MID-YEAR performance report

Dr. Beyers Naude Local Municipality Mid-Year Performance Report 2017-2018

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***DR BEYER’S NAUDE LOCAL MUNICIPALITY***

***MID-YEAR PERFORMANCE REPORT***

***01 JULY 2017 – 31 DECEMBER 2017***

**INTRODUCTION**

The purpose of this report is to inform Council, Relevant stakeholders and the Community regarding the progress made with the achievement of key performance indicators, development priorities and objectives as determined in the Service Delivery Budget Implementation Plan (SDBIP) for the First six months of the financial year , 01 July 2017 to 31 December 2017.

1. **LEGISLATIVE REQUIREMENTS**

(a) The SDBIP is defined in terms of Section 1 of the Municipal Finance Management Act (MFMA), no. 56 of 2003, and the format of the SDBIP is prescribed by MFMA Circular 13.

(b) Section 41(1)(e) of the Municipal Systems Act (MSA), no 32 of 2000, prescribes that a process must be established of regular reporting to Council. This process is detailed Performance Management Policy of the Municipality.

(c) The Audit Committee also emphasized that Quarterly Performance Reports should be submitted for review and tabled before Council to note.

**2. BACKGROUND TO THE FORMAT AND MONITORING OF THE SDBIP**

**2.1 Format**

(a) The SDBIP consists of a Top Layer and Departmental Performance Plan will be developed for each individual department.

(b) The Top Layer SDBIP measure the achievement of performance indicators with regard to the provision of basic services as prescribed in Section 10 of the Local Government: Municipal Planning and Performance Regulations of 2001, National Key Performance Areas and strategic objectives as detailed in the Integrated Development Plan (IDP). The SDBIP has been noted by the Mayor and Council and any adjustments required to the targets will be submitted to Council for the necessary approval.

(c) The Departmental Performance Plans will measure the achievement of performance indicators that have been determined with regard to operational service delivery within each department and will be aligned with the SDBIP. The Departmental Performance Plans has to be approved by the Municipal Manager and any adjustments required will be approved by the Municipal Manager.

**3.2 Monitoring**

(a) The Municipality utilizes a manual process, whereby actual performance is monitored on a monthly basis.

(b) On the 10th day of every month, monthly reports from budget driving officials are received, for updates of the previous month’s actual performance as a control measure to ensure that performance is updated and monitored on a monthly basis.

(c) The process requires key performance indicator owners to update **performance output** for each key performance indicator, which provides a clear indication of the actual status and serves as part of the portfolio of evidence for audit purposes.

(e) In terms of Section 46(1) (a) (iii) of the Municipal Systems Act the Municipality must reflect annually in the Annual Performance Report on measures taken to improve performance, in other words targets not achieved. The process utilized requires **corrective actions/Plan of actions** to be captured for targets not achieved.

**ACTUAL PERFORMANCE FOR THE SECOND QUARTER, 01 SEPTEMBER TO 31 DECEMBER 2017**

The administration embarked on a process to develop a Service Delivery and Budget Implementation Plan (SDBIP) for the Dr. Beyer’s Naude local Municipality. The SDBIP has been tabled and adopted by council. The adopted budget was used to determine allocated funds for Capital Budget Projects for the 2017/2018 financial year and that was included in the SDBIP. On the 1st September 2017, the Municipal Manager, Chief financial officer and Director community services was appointed and draft performance agreements and plans was developed. A 1st quarter SDBIP analysis report has been tabled before council for notification purposes. The administration achieved 67% overall for target achievement of key performance areas during the 2nd quarter. The performance of the administration is displayed in detail within the report.

After the adoption of the adjustment budget in January 2018, the SDBIP will have to be reviewed to include any amendments.

**SDBIP ANALYSIS REPORT (ACTUAL PERFORMANCE) – CAPITAL BUDGET PROJECTS - 2017/2018**

Infrastructure Development

Number of projects: 9

Number of projects completed/ on Target: 7

Number of projects Not on Target: 2

Percentage on Target: 78%

Total Budget per focus area versus expenditure:

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Objective | Strategy | KPI | Wards | Responsible Person | Funding Source | Budget | Expenditure | Expenditure % | ***PERFORMANCE FOR QUARTER 2*** | | | | |
|  | | | | | | | | | Annual Target | Quarter 2 Target | On Target/Not on Target | Actual Output | Reason for Variance and Plan of Action |
| To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure | Upgrade reticulation system by systematically replacing old installations. | Supply and installation of 1 borehole pump, installation of 1 water meter, installation of 1 package water treatment plant. Installation of 1 MCC panel for the package plant in Jansenville by 30th June 2018. | 10,11 | Technical Department | External MIG | 2,131,800.00 | 1,419,323,16 | 67% | 4 | Appointment of Contractor | On Target | Contractor appointed | n/a |
| To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure | Upgrade reticulation system by systematically replacing old installations. | Construction of uPVC 2100m pipeline in Willowmore by 31 March 2018. | 8,9,13 | Technical Department | External MIG | 3,015,610.00 | 2,636,946.87 | 87% | 2100m pipeline | Construction 500m. | On Target | Project completed. Completion certificate available.  2150m uPVC pipeline and 3100m uPVC pipeline in Willomore. | n/a |
| To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure | Upgrade reticulation system by systematically replacing old installations. | Drilling and equipping of 2 boreholes and 1 Hydrological report in Aberdeen by 30th June 2018. | 8,9,13 | Technical Department | External MIG | 6,158,209.00 | 558, 164, 37 | 9% | 2 boreholes and 1 Hydrological report. | Appointment of Contractor | On Target | Contractor appointed | n/a |
| To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure | Upgrade reticulation system by systematically replacing old installations. | Construction of 1 steel reservoir and installation of 315mm bulk rising main in Graaff-Reinet by 30th June 2018. | 2,3,4,5,6,7,14 | Technical Department | External RBIG | 25,000,000. | 14,940,433. | 60% | 1 Steel Reservoir, 1 rising main | Certificate of Completion | Not On Target | Quarterly report available on progress to date. | Contractor not on Target with construction, currently under penalties. |
| Solid Waste Disposal Sites (Landfills), that are compliant, have adequate capacity and are properly managed and maintained | Systematically upgrade existing infrastructure; replace and rehabilitate where applicable. | Number of cells constructed in Graaff-Reinet Solid Waste Disposal Facility by 30th June 2018. | 2,3,4,5,6,7,14 | Technical Department | External MIG | 3,491,257.62 | 229, 658.90 | 7% | 2 cells | Clearing the existing site. | On Target | Site was cleared and construction commenced. | Project expected to be completed in January 2018 |
| To adequately upgrade the electrical supply and install the necessary electrical infrastructure, as well as regular maintenance thereof | Conduct an audit of electrification needs and infrastructure in the Dr Beyers Naudé LM. | Installation of 4KM overhead powerlines in Graaff-Reinet  AND  Electrification of 64 RDP Houses in Willowmore by 30th June 2018. | 8,9,12,13 | Electrical Department | External DOE | 7,000,000.00 | 235 484.81 + Roll over amount 1 955 981.03  R 2,191,465 | 31% | 4KM powerline  AND  64 RDP houses electrified | Appointment of Contractor | Not On Target | Contractor not appointed | Tender advertised, contractor to be appointed by mid-February 2018. |
| To adequately upgrade the electrical supply and install the necessary electrical infrastructure, as well as regular maintenance thereof | Conduct an audit of electrification needs and infrastructure in the Dr Beyers Naudé LM. | Number of Standby Transformers Purchased by 30th June 2018. | 1-14 | Electrical Department | Internal | 300,000 | 383,176.80 | 127% | 1 | n/a | On Target | Project completed. 7 transformers purchased. | n/a |
| To adequately construct, upgrade or install Streets & Stormwater networks and to maintain them on a regular basis | Systematically upgrade existing infrastructure; replace and rehabilitate where applicable | Construction of 1500m2 roads in Jansenville and 1500m2 roads in Klipplaat by 30th June 2018. | 10,11 | Technical Department | External MIG | 2,000,000.00 | 2,724871,16 | 136% | 3000m2 | Construction Of 1000m2 | On Target | Project completed. Completion certificate available. | n/a |
| To adequately construct, upgrade or install Streets & Stormwater networks and to maintain them on a regular basis | Systematically upgrade existing infrastructure; replace and rehabilitate where applicable | Upgrade 500m of cut - off drain and progress report by 30th June 2018. | 5,6 | Technical Department | External MIG | 2,739,277.53 | 199,500 | 7% | Rehabilitation of 500m cut-off drain and 1 progress report. | Design report | On Target | Tender advertised for contractor. | n/a |

Community Development

Number of projects: 1

Number of projects completed/ on Target: 0

Number of projects Not on Target: 1

Percentage on Target: 0%

Total budget per focus area versus expenditure:

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Objective | Strategy | KPI | Wards | Responsible Person | Funding Source | Budget | Expenditure | Expenditure % | ***PERFORMANCE FOR QUARTER 2*** | | | | |
|  | | | | | | | | | Annual Target | Quarter 2 Target | On Target/Not on Target | Actual Output | Reason for Variance and Plan of Action |
| To significantly reduce and mitigate the negative impact of disasters and to upgrade road traffic and pedestrian safety, with regular maintenance on installations and infrastructure as an ongoing concern. | Source funding to upgrade the Fire-fighting service | Number of Audits conducted to determine how many Fire Hydrants to be installed by 30th June 2018 | 2,3,4,5,7,14 | Protection Service Department | External SBDM Fire Grant | 90,200.00 | 0 | 0% | 1 | Audit to be conducted to investigate what is still outstanding for conversion to pillar post. | Not on Target | None | Funding from the SBDM not yet received. However, the SLA has been signed in November by DBNLM – awaiting transfer of funds. Once funding is available, the audit will be conducted |

Institutional Development

Number of projects: 15

Number of projects completed/ on Target: 9

Number of projects Not on Target: 6

Percentage on Target: 60%

Total budget per focus area versus expenditure:

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Objective | Strategy | KPI | Wards | Responsible Person | Funding Source | Budget | Expenditure | Expenditure % | ***PERFORMANCE FOR QUARTER 2*** | | | | |
|  | | | | | | | | | Annual Target | Quarter 2 Target | On Target/Not on Target | Actual Output | Reason for Variance and Plan of Action |
| To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant | Equip offices and areas of service delivery with adequate resources | Upgrade 1 Fire Station in Graaff-Reinet by 30th June 2018. | 2 | Protection Service Department | External | 3,675,500.00 | 0 | 0% | 1 | Construction | Not On Target | None | Project held in abeyance as part of cash-flow management. Project implementation to start in Q3 |
| To improve service delivery by replacing the current fleet with more reliable vehicles. | Purchase vehicles or plant required for delivering the necessary services. | Number of 4X4 LDV’s purchased by 31 December 2018. | Institutional | Protection Service Department | External | 250,000.00 | 0 | 0% | 1 | Delivery of Vehicle | Not On Target | None | Funding from the SBDM not yet received. However, the SLA was signed in November by DBNLM – awaiting transfer of funds. Once funding is available, the procurement process will commence. |
| To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant | Equip offices and areas of service delivery with adequate resources. | Number of Air conditioners purchased by 30 September 2017. | Institutional | Supply Chain/Assets Department | External | 20,000.00 | 0 | 0% | 2 | Purchased, delivery and Installation of Air conditioner | Not On Target | Ordered, awaiting delivery | Follow up with supplier on delivery |
| To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant | Equip offices and areas of service delivery with adequate resources. | Purchase 4 Cabinets, 3 Shelves, 14 Tables, and 21 Chairs by 31 December 2017. | Institutional | Finance Department | External FMG | 150,000.00 | 0 | 0% | 42 | Purchase and Delivery of Office Furniture | Not On Target | 3 Air conditioners purchased for new directors | Target to be adjusted with adjustment budget due to change of FMG business plan |
| To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant | Equip offices and areas of service delivery with adequate resources. | Number of Polishers and Vacuum cleaners to be purchased by 30th September 2017. | Institutional | Finance Department | External FMG | 30,000.00 | 12 800.00 | 43% | 43 | n/a | On Target | Purchased 1 Polisher, 1 Vacuum cleaner and 1 Micro-wave | Target to be adjusted with adjustment budget due to change of FMG business plan |
| To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant | Equip offices and areas of service delivery with adequate resources. | Number of Specialised Occupational Health and Safety (Fire) equipment purchased by 31 December 2017. | Institutional | Protection Service Department | Internal/ External | 78,700.00 | 0 | 0% | 14 | Purchased and Delivery of Equipment | Not On Target | None | Equipment to be purchased in Q3 |
| To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant. | Equip offices and areas of service delivery with adequate resources. | Number of Specialised Occupational Health and Safety (VTS) Equipment Purchased By 31 December 2017. | Institutional | Protection Service Department | External Urban Transport | 25,000.00 | 0 | 0% | 5 | Purchased and Delivery of Equipment | Not On Target | None | Equipment to be purchased in Q3 |
| To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant | Equip offices and areas of service delivery with adequate resources. | Number of Hand – Held devices purchased for meter reading throughout the Dr. Beyer’s Naude Local Muncipality 31 December 2017. | Institutional | Finance Department | External FMG | 70,000.00 | 2 758.00 | 4% | 4 | Request quotation from Service provider. Purchased and delivery of Equipment. | Not On Target | None | Bid committees only appointed in second quarter, Tender request and advertisement to be done in Quarter 3 and order and deliver to be completed in quarter 4. |
| To improve overall efficiency of ICT ~ administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery | Conduct a comprehensive ICT audit. | Number of Exchange Hosted mailboxes purchased By 30 September 2018. | Institutional | Finance Department | External FMG | 70,000.00 | 0 | 0% | 10 | n/a | On Target | 37 Exchange hosted mailboxes purchased in the 1st quarter. | n/a |
| To improve overall efficiency of ICT ~ administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery | Conduct a comprehensive ICT audit. | Number of Windows pro licenses purchased by 30 September 2017. | Institutional | Finance Department | External FMG | 40,000.00 | 0 | 0% | 10 | n/a | On Target | 37 Windows pro licenses purchased during the 1st quarter. | n/a |
| To improve overall efficiency of ICT ~ administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery | Conduct a comprehensive ICT audit. | Number of Microsoft Office H&B Licences purchased by 31 September 2017. | Institutional | Finance Department | External FMG | 50,000.00 | 0 | 0% | 10 | n/a | On Target | 37 Microsoft Office H&B Licences purchased in the 1st quarter. | n/a |
| To improve overall efficiency of ICT ~ administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery | Conduct a comprehensive ICT audit. | Purchased 1 drill, 2 step ladder, 1 glue gun, 1 crimping tool, 1 network tester) by 31 December 2017. | Institutional | Finance Department | External FMG | 10,000.00 | 1 031.50 | 10% | 6 | Purchase and Delivery of IT Hardware. | Not On Target | Quotations has been sourced. Procurement in progress | n/a |
| To improve overall efficiency of ICT ~ administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery | Conduct a comprehensive ICT audit. | Number of PC/Laptops purchased by the 31st December 2017. | Institutional | Finance Department | External FMG | 250,000.00 | 120, 225.21 | 48% | 10 | Purchase and delivery of 10 PC/Laptops | On Target | 37 Laptops purchased during the 1st quarter. | n/a |
| To improve overall efficiency of ICT ~ administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery | Identify areas in need of systems upgrade and formulate appropriate ICT Plan & Policies (including IT Disaster Recovery). | Upgrade Servers and Networks in Dr.Beyers Naude Municipality by 30th June 2018. | Institutional | Finance Department | External FMG | 200,000 | 0 | 0% | 1 | Upgrade Technical Building Network and Wireless (Auditorium Included) | On Target | Server upgrade completed.  Networks Tender advertised, Tender 97 | n/a |
| To improve overall efficiency of ICT ~ administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery | Conduct a comprehensive ICT audit. | Number of Vending Machines purchased by 31 December 2017. | Institutional | Finance Department | External FMG | 220,000.00 | 5 573.00 | 3% | 4 | Source quotations | Not on Target | Tender 76 of 2017 was advertised, however no responsive tenders were received. Thus no appointment could be made. | n/a |

**SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS**

**Development Priority: Infrastructure Development**

Number of Indicators: 9

Number of indicators on Target: 7

Number of indicators Not on Target: 2

Percentage on Target: 78%

**Development Priority: Community Development**

Number of Indicators: 5

Number of indicators on Target: 2

Number of indicators Not on Target: 3

Percentage on Target: 40%

**Development Priority: Institutional Development**

Number of Indicators: 18

Number of indicators on Target: 10

Number of indicators Not on Target: 8

Percentage on Target: 56%

**Development Priority: Local Economic Development**

Number of Indicators: 9

Number of indicators on Target: 6

Number of indicators Not on Target: 3

Percentage on Target: 67%

**Development Priority: Back to Basics – Good Governance**

Number of Indicators: 13

Number of indicators on Target: 8

Number of indicators Not on Target: 5

Percentage on Target: 62%

**Development Priority: Back to Basics – Sound Financial Management**

Number of Indicators: 11

Number of indicators on Target: 9

Number of indicators Not on Target: 2

Percentage on Target: 82%

***OVERALL***

Total Number of Key Performance Indicators per KPA = 63

Number of Key Performance Indicators on Target/Completed = 42

Number of Key Performance Indicators Not on Target = 23

Percentage on Target = 67%

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| INFRASTRUCTURE DEVELOPMENT - KPA – Infrastructure and Service Delivery | | | | | | | | ***PERFORMANCE MILESTONES*** | | | | |
| KPA | Objective | Strategy | Department | KPI | Budget | Expenditure | Expenditure % | Annual Target | Quarter 2 Target | On Target/Not on Target | Actual Output | Reason for Variance and Plan of Action |
| Infrastructure and Service Delivery | To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure. | Identify and implement suitable Projects. | Engineering and Planning | Clean 6 reservoirs to reduce turbidity by 30 June 2018. | 274, 943.00 | 80,000.00 | 29% | 6 | 0 | On Target | 6 reservoirs cleaned. | n/a |
| Infrastructure and Service Delivery | For all households to have uninterrupted access to good quality, potable water. | Implement Action Plans contained in WSDP and ensure that proper controls and monitoring measures are in place | Engineering and Planning | Monitor water quality through taking 13 Samples per month. | 285,783.00 | 397,250.00 | 139% | 156 | 39 Samples | On Target | 118 samples taken In 2nd quarter. | n/a |
| Infrastructure and Service Delivery | For all households to have uninterrupted access to good quality, potable water | Implement Action Plans contained in WSDP and ensure that proper controls and monitoring measures are in place | Community Services | Monitor water quality and report to Department of Engineering and Planning and caution community or Department if there is any findings on water samples tested.  Re-test if there is findings | 70,400.00 | 0 | 0% | 24 | 6 Samples | On Target | 4 water samples taken  2 resampling done | Testing is done in conjunction with Technical Services |
| Infrastructure and Service Delivery | For all households to have uninterrupted access to good quality, potable water. | Implement Action Plans contained in WSDP and ensure that proper controls and monitoring measures are in place | Engineering and Planning | Percentage compliance with drinking water quality standards (micro-bacterialogical) quarterly. | n/a | n/a | n/a | 80% | 80% | On Target | 99.7% | n/a |
| Infrastructure and Service Delivery | To adequately upgrade the electrical supply and install the necessary electrical infrastructure, as well as regular maintenance thereof. | Identify and implement suitable Electrification Projects | Engineering and Planning (Electrical Services) | Number of oil test sample reports for a Transformer by 30 June. 2018. | 60,000.00 | 0 | 0% | 1 | 0 | On Target | No output required for this quarter. | n/a |
| Infrastructure and Service Delivery | Effective recycling programmes that will reduce waste volumes at landfill site and create economic opportunities for the Community | Step up educational campaigns to encourage all citizens to take pride in their areas and keep them clean; to recycle at source | Community Services | Number of Waste management Campaigns held at ward meetings, schools and other institutions by 30th June 2018. | 25, 000.00 | 0 | 0% | 12 | 3 waste management campaigns per quarter | Not on Target | None | Official responsible for campaigns were on long-term medical incapacity. |
| Infrastructure and Service Delivery | The eradication of illegal dumping and littering and creation of clean and healthy urban areas and surrounding environment | Provide adequate waste disposal facilities and containers, as well as regular waste removal service | Community Services | Number of quarterly reports on Cleaning of all illegal dumping sites and waste skips by 30h June 2018. | 75,000.00 | 0 | 0% | 4 | Quarterly report on cleaning of all wards | On Target | All illegal dumping in wards were cleaned. | n/a |
| Infrastructure and Service Delivery | The eradication of illegal dumping and littering and creation of clean and healthy urban areas and surrounding environment | Provide adequate waste disposal facilities and containers, as well as regular waste removal service | Community Services | Number of skips placed in all wards prone to illegal dumping, monitor it regularly and remove dumping | 130,000.00 | 0 | 0% | 20 | All wards prone to illegal dumping (5 skips) | Not on Target | None | Procurement of skip bins will commence in Q3 |
| Infrastructure and Service Delivery | The eradication of illegal dumping and littering and creation of clean and healthy urban areas and surrounding environment | Provide adequate waste disposal facilities and containers, as well as regular waste removal service | Community Services | Number of reports on cleaning parks and all recreational areas by 30th June 2018. | 75, 000.00 | 0 | 0% | 4 | Quarterly report on cleaning of all wards | On Target | All wards recreational areas and parks were cleaned | n/a |
| **COMMUNITY DEVELOPMENT –KPA – Good Governance** | | | | | | | | | ***PERFORMANCE MILESTONES*** | | | |
| KPA | Objective | Strategy | Department | KPI | Budget | Expenditure | Expenditure % | Annual Target | 2nd Quarter Target | On Target/Not on Target | Actual Output | Reason for Variance and Plan of Action |
| Good Governance | To significantly reduce and mitigate the negative impact of disasters and to upgrade road traffic and pedestrian safety, with regular maintenance on installations and infrastructure as an ongoing concern. | Regularly review and update the Municipality’s Disaster Management Plan and ensure that it incorporates threats identified throughout the region | Protection Services | Number of reviews and update of Disaster Management Plan as approved by Council. | n/a | n/a | n/a | 1 | Draft Disaster Management Plan submit to all stakeholders for input | Not on Target | None | SBDM has not yet finalized the formulation of the Disaster Assessment Plan which would inform the formulation of the Disaster Management Plan |
| Good Governance | To fully involve, capacitate and empower the SPU Sector, with special focus on the Disabled, Youth and Women. | Design programmes and arrange events that will encourage the participation of the SPU sector, especially the Disabled, Youth and Women. | Municipal Manager/ SPU unit | Monitor 9 Sports & Cultural events Organized for the Community through reports submitted by SPU Officer to the Office of the Municipal Manager by 30th June 2018. | 150,000.00 | 80 000 | 53% | 9 | National Day for disabled persons, World Aids Day, Reconciliation Day and Opening of the festive season | On Target | National Day for disabled persons, 16 days of activism against women and children, World Aids Day, Reconciliation Day and Opening of the festive season | n/a |
| Good Governance | To fully involve, capacitate and empower the SPU Sector, with special focus on the Disabled, Youth and Women. | Design programmes and arrange events that will encourage the participation of the SPU sector, especially the Disabled, Youth and Women. | Municipal Manager/ SPU Unit | Number of SPU Consultative Forums established, namely: Youth Council, Local Sports Council, Local Aids Council, Women’s Forum and Disabled Forum by 30 September 2017. | 50,000.00 | 0 | 0% | 4 | Youth forum | Not On Target | n/a | Youth Forum to be established before the end of the financial year due to the vastness of the municipality and the technicalities that relates to the establishment of this forum. |
| Good Governance | To fully involve, capacitate and empower the SPU Sector, with special focus on the Disabled, Youth | Design programmes and arrange events that will encourage the participation of the SPU sector, especially the Disabled, Youth and Women. | Municipal Manager/ SPU Unit | Monitor effectiveness of SPU consultative councils/ Forums by providing quarterly reports to the office of the Municipal Manager. | n/a | n/a | n/a | 4 | Quarterly report on all councils/ forums | On Target | Quarterly report available | n/a |
| Good Governance | To fully involve, capacitate and empower the SPU Sector, with special focus on the Disabled, Youth | Design programmes and arrange events that will encourage the participation of the SPU sector, especially the Disabled, Youth and Women. | Municipal Manager/ SPU Unit | Number of training programmes for vulnerable groups especially youth and disabled citizens by 30th June 2018. | 100,000.00 | 11,000 | 11% | 8 | Skills development training Steytlerville and Willomore.  Computer training in Willomore/ Steytlervile/ Rietbron through the year | On Target | NYDA training in Graaff-Reinet from the 8th - 13th October 2017.  Computer training in Willomore/ Steytlervile/ Rietbron is ongoing throughout the financial year. | n/a |
| **INSTITUTIONAL DEVELOPMENT - KPA – Organisational Transformation & Institutional Development** | | | | | | | | ***PERFORMANCE MILESTONES*** | | | | |
| KPA | Objective | Strategy | Department | KPI | Budget | Expenditure | Expenditure % | Annual Target | Quarter 2 Target | On Target/Not on Target | Actual Output | Reason for Variance and Plan of Action |
| Organisational Transformation & Institutional Development | To recruit staff with adequate qualifications, skills, training and experience. | Finalise the review of the Staff Establishment as a matter of urgency | Corporate Services (HR) | Develop an organizational structure by 30 December 2017. | 200,000.00 | 200,000.00 | 100% | 1 | n/a | On Target | Organogram adopted by council in September 2017 | n/a |
| Organisational Transformation & Institutional Development | To recruit staff with adequate qualifications, skills, training and experience. | Finalise the review of the Staff Establishment as a matter of urgency. | Corporate Services (HR) | 100% Implementation of placement policy through placement of staff based on approved Staff establishment by 31 March 2018 | n/a | n/a | n/a | 100% | Finalize job descriptions for each proposed post in staff establishment, and commence with placement of staff. | Not On Target | Implementation task team has been established. Workshop on job evaluation process commenced. | Action plan has been adopted by management to deal with all human resource matters including job description and placement. |
| Organisational Transformation & Institutional Development | To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant. | Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly. | Corporate Services (HR) | Number of Delegation registers developed by 31 December 2017. | n/a | n/a | n/a | 1 | Workshop plan with all stakeholders. And Adoption and approval by Council | On Target | Delegation register adopted by council. | Develop sub-delegation register. |
| Organisational Transformation & Institutional Development | To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as legally compliant | Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly. | Corporate Services (HR) | Number of employment equity plans developed by 31 December 2017. | n/a | n/a | n/a | 1 | Workshop with Council and stakeholders. Table before Council for adoption. | Not on Target | Task team appointed for compiling of Employment Equity Plan. Plan can only be developed after placement is finalised. | n/a |
| Organisational Transformation & Institutional Development | To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant. | Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly. | Corporate Services (HR) | Develop a workplace skills plan with an annual training report by 30th April 2018. | n/a | n/a | n/a | 1 | Development of workplace skills plan and annual training report. | On Target | Workplace skills plan developed. | n/a |
| Organisational Transformation & Institutional Development | To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant. | Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly. | Finance | Review 13 Financial Policies and table before Council for approval by 30 June 2018. | n/a | n/a | n/a | 13 | n/a | On Target | No output required for this quarter. | n/a |
| Organisational Transformation & Institutional Development | To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant. | Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly. | Municipal Manager/ PMS/ Communications | Develop or Review 2 plans/strategies/policies and table before Council for approval by 30 June 2018. | n/a | n/a | n/a | 2 | n/a | On Target | No output required for this quarter. | n/a |
| Organisational Transformation & Institutional Development | To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant. | Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly. | Corporate Services (HR) | Number of HR policies reviewed by 31st  December 2017 | n/a | n/a | n/a | 10 | Review 4 Policies and workshop Council and stakeholders on all reviewed policies.  Table policies before Council for adoption | Not on Target | To date 8 policies have been reviewed and been adopted by council. | 2 remaining policies to be reviewed, workshopped and tabled before council. |
| Organisational Transformation & Institutional Development | To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as legally compliant | Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly. | Engineering and Planning (Town Planning) | Number of SPAZA Shop policies reviewed by 31 December 2017 | n/a | n/a | n/a | 1 | Review policy and workshop Council and Stakeholders.  Table before Council for adoption | Not On Target | Spaza shop policy reviewed and distributed to all councillors for inputs. Policy to be workshopped in the 3rd Quarter. | n/a |
| Organisational Transformation & Institutional Development | To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant. | Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly. | Finance (Supply Chain) | Prepare Supply Chain Management Implementation Compliance through 4 quarterly reports by 30 June 2018. | n/a | n/a | n/a | 3 | 1 Quarterly SCM Report | On Target | 1 Quarterly SCM Report | n/a |
| Organisational Transformation & Institutional Development | To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant. | Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly. | Finance (Supply Chain/ Asset) | Conduct quarterly Assets reconciliation between AR and GL. 4 quarterly reports by 30 June 2018. | n/a | n/a | n/a | 3 | Recon assets register with GL and provide a report | Not On Target | None | Quarterly reconciliations to be completed immediately as from quarter 3 |
| Organisational Transformation & Institutional Development | To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant. | Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly. | Finance (Supply Chain) | Develop and Monitor Contract register for all service providers and provide quarterly reports. | n/a | n/a | n/a | 4 | Contract register Report | Not on target | None | Challenges were experience with this function as the official responsible for this function resigned. Quarterly reports to be completed immediately as from quarter 3 |
| Organisational Transformation & Institutional Development | Improved performance through effective PMS | Quarterly institutional performance reports to Council. | Municipal Manager/ PMS unit | 4 quarterly SDBIP Performance reports submitted to Council by 30 June 2018, to inform Council of Institutional Performance | n/a | n/a | n/a | 4 | 1 SDBIP Performance report submitted to Council By January 2018. | On Target | Mid-Year performance report, | n/a |
| Organisational Transformation & Institutional Development | To develop a performance management culture within the Municipality | Develop performance plans for Managers | Municipal Manager/ PMS unit | Number of performance plans developed by Cascading performance management to management level by 31 March 2018. | n/a | n/a | n/a | 20 | 10 performance plans developed | Not On Target | Cascading performance to other levels is depended on the placement of staff, however draft plans for some existing positions are in place. | Cascading of performance management to commence in the 4th quarter. |
| Organisational Transformation & Institutional Development | Improved performance through effective PMS | Train staff for operation of institutional PMS | Municipal Manager/ PMS unit | Number of staff trained on the performance management system by 31 March 2017. | n/a | n/a | n/a | 100% | n/a | On Target | No output required for this quarter, however, training on system will commence once automated system is available and loaded with performance plans and SDBIP. | n/a |
| Organisational Transformation & Institutional Development | To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant. | Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly | Corporate Services/ Administration | Monitor Council resolutions by providing 4 quarterly reports on the implementation of council resolutions. | n/a | n/a | n/a | 4 | 1 | Not on Target | Resolution register developed, and approved by council. | Quarterly report on resolutions implemented to be tabled to EXCO in February 2018. |
| Organisational Transformation & Institutional Development | To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant. | Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly. | Finance/ Supply Chain | Compile a Lease Register with a list of all signed lease agreements by 30 June 2017. | n/a | n/a | n/a | 1 | Update register with all signed lease agreements | On Target | Lease register updated | n/a |
| Organisational Transformation & Institutional Development | To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant. | Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly. | Corporate Services (HR) | Report on all disciplinary hearings on a quarterly basis to EXCO. | n/a | n/a | n/a | 4 | Report on all disciplinary hearing | On Target | Quarterly report on disciplinary hearings tabled before EXCO and Council. | n/a |
| **LOCAL ECONOMIC DEVELOPMENT** | | | | | | | | ***PERFORMANCE MILESTONES*** | | | | |
| KPA | Objective | Strategy | Department | KPI | Budget | Expenditure | Expenditure % | Annual Target | Quarter 2 Target | On Target/Not on Target | Actual Output | Reason for Variance and Plan of Action |
| Local Economic Development | Job Creation, BEE & Partnerships, SMME, Industrial and Sector Development, Skills Development, Mainstreaming of 2nd Economy, Youth and Women | Support, encourage and facilitate value-adding initiatives, programmes and projects. | Municipal Manager/ LED Officer | Profiling and building capacity in SMMEs – 4 new SMMEs trained in (Export and Business Training) by 30 June 2017. | n/a | n/a | n/a | 4 | Train 1 SMME | Not on target | No SMME trained during quarter | All were trained during the first quarter. No new request. |
| Local Economic Development | Job Creation, BEE& Partnerships, SMME, Industrial and Sector Development, Skills Development, Mainstreaming of 2nd Economy, Youth and Women | Support, encourage and facilitate value-adding initiatives, programmes and projects | Municipal Manager | Number of people employed through the EPWP Labour intensive programme to address high unemployment rate by 30 June 2017. | n/a | n/a | n/a | 200 | Quarterly reports to Council - with 25 people employed | On Target | October 211, December 188 with quarterly report. | n/a |
| Local Economic Development | SUSTAINABLE JOB CREATION ⬩ BEE & PARTNERSHIPS ⬩ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ⬩ SKILLS DEVELOP-MENT ⬩ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN | Support, encourage and facilitate value-adding initiatives, programmes and projects | Municipal Manager/ LED Unit | Number of labourers employed for the project: Reconstruction of Lincom and Asherville schools In Graaff-Reinet by 30 June 2018. | n/a | n/a | n/a | 100 | n/a | On Target | No output required for this quarter | n/a |
| Local Economic Development | SUSTAINABLE JOB CREATION ⬩ BEE & PARTNERSHIPS ⬩ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ⬩ SKILLS DEVELOP-MENT ⬩ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN | Support, encourage and facilitate value-adding initiatives, programmes and projects | Municipal Manager/ LED Unit | Number of SMME’s employed for the project: Reconstruction of Lincom and Asherville schools In Graaff-Reinet by 30 June 2018 | n/a | n/a | n/a | 16 | n/a | On Target | No output required for this quarter | n/a |
| Local Economic Development | SUSTAINABLE JOB CREATION ⬩ BEE & PARTNERSHIPS ⬩ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ⬩ SKILLS DEVELOP-MENT ⬩ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN | Develop LED Strategic Plan with an economic Vision for the Municipality. | Municipal Manager/ LED Unit | Number of commonage plans developed by the 30th June 2018. | n/a | n/a | n/a | 1 | Apply for funding from SBDM. | On Target | Funding has been approved by SBDM, SLA available, however they have not transferred the funding. |  |
| Local Economic Development | SUSTAINABLE JOB CREATION ⬩ BEE & PARTNERSHIPS ⬩ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ⬩ SKILLS DEVELOP-MENT ⬩ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN | Support, encourage and facilitate value-adding initiatives, programmes and projects | Municipal Manager/ LED Unit | Assistance and development of SMME’s by 30 June 2016 | 36,728. | 9 500.00 | 26% | 5 | Assist and develop 3 SMME’s | On Target | 6 potential SMME’s identified to be supported based on proposals received. | n/a |
| Local Economic Development | SUSTAINABLE JOB CREATION ⬩ BEE & PARTNERSHIPS ⬩ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ⬩ SKILLS DEVELOP-MENT ⬩ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN | Develop LED Strategic Plan with an economic Vision for the Municipality. | Municipal Manager /LED Unit | Develop a Tourism strategy by 31st December 2017 | n/a | n/a | n/a | 1 | Workshop Tourism strategy | Not On Target | No output | No funding available, needs to be outsourced |
| Local Economic Development | SUSTAINABLE JOB CREATION ⬩ BEE & PARTNERSHIPS ⬩ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ⬩ SKILLS DEVELOP-MENT ⬩ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN | Develop LED Strategic Plan with an economic Vision for the Municipality. | Municipal Manager /LED Unit | Develop LED Strategy by 31st December 2017 | n/a | n/a | n/a | 1 | Workshop LED strategy | Not On Target | No output | No funding available, needs to be outsourced |
| Local Economic Development | Creating and enabling environment to attract investment that generates economic growth and job creation | Implement strategic LED Action and Interventions with the aim of creating networks, linkages, referral & support systems, appropriate policies, by-laws, incentives, services and infrastructure that will stimulate and facilitate LED, attract investment, encourage establishment and growth of business and industry in the Dr. Beyers Naude LM. | Municipal Manager /LED Unit | Implement 2 initiatives identified by the Mohair summit by 30th June 2018. | 400,000 | 0 | 0% | 2 | 1. Planning and Marketing for SMME Imbizo to be held in March 2018.  2. Planning for Mohair empowerment trust. | On Target | Planning commenced. MOU has been drafted and signed by the Mayor, COGTA and Mohair South Africa. | n/a |
| **BACK TO BASICS – KPA – Good Governance & Public Participation** | | | | | | | | ***PERFORMANCE MILESTONES*** | | | | |
| KPA | Objective | Strategy | Department | KPI | Budget | Expenditure | Expenditure % | Annual Target | Quarter 2 Target | On Target/Not on Target | Actual Output | Reason for Variance and Plan of Action |
| Good Governance & Public Participation | To become the best performing Municipality, in all respects. | Developing a credible Integrated Development Plan that will address the developmental needs of our Community. | Municipal Manager/ IDP Unit | A reviewed and credible IDP for 2018/19 | n/a | n/a | n/a | 1 | (a) 14 x Ward-based Planning Public Participation Meetings  (b) 1 x reviewed CBP Report (inclusive of Ward Development Priorities),  (c) 1 x IDP SC meetings,  (d) 1 x IDP RF meeting,  (e) 1st Draft IDP Project Register. | Not On Target  On Target    On Target  On Target  On Target | (a) 13 wards were visited.  (b) 1 CBP report, prelim report was circulated in October and final in November 2017.  (c) 1 x IDP SC held    (d) 1 x IDP RF meeting    (e) 1st draft Project Register. | Ward 12 councillor was unable to hold his community meeting. It will be incorporated during mayoral outreach in April 2018. |
| Good Governance & Public Participation | To become the best performing Municipality, in all respects. | Having a fully functional Council, with Standing Committees, Fora and other structures. | Corporate Services (Administration) | Number of Meetings held in terms of year planner by 30 June 2017.  (4 Ordinary Council Meetings and 4 Standing Committee meetings) | n/a | n/a | n/a | 8 | Ensure that Standing Committee meetings are held, one Ordinary Council Meeting and a Special Council meeting in terms of the year planner. Monthly Resolution Implementation Report submitted to MM. | On Target | Meetings held as per year planner. | n/a |
| Good Governance & Public Participation | To become the best performing Municipality, in all respects. | Ensuring that Ward Committees have been established and are functioning properly, and that a CDW has been appointed in each Ward | Municipal Manager | CDW’s deployed at ward level with monthly report submission. | n/a | n/a | n/a | 12 | 3 monthly reports from each CDW. | Not on Target | Only 7 CDW’s deployed in DBNLM. | Municipality is depended on COGTA to finalize deployment process. |
| Good Governance & Public Participation | To become the best performing Municipality, in all respects. | Having a fully functional Council, with Standing Committees, Fora and other structures. | Corporate Services (Administration) | Number of MPAC meetings to assist with oversight function until 30 June 2018. | n/a | n/a | n/a | 4 | Organise MPAC meeting | On Target | 1 Meeting held | n/a |
| Good Governance & Public Participation | To become the best performing Municipality, in all respects. | Having a fully functional Council, with Standing Committees, Fora and other structures. | Corporate Services (Administration) | Number of Audit Committee meetings to assist with oversight function until 30 June 2018. | n/a | n/a | n/a | 4 | Organise Audit Committee meeting | Not on Target | Audit committee meeting was to be held in December 2017, however rescheduled. | Audit committee meeting rescheduled to February 2018 |
| Good Governance & Public Participation | To become the best performing Municipality, in all respects | Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development. | Corporate Services (HR) | Ensure that the LLF is functioning properly and fulfilling its mandate by having 6 Meetings annually | n/a | n/a | n/a | 6 | 2 Meetings | Not on Target | 2 meetings were scheduled, however only one commence and the other postponed/ | n/a |
| Good Governance & Public Participation | To become the best performing Municipality, in all respects. | Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development. | Municipal Manager /Communications | Implement Communication Action Plans by providing quarterly progress reports by 30th June 2018. | n/a | n/a | n/a | 4 | Improve internal communication by executing communication action plan and report progress to the Municipal Manager | On Target | Implementation of action plan by having regular meetings with staff in various service areas to inform staff of internal processes, quarterly report on action plan implementation submitted to office of the municipal manager. | n/a |
| Good Governance & Public Participation | To become the best performing Municipality, in all respects | Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development. | Municipal Manager /Communications | Number of quarterly External Newsletters distributed to stakeholders by 30th June 2018 | 19,500. | 15,600 | 82% | 60 000 | 15000 Quarterly External Newsletters distributed. | Not On Target | 7000 printed and distributed | Printing resources not readily available. |
| Good Governance & Public Participation | To become the best performing Municipality, in all respects. | Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development. | Municipal Manager /Communications | Number of Interviews Held with the Mayor and submitted to the local Newspaper (The advertiser) by 30th June 2018. | n/a | n/a | n/a | 4 | Quarterly interviews with the Mayor and submit to the Local Newspaper (The advertiser) | On Target | Mayor’s season greeting interview printed in holiday guide of local newspaper. | n/a |
| Good Governance & Public Participation | To become the best performing Municipality, in all respects. | Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development. | Corporate services | Maintain updated housing beneficiary list and submit to Department of Human settlement on a quarterly basis by 30th June 2018 | n/a | n/a | n/a | 4 | Updated beneficiary list and quarterly submission to the Department of Human Settlement | On Target | Updated beneficiary list and submission to the Department of Human Settlement | n/a |
| Good Governance & Public Participation | To become the best performing Municipality, in all respects. | Ensuring that Ward Committees have been established and are functioning properly, and that a CDW has been appointed in each Ward. | Municipal Manager/ Ward Co-ordinator | Quarterly Ward Committee meetings until 30 June 2018 | n/a | n/a | n/a | 4 | Ensure quarterly ward committee meetings | On Target | Quarterly report available | n/a |
| Good Governance & Public Participation | To become the best performing Municipality, in all respects | Providing Free Basic Services and Indigent Support. | Finance | Extend the Indigent Register by registering 120 Houses by 30th June 2018. | n/a | n/a | n/a | 120 | Register 30 houses | On Target | 14 | Target for the year already exceeded – total 178 |
| Good Governance & Public Participation | To become the best performing Municipality, in all respects | Providing Free Basic Services and Indigent Support. | Finance | Implement an exit strategy from Indigent Register quarterly. | n/a | n/a | n/a | 4 | Verification of IGG register and report | Not On Target | None | Data cleansing project to be implemented |
| **BACK TO BASICS – KPA – Sound Financial Management** | | | | | | | | ***PERFORMANCE MILESTONES*** | | | | |
| KPA | Objective | Strategy | Department | KPI | Budget | Expenditure | Expenditure % | Annual Target | Quarter 2 Target | On Target/Not on Target | Actual Output | Reason for Variance and Plan of Action |
| Sound Financial Management | To become a financially viable and sustainable Municipality. | The development and implementation of a Funding Strategy. | Finance | 100% expenditure of Municipal FMG and Audit Improvement Grant by 30th June 2018. | 1,085,000 AIG  5,945000 FMG | 166,020.48  2,008,182 | 15%  34% | 100% | 15% | On Target | FMG is 34% and Audit Improvement Grant is 15% | n/a |
| Sound Financial Management | To receive a Clean Audit Opinion from the Auditor-General. | Implementation and execution of an Audit Action Plan. | Finance | 100% Financial compliance by 30th June 2018. | n/a | n/a | n/a | 100% | 100% compliance to Financial Planner Deadlines | On Target | Financial reporting is up to date and Audit implementation plan is in place and is being monitored on a monthly basis | n/a |
| Sound Financial Management | To receive a Clean Audit Opinion from the Auditor-General. | Implementation and execution of an Audit Action Plan. | Finance | Improve Outcome of the AG report: Execute action plan to address previous findings by 30 June 2018. | n/a | n/a | n/a | 1 | n/a | On Target | Audit implementation plan is in place and is being monitored on a monthly basis | n/a |
| Sound Financial Management | To receive a Clean Audit Opinion from the Auditor-General. | Implementation and execution of an Audit Action Plan. | Finance (Assets) | Verification of the completeness of the Asset Register (Asset Register compliant to GRAP standards) | n/a | n/a | n/a | 100% | All purchases captured and updated on Asset Register and Follow up on queries of Auditor General | Not On Target | None | Asset register to be updated quarterly as from quarter 3 |
| Sound Financial Management | To become a financially viable and sustainable Municipality. | Alignment of the Budget to the IDP’s Development Priorities. | Municipal Manager | Percentage CAPEX of budget spend by 30th June 2018. | 64,760,430,000 | 23, 332, 902 | 49% | 100% | 15% spent | On Target | Capex spent is 49% of annual budget | n/a |
| Sound Financial Management | To become a financially viable and sustainable Municipality. | Alignment of the Budget to the IDP’s Development Priorities. | Municipal Manager | Percentage OPEX of budget spend by 30th June 2018. | 397,933,59.00 | 152, 965, 974.00 | 38% | 80% | 55% spent | Not On Target | Opex spent is 38% of annual budget | n/a |
| Sound Financial Management | To adopt a realistic, credible and funded Annual Budget | Alignment of the Budget to the IDP’s Development Priorities. | Municipal Manager | 2018//2019 Budget approved by Council by 31 May 2018. | n/a | n/a | n/a | 1 | Budget priorities developed | On Target | Draft project list developed for IDP which will inform new budget. Input received from Directors with regards to adjustment budget | n/a |
| Sound Financial Management | To become a financially viable and sustainable Municipality. | Implementation and execution of the Financial Recovery Plan – robust plans for the repayment of debt and/or maintain a healthy level of cash reserves and assets in order to meet unexpected costs. | Finance | Improve collection rate on service debtors to address cash flow constraints by 30th June 2018  (Service debtors/service debt collected) | n/a | n/a | n/a | 80% | 50% | On Target | The average collection rate for the year as at 31 December 2017 is 83% | n/a |
| Sound Financial Management | To become a financially viable and sustainable Municipality. | Implementation and execution of the Financial Recovery Plan – robust plans for the repayment of debt and/or maintain a healthy level of cash reserves and assets in order to meet unexpected costs | Finance | Number of financial recovery plans implemented and monitored quarterly by submissions to EXCO by 30th June 2018. | n/a | n/a | n/a | 1 | Ensure compliance with Financial recovery plan deadlines and report to EXCO. | On Target | Revised Recovery plan adopted by Council during December 2017. Progress reported quarterly | n/a |
| Sound Financial Management | To become a financially viable and sustainable Municipality. | Stringent implementation and execution of the Municipality’s Credit Control & Debt Collection Policy. | Finance | Effective control over collection of property rates by 30 June 2018. | n/a | n/a | n/a | Ensure average 80% recovery rate of property rates billed by 30 June 2018. | Ensure effective recovery of property rates by 40% | On Target | The average collection rate for rates as at 31 December 2017 is 61%. |  |
| Sound Financial Management | To become the best performing Municipality, in all respects. | Implementation and execution of the Financial Recovery Plan – robust plans for the repayment of debt and/or maintain a healthy level of cash reserves and assets in order to meet unexpected costs | Finance | Number of interns appointed in Finance Department by 30 June 2018. | n/a | n/a | n/a | 7 | Appoint interns | On Target | 7 interns appointed | n/a |

**OVERALL PERFORMANCE ACHIEVEMENT - MID YEAR 2017/2018**

**CAPITAL BUDGET PRJECT PROGRESS ON TARGETS NOT ACHIEVED DURING 2016/2017**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| ***INFRASTRUCTURE DEVELOPMENT*** | | | | | | | | | | | | | |
| Objective | Strategy | KPI | Wards | Responsible Person | Funding Source | Budget 2016/2017 | Expenditure2016/2017 | Expenditure % | ***OVERALL PERFORMANCE*** | | | | |
|  | | | | | | | | | ***Annual Target 2016/2017*** | ***On Target/Not on Target 2016/ 2017*** | ***Brief description of actual output 2016/2017*** | ***On Target/ Not on Target 2017/2018*** | ***Project progress 2017/2018*** |
| To adequately increase bulk water storage, upgrade reticulation systems and secure permanent & sustainable water supply and maintain all systems on a regular basis. | Increase water storage and supply through the Equipping of boreholes , appurtenant civil engineering work and Operation and maintenance | Produce one tender document for Aberdeen Bulk Water by 30th June 2017. | 3,4 &5 | Manager PMU | External MIG | 350,000. | 0.00 | 0% | 1 | Not on Target | No Tender document | On Target | Project continued in the 2017/2018 financial year. geohydrological study completed, contractor appointed for drilling of boreholes. |
| To adequately increase bulk water storage, upgrade reticulation systems and secure permanent & sustainable water supply and maintain all systems on a regular basis. | Increase water storage and supply through the Equipping of boreholes , appurtenant civil engineering work and Operation and maintenance | Construction of 4 Km pipeline between  Wanhoop WTW and Willowmore by 30th June 2017. | 8,9,13 | PMU Manager | External  MIG | 5,825,996 | 2 694 664 | 46% | 4 km | Not on Target | Camp Establishment – 100%  Locate existing pipeline – 90%  Setting out new pipeline – 90%  Excavate trench – 40% | On Target | Project continued in the 2017/2018 financial year. Project completed |
| To adequately increase bulk water storage, upgrade reticulation systems and secure permanent sustainable water supply and maintain all systems on a regular basis | Upgrade reticulation system by systematically replacing old installations | Construct 20 boreholes stations in the Northern Borehole Field. Construct collector PVC pipelines 5900m. Construct 1.5Ml steel reservoir by 30 June 2017. | 2 – 7 + 14 | Assistant Director: Infrastructure & Technical Services | External RBIG | 23,440,000. | 2 987 329 | 12.7% | 20 boreholes stations, 5900m PVC pipeline and 1.5Ml steel reservoir | Not On Target | 315mm dia rising main (south) – 1,095m  315mm dia rising main(north) – 920m  315mm dia rising main (sanparks) – 2,155m  NBHF pipeline 1 – 3,509m  NBHF pipeline 2 – 710m  NBHF pipeline 3 – 670m  NBHF pipeline 4 – 250m  1.87Ml reservoir completed | On Target | Project continued in the 2017/2018 financial year.  OUTPUT  1560m dia rising main completed (south)  920m dia rising main completed (north)  2650m dia rising main completed (sanparks)  3510m NBHF pipeline  NBHF pipeline 2 – 710m  NBHF pipeline 3 – 670m  NBHF pipeline 4 – 250m |
| To adequately construct, upgrade or install Streets &Stormwater networks and to maintain them on a regular basis. | Identify and implement suitable projects | Construct 2500 m2 of road utilising pavers in Graaff-Reinet by 30 June 2017. | 6 | Manager PMU | External EPWP | 1,027 501. | 1 077 835 | 105% | 2500 m2 | Not On Target | 400 m2 completed | Not On Target | Project continued in 2017/2018 financial year, however completion depended on budget availability. |
| To adequately construct, upgrade or install Streets & Stormwater networks and to maintain them on a regular basis. | Identify and implement suitable projects | Construct 750 m2 of sidewalks utilising pavers in Main Road Jansenville by 30 June 2017. | 10 | Manager PMU | External EPWP | 1,000,000. | 0 | 0% | 750 m2 | Not on Target | No output | On Target | Project continued in 2017/2018 financial year. Project completed. |
| To adequately construct, upgrade or install Streets & Stormwater networks and to maintain them on a regular basis. | Identify and implement suitable projects | Construct 1000 m2 of road utilising pavers in Willomore by 30 June 2017. | 13 | Manager PMU | External EPWP | 1,073,499. | 0 | 0% | 1000 m2 | Not On Target | 0m2 completed | Not on Target | Project continued in 2017/2018 financial year. Project to be completed by March 2018. |
| To adequately construct, upgrade or install Streets &Stormwater networks and to maintain them on a regular basis | Identify and implement suitable projects | Paving of 1500m2 in Phumlani Road (Jansenville) and 1000m2 Dan Sandi Road (Klipplaat) by 30 June 2017. | 10 &11 | PMU Manager | External MIG | 6,003,100. | 4 395 494 | 73% | 2500m2 | Not On Target | 1000 m2 | On Target | Project continued in 2017/2018 financial year. Project completed. Completion certificate available. |
| To adequately construct, upgrade or install Streets &Stormwater networks and to maintain them on a regular basis. | Identify and implement suitable projects | Paving of 1000m2 of Road (Steytlerville) by 30th June 2017. | 13 | PMU Manager | External MIG | 877,193. | 435 950 | 50% | 1000m2 | Not on Target | Service provider appointed | On Target | Project continued in 2017/2018 financial year. Project completed. Completion certificate available. |
| To adequately upgrade the electrical supply and install the necessary electrical infrastructure, as well as maintain same | Identify and Implement suitable Electrification projects | Upgrading of MV and LV Infrastructure  - 1 Transformer and 0,3km LV powerlines in Steytlerville.  - 1 Km MV powerlines and Switchgear in Graaff-Reinet | 2-7 , 14 & 13 | Manager: Electrical | External INEP | 5,000,000 | 73 669 | 1.4% | 1 Transformer,  0.3Km MV Powerline,  1 Switchgear and  1 Km MV powerlines. | Not on Target  Not on Target | Consultants and contractor appointed | On Target | Project continued in 2017/2018 financial year. Project completed. |

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| ***LOCAL ECONOMIC DEVELOPMENT*** | | | | | | | | | | | | | |
| Objective | Strategy | KPI | Wards | Responsible Person | Funding Source | Budget 2016/2017 | Expenditure2016/2017 | Expenditure % | ***OVERALL PERFORMANCE*** | | | | |
|  | | | | | | | | | ***Annual Target 2016/2017*** | ***On Target/Not on Target 2016/ 2017*** | ***Brief description of actual output 2016/2017*** | ***On Target/ Not on Target 2017/2018*** | ***Project progress 2017/2018*** |
| Enhance Local Economic Development in Baviaans | Promote Local Economic Development | Construct 90m2 concrete floor and 1 steel structure in Willowmore by 30 June 2017. | 13 | PMU Manager | External INEP | 487,191 | 25 536 | 5% | 90m2 | Not On Target | No output | On Target | Project continued in 2017/2018 financial year. Project completed. |

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| ***INSTITUTIONAL DEVELOPMENT*** | | | | | | | | | | | | | |
| Objective | Strategy | KPI | Wards | Responsible Person | Funding Source | Budget 2016/2017 | Expenditure 2016/2017 | Expenditure % | ***OVERALL PERFORMANCE*** | | | | |
|  | | | | | | | | | ***Annual Target 2016/2017*** | ***On Target/Not on Target 2016/ 2017*** | ***Brief description of actual output 2016/2017*** | ***On Target/ Not on Target 2017/2018*** | ***Project progress 2017/2018*** |
| To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant | Equip offices and areas of service delivery with adequate resources. | Purchase 5 handheld devices for meter reading by 31 March 2015. | Institutional | CFO | External FMG | 70,000 | 799 | 1% | 5 | Not On Target | No Output | Not on Target | No meter reader placed in certain areas within Beyers Naude Local Municipality, thus no vending machines purchased. Organogram to address this. |
| To improve overall efficiency of ICT - administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery | Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize | Number of Panda Endpoint additional licenses purchased by 30 September 2016. | Institutional | ICT | External FMG | 3,000 | 0.00 | 0% | 10 | Not On Target | Changed from Panda to ESET | On Target | Project not carried over into new financial year due to the application changing from PANDA to ESET. |
| To improve overall efficiency of ICT - administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery | Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize | Number of Server window CALS purchased by 30 September 2016. | Institutional | ICT | External FMG | 5000 | 0.00 | 0% | 10 | Not On Target | Changed to Hosted Exchange with BCX, server CALS no longer needed. | On Target | Changed to Hosted Exchange with BCX, server CALS no longer needed. |
| To improve overall efficiency of ICT - administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery | Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize | Number of Corporate scanners and Number of Digital recorders purchased by 31 December 2016. | Institutional | ICT | External Library Grant | 30,000 | 13 008 | 43% | 5 | Not On Target | No output as no new hardware was required. | Not On Target | Corporate services to finalize sourcing quotation for the purchasing of scanners and digital recorders |
| To improve overall efficiency of ICT - administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery. | Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly. | Install Fibre Backbone to Engineers, Robert Sobukwe, Electrical departments by 31 December 2016. | Institutional | ICT | External FMG | 130,000. | 134 208 | 103% | 1 | Not On Target | No Output | On Target | Tender 97 has been advertised to address Fire backbone, Networks, and telephones. |

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| ***COMMUNITY DEVELOPMENT*** | | | | | | | | | | | | | |
| Objective | Strategy | KPI | Wards | Responsible Person | Funding Source | Budget 2016/2017 | Expenditure 2016/2017 | Expenditure % | ***OVERALL PERFORMANCE*** | | | | |
|  | | | | | | | | | ***Annual Target 2016/2017*** | ***On Target/Not on Target 2016/ 2017*** | ***Brief description of actual output 2016/2017*** | ***On Target/ Not on Target 2017/2018*** | ***Project progress 2017/2018*** |
| Supply sustainable basic infrastructure to all inhabitants of Baviaans: *Municipal Assets* | Upgrade municipal assets | Construction of 1 portable stand in Rietbron by 30 June 2017. | 8 | PMU Manager | External MIG | 1,189,079. | 75 494 | 6% | 1 portable stand | Not On Target | Contractor appointed | On Target | Project continued in 2017/2018 financial year. Project completed. |
| To provide facilities that will address the recreational and other social needs of the community. | Identify existing facilities that can be converted or better utilized by the communities | Construction of 1 portable stand in Graaff-Reinet by 30th June 2017. | 2-7 &14 | Manager: Community Services | External MIG | 616,545. | 104 252 | 17% | 1 portable stand | Not on Target | Contractor appointed | On Target | Project continued in 2017/2018 financial year. Project completed. |

***OVERALL PERFORMANCE PROGRESS ON LAGGING 2016/2017 TARGETS***

Total Number of Key Performance Indicators per KPA = 17

Number of Key Performance Indicators on Target/Completed = 13

Number of Key Performance Indicators Not on Target = 4

Percentage on Target = 76%

**CONCLUSION**

The report has outlined the performance of the municipality in the period under review as indicated in the Service Delivery and Budget Implementation Plan. The performance shown above is a reflection on how administration implemented what was planned for the 2nd quarter of the financial year. The Service Delivery and Budget Implementation Plan (SDBIP) will be reviewed in January 2018, after the adoption of the adjustment budget, to ensure continuous linkage to the budget as well as the Integrated Development Plan (IDP).