

MID-YEAR SDBIP PERFORMANCE REPORT

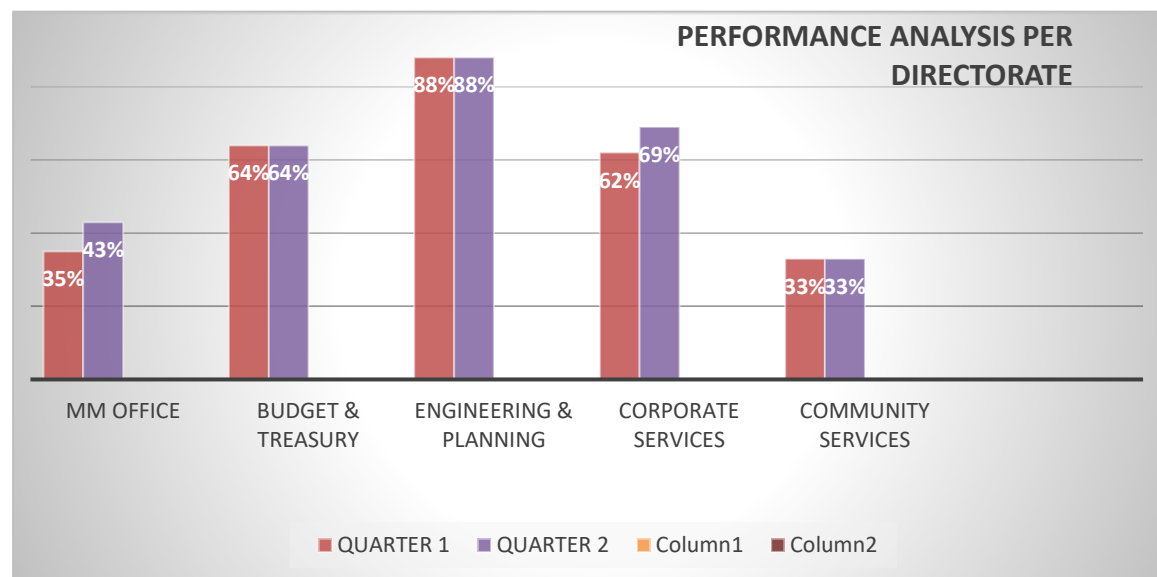
*Dr. Beyers Naudé
Local Municipality
Mid-Year
Performance Report
2018-2019*

SERVICE DELIVERY PERFORMANCE ANALYSIS

Early indications are that the performance against the output and goals of the Service Delivery Budget Implementation Plan (SDBIP) are on track as more than half of the planned Organizational targets have been achieved. The administration achieved **66%** of the planned targets as at 31 December 2018. Most of the planning phases as indicated in the quarterly targets has commenced, and focus should now be placed on implementation. The Mid-Year Assessment is based on the approved Service Delivery and Budget Implementation Plan for the period 01 July 2018 to 31 December 2018. The SDBIP however requires a review to incorporate any changes as a result of an adjustment budget. The SDBIP will therefore, in terms of MFMA Circular 13, be submitted with the Adjustments budget for approval by Council.

The content of the report is based on the unaudited SDBIP for the first half of the financial year ending 31 December 2018 which measures the municipality's overall performance per National Key Performance Area. The graphs below is the result of the unaudited SDBIP for the first half of the financial year ending 31 December 2018, which measures the municipality's overall performance, per Directorate and per National Key Performance Area (KPA).

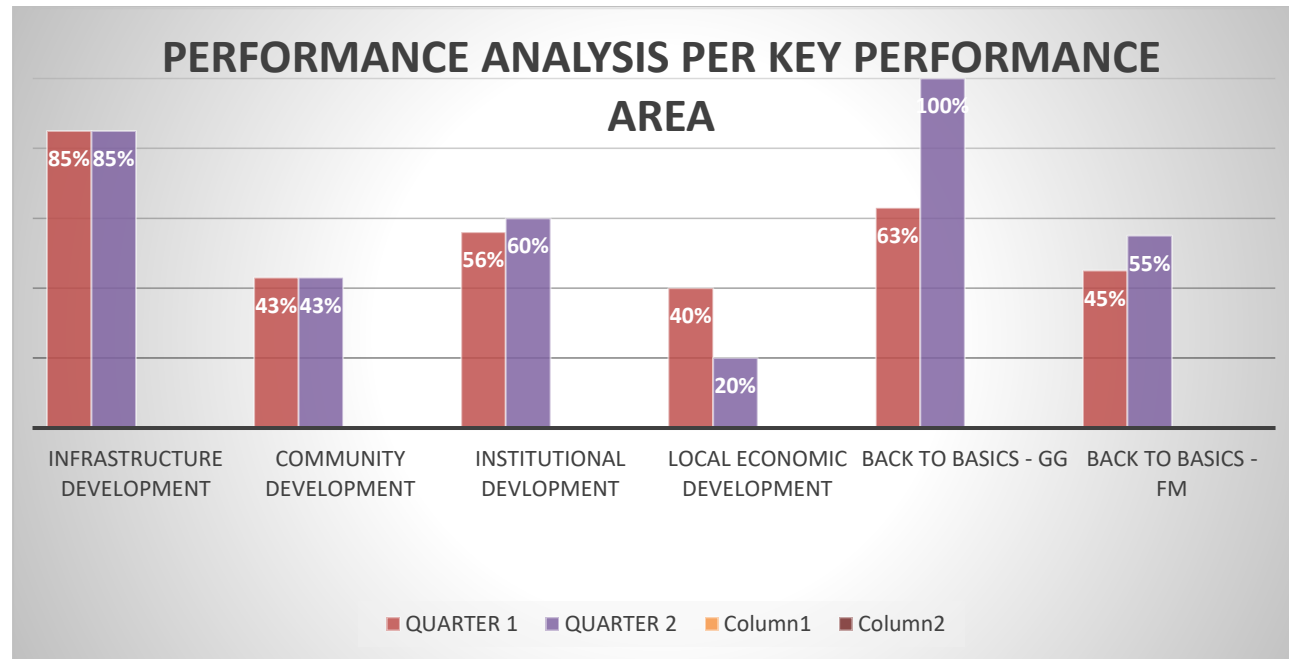
DEPARTMENTAL SDBIP OVERALL PERFORMANCE



The graph illustrates the SDBIP performance per directorate for the 1st half of the financial year

NATIONAL KPA OVERALL PERFORMANCE

The graph illustrates the SDBIP Organizational performance per Key Performance Area



SDBIP ANALYSIS REPORT PER KPA (ACTUAL PERFORMANCE) – CAPITAL BUDGET PROJECTS - 2018/2019

Infrastructure Development

Number of projects: 12

Number of projects completed/ on Target: 10

Number of projects Not on Target: 2

Percentage on Target: 83%

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.	Number of boreholes equipped in Aberdeen by 30 th June 2019.	1	Engineering and Planning	External MIG	4,207,849.00	226,146.52	5%	Equip 2 boreholes	Produce 1 tender document.	On Target	Tender advertised and adjudicated.	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.	Numbers of boreholes equipped in Willowmore by 30 th June 2019.	8,9,13	Engineering and Planning	External OTP	9,750,000.00	0	0%	Equip 2 boreholes	Produce 1 tender document.	On Target	Tender advertised and adjudicated	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 pipelines, installation of electrical mechanical equipment in Graaff-Reinet by 30 th June 2019.	2,3,4,5,6,7,14	Engineering and Planning	External RBIG	5,000,000.00	0	0%	100m uPvc pipelines and 8 pump stations [mechanical electrical equipment]	Construction of 100m uPvc pipelines.	On Target	Pipelines constructed, mechanical and electrical equipment being installed.	Grant has been reduced by DW&S to R3 000 000
To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly	Upgrade reticulation system by systematically replacing old installations.	Appointment of implementing agent for the refurbishment of a weir and channel at Klipfontein Dam in Klipplaat. Construction of new raw	10,11	Engineering and Planning	External RBIG	5,000,000.00	0	0%	Letter from DWS on appointment of implementing agent. [Municipality vs Amatolo Waterboard]	Letter from DWS confirming implementing agent	On Target	Mail received from DW&S that outcome will be known before end of year.	Grant has been reduced by DW&S to R500 000

maintain all infrastructure		bulk water mains from dam to WTW. New WTW in Klipplaat and pumping to Jansenville Reservoirs by 30 th June 2019.											
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 Steytlerville Solid Waste Disposal Facility by 30 th June 2019.	12,13	Engineering and Planning	External MIG	2,964,000.00	431,617.00	15%	2 cells	Approval letter from DEDEA to continue with upgrading of Landfill site in Steytlerville	On Target	Confirmation of EIA received from DEDEA.	n/a
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 a regular waste removal service.	Skips purchased for all wards and re – modification of existing tractors of the Municipality by 31 st March 2019.	All	Community Services	Internal	250,000	0	0%	Refurbish ment of 5 skips + 1 x power rex machine for carting skips	Refurbish ment of 3 skips	Not on Target	No skips purchased.	Specs to be finalised and ITQ to be advertised.

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.	Purchase 1080m ABC conductor (570m Willowmore and 510m in Aberdeen) and 2.5km underground cable 30 th June 2019.	1,7,8	Engineering and Planning	Internal	470,400.00	0	0%	1080m 2.5km underground cable	Procurement processes.	On Target	Order placed with supplier, awaiting delivery	n/a
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.	To upgrade old MV switchgear and construction of 400m overhead powerline by 30 th June 2019.	3	Engineering and Planning	External DOE	4,500,000.00	534,670.00	12%	Upgrade switchgear and 400m overhead powerline.	Procurement processes.	On Target	Contract awarded, contractor on site.	n/a
To adequately construct, upgrade or install Streets & Stormwater networks and to maintain them on a regular basis	Develop a Streets & Stormwater Management Plan that also contains an Implementation & Action Plan that will systematically address the issue of especially Stormwater in	Construction of Cut-off drain for Stormwater drainage in Graaff-Reinet by 31 st December 2018.	3,4,5,6, 14	Engineering and Planning	External MIG	444,511.00	375,319.00	84%	1 Cut-off drain	Completion certificate.	On Target	Project completed, final certificate issued.	n/a

	the Dr Beyers Naudé LM.												
To adequately construct, upgrade or install Streets & Stormwater networks and to maintain them on a regular basis	Develop a Streets & Stormwater Management Plan that also contains an Implementation & Action Plan that will systematically address the issue of especially Stormwater in the Dr Beyers Naudé LM.	Paving of 8000 m ² of road in Jansenville and Klipplaat by 30 th June 2019.	10,11	Engineering and Planning	External MIG	2,727,675.00	307,678.00	11%	8000 m ²	Appoint contractor	On Target	Contractor appointed	n/a
To adequately construct, upgrade or install Streets & Stormwater networks and to maintain them on a regular basis	Develop a Streets & Stormwater Management Plan that also contains an Implementation & Action Plan that will systematically address the issue of especially Stormwater in the Dr Beyers Naudé LM.	Paving of 3000 m ² of Road, 500m ² of storm water channel in Graaff-Reinet by 30 th June 2019.	3,4,5,6, 14	Engineering and Planning	External MIG	3,799,112.00	0	0%	3000 m ² + 500m ² of storm water channel	Appoint contractor	Not on Target	Consultant appointed	Tender process for appointment of Consultant delayed due to tender dispute. Dispute resolved with tender being advertised early January 2019
To adequately construct,	Develop a Streets & Stormwater	Paving of 3000 m ² road in Steytlerville	12,13	Engineering and Planning	External MIG	2,624,400.00	189,167.00	7%	3000 m ²	Appoint contractor.	On Target	Contractor appointed	n/a

upgrade or install Streets & Stormwater networks and to maintain them on a regular basis	Management Plan that also contains an Implementation & Action Plan that will systematically address the issue of especially Stormwater in the Dr Beyers Naudé LM.	by 30 th June 2019.											
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Community Development

Number of projects: 1

Number of projects completed/ On Target: 1

Number of projects Not on Target: 0

Percentage On Target: 100%

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
Stadiums and sport fields that have been upgraded and properly equipped to function properly and be fully utilized.	Upgrade and maintain sport fields and ensure that personnel are on site.	Upgrade Soccerfield by paving parking area (300 m ²) and construction of 1 ablution facility (138 m ²) by 30 th June 2019.	5	Engineering and Planning	External MIG	2,486,103.00	2,149,865.00	86%	Paving (300 m ²) and 1 ablution facility (138 m ²).	Appoint contractor.	On Target	Contractor on site. Ablution facility completed and sewer line diverted.	During construction it was discovered that a sewer line traverses field, line had to be diverted and reconstructed. Paving to be completed during next phase 2019

Institutional Development

Number of projects: 13

Number of projects completed/ On Target: 7

Number of projects Not on Target: 6

Percentage On Target: 54%

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	Equip offices and areas of service delivery with adequate resources	Upgrade stores building by 30 th June 2019. Construction of 1 dining area for workers at the stores and 250m2 paving in front of office and dining area.	Institutional	Engineering & Planning	Internal	60,000.00	3929.00	7%	1 dining area 250m ² paving	n/a	On Target	No output required for this quarter.	n/a

well as be legally compliant													
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 Office furniture purchased for the PMU Office by 30 th September 2018.	Institutional	Engineering & Planning	External MIG	5,600.00	2261.00	40%	1 desk and 2 chairs	Delivery of desks.	On Target	Items of furniture purchased	Balance of funding still to be spent.
To provide sufficient operational requirements , furnish and equip the relevant offices and venues, in order to improve efficiency of all departments,	Equip offices and areas of service delivery with adequate resources.	Number of Office furniture purchased for the Internal Audit Office by 31 st December 2018.	Institutional	MM's Office Internal Audit	External FMG	22,000.00	0	0%	2 office desks	n/a	Not on Target	No output. Furniture was to be purchased and delivered during the 1 st quarter.	Office not yet been occupied and no funding available yet.

their staff and the Municipality's levels of service delivery, as well as be legally compliant													
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 Hot appliances purchased by 30 th September 2018.	Institutional	MM's Office Internal Audit	External FMG	500.00	0	0%	1	n/a	On Target	No output required for this quarter.	Purchases to occur in the 3 rd quarter.
To provide sufficient operational requirements , furnish and equip the relevant offices and	Equip offices and areas of service delivery with adequate resources.	Number of air conditioners purchased for the internal audit unit by 30 th	Institutional	MM's Office Internal Audit	External FMG	15,000.00	8261.00	55%	1	n/a	On Target	No output required for this quarter.	Possible virement to take place as the current air conditioner is working in the

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		September 2018.											new allocated office.
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 small generators and drilling machine purchased by 30 th June 2019.	Institutional	Engineering and Planning Electrical Department	Internal	132,350.00	5401.00	3%	4 generators 5 drilling machines.	n/a	On Target	No output required for this quarter however Quotations has been received	n/a

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 Lab Instruments purchased for waste water management by 31st December 2018.	Institutional	Engineering and Planning	Internal	120,000.00	0	0%	6 Chlorine meters & 3 Turbidity meters	Issue of order number/ appointment of service provider	On Target	All instruments purchased.	n/a
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	Equip offices and areas of service delivery with adequate resources.	Purchase 1 plate compacter by 31 st December 2018.	Institutional	Engineering and Planning	Internal	30,000.00	0	0%	1	Request quotation from Service provider. Purchased and delivery of Equipment.	Not on Target	Quotations received	Purchase to follow in January 2019

service delivery, as well as be legally compliant													
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.	Small Plant: Number of Weed eaters, chain saw, hedge cutters, blowers, grinders, drills, welding machines, purchased by 30 th June 2019.	Institutional	Community Services	Internal	250,000.00	1,893.00	1%	6 – weed eater machines 4 – blowers 3- grass machines 2- chainsaws 2- hedge cutters	Delivery of machinery	Not on Target	No machinery purchased.	Specs to be done and ITQ to follow.
To improve overall efficiency of ICT ~ administratio n, billing, record keeping, information sharing and communication; to ensure	Conduct a comprehensive ICT audit.	Number of PC/Laptops / projector purchased by the 31 st December 2018.	Institutional	Engineering and Planning	External MIG	12,000.00	9550.00	80%	1	Purchase and delivery of 1 PC/Laptops	On Target	Laptop purchased	n/a

optimal, cost-effective production and quality service delivery													
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 Digital Camera's purchased for communications by 30 th September 2018.	Institutional	MM's Office	Internal	7,000.00	0	0%	1	n/a	Not on Target	No output. No camera purchased. A virement will occur as a digital camera is no longer required to be purchased.	n/a
To improve overall efficiency of ICT ~ administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality	Conduct a comprehensive ICT audit.	Number of voice recorders purchased for communications by 30 th September 2018.	Institutional	MM's Office	Internal	1,600.00	0	0%	1	n/a	Not on Target	No output. Voice recorders was to be purchased during the 1 st quarter.	n/a

service delivery													
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 overhead projectors purchased for the internal audit unit by 31 st December 2018	Institutional	MM's Office Internal Audit	External FMG	3,500.00	0	0%	1	n/a	Not on Target	No voice recorder purchased during the 1 st quarter as per set target.	Purchases to occur in the 3 rd quarter.

SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS

Development Priority: Infrastructure Development

Number of Indicators: 8

Number of indicators on Target: 7

Number of indicators Not on Target: 1

Percentage on Target: 88%

Development Priority: Community Development

Number of Indicators: 6

Number of indicators on Target: 2

Number of indicators Not on Target: 4

Percentage on Target: 33%

Development Priority: Institutional Development

Number of Indicators: 12

Number of indicators on Target: 8

Number of indicators Not on Target: 4

Percentage on Target: 67%

Development Priority: Local Economic Development

Number of Indicators: 5

Number of indicators on Target: 1

Number of indicators Not on Target: 4

Percentage on Target: 20%

Development Priority: Back to Basics – Good Governance

Number of Indicators: 8

Number of indicators on Target: 8

Number of indicators Not on Target: 0

Percentage on Target: 100%

Development Priority: Back to Basics – Sound Financial Management

Number of Indicators: 11

Number of indicators on Target: 6

Number of indicators Not on Target: 5

Percentage on Target: 55%

OVERALL CAPITAL BUDGET PROJECT AND SERVICE DELIVERY KPI'S PERFORMANCE

Total Number of Key Performance Indicators per KPA = 76

Number of Key Performance Indicators on Target/Completed = 50

Number of Key Performance Indicators Not on Target = 26

Percentage on Target = 66%

Service Delivery Key Performance Indicators and Targets

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.	100,000	0	0%	8	2	On Target	8 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.	304,500	0	0%	156	39 Samples	On Target	Samples taken in compliance with SANS 241	n/a
Infrastructure and Service Delivery	For all households to have uninterrupted	Implement Action Plans contained in WSDP and	Engineering and Planning	Percentage compliance with drinking water quality	n/a	n/a	n/a	85%	85%	On Target	>95% achieved	n/a

	access to good quality, potable water.	ensure that proper controls and monitoring measures are in place		standards (micro-bacteriological) quarterly.								
Infrastructure and Service Delivery	To have all Municipal water-supply consumers connected to a metering system and registered on the debtor's database for monthly billing purposes.	Systematically upgrade existing infrastructure; replace and rehabilitate where applicable.	Engineering and Planning	Number of Water meter audits conducted by 31 March 2019.	1,100	0	0%	1	n/a	On Target	No output required however, Service provider appointed.	n/a
Infrastructure and Service Delivery	Identify suitable projects, such as making provision for the installation and connection of bulk services on the sites.	New RDP households to be connected in Malva Street, Graaff-Reinet.	Engineering and Planning	Number of households to be connected with water services by 30 th June 2019.	4,500	0	0%	10	n/a	On Target	No output planned for this quarter.	Output will depend on DoHS building contractor's performance
Infrastructure and Service Delivery	Identify suitable projects, such as making provision for the installation	New RDP households to be connected in Malva Street, Graaff-Reinet.	Engineering and Planning	Number of households to be connected with sanitation services by 30 th June 2019.	20,000	0	0%	10	n/a	On Target	No output planned for this quarter.	Output will depend on DoHS building contractor's performance

	and connection of bulk services on the sites.											
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 30 th June 2019.	2,500	0	0%	12	3 waste management campaigns per quarter	Not On Target	No waste management campaigns held.	Need to increase waste management campaigns
Infrastructure and Service Delivery	Solid Waste Disposal Sites (Landfills), that are compliant, have adequate capacity and are properly managed and maintained.	Provide adequate waste disposal facilities, as well as a regular waste disposal service.	Community Services	Number of audits conducted to determine compliance of landfill sites by 31 March 2019.	8,500	0	0%	1	n/a	On Target	1 Audit conducted.	n/a

COMMUNITY DEVELOPMENT –KPA – Good Governance									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	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	Review 1 Disaster management plan and approve by council by 30 th June 2019.	n/a	n/a	n/a	1	Draft Disaster Management Plan submit to all stakeholders for input	Not On Target	Manager Protection Service busy with review of draft plan	Plan to be referred to Management meeting for input
Good Governance	To fully involve, capacitate and empower the SPU Sector, with special focus on the Disabled,	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 10 Sports & Cultural events Organized for the Community through reports submitted by SPU Officer to the Office of the Municipal	200,000	0	0%	10	16 days of Activism against women and child abuse. National Day for disabled persons, World Aids Day,	Not On Target	No Cultural or sports events were arranged.	n/a

	Youth and Women.			Manager by 30 th June 2019.					Reconciliation Day and Opening of the festive season.			
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 31 September 2018.	100,000.	0	0%	2	Establish Youth Council.	Not On Target	No council established	To be in the 3 rd quarter.
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 submitted to council.	n/a
Good Governance	To fully involve, capacitate and empower	Design programmes and arrange events that will encourage the	Municipal Manager/ SPU Unit	Number of training programmes for vulnerable	100,000.	0	0%	10	Services SETA and BNLM: AET, Internships,	Not on Target	Consultation commencing	To be finalized in

	the SPU Sector, with special focus on the Disabled, Youth	participation of the SPU sector, especially the Disabled, Youth and Women.		groups especially youth and disabled citizens by 30 th June 2019.					Bursaries (employed) Bursaries (unemployed)		with service SETA	the 3 rd quarter.
Community Development	To provide a dignified resting place for our community within safe and secure sites that are well managed and maintained by dedicated personnel.	All burial sites must be secured and proper record keeping must be implemented by the Municipality.	Community Services	Numbers of audits conducted to determine compliance of cemeteries by 31 March 2019	5,140.00	0	0%	1	n/a	On Target	No output required for this quarter.	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)	Review organizational structure and table before council by 30 June 2019.	n/a	n/a	n/a	1	n/a	On Target	Organizational structure reviewed and approved by council on the 13 th December 2018.	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 st March 2019.	n/a	n/a	n/a	100%	Placement of staff	Not On Target	Staff establishment approved on 13 th December 2018 and placement will commence in February 2019 and will be finalised end of March 2019.	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 Delegation registers developed by 31 December 2018.	n/a	n/a	n/a	1	Workshop plan with all stakeholders. Adoption and approval by Council.	Not on Target	Delegation register developed and only 1 sub-delegation register developed by Budget and treasury department.	All directorates to finalize sub-delegations.
Organisational Transformation	To provide sufficient operational	Implement Plan & Policies and upgrade	Corporate Services (HR)	Number of employment equity plans	n/a	n/a	n/a	1	n/a	On Target	EEP submitted on 13 th	n/a

& Institutional Development	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	systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.		developed by 30 June 2019.							December 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	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 31 st March 2019.	n/a	n/a	n/a	1	Development of workplace skills plan and annual training report.	On Target	Information collected from departments and from skills audits to develop WSP that is due 30 April 2019.	n/a

	delivery, as well as be legally compliant.											
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	Number of municipal policies reviewed 30 th June 2019.	n/a	n/a	n/a	30	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	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems	Finance (Supply Chain)	Prepare Supply Chain Management Implementation Compliance through 3 quarterly reports by 30 June 2019.	n/a	n/a	n/a	3	1 Quarterly SCM Report	On Target	Quarterly SCM reports submitted	n/a

	efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	optimally and correctly.										
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)	Develop and Monitor Contract register for all service providers and provide quarterly reports by 30 th June 2019.	n/a	n/a	n/a	3	Contract register Report	On target	Quarterly contract register reports provided	n/a

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 2019, to inform Council of Institutional Performance.	n/a	n/a	n/a	4	1 SDBIP Performance report submitted to Council By January 2019.	On Target	1 st and 2 nd quarter performance report tabled before council in January 2019.	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	Council resolution report was referred back to relevant portfolio meetings.	n/a
Organisational Transformation	To provide sufficient operational requirements,	Implement Plan & Policies and upgrade systems	Corporate Services/ Administration	Ensure an updated Lease	n/a	n/a	n/a	1	Update register with all signed	Not on Target	Draft lease register available, will be tabled at	n/a

& Institutional Development	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.	accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.		Register on a quarterly basis.					lease agreements		the Corporate services portfolio meeting in February 2019.	
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	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	Report was tabled to EXCO and to Council on 13 th December 2018.	n/a

	well as be legally compliant.											
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 2 nd 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 in Dr. Beyers Naudé Local Municipality by 30 June 2019.	882,000	91,091.26	10%	115	Quarterly reports to Council - with 25 people employed	On Target	35 people employed through EPWP for this quarter. In total 70 people have been employed by mid-year through EPWP.	n/a
Local Economic Development	SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT	Develop LED Strategic Plan with an economic Vision for the Municipality.	Municipal Manager/ LED Unit	Number of commonage plans developed by the 31 September 2018.	n/a	n/a	n/a	1	n/a	Not On Target	Commonage plan in draft form and will be advertised for comments during January 2019.	n/a

	MENT ♦ MAINSTREA MING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN											
Local Economic Development	SUSTAINABL E JOB CREATION ♦ BEE & PARTNERSH IPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPME NT ♦ SKILLS DEVELOP- MENT ♦ MAINSTREA MING 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 2019.	n/a	n/a	n/a	5	Assist and develop 3 SMME's	Not on Target	No output for this quarter.	Proposals received from SMME's. An evaluation committee to be established for selection purposes.
Local Economic Development	SUSTAINABL E JOB CREATION ♦ BEE & PARTNERSH IPS ♦ SMME, INDUSTRIAL AND SECTOR	Develop LED Strategic Plan with an economic Vision for the Municipality.	Municipal Manager /LED Unit	Develop LED Strategy by 31st December 2018.	n/a	n/a	n/a	1	Workshop LED strategy	Not on Target	Action plan in place for the development of the LED strategy.	n/a

	DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN											
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	Municipal Manager /LED Unit	Implement 2 initiatives identified by the Mohair summit by 30 th June 2019.	400,000	0	0%	2	1. Planning and Marketing for SMME Imbizo to be held in March 2019. 2. Planning for Mohair empowerment trust.	Not on Target	Planning underway, however no marketing has commenced.	Detailed consultation with relevant stakeholders to commence.

		industry in the Dr. Beyers Naude LM										
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, amended and credible IDP for 2019/20.	n/a	n/a	n/a	1	(a) 14 x Ward-based Community meetings (IDP project implementation & service delivery feedback - MM & Directors) (b) 1 x IDP SC meeting, (c) 1 x Strategic Planning session, (d) 1 x IDP RF meeting, (e) 1 st Draft IDP Project Register.	(a) Not on Target (b) On Target (c) Not on Target (d) On Target (e) On Target	(a) None (b) IDP SC meeting held on 14/11/2018. (c) None, apart from arrangements made with SBDM. (d) IDP RF meeting held on 28/11/2018. (e) 1 st Draft Project Register	(a) MM and Directors were meant to do a roadshow in Sept/Oct but this did not take place. (c) Workshop was cancelled at short notice due to non-availability of many key Officials. Has been rescheduled for 23/01/2019.

											circulated and being populated.	
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 2019. (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	Special council meeting 25 th October 2018, Ordinary council meetings 4 th October and 27 th November 2018. EXCO 24 th October 2018. Corporate Services and Budget & Treasury Committee Meetings 7 November 2018. Community Services and Engineering & Planning committee meetings 6 th November 2018.	n/a
Good Governance & Public Participation	To become the best performing Municipality,	Having a fully functional Council, with Standing Committees,	Corporate Services (Administration)	Number of MPAC meetings to assist with oversight	n/a	n/a	n/a	4	Organise MPAC meeting	On Target	1 MPAC meeting held	n/a

	in all respects.	Fora and other structures.		function until 30 June 2019.								
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 2019.	n/a	n/a	n/a	4	Organise Audit Committee meeting	On Target	1 MPAC Meeting held on the 18 th November 2018.	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 (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	On Target	2 meetings held. 29 th November and 5 th December 2018.	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	Municipal Manager /Communications	Number of quarterly External Newsletters distributed to stakeholders by 30 th June 2019	23,000.	0	0%	60 000	Quarterly External Newsletters distributed.	On Target	External newsletter distributed in December 2018.	n/a

		participation and promote socio-economic development.										
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 Corporate service standing committee on a quarterly basis by 30 th June 2019.	n/a	n/a	n/a	4	Updated beneficiary list and quarterly submission to the Department of Human Settlement	On Target	Housing Beneficiary list for the 2 nd quarter was tabled to the corporate service standing committee on the 7 th November and to Council on the 13 th December 2018.	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 with consolidated quarterly reports to council until 30 June 2019.	n/a	n/a	n/a	4	Ensure quarterly ward committee meetings With consolidated quarterly report to council.	On Target	On Target except on the appointment of CDWs which still need to be appointed but this is Provincial appointments.	Appointment of CDW's to be finalized.

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 Grants by 30 th June 2019.	141,958, 110.00	74,769,783.	52.6%	100%	30%	On Target	52.6% of all grants spent	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% Reporting compliance by submitting s71, s72 and s52d reports within legislated timeframes 30 th June 2019.	n/a	n/a	n/a	100%	100% compliance to Financial Planner Deadlines	Not on Target	No Output	Implement procedures to ensure month end and year end procedures are done quicker to ensure on time reporting
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 2019.	n/a	n/a	n/a	1	n/a	On Target	No output required for this quarter.	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	On Target	All purchases captured, Recon performed and annual verification performed	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 CAPEX of budget spend by 30 th June 2019.	44,883,600.00	8,672,014.00	20%	100%	30% spent	Not on Target	20% expenditure	RBIG to be adjusted as JV project will not continue. INEP business plan indicates expenditure mainly in 3 rd quarter.
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 30 th June 2019.	366,051,106.00	169,538,484.00	46%	80%	55% spent	Not on Target	46%	Cash flow constraints. Also depreciation charges and debt impairment calculation only done at year end
Sound Financial Management	To adopt a realistic, credible and funded	Alignment of the Budget to the IDP's Development Priorities.	Municipal Manager	2019//2020 Budget approved by Council by 31 May 2019.	n/a	n/a	n/a	1	Budget priorities developed	On Target	Process plan adopted by Council during August 2018	Draft Budget processes on Target

	Annual Budget											
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 30 th June 2019 (Service debtors/service debt collected)	n/a	n/a	n/a	90%	50%	On Target	83% collection on services	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	Financial recovery plan implemented and monitored by submissions quarterly to EXCO by 30 th June 2019.	n/a	n/a	n/a	4	Ensure compliance with Financial recovery plan deadlines by submitting implementation progress report quarterly to EXCO	Not on Target	No reports submitted	Reports to be submitted quarterly to EXCO

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 80% collection of property rates: by 30 June 2019. Property rates collected/ property rate debtors.	n/a	n/a	n/a	Ensure average 80% recovery rate of property rates billed by 30 June 2019.	Ensure effective recovery of property rates 40%	On Target	68.9% average collection rate.	n/a
Sound Financial Management	To receive a clean audit opinion from the Auditor General.	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	Average number of days taken for creditors to be paid: Creditors Payment Period Creditors Outstanding/Credit Purchases (Operating & Capital) x 365 (Norm is 30 days)	n/a	n/a	n/a	30 days	30 days	Not on Target	153 days as at 30 June 2018	Long outstanding creditors from amalgamation such as AG, Eskom and SALGA. Cash flow constraints

