Burgersdorp and Steynsburg as a result Borehole Supply project has been awarded. Contractor is on site.

☺ = Target achieved and/or exceeded (> 90). ☹ = target not achieved (< 74). ☹ = information not yet available. ☹ = significant progress (75 - 90%) has been achieved. N/A = No target was set for the quarter in the approved SDBIP. \* - target and/or indicator refined and aligned

Project Name	Description	Budgets ('000)	Funding Source	Location (Ward/Local Municipality)	Implementing Department	Start Date	Completion Date	Progress	Comments
Lady Grey Boreholes and Additional Storage	Funding was obtained from provincial treasury to upgrade selected water services infrastructure in Lady Grey in order to mitigate the seasonal drought conditions being experienced in the town.	R19,918,056.85	NT	Senqu LM	PMU	01-Apr-16	Planned: 09-Dec-16  In Progress (Contractor behind programme - Pending Engineers ruling on Extension of Time Claim)	Project is under construction. Project delayed due to negotiation process with initial preferred contractor, cash flow problems of contractor and delays in material supplies to site.	UWP Consulting was appointed for Design and Construct UWP appointed Nebavest 46 as sub-contractors to complete the construction-portion of the work. UWP has terminated Nebavest's contract due to non-performance. UWP appointed Civil2000 to complete the three reservoirs and related infrastructure. Extension of Time Claim has been submitted to JGDM for Approval
Lady Grey Boreholes and Additional Storage Phase 2	Funding was obtained from provincial treasury to upgrade selected water services infrastructure in Lady Grey in order to mitigate the seasonal drought conditions being experienced in the town.	R,40,000,000.00	NT	Senqu LM	PMU	01-Nov-16	Planned: 10 October 2018.	The contract has been awarded to the contractors and the contractor is on site, the inception meeting was held on Tuesday, 04th April 2017.	The contractor has established the site and has commenced with platform excavations for Kwezi-Naledi reservoir.
The Upgrading of Eastern Outfall Sewer from the Aliwal Spa to the Nursery Pump Station	Funding was obtained from provincial treasury to upgrade selected sewerage infrastructure in Aliwal North to solve constant sewer spillages.	R18,470,127.40	NT	Walter Sisulu LM	PMU	01-Apr-16	Planned completion 17 February 2017 Revised completion date is 1st August 2017 due to extension of time granted because of hard rock excavations and inclement weather.	Project under construction and is at 87%  Evidence for %	The contractor is progressing well.

☑ = Target achieved and or exceeded (> 90), ☐ = target not achieved (< 74), ⓘ = information not yet available, 🟡 = significant progress (75 - 90%) has been achieved N/A = No target was set for the quarter in the approved SDBIP  
 target and or indicator refined and aligned

Project Name	Description	Budgets ('000)	Funding Source	Location (Ward/ Local Municipality)	Implementing Department	Start Date	Completion Date	Progress	Comments
Reconstruction of the Nursery Pump Station	Funding was obtained from provincial treasury to upgrade selected sewerage infrastructure in Aliwal North to solve constant sewer spillages.	R4, 397, 000.00	NT	Walter Sisulu LM	PMU	22-Dec-15	Planned: 07-Jun-16 Actual: 31 Oct 2016	Project is complete. Practical completion was done in October 2016.	Construction progress is at 100%. Additional emergency work was given to the contractor resulted in extension of time for completion. Project is in one year defects liability phase.
Rehabilitation of the Pumping and Gravity Main Between the Nursery Pump	Funding was obtained from provincial treasury to upgrade selected sewerage infrastructure in Aliwal North to solve constant sewer spillages.	R4,767, 581.35	NT	Walter Sisulu LM	PMU	01-Apr-16	Planned: 06-October 2016 Actual: 06 October 2016	Project is complete.	Project in one year defects liability phase.
Rehabilitation of the Mechanical Plant at the WWTW and The Phola Park Pump Station	Funding was obtained from provincial treasury to upgrade selected sewerage infrastructure in Aliwal North to solve constant sewer spillages.	R2, 924, 879.68	NT	Walter Sisulu LM	PMU	01-Apr-16	Planned: 08 August 2016 Revised completion date October 2016	Project is under construction, however poor performance of the contractor was experience which led to subcontracting of the Civil and Mechanical works.  Project still under construction.  Penalties for late completion will apply.	Construction progress for new refurbishment at 98% and Mechanical work is at 79%, Civil work at 60%. The main contractor was given notice in terms of Clause 9.2 of General Condition of Contract. It has been recommended that the client terminate the contract. Both the civil and mechanical contracts have been sub-contracted to other sub-contractors to finish the project.

= Target achieved and or exceeded (> 90%), 
 = target not achieved (< 74%), 
 = information not yet available, 
 = significant progress (75 - 90%) has been achieved 
 N/A = No target was set for the quarter in the approved SDBIP \* - target and or indicator refined and aligned

Project Name	Description	Budgets ('000)	Funding Source	Location (Ward/ Local Municipality)	Implementing Department	Start Date	Completion Date	Progress	Comments
Reconstruction of the Pumping Main From PPPS To the Waste Water Treatment Works	Funding was obtained from provincial treasury to upgrade selected sewerage infrastructure in Aliwal North to solve constant sewer spillages.	R3, 363, 046.17	NT	Walter Sisulu LM	PMU	01-Apr-16	Planned: 08 August 2016 Actual completion was 28 October 2016 due to variation order for additional work. Extension of time was granted.	Project under construction, Completed	Certificate of Completion has been issued, Project is in defects liability phase.

## CHAPTER 4 – ORGANISATIONAL DEVELOPMENT PERFORMANCE

	2015/16	2014/15	2013/14	2012/13	2011/12
<b>Employment</b>					
Employment Costs (R'000)	163 740	153 126	484 425	107 477	79 276
Remuneration of councillors (R'000)	5 310	5 266	5 024	4 264	4 086
Total Employee Positions	813	701	515	531	433
Total Vacant Employee Positions	177	1	29	1	2
Total Vacancy Percentage	21.77%	0.14%	5.63%	0.19%	0.46%
Managerial Positions - S57	6	6	6	6	5
Vacant Managerial Positions - S57	0	1	0	1	0
Managerial Positions - by organogram	19	23	20	22	22
Vacant Managerial Positions - by organogram	4	0	4	0	1
Community And Social Service Positions	22	70	22	43	12
Vacant Community And Social Service Positions	2	0	0	0	0
Finance And Administration Positions	102	122	76	110	67
Vacant Finance And Administration Positions	35	0	0	0	0
Electricity Positions	0	0	0	0	0
Vacant Electricity Positions	0	0	0	0	0
Enviromental Protection Positions	0	0	22	18	19
Vacant Enviromental Protection Positions	0	0	0	0	0
Health Positions	0	0	0	0	0
Vacant Health Positions	0	0	0	0	0
Public Safety Positions	59	0	29	26	26
Vacant Public Safety Positions	6	0	0	0	1
Road Transport Positions	0	124	142	92	155
Vacant Road Transport Positions	0	0	25	0	0
Sport And Recreation Positions	0	0	0	0	0
Vacant Sport And Recreation Positions	0	0	0	0	0

Waste Management Positions	0	0	0	0	0
Vacant Waste Management Positions	0	0	0	0	0
Waste Water Management Positions	204	135	135	126	0
Vacant Waste Water Management Positions	56	0	0	0	0
Water Positions	401	63	63	70	127
Vacant Water Positions	74	0	0	0	0
Other Positions	0	158	0	18	0
Vacant Other Positions	0	0	0	0	0



## CHAPTER 5 – FINANCIAL PERFORMANCE

All values: R'000	2016/17	2015/16	2014/15	2013/14	2012/13
AUDIT OUTCOME	Financially unqualified with findings	Clean audit outcome	Clean audit outcome	Financially unqualified with findings	Financially unqualified with findings
<b>FINANCIAL PERFORMANCE</b>					
<b>Revenue</b>					
Service charges	91 671 035	102 810 763	83 995	42 114	28 175
Investment revenue	3 352 230	4 385 210	3 901	3 240	3 143
<b>Government grants and subsidies - capital</b>	<b>248 297 169</b>	<b>203 356 888</b>			
Transfers recognised - operational	315 173 467	326 436 927	311 553	317 699	240 527
Other own revenue	1 023 737	1 283 144	12 548	15 127	14 010
<b>Total Revenue*</b>	<b>700 255 006</b>	<b>655 270 689</b>	<b>411 997</b>	<b>378 180</b>	<b>285 855</b>
<b>Expenditure</b>					
Employee costs	190 580 905	167 090 606	153 126	484 425	107 477
Remuneration of councillors	5 201 912	5 309 512	5 266	5 024	4 264
<b>Depreciation and Amortization</b>	<b>48 698 284</b>	<b>46 362 765</b>	<b>44 240</b>	<b>42 311</b>	<b>42 488</b>
Finance charges	5 916 126	5 735 402	5 002	3 968	2 707
Bulk purchases	4 163 900	988 976	3 004	2 474	-
Grants and subsidies paid	111 461	1 192 980	2 445	116 303	83 768
Repairs and maintenance	12 058 889	6 315 416			
Contracted services	14 441 985	15 138 059			
<b>Total Expenditure*</b>	<b>480 095 516</b>	<b>468 227 157</b>	<b>488 587</b>	<b>875 001</b>	<b>404 739</b>
<b>Surplus/(Deficit) for the year</b>		<b>169 528</b>	<b>53 357</b>	<b>(390 677)</b>	<b>48 770</b>
<b>FINANCIAL POSITION</b>					
Total current assets	5 684 207	8 532 307	82 985	69 378	92 321
Total non current assets	1 678 558 968	1 500 403 879	1 366 838	1 288 280	1 232 830
Total current liabilities	30 808 730	25 482 835	129 448	118 106	72 893
Total non current liabilities	34 706 207	35 216 636	47 284	34 115	32 510
<b>Total Liabilities*</b>	<b>184 382 151</b>	<b>155 601 853</b>	<b>1 273 091</b>	<b>1 205 438</b>	<b>1 219 749</b>
<b>COMMUNITY WEALTH</b>	<b>1 672 478 302</b>	<b>1 452 318 812</b>			

**Chapter 6: Auditor General Audit Findings**  
**Component A**  
**Report of the auditor-general to Eastern Cape Provincial**  
**Legislature on Joe Gqabi District Municipality**

**Report on the audit of the financial statements**

**Opinion**

1. I have audited the consolidated and separate financial statements of the Joe Gqabi District Municipality set out on page ...to..., which comprise the consolidated and separate statement of financial position as at 30 June 2017, and the consolidated and separate statement of financial performance, consolidated and separate statement of changes in net assets and consolidated and separate cash flow statement and consolidated and separate statement of comparison of budget and actual for the year then ended, as well as the notes to the consolidated and separate financial statements, including a summary of significant accounting policies.
2. In my opinion, the consolidated and separate financial statements present fairly, in all material respects, the consolidated and separate financial position of the Joe Gqabi District Municipality as at 30 June 2017, and its consolidated and separate financial performance and consolidated and separate cash flows for the year then ended in accordance with the South African Standards of General Accounting Practise (GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2016 (Act No 3 of 2016) (DoRA).

**Context for the opinion**

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the consolidated and separate financial statements section of my report.
4. I am independent of the Municipality in accordance with the International Ethics Standards Board for Accountants' *Code of ethics for professional accountants* (IESBA code) together with the ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

**Emphasis of matters**

6. I draw attention to the matters below. My opinion is not modified in respect of these matters.

**Restatement of corresponding figures**

7. As disclosed in note 39 to the consolidated financial statements, the corresponding figures for the previous balance sheet date have been restated as a result of an error in

the consolidated and separate financial statement of the district municipality, at and for the year ended 30 June 2017.

#### **Material Losses**

8. As disclosed in note 44 of the consolidated and separate annual financial statements, material losses to the amount of R49.7 million (2016: R68.6 million) were incurred on water losses.

#### **Impairments – receivables from exchange transactions**

9. As disclosed in note 5 to the consolidated and separate financial statements, doubtful debts written off against provision to the amount of R142.8 million (2016: R208.9 million) were incurred as a result of a write-off of irrecoverable receivables from exchange transaction.

#### **Responsibilities of the Accounting Officer**

10. The accounting officer is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with GRAP and the requirements of the MFMA and DORA for such internal control as the accounting officer determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.
11. In preparing the consolidated and separate financial statements, the accounting officer is responsible for assessing the Joe Gqabi District Municipality's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the accounting officer either intends to liquidate the Municipality or cease operations, or has no realistic alternative but to do so.

#### **Auditor-general's responsibilities for the audit of the financial statements**

12. My objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.
13. A further description of my responsibilities for the audit of the consolidated and separate financial statements is included in the annexure to the auditor's report.

**Introduction and scope**

- 14. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof I have a responsibility to report material findings on the reported performance information against predetermined objectives for selected development priorities presented in the annual performance report. I performed procedures to identify findings but not to gather evidence to express assurance.
- 15. My procedures address the reported performance information, which must be based on the approved performance planning documents of the municipality. I have not evaluated the completeness and appropriateness of the performance indicators/measures included in the planning documents. My procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
- 16. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected development priorities presented in the annual performance report of the municipality for the year ended 30 June 2017:

development priorities	Pages in the annual performance report
KPA 1: Service delivery	x – x
KPA 2: Local Economic development	x – x

- 17. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
- 18. The material findings in respect of the usefulness and reliability of the selected development priorities are as follows:

**Service delivery**

- 19. % of households with access to basic level of water was reported as achieved during the financial period. However the villages that were reported on had access to water in the prior year. Therefore the new water installations constituted repairs of old infrastructure which the condition thereof was not of the prescribed standards. Therefore this constituted double counting of the reported target.
- 20. % of households with access to basic level of sanitation was materially misstatement as the reported performance did not agree to the supporting documentation.

## **Local Economic Development**

21. The municipality materially misstated the report on the number of job opportunities created through the municipality's local economic development initiatives and capital projects

## **Other matters**

22. I draw attention to the matters below. My opinions are not modified in respect of these matters

## **Adjustment of material misstatements**

23. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were on the reported performance information of % of households with access to basic level of water, % of households with access to basic level of sanitation and number of job opportunities created through municipality's local economic development initiatives and capital projects. These were subsequently corrected.

## **Report on audit of compliance with legislation**

### **Introduction and scope**

24. In accordance with the PAA and the general notice issued in terms thereof I have a responsibility to report material findings on the compliance of the municipality with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.

25. The material findings on compliance with specific matters in key legislations are as follows:

### **Annual financial statements**

26. The consolidated and separate financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122 of the MFMA.

Material misstatements of disclosure items identified by the auditors in the submitted consolidated and separate financial statement were subsequently corrected and/or the supporting records were provided subsequently, resulting in the consolidated and separate financial statements receiving an unqualified audit opinion.

## **Other information**

27. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the consolidated and separate financial statements, the auditor's report thereon and those selected development priorities presented in the annual performance report that have been specifically reported on in the auditor's report.

28. My opinion on the consolidated and separate financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.
29. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements and the selected development priorities presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
30. If, based on the work I have performed, I conclude that there is a material misstatement of this other information; I am required to report that fact.

#### Internal control deficiencies

31. I considered internal control relevant to my audit of the consolidated and separate financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance thereon. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for opinion; I did not identify any significant deficiencies in internal control.
32. Management has not adequately reviewed the consolidated and separate annual financial statements as a result there were misstatements identified in the consolidated and separate annual financial statements.
33. The consolidated and separate annual financial statements and annual performance report submitted for audit were not supported by supporting information and this resulted in errors and delays in the audit.
34. Internal audit and the audit committee were effective; however there are areas where their effectiveness could be improved in relation to financial reporting which would be aided by timeous provision of reporting and supporting schedules by management.

*Auditor-General*

East London

11 December 2017



AUDITOR - GENERAL  
SOUTH AFRICA

*Auditing to build public confidence*

## Annexure – Auditor-general's responsibility for the audit

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the consolidated and separate financial statements, and the procedures performed on reported performance information for selected KPA 1: Service Delivery and KPA 2: Local Economic Development and on the municipality's compliance with respect to the selected subject matters.

### Financial statements

2. In addition to my responsibility for the audit of the consolidated and separate financial statements as described in the auditor's report, I also:
  - Identify and assess the risks of material misstatement of the consolidated and separate financial statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
  - Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality's internal control.
  - Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting officer.
  - Conclude on the appropriateness of the accounting officer's use of the going concern basis of accounting in the preparation of the consolidated and separate financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Joe Gqabi District Municipality's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and separate financial statements about the material uncertainty or, if such disclosures are inadequate, to modify the opinion on the consolidated and separate financial statements. My conclusions are based on the information available to me at the date of the auditor's report. However, future events or conditions may cause a municipality to cease to continue as a going concern.
  - Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
  - Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated and separate financial statements. I am responsible for the direction,

supervision and performance of the group audit. I remain solely responsible for my audit opinion.

### **Communication with those charged with governance**

3. I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
4. I also confirm to the accounting officer that I have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on my independence and here applicable, related safeguards.



6.3 Audit Action Plan 2015/16 FINANCIAL YEAR

AUDITOR GENERAL REPORT 2015/16 FY (PRIOR YEAR)

<b>Auditor-General Report on Financial Statements 2015/16 FY</b>	
Status of audit report:	<b>CLEAN</b>
Non-Compliance Issues	Remedial Action Taken
Material losses of 45.8 % to the amount of R68 million were incurred on water losses.	Progressively implement mitigation strategies and initiatives.
T 6.2.1	

<b>Auditor-General Report on Service Delivery Performance: 2015/16 FY</b>	
Status of audit report	<b>CLEAN</b>
Non-Compliance Issues	Remedial Action Taken
None	None
T 6.2.2	

**REPORT OF THE AUDIT COMMITTEE TO THE COUNCIL OF THE JOE GQABI DISTRICT MUNICIPALITY**

In accordance with Section 166 of the Municipal Finance Management Act 56 of 2003 (the MFMA), the Audit Committee has been established as an Independent Committee of Council. The Committee has adopted formal terms of reference, which are reviewed annually and approved by Council.

The Committee presents its report for the financial year ended 30 June 2017.

**AUDIT COMMITTEE MEMBERS AND ATTENDANCE**

The Committee's terms of reference requires a minimum of three members. In the year under review the Committee consisted of the members as indicated below. Five Audit Committee meetings were held in the year under review. In addition and as demanded by good corporate governance norms; separate exclusive meetings were held with the Auditor General as well as with the Head of Internal Audit. Internal Audit facilitates audit committee meetings and the Auditor General is a standing invitee at these meetings.

<b>Name of member</b>	<b>Number of meetings attended</b>
Mr J Emslie (Chairperson)	5
Mr P du Toit (Term ended during current year)	3
Ms F Ntlemeza	5
Ms P Ntisana	4

**AUDIT COMMITTEE RESPONSIBILITY**

The responsibility of the Audit Committee is governed by a combination of the MFMA, the Companies Act and King Reports on Corporate Governance, with the MFMA being the overriding legal authority.

The overall responsibility of the Audit Committee is to perform an oversight function on the effectiveness or otherwise of good corporate governance at the Municipality. The MFMA goes further and details specific responsibilities that the Audit Committee must fulfil. This annual report therefore is fulfilling the responsibility of this committee in accounting to the Council on its legislated mandate.

**EFFICIENCY AND EFFECTIVENESS OF INTERNAL CONTROL**

The Municipality's internal controls are appraised during the year by Internal and External audit. The audit committee reviews the outcomes of these appraisals and the appropriateness of managements actions in response to weaknesses identified and provides recommendations thereon. Follow up audits are conducted by internal audit were applicable to ensure the necessary matter has been addressed.

The drivers of internal control are Leadership; Financial and Performance management and Governance. The Auditor General reports that internal controls functioned appropriately and

consistently throughout the year, except for the review on the financial and performance reporting. The deficiency in this respect resulted in adjustments being effected to disclosure items in the financial statements as submitted for annual audit.

### **INTERNAL AUDIT**

Internal Audit continued to be effective in the year under review, wherein the unit executed and fulfilled its mandate as envisaged by Section 165 of the Municipal Finance Management Act encapsulated in the internal audit plan and the internal audit charter.

Internal Audit consistently tabled value adding reports, aligned to their risk based plan, which assisted management in improving the internal control environment.

Internal audit maintains a findings register to enable tracking of progress in any identified areas where improvement may be required. Matters that would enhance effectiveness are raised through the Audit Committee and these receive management and the unit's consideration. These matters include concerns on timeous completion of audit assignments on the part of the contracted out component of the unit.

### **RISK MANAGEMENT**

Risk Management was considered to be effective at the District Municipality in the year under review. The committee is of the opinion that the risk management function contributes to good governance at the Municipality through actively managing risk, fraud and corruption.

### **ACCOUNTING POLICIES**

Accounting policies adopted by the Municipality in the current year were in accordance with GRAP (Generally Recognised Accounting Practice) standards and where applicable, were in accordance with the IAS (International Accounting Standards). There were no audit findings on accounting policies and there were no significant changes from the prior year.

### **REVIEW AND EVALUATION OF THE ANNUAL FINANCIAL STATEMENTS**

The Audit Committee has reviewed and discussed the financial statements and predetermined objectives for 2016/2017 financial year with management.

During the review process of the financial statements the committee:

- Made enquiries into abnormal and significant transactions;
- Obtained reasonable explanations for variances between the financial statements and budgeted amounts;
- Reviewed any new or proposed legislation that may have an impact on policies, the financial statements and disclosure therein;
- Made enquiries into the adequacy, reliability and completeness of supporting information as supporting these financial statements

Aligned to the concerns of the Auditor General we express concern that there is insufficient opportunity afforded to internal audit and the audit committee to thoroughly interrogate the annual reporting prior to submission for audit. Causes of this include a reliance on external service providers for components within the year end reporting and inadequate resourcing within the Municipality to timeously prepare and review the reporting and supporting evidence.

## **PERFORMANCE REPORTING**

The committee is of the view that the Municipality continues to maintain an improved level of performance reporting, and engages well with the Audit Committee in this regard. The year-end reporting for the current year contained an aspect that required correction as identified during audit, and such correction was effected as reported by the auditors.

## **GOVERNANCE**

Governance at the Municipality for the year ended 30 June 2017 continued to be effective and accordingly there were no material audit findings on governance, neither from the Auditor General nor from Internal Audit.

## **COMPLIANCE WITH THE MFMA AND OTHER APPLICABLE LEGISLATION**

The Municipality effected material changes to the disclosure items within the financial statements as submitted for audit. These changes were required to ensure that they remain a fair presentation of the financial results. The changes resulted in a contravention of Section 122 of the MFMA.

No other instances of material non-compliance with legislation were identified during the year under review.

## **CONCLUSION**

We concur with and accept the opinion of the AGSA on the financial statements of the Municipality for the year ended 30 June 2017. The Municipality has regressed in certain aspects of financial and performance reporting and focus should be afforded to these areas by all parties concerned.



---

**Mr J Emslie CA(SA)**  
**Audit Committee Chairperson**  
**For and on behalf of the Audit Committee**  
**17 January 2018**

COMMENTS ON MFMA SECTION 71 RESPONSIBILITIES:

Section 71 of the MFMA requires municipalities to return a series of financial performance data to the National Treasury at specified intervals throughout the year. The Chief Financial Officer states that these data sets have been returned according to the reporting requirements.

Signed (Chief Financial Officer)..... Dated

## APPENDIX A – COMMITTEES AND COMMITTEE PURPOSES

<b>Committees (other than Mayoral / Executive Committee) and Purposes of Committees</b>	
<b>Municipal Committees</b>	<b>Purpose of Committee</b>
Top Management	To discuss Administrative matters concerning each Directorate, to provide expert inputs in preparation of every meeting within the power of the Institution and to serve as a network for experience sharing.
Audit Committee	To provide independent, objective assurance and consulting services designed to add value and improve the District Municipality's operations. It helps the District Municipality accomplish its objectives by bringing a systematic, discipline approach to evaluate and improve the effectiveness of risk management, governance and control processes.
Council Meeting	To develop mechanism to consult the community and community organisations in performing its functions and exercising its powers as per the legislation.
Mayoral Committee	To discuss and report to the Municipal Council on all decisions taken by the committee as per the delegation assigned to the Mayoral Committee.
DIMAFO	To facilitate effective co-operation between municipalities in the Joe Gqabi District. Its main aim is to enhance integrated development and to consider priorities in the whole district. It is also aimed at affecting the constitutional imperatives relating to co-operative governance as enshrined in Chapter 3 of the Constitution.
MPAC	To consider and evaluate the content of the annual report and to make recommendations to Council when adopting an oversight report in the annual report. To perform any other functions assigned to it through a resolution of Council within its area of responsibility, excluding policy formulation or prioritization matters.
Broad Management	To discuss administrative matters concerning each Section.
Corporate Services Standing Committee	To advise the Mayoral Committee on matters related to Corporate Services
Community Services Standing Committee	To advise the Mayoral Committee on matters related to Community Services
Technical Services Standing Committee	To advise the Mayoral Committee on matters related to Technical Services
Financial Services Standing Committee	To advise the Mayoral Committee on matters related to Financial Services
Strategic & Governance Committee	To advise Council on matters related to Strategic and Governance
Rules & Ethics	To advise Council on matters related to Rules and Ethics
Remuneration Committee	To advise Council on matters related to Remuneration
	<b>T B</b>

**APPENDIX B –THIRD TIER ADMINISTRATIVE STRUCTURE**

<b>Third Tier Structure</b>	
<b>Directorate</b>	<b>Director/Manager (State title and name)</b>
Office of the Municipal Manager	Manager IGR and Communications: Mr G Gceya
	Manager Mainstreaming: Mr MP Dyantyi
	Manager Internal Audit: Ms A Mahamba
	Manager IDP and PMS: Mr T Phintshane
Community Services	Manager Environmental Health Services: Mr M Saule
	Manager Water Services Authority: Vacant
	Manager Disaster Rescue and Fire Services: Mr Moko
Manager Water Services Provision	Manager WSP: Mr D Lusawana
Technical Services	Manager Roads: Mr L Labuschagnie
Corporate services	Manager Council Support: M L Matyesini
	Manager HR: Mr S Botha
	Manager Skills Development: Ms N Nelani
	Manager Legal Services: Ms N Libazi
	Manager IT: Mr L Gush
Finance	Manager Budget and Treasury: Mr C Samuels
	Manager Expenditure: Ms T Nqgongqwana
	Manager Supply Chain Management: Ms M Mlotywa
	Technical Expert: Ms S du Toit

TC

APPENDIX C – FUNCTIONS OF MUNICIPALITY / ENTITY

<b>Municipal / Entity Functions</b>		
<b>MUNICIPAL FUNCTIONS</b>	<b>Function Applicable to Municipality (Yes / No)*</b>	<b>Function Applicable to Entity (Yes / No)</b>
<b>Constitution Schedule 4, Part B functions:</b>		
Air pollution	Yes	No
Building regulations	No	No
Child care facilities	No	No
Electricity and gas reticulation	No	No
Firefighting services	Yes	No
Local tourism	Yes	No
Municipal airports	No	No
Municipal planning	Yes	No
Municipal health services	Yes	No
Municipal public transport	Yes	No
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	No	No
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No	No
Stormwater management systems in built-up areas	No	No
Trading regulations	No	No
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Yes	No
Beaches and amusement facilities	No	No
Billboards and the display of advertisements in public places	No	No
Cemeteries, funeral parlours and crematoria	No	No
Cleansing	No	No
Control of public nuisances	No	No
Control of undertakings that sell liquor to the public	No	No
Facilities for the accommodation, care and burial of animals	No	No
Fencing and fences	No	No
Licensing of dogs	No	No



Licensing and control of undertakings that sell food to the public	No	No
Local amenities	No	No
Local sport facilities	No	No
Markets	No	No
Municipal abattoirs	No	No
Municipal parks and recreation	No	No
Municipal roads	No	No
Noise pollution	No	No
Pounds	No	No
Public places	No	No
Refuse removal, refuse dumps and solid waste disposal	No	No
Street trading	No	No
Street lighting	No	No
Traffic and parking	No	No

APPENDIX D – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE  
YEAR

Date of Committee	Committee recommendations during 2016/17 FY	Recommendations adopted (enter Yes) If not adopted (provide explanation)
23/08/2016	<p>All the Internal Audit findings will be submitted to Management by Thursday,25 August 2016. Internal auditors will send the updated annual performance report and the updated internal audit report to the members of the audit committee as soon these are available for submission to external auditors Management will inform the audit committee of any matters that seem to remain unresolved(for further advise).</p>	Yes
25/10/2016	<p>The Audit Committee accepts the report. The Audit Committee accepts the report The Audit Committee accepts the report The First quarter SDBIP performance report of the 2016/17 financial year be accepted by the audit committee The Audit Committee accepts the report The Audit Committee accepts the report The Audit committee approves the Internal Audit operational Plan for the financial year 2016/17 The Audit Committee accepts the report</p>	Yes
22/11/2016	<p>The Audit Committee accepts the proposed amendments and updates to the terms of reference of the audit committee The audit committee considers it appropriate that the reviewed terms of reference of the audit committee can be submitted to the Council for approval. That the Audit Committee accepts the changes made to Internal Audit Charter That the audit committee approves the revised internal audit charter. That the audit committee accepts the contents of the report That the audit committee accepts the contents of the report That the internal audit ensures that the recommendations of the audit committee are forwarded to Council support for incorporation in the Calendar of events</p>	Yes

15/03/2017	<p>The Report on the Mid-Year SDBIP Performance report for the first half of the 2016/17 financial year be noted.</p> <p>The report be accepted</p> <p>The Audit Committee adopts the work Plan for the Financial year as a guide and working document.</p> <p>That the contents of the report be noted</p> <p>That the audit committee accepts the report</p> <p>That the contents of the report be noted</p> <p>That be noted the process of the pre-paid meter is underway and in the planning stage.</p> <p>That note be taken that the project will be escalated to rural areas during 2017/18 financial year.</p> <p>That the Audit Committee notes the status.</p> <p>That the content of the report be noted.</p> <p>That the Audit Committee accepts the report.</p> <p>That the Audit Committee accepts the report.</p>	Yes
12/06/2017	<p>That not is taken on the Section 71 report for the months of January 2017-March 2017.</p> <p>That the Audit Committee accepts the report.</p> <p>That the Audit Committee notes of the implementation process.</p> <p>That the report on the SDBIP report for the financial year 2016/17 on the implementation of the budget and financial affairs of the municipality be noted.</p> <p>That the report on the SDBIP report for the financial year 2016/17 on the implementation of the budget and financial affairs of the municipality be considered.</p> <p>That the Audit Committee accepts the report.</p> <p>That the Audit Committee accepts the report.</p> <p>That the Audit Committee recommends the submission of this report to the Mayoral Committee and the Council for noting.</p> <p>That the Audit Committee accepts the report.</p> <p>That the Audit Committee accepts the report.</p> <p>That the Internal Audit strategic plan is approved by the Audit Committee (subject to presentation of the outstanding information).</p> <p>That the plan be noted.</p> <p>That the report be accepted.</p> <p>That the Audit Committee accepts the report.</p>	Yes

## APPENDIX E – COGTA-EC INDICATORS

### E1: Organisational Transformation and Institutional Development

	Indicator name	Total number of people (planned for) during the year under review	Achievement level during the year under review	Achievement percentage during the year	Comments on the gap
1	Vacancy rate for all approved and budgeted posts;	259	214	83%	EEP plan sets to achieve the target over a period of five years due to budget implications.
2	Percentage of appointment in strategic positions (Municipal Manager and Section 57 Managers)	7	6	87%	The position of the CFO was advertised. Acting Director was appointment.
3	Percentage of Section 57 Managers including Municipal Managers who attended at least 1 skill development training course within the FY	7	7	100%	None
4	Percentage of Managers in Technical Services with a professional qualification	2	1	50%	None
5	Percentage of municipalities within the district area that have a fully functional Performance Management System (DM only)	3	3	100%	None
8	Percentage of staff that have undergone a skills audit (including competency profiles) within the current 5 year term	100%	100%	100%	None
9	Percentage of councillors who attended a skill development training within the current 5 year term	100%	100%	100%	None
10	Percentage of staff complement with	868	6	0.007	Recruitment process encourages people

	Indicator name	Total number of people (planned for) during the year under review	Achievement level during the year under review	Achievement percentage during the year	Comments on the gap
	disability				with disabilities to apply
11	Percentage of female employees	868	276	32%	Employment Equity Plan is being implemented.
12	Percentage of employees that are aged 35 or younger	868	327	34%	None

## E2. Workforce Profile Age Groups

Age Group	18 > 35	36 > 55	56 > More	Total
Permanent Employees	222	428	92	742
Non-permanent	105	83	25	213
Councillors	7	12	4	23
<b>Total</b>	<b>334</b>	<b>523</b>	<b>121</b>	<b>978</b>

## E3. Basic Service delivery performance highlights

	Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the FY under review (actual numbers)	Number of HH/customer reached during the FY	Percentage of achievement during the year
1	Percentage of households with access to potable water	5 000	17 599	5 000	0	0
2	Percentage of indigent households with access to free basic potable water	16 928	0	16 928	16 928	100% (of registered indigents)

## E4. Annual performance as per key performance indicators in sanitation services

	Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the f. year under review	Number of HH/customer reached	Percentage of achievement during the year
1	Percentage of households with access to sanitation services	97 775	4 888	5 000	0	82%
2	Percentage of indigent households	16 928	0	16 928	16 928	100% (of registered indigents)

Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the f. year under review	Number of HH/customer reached	Percentage of achievement during the year
with access to free basic sanitation services					

#### E5. MUNICIPAL LOCAL ECONOMIC DEVELOPMENT FRAMEWORK

Indicator name	Target set for the year	Achievement level during the year (absolute figure)	Achievement percentage during the year
1 Percentage of LED Budget spent on LED related activities.	3 326 570	3 166 528	95%
2 Number of LED stakeholder forum held			LED
3 Percentage of SMME that have benefited from a SMME support program	4	5	125%
4 Number of job opportunities created through EPWP	3 256	2 116	65%
5 Number of job opportunities created through PPP	0	0	0%

#### E6. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Indicator name	Target set for the year R(000)	Achievement level during the year R(000)	Achievement percentage during the year
1 Percentage expenditure of capital budget	269 843	227 354	84%
	<b>Target set for the year (35%) R(000)</b>	<b>Achievement level during the year R(000)</b>	<b>Achievement percentage during the year vs the operational budget</b>
2 Salary budget as a percentage of the total operational budget	(43%) 235 902	186 858	79%
	<b>Target set for the year (20% or less) R(000)</b>	<b>Achievement level during the year R(000)</b>	<b>Achievement percentage during the year vs the actual revenue</b>
3 Trade creditors as a percentage of total actual revenue	(12%) 51 878	97 331	14%
	<b>Target set for the year (80% and more) R(000)</b>	<b>Achievement level during the year R(000)</b>	<b>Achievement percentage during the year</b>
4 Total municipal own revenue as a percentage of the total actual budget	(11%) 78 983	101 776	129%
	<b>Target set for the year R(000)</b>	<b>Achievement level during the year R(000)</b>	<b>Achievement percentage during the year</b>
5 Rate of municipal consumer debt reduction	7 886	-57 226	-95%
6 Percentage of MIG budget appropriately spent	151 602	149 097	98%

	<b>Indicator name</b>	<b>Target set for the year R(000)</b>	<b>Achievement level during the year R(000)</b>	<b>Achievement percentage during the year</b>
7	Percentage of MSIG budget appropriately spent	0	0	0%
8	Functionality of the Audit Committee	5	5	100%
9	Submission of AFS after the of financial year	31 August 2017	31 August 2017	100%

**E7. GOOD GOVERNANCE AND PUBLIC PARTICIPATION- (KPA 5)**

<b>No</b>	<b>Indicator name</b>		
1	% of ward committees established	N/A	N/A
2	% of ward committees that are functional	N/A	N/A
3	Existence of an effective system to monitor CDWs	N/A	N/A
4	Existence of an IGR strategy	Adopted	Yes
5	Effective of IGR structural meetings	Yes	Yes
6	Existence of an effective communication strategy	Adopted	Yes
7	Number of mayoral imbizos conducted	3	100%
8	Existence of a fraud prevention mechanism	Adopted	Yes

**APPENDIX F – NATIONAL AND PROVINCIAL OUTCOMES FOR LOCAL GOVERNMENT**

<b>National and Provincial Outcomes for Local Government</b>		
<b>Outcome/Output</b>	<b>Progress to date</b>	<b>Number or Percentage Achieved</b>
Output: Improving access to basic services	Various initiatives were implemented by the District. The focus of the District is far as basic services are concerned include water, sanitation and municipal health services. AS per the performance report attached in this Annual Report, significant progress was made. However, challenges relating to the ageing bulk water services infrastructure which is about 50 years, the available budget is mainly utilised for operations and maintenance. More funding will be required to meet universal access.	90%: Access to basic sanitation  78%: Access to water
Output: Implementation of the Community Work Programme	The District has prioritised implementation of community works programme. The Community Works Programme (CWP) is having a profound impact on the micro-economy of the District. The District is involved in facilitating implementation of the CWP programme as the actual implementation rests with other stakeholders. The District has previously implemented the programme in a number of wards in Senqu LM, Elundini LM and Maletswai local municipality. Lack of funding impedes further implementation of the programme	Significant progress achieved
Output: Deepen democracy through a refined Ward Committee model	The District is committed to deepening democracy within implementation of various programmes. These include implementation of Executive Mayor's community participation programme, various stakeholder and community participation fora. Community based programmes are implemented at ward level in partnership with the local municipalities.	Significant progress achieved
Output: Administrative and financial capability	The District financial management has significantly improved over the past years. The 2010/11, 2011/12, 2012/13 and 2013/14, 2014/15 and 2015/16 financial years' audit reports were unqualified. A consecutive clean audit result for the 2014/15 and 2015/16 financial years was attained. This shows consistent good performance on service delivery and sound governance. Maintenance of the clean audit opinion is now the focus of the District.	Clean Audit results

T S