

**DR. BEYER'S NAUDE LOCAL  
MUNICIPALITY**

**2018/2019**



---

**ANNUAL  
PERFORMANCE  
REPORT  
(YEAR ENDED  
30TH JUNE 2019)**

This Annual Performance Report is drafted in terms of Section 46 of the Local Government: Municipal Systems Act, 32 of 2000. The Annual Performance Report 2018/2019 is based on reported information only, and is un-audited. The report is subject to change during and after the audit from the Auditor-General of South Africa (AGSA).

<b>CONTENTS</b>	<b>PAGE NO.</b>
Introduction	04
Legislative Requirements	05
Municipal Overview	05
Performance Management Overview	08
Service Delivery and Budget Implementation Plan Overview	09
Planned targets VS actual results for the 2018/2019 financial year	10
<u>SDBIP Report for 2018/2019</u>	
Capital Budget Projects	13
Service Delivery Targets and Performance Indicators	14
• Capital Budget Projects Performance Analysis	17
• Service Delivery Targets and Performance Indicators Performance Analysis	28
• 2017/2018 Target achievement – VS – 2018/2019 Target achievement	50
Service provider performance	52
Improving performance	53

## INTRODUCTION

The function of Performance Management within the municipality is performed in the office of the municipal manager, and includes monitoring the implementation of the Integrated Development Plan (IDP) through the SDBIP. Legislation states that key performance indicators and targets must be implemented to enable continual monitoring of the municipality and its administration. These indicators pin point areas of focus for each financial year and are included in the IDP. Once approved the IDP is married to the budget in a document called the Service Delivery and Budget Implementation Plan (SDBIP) which provides a workable management tool from which to operate under and monitor progress. The SDBIP is then used to develop agreed performance plans for the Municipal Manager and Directors which should be evaluated quarterly.

The Annual Performance Report is hereby submitted to the Dr. Beyers Naudé Municipal Council in terms of the Municipal Systems Act (MSA), 32 of 2000, section 46(1) and (2), as well as the MFMA Circular No.11

This report covers the performance information from 01 July 2018 to 30 June 2019 and focuses on the implementation of the Service Delivery Budget and Implementation Plan (SDBIP), in relation to the objectives as encapsulated in the Integrated Development Plans (IDP).

This Report reflects actual performance of the Municipality as measured against the performance indicators and targets in its Service Delivery and Budget Implementation Plan (SDBIP) for 2018/2019.

The format of the report will reflect the Municipality's Key Performance Indicators (KPI) per Municipal Key Performance Area. This report will also endeavor to report to Council the Municipality's performance in terms of the five (5) National Government's Strategic key Performance Areas for local government, which are (1) Infrastructure Development; (2) Municipal Institutional Transformation and Development; (3) Community Development ;(4) Local Economic Development and (5) Back to Basics ( Good Governance and Sound Financial Management)

### In Summary

In summary the purpose of this report is as follows:

- To analyze the Capital Budget Projects status at the end of the financial year of 2018/19
- To track quarterly progress against the targets set in the SDBIP. This will in turn inform decision making and future goal setting
- To identify problems regarding performance of implementing Capital Budget Projects and Service Delivery Targets, with a view to obtain solutions
- To determine whether the objectives and strategies of the IDP have been met.
- To report on the overall Governance, Service Delivery and Supply Chain Management Performance of the Municipality.

## LEGISLATIVE REQUIREMENTS

---

This Annual Performance Report has been compiled in compliance with the requirements of section 46 (1) of the Local Government: Municipal Systems Act, 2000. Management Regulations, 2001 states that “A Municipality’s Performance Management System entails a framework that describes and represents how the municipality’s cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role players.” Performance management is not only relevant to the organization as a whole, but also to the individuals employed in the organization as well as the external service providers. This framework, *inter alia*, reflects the linkage between the IDP, Budget, SDBIP and Organizational performance.

## MUNICIPAL OVERVIEW

---

Dr Beyers Naudé Local Municipality, the third largest Local Municipality in the country, is well-positioned as a portal to the mystical Karoo, in a region renowned for its pristine natural environment, rich heritage, diverse peoples and cultures. The vast area (28,653 km<sup>2</sup> in extent) includes the towns of Graaff-Reinet, Willowmore, Aberdeen, Jansenville, Steytlerville, Nieu-Bethesda, Klipplaat and Rietbron; plus a number of smaller settlements and surrounding farms. It boasts several very popular tourist attractions, beautiful landscapes and a healthy climate. The town of Graaff-Reinet, 4<sup>th</sup> oldest in South-Africa and referred to as the “Gem of the Karoo”, is a hub of agri-tourism activity; it is the seat of the Municipal Council and is the centre where the biggest concentration of the population lives and works. The second largest town is Willowmore, also with a strong and vibrant tourism and agricultural sector. Willowmore should be viewed as a strategically situated centre for managing and co-ordinating service-delivery and public participation in the southernmost part of the Municipal area.

Dr Beyers Naudé LM was established as a result of a merger between the former Municipalities of Camdeboo, Ikwezi and Baviaans – on 8 August 2016 – after the Local Government Elections held on 3 August 2016. Geographically the new Municipality makes up 49.19% of the Sarah Baartman District Municipality’s landmass, with a low population density of 2.8 persons per km<sup>2</sup>, which is much lower than the District average of 7.7 persons per km<sup>2</sup>. The area is characterised by large tracts of commercial farmlands that are sparsely populated. The most densely populated areas are found in and around the established main towns. There are vast distances between main centres; some of the smaller towns and settlements can only be reached by unsurfaced (gravel) roads, not all of which are being maintained on a regular basis. The most difficult areas to access are situated within the Baviaanskloof. The towns in the region have their own unique

dynamics and attractions that draw visitors from far and wide, many of whom have made this their home. Well-known personalities that have carved a niche in our country's history and are closely associated with the Dr Beyers Naudé LM, include the likes of Robert Mangaliso Sobukwe, Dr Anton Rupert & Dr Beyers Naudé, Rev. Andrew Murray, Prof James Kitching, Athol Fugard, Anna Neethling Pohl, DF Malan, Helen Martins, Andries Pretorius...

Key features of the area include :

#### Agriculture

Biggest mohair producer in South Africa, wool and red meat production (sheep, beef, goats), poultry, game and crop farming.

#### Public Amenities

Libraries; sport, recreational and educational facilities; banks & post offices in the main centres.

#### Health Care Facilities

Primary Health Care clinics in most towns, hospitals and other medical facilities in the larger towns and mobile clinics servicing rural areas.

#### Commerce & Industry

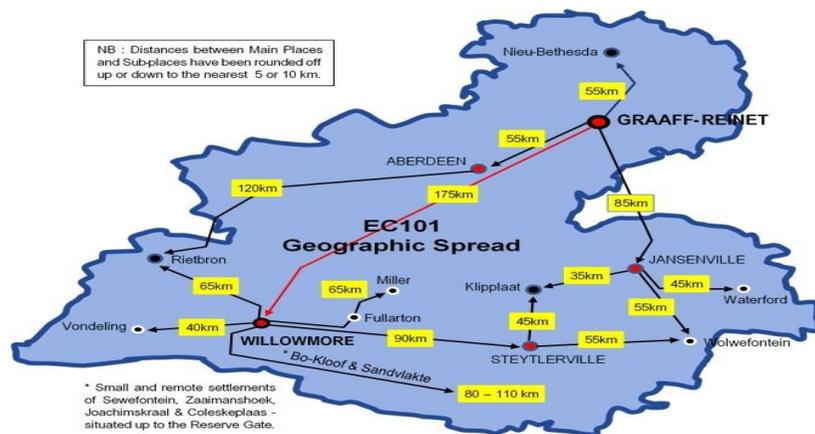
Mostly small businesses in most of the towns, with some larger industry and government departments in the bigger towns, such as Graaff-Reinet.

#### Infrastructure & Services

Good infrastructure and basic services (water, electricity, sanitation and refuse removal) in urban areas, with free basic services and subsidized support to qualifying indigent households.

Being situated in an arid area within the Sarah Baartman District, Dr Beyers Naudé LM faces many challenges, the biggest of which is water. Aberdeen and Nieu-Bethesda are in the fortunate position of having perennial springs that supply adequate and good quality water, which is used for both domestic consumption and irrigation. Graaff-Reinet gets its supply from the Nqweba Dam; when dry, the town is dependent on borehole water ~ an unreliable source as the water table drops drastically when the rain stays away. Other towns, such as Willowmore is supplied with water from Wanhoop which is a private property, and Council needs to resolve on water problems in Willowmore related to Wanhoop. Water quality is a problem in areas, such as Jansenville. The lack of a sustainable and permanent water supply is probably the most inhibiting factor in the area's economic development, as it restricts both agricultural and industrial activities. Continuous upgrading of sources and systems commence, however at this stage cannot be permanently rectified.

Of particular concern is how the vast geographic spread of the new Municipal area has impacted on the delimitation of Ward boundaries, placing towns and settlements that are not only huge distances apart, but have wholly different situations and needs, in the same Ward; making Community-based planning and service delivery very challenging for the new Municipality and its Ward Councillors. Some towns and settlements in the split Wards are also spatially divided by geographic features such as mountains, rivers and farms, and are not connected to each other by direct routes; some are more than 50 kilometres apart. Even the Camdeboo National Park appears to now straddle two Wards, namely 2 and 7 and the Camdeboo National Park / Mountain Zebra National Park Protected Environment, currently 268,000 hectares in extent, is a good example of a cross-boundary partnership. The Protected Environment straddles two Local and two District Municipal area



## PERFORMANCE MANAGEMENT OVERVIEW

In order to improve on performance planning, implementation, reporting and measurement, the institution implemented the following actions;

- Key performance indicators has been reviewed and the SMART principle has been applied, so that there is effective monitoring and measurement of Key performance indicators.

- The Performance Management Policy that is the guiding tool for the Municipality has been reviewed and approved by the Dr. Beyers Naude Municipality Council.
- There is a key performance indicator column added to Capital Budget Projects so that projects are more clearly defined.
- Within the scorecard sent out quarterly for performance evaluations, a column provision has been made for targets not met or lagging behind.
- The Performance Management is in the process of being cascaded to Management level with in the Municipality and the intention is that individual performance will be evaluated in the 2019/2020 financial year.

	Performance Management guiding policy	All s57/56 Performance contracts signed	Audit Committee	Municipal Public Accounts Committee (MPAC)	Quarterly Performance Reporting to Council	Annual Reporting to Council
In place?	√	√	√	√	√	√

Performance Management System Checklist

## SERVICE DELIVERY AND BUDGET IMLEMENTATION PLAN OVERVIEW

The organizational performance is evaluated through the Service Delivery Budget Implementation Plan (SDBIP) at departmental levels.

The SDBIP is a plan that converts the IDP and budget into measurable criteria on how, where and when the strategies, objectives and normal business process of the municipality is implemented. It also allocates responsibility to directorates to deliver the services in terms of the IDP and Budget.

The MFMA Circular No.13 prescribes that:

- The IDP and budget must be aligned;
- The budget must address the strategic priorities;
- The SDBIP should indicate what the municipality is going to do during next 12 months; and
- The SDBIP should form the basis for measuring the performance against goals set during the budget /IDP processes.
- The SDBIP was prepared as described in the paragraphs below and approved by the Mayor.

The SDBIP consolidates service delivery targets set by Senior Management and provide an overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities. Components of the SDBIP include:

- **One-year** detailed plan,
- Monthly projections of revenue to be collected for each source;
- Expected revenue to be collected NOT billed;
- Monthly projections of expenditure (operating and capital) and revenue for each vote;
- Quarterly projections of service delivery targets and performance indicators;
- Non-financial measurable performance objectives in the form of targets and indicators; and detailed capital project plan broken down by ward.

## PLANNED TARGETS VS ACTUAL RESULTS FOR THE 2018/2019 FINANCIAL YEAR

---

This section of the Annual Performance Report will report on the Municipality's actual performance against the planned targets as derived from the Municipality's SDBIP.

The following tables indicate the municipality's performance in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and section 43 of the MSA. These Key Performance Indicators are linked to the National Key Performance Areas.

**Performance against the National Key Performance Indicators**

Municipal Transformation and Institutional Development

INDICATOR	MUNICIPAL ACHIEVEMENT 2018/2019
The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	Approved staff establishment – No Appointments made / No employment equity plan
The percentage of a municipality's budget actually spent on implementing its workplace skills plan	1%

Basic Service Delivery

INDICATOR	MUNICIPAL ACHIEVEMENT 2018/2019
The percentage of households with access to basic level of water	91%
The percentage of households with access to basic level of sanitation	95%
The percentage of households with access to basic level of electricity	96%
The percentage of households with access to basic level of refuse removal	73%

Local Economic Development

INDICATOR	MUNICIPAL ACHIEVEMENT 2018/2019
The Number of jobs created through the Municipality EPWP Labour intensive programme to address high unemployment rate	421

Good Governance and Public Participation

INDICATOR	MUNICIPAL ACHIEVEMENT 2018/2019
The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	56%

## SDBIP REPORT FOR 2018/2019

---

### • CAPITAL BUDGET PROJECTS - 2018/2019

#### Infrastructure Development

Number of projects: 9

Number of projects Completed/ On Target: 6

Number of projects Not on Target: 3

**Percentage on Target: 67%**

#### Community Development

Number of projects: 1

Number of projects Completed/ On Target: 1

Number of projects Not on Target: 0

**Percentage on Target: 100%**

#### Institutional Development

Number of projects: 8

Number of projects Completed/ On Target: 4

Number of projects Not on Target: 4

**Percentage on Target: 50%**

### **OVERALL CAPITAL BUDGET PROJECT ACHIEVEMENT**

Total Number of Capital Budget Projects per KPA = 18

Number of Key Performance Indicators on Target/Completed = 11

Number of Key Performance Indicators Not on Target = 7

**Percentage on Target = 61%**

## SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATOR- 2018/19

### **Development Priority: Infrastructure Development**

Number of Indicators: 10  
Number of indicators on Target: 7  
Number of indicators Not on Target: 3  
Percentage on Target: 70%

### **Development Priority: Community Development**

Number of Indicators: 5  
Number of indicators on Target: 1  
Number of indicators Not on Target: 4  
Percentage on Target: 20%

### **Development Priority: Institutional Development**

Number of Indicators: 12  
Number of indicators on Target: 7  
Number of indicators Not on Target: 5  
Percentage on Target: 58%

### **Development Priority: Local Economic Development**

Number of Indicators: 5  
Number of indicators on Target: 2  
Number of indicators Not on Target: 3  
Percentage on Target: 40%

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

Number of Indicators: 8  
Number of indicators on Target: 5  
Number of indicators Not on Target: 3  
Percentage on Target: 63%

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

Number of Indicators: 11  
Number of indicators on Target: 2  
Number of indicators Not on Target: 9  
Percentage on Target: 18%

### **OVERALL SERVICE DELIVERY KEY PERFORMANCE INDICATOR ACHIEVEMENT**

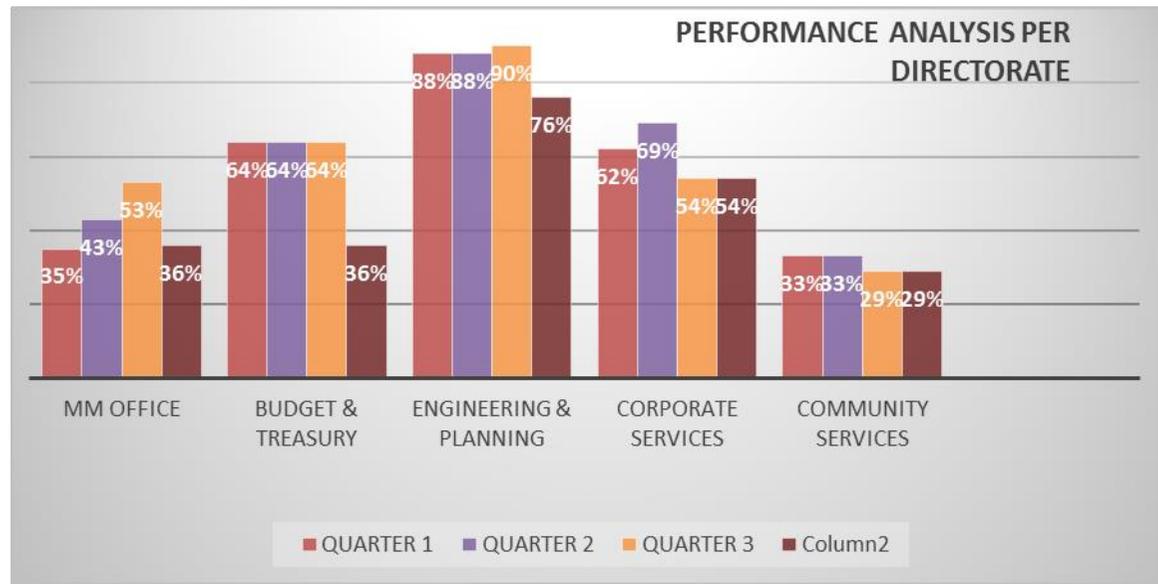
Total Number of Key Performance Indicators per KPA = 51  
Number of Key Performance Indicators on Target/Completed = 24  
Number of Key Performance Indicators Not on Target = 27  
**Percentage on Target = 47%**

### **OVERALL KEY PERFORMANCE INDICATOR TARGET ACHIEVEMENT**

Total Number of Key Performance Indicators = 69  
Number of Key Performance Indicators on Target = 35  
Number of Key Performance Indicators Not on Target = 34  
**Percentage on Target = 51%**

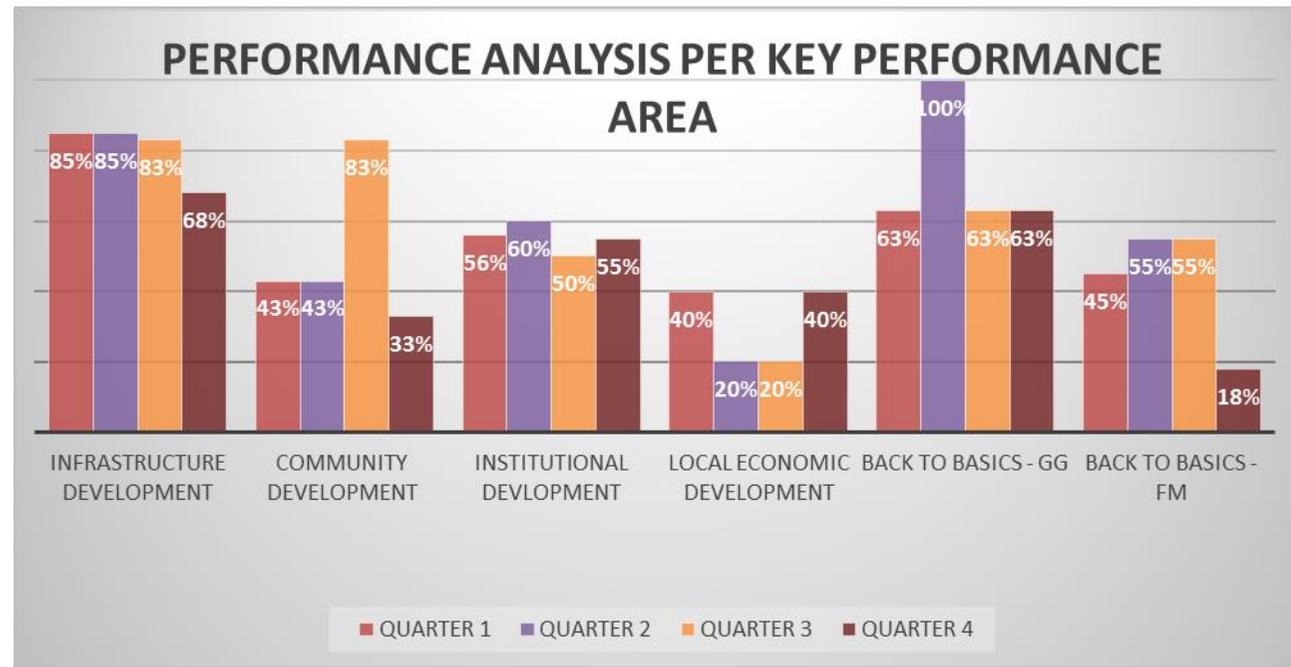
## DEPARTMENTAL SDBIP OVERALL PERFORMANCE

The graph illustrates the SDBIP performance per directorate for the four quarters of the financial year



## NATIONAL KPA OVERALL PERFORMANCE

The graph illustrates the SDBIP Organizational performance per Key Performance Area



## CAPITAL BUDGET PROJECT ANALYSIS

### SDBIP ANALYSIS REPORT – CAPITAL BUDGET PROJECTS - 2018/2019

#### Infrastructure Development

Number of projects: 9

Number of projects Completed/ On Target: 6

Number of projects Not on Target: 3

Percentage On Target: 67%

Total budget per focus area versus expenditure:

Objective	Strategy	KPI	Wards	Responsible Person	Funding Source	Budget	Expenditure	Expenditure %	OVERALL PERFORMANCE 2018/2019				
									Annual Target	On Target /Not on Target	Brief description of actual output	Variance	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 reservoirs constructed in Aberdeen by 30 <sup>th</sup> June 2019.	1	Engineering and Planning	External MIG	4,374,858.00	4,374,856.91	99.99%	Construct 1 reservoir	Not on Target	Floors and walls of reservoir cast. Roof slab of reservoir still to be constructed. 2500m of new pipeline installed.	1 reservoir not completed.	5 weeks delayed by local SMME's and site disruptions. Disputes have been resolved and working is in progress.
To adequately increase bulk water storage, upgrade reticulation systems,	Upgrade reticulation system by systematically replacing old installations	Numbers of boreholes equipped/ refurbished in Willowmore by 30 <sup>th</sup> June 2019.	8,9,13	Engineering and Planning	External OTP	9,750,000.00	7,749,960.45	79 %	Equip/ refurbish 2 boreholes	On Target	4 Boreholes has been refurbished.	2 additional boreholes refurbished.	n/a

secure permanent water supply and properly maintain all infrastructure													
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 <sup>th</sup> June 2019.	2,3,4,5,6,7,14	Engineering and Planning	External RBIG	3,000,000.00	3,809,000.00	127%	100m uPvc pipelines and 8 pump stations [mechanical electrical equipment]	On Target	100m uPvc pipeline (pipeline 3). Installed mechanical electrical equipment for 8 pump stations.	n/a	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.	Purchase 1080m ABC conductor (570m Willowmore and 510m in Aberdeen) and 2.5km underground cable 30 <sup>th</sup> June 2019.	1,7,8	Engineering and Planning	Internal	470,400.00	373,585.00	80%	1080m 2.5km underground cable	On Target	2500m ABC Conductor. 2,5 km Underground Cable		Reduced prices resulted in more ABC conductor procured.
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 <sup>th</sup> June 2019.	3	Engineering and Planning	External DOE	4,500,000.00	4,500,000.00	100%	Upgrade switchgear and 400m overhead powerline.	On Target	Project Completed successfully. Switchgear upgraded and 1.6 km overhead powerline constructed.	n/a	Lower tender price than expected.
To adequately	Develop a Streets &	Construction of Cut-off	3,4,5,6,14	Engineering and Planning	External MIG	444,511.00	431,616.83	97%	1 Cut-off drain	On Target	Project completed, 1 Cut	n/a	n/a

construct, upgrade or install Streets & Stormwater networks and to maintain them on a regular basis	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.	drain for Stormwater drainage in Graaff-Reinet by 31 <sup>st</sup> December 2018.									- Off Drain. Final certificate issued.		
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 <sup>2</sup> of road in Jansenville and Klipplaat by 30 <sup>th</sup> June 2019.	10,11	Engineering and Planning	External MIG	2,727,675.00	2,727,325.99	99%	8000 m <sup>2</sup>	Not On Target	Jansenville: Uranda Street – 1522m <sup>2</sup> & Kudu Street – 1184m <sup>2</sup>  Klipplaat: 1296m <sup>2</sup>  Total: 4,002m <sup>2</sup>	-3998m <sup>2</sup>	Project delayed due to SMME's grievances.
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	Paving of 3000 m <sup>2</sup> road in Steytleville by 30 <sup>th</sup> June 2019.	12,13	Engineering and Planning	External MIG	2,624,400.00	2,623,844.43	100%	3000 m <sup>2</sup>	On Target	Steytleville: Road 1 – 1984m <sup>2</sup> and Chris Hani Street – 1069m <sup>2</sup>	+53m <sup>2</sup>	n/a

lly address the issue of especially Stormwater in the Dr Beyers Naudé LM.													
---	--	--	--	--	--	--	--	--	--	--	--	--	--

❖ 9 projects was identified and approved for the 2018/2019 financial year under the development priority Infrastructure Development. A budget of R 28, 141, 844.00 was allocated and R 26, 590, 188.00 was spent. The expenditure amounts to 94% of total budget allocated.

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 %	OVERALL PERFORMANCE 2018/2019				
									Annual Target	On Target/ Not on Target	Brief description of actual output	Variance	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 <sup>2</sup> ) and construction of 1 ablution facility (138 m <sup>2</sup> ) by 30 <sup>th</sup> June 2019.	5	Engineering and Planning	External MIG	4,972,206.00	4,971,415.78	99.9%	Paving (300 m <sup>2</sup> ) and 1 ablution facility (138 m <sup>2</sup> ).	On Target	Paving (300 m <sup>2</sup> ) and 1 ablution facility (138 m <sup>2</sup> ). Completed  Additional work: 2 portable irrigation sprayers procured	2 portable irrigation sprayers procured	Procured from savings on project.

❖ 1 project was identified and approved for the 2018/2019 financial year under the development priority Community Development. A budget of R 4,972,206.00 was allocated and R 4,971,415.78 was spent. The expenditure amounts to 99.9% of total budget allocated.

Institutional Development

Number of projects: 8

Number of projects Completed/ On Target: 4

Number of projects Not on Target: 4

Percentage On Target: 50%

Total budget per focus area versus expenditure:

Objective	Strategy	KPI	Wards	Responsible Person	Funding Source	Budget	Expenditure	Expenditure %	OVERALL PERFORMANCE 2018/2019				
									Annual Target	On Target/ Not on Target	Brief Description of actual output	Variance	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 Kliplaat Fire station by installing security gates, painting interior and purchasing two doors and Upgrade Aberdeen fire station by reverting a bathroom into office space, installing extractor fan in fire garage by 30 <sup>th</sup> June 2019.	Institutional	Community Services	External SBDM	75,000.00	0	0%	Klipplaat – Security gates, 2 doors.  Aberdeen – Office space, install extractor fan.	Not on target.	Requisition generated for Aberdeen fire station. Over expenditure on vote didn't allow for construction.	Klipplaat – Security gates, 2 doors.  Aberdeen – Office space, install extractor fan.	Over expenditure
To provide sufficient operational requirements, furnish and	Equip offices and areas of service delivery	Number of Office furniture purchased for the PMU	Institutional	Engineering & Planning	External MIG	5,600.00	0	0%	1 desk and 2 chairs	On Target	Items of furniture purchased	n/a	Not purchased via external MIG funding as planned.

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	with adequate resources.	Office by 30 <sup>th</sup> September 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.	Number of Office furniture purchased for the Internal Audit Office by 31 <sup>st</sup> December 2018.	Institutional	MM's Office Internal Audit	External FMG	10,000.00	0	0%	2 office desks	Not on Target	No office furniture purchased.	2 office desks	Lack of funding
To provide sufficient operational requirements, furnish and equip the relevant	Equip offices and areas of service delivery with adequate	Number of drilling machine purchased by 30 <sup>th</sup> June 2019.	Institutional	Engineering and Planning Electrical Department	Internal	132,350.00	4,485.00	3%	5 drilling machines.	On Target	5 Drilling machines purchased.	n/a	Funding reduced due to cash flow constraints.

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	resources.												
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 March 2019.	Institutional	Engineering and Planning	Internal	120,000.00	119,542.00	99.6%	6 Chlorine meters & 3 Turbidity meters	On Target	6 chlorine meters and 3 turbidity meters purchased	n/a	n/a
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in	Equip offices and areas of service delivery with adequate resources.	Purchase 3 x bunker suits, 40 x Structural firefighting gloves, 50 x Normex Fire Hoods, 5 x Bullard	Institutional	Community Services	External SBDM	80,000.00	0	0%	3 x bunker suits  40 x Structural firefighting gloves	Not on Target	No Output	3 x bunker suits  40 x Structural firefighting gloves	Over expenditure of votes

order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant		structural fire helmets, 15 x Structural Fire Boots and 15 x SWAT flashlights by 31 March 2019.							50 x Normex Fire Hoods  5 x Bullard structural fire helmets  15 x Structural Fire Boots  15 x SWAT flashlights			50 x Normex Fire Hoods  5 x Bullard structural fire helmets  15 x Structural Fire Boots  15 x SWAT flashlights	
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 of 10 x 38mm rubberize firehoses, 5 x Handline high performance nozzles  20 drums x 20 litres class A foam  4 x Stihl Chainsaws  2 x Stihl Blowers by 30 <sup>th</sup> June 2019.	Institutional	Community Services	External SBDM	120,000.00	0	0%	10 x 38mm rubberize firehoses, 5 x Handline high performance nozzles  20 drums x 20 litres class A foam  4 x Stihl Chainsaws  2 x Stihl Blowers	Not on Target	No Output	10 x 38mm rubberize firehoses, 5 x Handline high performance nozzles  20 drums x 20 litres class A foam  4 x Stihl Chainsaws  2 x Stihl Blowers	Over expenditure of votes
To improve overall efficiency of ICT ~ administration, billing, record	Conduct a comprehensive ICT audit.	Number of PC/Laptops/projector purchased by the 31 <sup>st</sup> December	Institutional	Engineering and Planning	External MIG	12,000.00	9,550.00	80%	1	On Target	Laptop purchased as per target date.	n/a	n/a

keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery		2018.											
---	--	-------	--	--	--	--	--	--	--	--	--	--	--

❖ *8 projects was identified and approved for the 2018/2019 financial year under the development priority Community Development. A budget of R554,950 was allocated and R 133,577 was spent. The expenditure amounts to 24% of total budget allocated.*

## SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS PERFORMANCE ANALYSIS

INFRASTRUCTURE DEVELOPMENT					OVERALL PERFORMANCE 2018/2019				
KPA	Objective	Strategy	Depart	KPI	Annual Target	On Target/ Not on Target	Brief description of actual output	Variance	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	Number of reservoirs cleaned by 30 <sup>th</sup> June 2019.	8	On Target	8 Reservoirs cleaned. Small Kroonvale also cleaned of boulders.	n/a	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.	156	Not on Target	1 <sup>st</sup> quarter: 41 samples 2 <sup>nd</sup> quarter: 39 samples 3 <sup>rd</sup> quarter: 41 samples 4 <sup>th</sup> Quarter: No samples taken	samples not taken	Unable to perform compliance testing due to lack of funding.
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-bacteriological) quarterly.	85%	Not On Target	1 <sup>st</sup> quarter: 92% compliance 2 <sup>nd</sup> quarter: 95% compliance 3 <sup>rd</sup> quarter: 96% 4 <sup>th</sup> quarter: 0% No testing performed.	85%	Unable to perform compliance testing due to lack of funding.

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	On Target	Final report received.	n/a	n/a
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	Replacement of bulk water consumer meter's in Graaff-Reinet to reduce water losses by 30 <sup>th</sup> June 2019	3	On Target	3 bulk water meters replaced.	n/a	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	Replacement of bulk electricity consumer meter's in Aberdeen to reduce electricity losses by 30 <sup>th</sup> June 2019.	130	Not On Target	67 meters replaced in Aberdeen.	-63 meters	n/a
Infrastructure and Service Delivery	Adequate bulk services for new settlements and their amenities.	Identify suitable projects, such as making	Engineering and Planning	Number of households to be connected with water	10	On Target	72 households connected with water services. Certified by	+62	Funding sourced from Department of Human

		provision for the installation and connection of bulk services on the sites.		services by 30 <sup>th</sup> June 2019.			NHBRC.		Settlement for registration of units
Infrastructure and Service Delivery	Adequate bulk services for new settlements and their amenities.	Identify suitable projects, such as making provision for the installation and connection of bulk services on the sites.	Engineering and Planning	Number of households to be connected with sanitation services by 30 <sup>th</sup> June 2019.	10	On Target	72 households connected with sanitation services. Certified by NHBRC.	+62	Funding sourced from Department of Human Settlement for registration of units
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 <sup>th</sup> June 2019.	4	On Target	5 waste management campaigns held.	1 additional campaign held.	n/a
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.	1	On Target	1 audit conducted	n/a	n/a

COMMUNITY DEVELOPMENT					OVERALL PERFORMANCE 2018/2019				
KPA	Objective	Strategy	Depart	KPI	Annual Target	On Target/ Not on Target	Brief description of actual output	Variance	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 <sup>th</sup> June 2019.	1	Not on Target	SDBM appointed a service provider	1 Disaster management plan.	SDBM appointed a service provider
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 <sup>th</sup> June 2019.	2	Not On Target	Town-Based Youth ,Sport and Recreation Forums, excluding Graaff-Reinet and Steytlerville, have been established in March 2019	Youth, Sports and recreation forums not established in Graaff-Reinet and Steytlerville.	Forums establishment to be finalized during the 1 <sup>st</sup> quarter of 2019/2020.
Good Governance	To fully involve, capacitate and empower the	Design programmes and arrange	Municipal Manager/ SPU Unit	Report on the establishment of SPU	4	Not On Target	3 quarterly reports have been submitted to the	1 quarterly report.	Quarterly reports have only been

	SPU Sector, with special focus on the Disabled, Youth	events that will encourage the participation of the SPU sector, especially the Disabled, Youth and Women.		consultative councils/ Forums by providing a report to the office of the Municipal Manager.			Municipal Manager.		submitted up to March 2019.
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 30 <sup>th</sup> June 2019.	10	On Target	<p>Mass Participation Programme in partnership with Environmental Affairs: Horticulture Training and Painting Training.</p> <p>Human Settlements, NHBRC, NYDA and BNLM: Women's Build programme.</p> <p>SA Army, OTP, SBDM and BNLM: Maintenance and Infrastructure Training Programme.</p> <p>AGRI SETA and BNLM: AET Training in Klipplaat and Graaff-Reinet.</p> <p>Media works and BNLM: Work readiness training.</p>	n/a	n/a

							Services SETA and BNLM:  AET, Internships, Bursaries (employed) Bursaries (unemployed).  Renewable Energy Training.  Mass Participation Programme in partnership with Environmental Affairs: Tiling and Plumbing training		
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	1	Not On Target	No Output	No Audit conducted	Audit to be conducted in 2019/20
<b>INSTITUTIONAL DEVELOPMENT</b>					<b>OVERALL PERFORMANCE 2018/2019</b>				
<b>KPA</b>	<b>Objective</b>	<b>Strategy</b>	<b>Depart</b>	<b>KPI</b>	<b>Annual Target</b>	<b>On Target/Not On target</b>	<b>Brief description of actual output</b>	<b>Variance</b>	<b>Reason for Variance and Plan of Action</b>
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.	1	On Target	Organisational structure approved on 13 December 2018	n/a	n/a
Organisational Transformation &	To recruit staff with adequate	Finalise the review of the	Corporate Services (HR)	100% Implementatio	100%	Not On Target	Placement not finalised yet. One	No staff Placed.	One on one sessions will

Institutional Development	qualifications, skills, training and experience.	Staff Establishment as a matter of urgency.		n of placement policy through placement of staff, based on approved Staff establishment by 31 <sup>st</sup> March 2019.			on one sessions will commence from 1 August 2019		commence from 1 August 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 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.	1	Not on Target	Delegation register developed and only 1 sub-delegation register developed by Budget and treasury department.	n/a	All directorates to finalize sub-delegations
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)	Number of employment equity plans developed by 30 June 2019.	1	Not on Target	EE Committee has to be confirmed in a Special LLF Meeting. Analysis has been completed, the new committee will be trained in August 2019.	No Equity plan	EE Committee has to be confirmed in a Special LLF Meeting.

	delivery, as well as 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.	Corporate Services (HR)	Develop a workplace skills plan with an annual training report by 31 <sup>st</sup> March 2019.	1	On Target	WSP Plan approved on 25 April 2019 and submitted on 30 April 2019 to LGSETA. Implementation of the WSP has already commenced.	n/a	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	Number of municipal policies reviewed 30 <sup>th</sup> June 2019.	12	On Target	The following Financial policies was reviewed 2019/20 FY: – Virement Policy – SCM Policy – Borrowing Policy – Budget Policy – Cash Management Policy – Credit control and debt Collection Policy – Funding and reserves Policy – Indigent Support Policy	n/a	n/a

							– Transport and Fleet management policy – Tariffs policy		
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 3 quarterly reports by 30 June 2019.	3	On Target	4 x quarterly reports prepared and submitted to BTO standing committee	n/a	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	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 <sup>th</sup> June 2019.	3	On Target	4 x quarterly reports prepared and submitted to BTO standing committee	n/a	n/a

	as be legally compliant.								
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.	4	Not on Target	3 quarterly SDBIP performance reports submitted to Council.	1 quarterly report	4 <sup>th</sup> quarter report was depended on Annual Financial statements finalization.
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.	4	Not On Target	Resolution register tabled to standing committees, however no quarterly reports tabled before Council.	No Quarterly Reports	Quarterly reports on implementation of resolutions to be tabled before Council in 2019/20
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	Corporate Services/ Administration	Ensure an updated Lease Register on a quarterly basis.	1	On Target	Lease register updated and approved by Council.	n/a	n/a

	efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	utilize these systems 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.	Corporate Services (HR)	Report on all disciplinary hearings on a quarterly basis to EXCO.	4	On Target	Report was tabled to EXCO and to Council on 13 <sup>th</sup> December 2018.  Disciplinary report to standing committee 6 February, 13 March to EXCO and Council on 27 March 2019  Disciplinary report to EXCO in & Standing committee in April 2019.	n/a	n/a
<b>LOCAL ECONOMIC DEVELOPMENT</b>					<b>OVERALL PERFORMANCE 2018/2019</b>				
<b>KPA</b>	<b>Objective</b>	<b>Strategy</b>	<b>Depart</b>	<b>KPI</b>	<b>Annual Target</b>	<b>On Target/Not On target</b>	<b>Brief description of actual output</b>	<b>Variance</b>	<b>Reason for Variance and Plan of Action</b>
Local Economic Development	Job Creation, BEE & Partnerships, SMME, Industrial and Sector Development, Skills Development, Mainstreaming of	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	115	On Target	421	+306	More work opportunities provided.

	2 <sup>nd</sup> Economy, Youth and Women			rate in Dr. Beyers Naudé Local Municipality by 30 June 2019.					
Local Economic Development	SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦ 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 30 June 2019.	1	On Target	Commonage Management Policy finalised and approved by Council.	n/a	n/a
Local Economic Development	SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦ 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 2019.	5	Not on Target	Proposals received from SMME's. An evaluation committee to be established for selection purposes	No Assistance	An evaluation committee to be established for selection purposes

Local Economic Development	SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦ 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 2019.	1	Not On Target	Training Workshop for all LED officials towards the Development of the LED Strategy held on 13-14 June. Another session will be held for Councillors at the soonest available date	Strategy not yet developed.	Strategy to be finalized and approved by council in 2019/20
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	Municipal Manager /LED Unit	Implement 2 initiatives identified by the Mohair summit by 30 <sup>th</sup> June 2019.	2	Not On Target	Meeting arranged with Mohair SA, COGTA and DEDEA did not materialise	MOU is outdated and needs to be revisited.	A meeting between the technical partners to be arranged for August 2019.

		business and industry in the Dr. Beyers Naude LM							
<b>BACK TO BASICS - KPA – Good Governance &amp; Public Participation</b>					<b>OVERALL PERFORMANCE 2018/2019</b>				
<b>KPA</b>	<b>Objective</b>	<b>Strategy</b>	<b>Depart</b>	<b>KPI</b>	<b>Annual Target</b>	<b>On Target/Not On target</b>	<b>Brief description of actual output</b>	<b>Variance</b>	<b>Reason for Variance and Plan of Action</b>
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.	1	On Target	1 credible revised IDP for 2019/20	n/a	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 Meetings held in terms of year planner by 30 June 2019. (4 Ordinary Council Meetings and 4 Standing Committee meetings)	8	On Target	Special council meeting 25 <sup>th</sup> October 2018, Ordinary council meetings 4 <sup>th</sup> October and 27 <sup>th</sup> November 2018. EXCO 24 <sup>th</sup> October 2018. Corporate Services and Budget & Treasury Committee Meetings 7 November 2018. Community Services and Engineering & Planning committee	n/a	n/a

							meetings 6 <sup>th</sup> November 2018. Standing committees on 5 & 6 February 2019. EXCO on 13 March 2019; Special Council meeting on 10 & 24 January and 28 February 2019. Standing committees were held in April 2019 and EXCO and Council on 27 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 MPAC meetings to assist with oversight function until 30 June 2019.	4	On Target	4 MPAC meetings held during 2018/19	n/a	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 2019.	4	On Target	18 <sup>th</sup> November 2018. 7 February 2019, 28 March 2019 and 14 June 2019	n/a	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	Corporate Services (HR)	Ensure that the LLF is functioning properly and fulfilling its mandate by having 6 Meetings	6	Not On Target	29 <sup>th</sup> November and 5 <sup>th</sup> December 2018. 29 April & 19 June 2019	2	No LLF meetings took place during the 1 <sup>st</sup> quarter due to finalization of review of staff establishment.

		information-sharing, enhance public participation and promote socio-economic development.		annually					Target of 6 meetings annual not met.
Good Governance & Public Participation	To become the best performing Municipality, in all respects	Installing and maintaining effective and efficient communication s 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 30 <sup>th</sup> June 2019	4	Not on Target	1 quarterly newsletter was distributed.	3 quarterly newsletters outstanding	n/a
Good Governance & Public Participation	To become the best performing Municipality, in all respects.	Installing and maintaining effective and efficient communication s and other systems that will improve information-sharing, enhance public participation and promote socio-economic	Corporate services	Maintain updated housing beneficiary list and submit to Corporate service standing committee on a quarterly basis by 30 <sup>th</sup> June 2019.	4	On Target	Quarterly reports tabled to Corporate service standing committee.	n/a	n/a

		development.							
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.	4	Not on Target	2 quarterly reports.	No quarterly report for the 3 <sup>rd</sup> and 4 <sup>th</sup> quarter.	Developed a ward operational framework plan which will go to management and council. This will ensure ward committees are 100% functional and are an effective public participation platform
<b>BACK TO BASICS – KPA – Sound Financial Management</b>					<b>OVERALL PERFORMANCE 2018/2019</b>				
<b>KPA</b>	<b>Objective</b>	<b>Strategy</b>	<b>Depart</b>	<b>KPI</b>	<b>Annual Target</b>	<b>On Target/ Not on Target</b>	<b>Brief description of actual output</b>	<b>Variance</b>	<b>Reason for Variance and Plan of Action</b>
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 <sup>th</sup> June 2019.	100%	Not On Target	All grants spent except Drought relief grant which was only received during March 2019	-11.36%	Drought funds only received during March 2019 and although procurement processes completed by 30 June 2019 the full grant could not be spent. Application for roll over to be done
Sound Financial Management	To receive a Clean Audit Opinion from the	Implementatio n and execution of an	Finance	100% Reporting compliance by	100%	Not On Target	Monthly Sec 71 reports were submitted late on	n/a	Financial system to generate

	Auditor-General.	Audit Action Plan.		submitting s71, s72 and s52d reports within legislated timeframes 30 <sup>th</sup> June 2019.			various occasions due to problems with financial system and closing off of month ends. Sec 72 report submitted on time. 3 x sec 52 reports submitted on time and 1 x sec 52 report submitted late		reports automatically to ensure compliance. Service provider already engaged and working on solution
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.	1	Not On Target	73% of audit action plan implemented.	27% not on target: 11% not achieved & 16% partially achieved. These mainly relates to UIFW expenditure still to be investigated by MPAC & performs management system not cascaded	MPAC to investigate balance of UIFW expenditure and make recommendation.  Performance management system to be cascaded to all staff
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)	100%	On Target	Asset register in place and GRAP compliant. Annual verification conducted	n/a	n/a
Sound Financial Management	To become a financially viable	Alignment of the Budget to	Municipal Manager/	Percentage CAPEX of	100%	Not On target	56% of capital budget spent.	-44%	Drought funds only received

	and sustainable Municipality.	the IDP's Development Priorities.	Finance	budget spend by 30 <sup>th</sup> June 2019.			Balance relates to drought funds not spent		in March 2019 and could not be fully spent by 30 June 2019. Projects to be implemented
Sound Financial Management	To become a financially viable and sustainable Municipality.	Alignment of the Budget to the IDP's Development Priorities.	Municipal Manager/ Finance	Percentage OPEX of budget spend by 30 <sup>th</sup> June 2019.	80%	Not On Target	112.5% spent. Mainly debt impairment which is much more than anticipated	-32.5%	Budget to be increased to allow for more debt impairment
Sound Financial Management	To adopt a realistic, credible and funded Annual Budget	Alignment of the Budget to the IDP's Development Priorities.	Municipal Manager/ Finance	2019//2020 Budget approved by Council by 31 May 2019.	1	Not On Target	No output provided from relevant directorate	n/a	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 30 <sup>th</sup> June 2019  (Service debtors/service debt collected)	90%	Not On Target	87.18%	-2.82%	Revenue enhancement strategies to be implemented as well as debt incentive programme
Sound Financial Management	To become a financially viable and sustainable Municipality.	Implementation and execution of the Financial Recovery Plan – robust plans	Finance	Financial recovery plan implemented and monitored by submissions	4	Not On target	1 x report submitted	3 x reports not submitted	Quarterly reports to be submitted

		for the repayment of debt and/or maintain a healthy level of cash reserves and assets in order to meet unexpected costs.		quarterly to EXCO by 30 <sup>th</sup> June 2019.					
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.	Ensure average 80% recovery rate of property rates billed by 30 June 2019.	On Target	93% collection rate on property rates	n/a	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)	30 days	Not On target	325 days	-295 days	Municipality is experiencing severe cash flow constraints and is not generating sufficient revenue to sustain operational expenditure

## 2017/2018 PERFORMANCE – TARGET ACHIEVEMENT VS 2018/2019 PERFORMANCE – TARGET ACHIEVEMENT

<b>2017/2018 - CAPITAL BUDGET PROJECTS</b>	<b>2018/2019 – CAPITAL BUDGET PROJECT</b>
<p><u>Infrastructure Development</u></p> <p>Number of projects: 10                      Number of projects completed/ on target: 10                      Number of projects Not on Target: 0                      Percentage on targets: <b>100%</b></p> <p><u>Community Development</u></p> <p>Number of projects: 1                      Number of projects completed/ on target: 0                      Number of projects Not on Target: 1                      Percentage on target: <b>0%</b></p> <p><u>Institutional Development</u></p> <p>Number of projects: 21                      Number of projects completed/ on target: 9                      Number of projects Not on Target: 12                      Percentage on targets: <b>43%</b></p> <p>Total Number of Capital Budget Projects per KPA = 32                      Number of Key Performance Indicators on Target/Completed = 19                      Number of Key Performance Indicators Not on Target = 13                      Percentage on Target = <b>59%</b></p>	<p><u>Infrastructure Development</u></p> <p>Number of projects: 9                      Number of projects completed/ on target: 6                      Number of projects Not on Target: 3                      Percentage on targets: <b>67%</b></p> <p><u>Community Development</u></p> <p>Number of projects: 1                      Number of projects completed/ on target: 1                      Number of projects Not on Target: 0                      Percentage on target: <b>100%</b></p> <p><u>Institutional Development</u></p> <p>Number of projects: 8                      Number of projects completed/ on target: 4                      Number of projects Not on Target: 4                      Percentage on targets: <b>50%</b></p> <p>Total Number of Capital Budget Projects per KPA = 18                      Number of Key Performance Indicators on Target/Completed = 11                      Number of Key Performance Indicators Not on Target = 7                      Percentage on Target = <b>61 %</b></p>

2017/2018 - OPERATIONAL KPI'S / PROJECTS	2018/2019 – OPERATIONAL KPI'S / PROJECTS
<p><b>Development Priority: Infrastructure Development</b>                      Number of Indicators: 7                      Number of indicators on target: 4                      Number of indicators not on target: 3                      Percentage on target: <b>57%</b></p> <p><b>Development Priority: Community Development</b>                      Number of Indicators: 5                      Number of indicators on target: 3                      Number of indicators not on target: 2                      Percentage on target: <b>60%</b></p> <p><b>Development Priority: Institutional Development</b>                      Number of Indicators: 14                      Number of indicators on target: 11                      Number of indicators not on target: 3                      Percentage on target: <b>79%</b></p> <p><b>Development Priority: Local Economic Development</b>                      Number of Indicators: 9                      Number of indicators on target: 1                      Number of indicators not on target: 8                      Percentage on target: <b>11%</b></p> <p><b>Development Priority: Back to Basics – Good Governance</b>                      Number of Indicators: 12                      Number of indicators on target: 7                      Number of indicators not on target: 5                      Percentage on target: <b>58%</b></p> <p><b>Development Priority: Sound Financial Management</b>                      Number of Indicators: 11                      Number of indicators on target: 8                      Number of indicators not on target: 3                      Percentage on target: <b>73%</b></p>	<p><b>Development Priority: Infrastructure Development</b>                      Number of Indicators: 10                      Number of indicators on target: 7                      Number of indicators not on target: 3                      Percentage on target: 70%</p> <p><b>Development Priority: Community Development</b>                      Number of Indicators: 5                      Number of indicators on target: 1                      Number of indicators not on target: 4                      Percentage on target: 20%</p> <p><b>Development Priority: Institutional Development</b>                      Number of Indicators: 12                      Number of indicators on target: 7                      Number of indicators not on target: 5                      Percentage on target: 58%</p> <p><b>Development Priority: Local Economic Development</b>                      Number of Indicators: 5                      Number of indicators on target: 2                      Number of indicators not on target: 3                      Percentage on target: 40%</p> <p><b>Development Priority: Back to Basics - Good Governance</b>                      Number of Indicators: 8                      Number of indicators on target: 5                      Number of indicators not on target: 3                      Percentage on target: 63%</p> <p><b>Development Priority: Back to Basics - Sound Financial Management</b>                      Number of Indicators: 11                      Number of indicators on target: 2                      Number of indicators not on target: 9                      Percentage on target: 18%</p>

Total Number of Key Performance Indicators per KPA = 58  
Number of Key Performance Indicators on Target/Completed = 34  
Number of Key Performance Indicators Not on Target = 24  
Percentage on Target = **59%**

Total Number of Key Performance Indicators per KPA = 51  
Number of Key Performance Indicators on Target/Completed = 24  
Number of Key Performance Indicators Not on Target = 27  
Percentage on Target = **47%**

**OVERALL ORGANISATIONAL PERFORMANCE BASED ON SDBIP : 59%**

**OVERALL ORGANISATIONAL PERFORMANCE BASED ON SDBIP: 51 %**

### SERVICE PROVIDER PERFORMANCE 2018/2019

Service providers are appointed to undertake work on behalf of the municipality. As such, the work to be undertaken is for the benefit of the community and must be monitored to ensure that payment for services is warranted and well spent. Service providers employed to complete projects specified in the IDP are, by implication, monitored through the SDBIP and PMS, due to the fact that a budgeted amount is agreed for the work.

As a guide, all officials engaging the services of an outside body must ensure that clear terms of reference are used for all appointments and that clear indicators specifying agreed timeframes and deliverables are agreed and included in the appointment letter. The appointment letter must also indicate the recourse for non-delivery of agreed deliverables of the required standard.

On a monthly basis, the performance of service providers are monitored. The project owner/manager is issued with a performance report to complete, and indicate the performance of the service provider for that particular month after a site visit is conducted. This report is signed by the service provider and the manager to indicate agreement of target achievement and filed.

## IMPROVING PERFORMANCE – AUDIT IMPLEMENTATION ACTION PLAN

#	Audit finding	Affected Section	Manager	Responsible Official	Details of audit findings and Action Required where applicable	Time frame	Status	Progress
1.	Money owed by the municipality had not always been paid within 30 days	Expenditure Management	SCM Manager	Expenditure Accountant	Adequate Budget and cash flow monitoring	December 2018	Not achieved	Cash flow constraints
2.	Payments from the municipality's bank account were not approved by the accounting officer	Expenditure Management	SCM Manager	Expenditure Accountant	No action required - Delegations were in place and provided to the AG. Sub-delegations for finance department also in place	Already in place	Achieved	
3.	Steps were not taken to ensure that the municipality implemented and maintained an effective system of expenditure control	Expenditure Management	SCM Manager	Expenditure Accountant	Training on accrual basis of accounting especially on Payroll Matters affecting 3 <sup>rd</sup> parties	December 2018	Achieved	
4.	Steps were not taken to ensure that the municipality implemented and maintained effective procedures for the approval of funds	Expenditure Management	SCM Manager	Expenditure Accountant	No action required - Delegations were in place and provided to the AG. Sub-delegations for finance department also in place	Already in place	Achieved	

5.	Adequate management accounting and information system was not in place which recognised expenditure when it was incurred as well as creditors.	Expenditure Management	SCM Manager	Expenditure Accountant	Training on accrual basis of accounting especially on Payroll Matters affecting 3 <sup>rd</sup> parties	December 2018	Achieved	
6.	Steps were not taken to prevent irregular expenditure	Expenditure Management	SCM Manager	Expenditure Accountant	Training on compliance requirements	January – March 2019	partially achieved	Training done. Register in progress. Possibility of irregular expenditure for 2018/19 exist
7.	Steps were not taken to prevent fruitless and wasteful expenditure	Expenditure Management	SCM Manager	Expenditure Accountant	Training on identification/distinction of the fruitless expenditure and wasteful expenditure.	January – March 2019	partially achieved	Training conducted. Register in progress. Fruitless expenditure still incurred due to interest payable on late payments of accounts
8.	Steps were not taken to prevent unauthorised expenditure	Expenditure Management	SCM Manager	Expenditure Accountant & Budget Manager	No action required -Virement application and locking of the budget votes.	Already in place	Achieved	Register in place
9.	Tariff policy was not adopted	Revenue Management	Revenue Manager	Revenue Accountant	No action required - Tariff policy adopted for 2018/19 financial year	Already in place	Achieved	

10.	Credit-control and debt-collection policy was not adopted	Revenue Management	Revenue Manager	Revenue Accountant	No action required -Policy was adopted and provided to AG	Already in place	Achieved	
11.	Policy on the levying of rates on rateable property within the municipality was not adopted	Revenue Management	Revenue Manager	Revenue Accountant	No action required - Approved policies of former municipalities are still in place – this is in line with Sec 12 notice. This was provided to AG	Already in place	Achieved	
12.	Adequate management, accounting and information system was not in place to account for revenue, debtors and receipts of revenue	Revenue Management	Revenue Manager	Revenue Accountant	No Action required - The findings related to journals done on revenue and traffic fines. All information was submitted to AG except for traffic fines. AG was requested to inspect the documents at traffic department due to the volume. Schedules were provided to AG. A Technical consult was requested on the journals – no outcome communicated to management	Already in place	Achieved	Meeting held with AG to discuss previous years audit findings. Agreed on way forward

13.	Effective system of internal control for debtors and revenue was not in place	Revenue Management	Revenue Manager	Revenue Accountant	No action required - Disagreement between management and auditors on some journals passed exists. Technical consult was requested on journals – no formal outcome received by management	Already in place	Achieved	Meeting held with AG to discuss previous years audit findings. Agreed on way forward
14.	No sufficient appropriate audit evidence that revenue due to the municipality was calculated on a monthly basis	Revenue Management	Revenue Manager	Revenue Accountant	No finding was raised by AG. Billing was done on monthly basis	Already in place	Achieved	Meeting held with AG to discuss previous years audit findings. Agreed on way forward
15.	No sufficient appropriate audit evidence that accounts for municipal tax and charges for municipal services or service charges were prepared on a monthly basis	Revenue Management	Revenue Manager	Revenue Accountant	No finding was raised by AG. Billing was done on monthly basis	Already in place	Achieved	Meeting held with AG to discuss previous years audit findings. Agreed on way forward
16.	No sufficient appropriate audit evidence that interest had been charged on all accounts in arrears	Revenue Management	Revenue Manager	Revenue Accountant	No finding was raised by AG. Interest was raised on monthly basis	Already in place	Achieved	Meeting held with AG to discuss previous years audit findings. Agreed on way forward

17.	Performance in respect of programmes funded by the municipal infrastructure grant was not evaluated	MIG/Conditional Grants	Technical Manager	Project Management Unit	Record all performance evaluation conducted with supporting evidence (files)	January 2019 on wards	Achieved	
18.	Sufficient appropriate audit evidence that the Municipal Infrastructure Grant was spent for its intended purposes	MIG/Conditional Grants	Technical Manager	Project Management Unit	No action required – this relates to journals done on MIG – evidence were provided to AG. Schedules provided had a difference of R66 – immaterial	Already in place	Achieved	
19.	The municipality did not establish an investment policy that was adopted by the council	Asset Management	Accounting Officer (MM)	Chief Financial Officer	No action required - Investment policy in place for 2018/19	Already in place	Achieved	
20.	No sufficient appropriate audit evidence that all investments were made in accordance with the requirements of the investment policy	Asset Management	Accounting Officer (MM)	Chief Financial Officer	Accurately record all investments according to the approved investment policy	January 2019 onwards	partially achieved	Not all grants were initially transferred to a separate account. Quotes were not obtained as per policy
21.	An adequate management, accounting and information system was not in place to account for liabilities	Liability Management	SCM Manager	Expenditure Accountant	Training on accrual basis of accounting especially on Payroll Matters affecting 3 <sup>rd</sup> parties	January 2019 on ward	Achieved	

22.	An effective system of internal control for liabilities (including a liability register) was not in place	Liability Management	SCM Manager	Expenditure Accountant/Legal Department/Corporate Services	Training on accrual basis of accounting especially on Payroll Matters affecting 3 <sup>rd</sup> parties	January 2019 on wards	Achieved	
23.	Short-term debt relating to the bank overdraft was incurred for reasons other than those allowed as per section 45(1) of the MFMA	Liability Management	Accounting Officer	Chief Financial Officer	There was no physical overdraft. This relates to payments captured on the cashbook and not paid through the bank. It was indicated as reconciling items. No payment should be uploaded in the cash book if there are no adequate cash reserves in the bank.	January 2019 on wards	Achieved	restatement done
24.	Short-term debt relating to the bank overdraft was incurred without a resolution of the municipal council approving the debt agreement	Liability Management	Accounting Officer	Chief Financial Officer	No action required - There was no physical overdraft. This relates to payments captured on the cashbook and not paid through the bank. It was indicated as reconciling items	Already in place	Achieved	
25.	Short-term debt relating to the bank overdraft was not repaid within the financial year	Liability Management	Accounting Officer	Chief Financial Officer	No action required - There was no physical overdraft. This relates to payments captured on the cashbook and not paid through the bank. It was indicated as reconciling items	Already in place	Achieved	

26.	Unauthorised expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure	Consequence Management	Mayor	Accounting Officer/MM	Unauthorised expenditure was only identified at year end. Refer unauthorised expenditure to the MPAC for investigation and implement the recommendations thereon	February 2019	partially achieved	Irregular expenditure were referred to MPAC. Unauthorised expenditure still to be submitted
27.	Losses resulting from unauthorised expenditure were not recovered from the liable person	Consequence Management	Mayor	Accounting Officer/MM	Implement the recommendations of MPAC	February 2019	not achieved	MPAC still to investigate unauthorised expenditure
28.	The authorisation of unauthorised expenditure amounting to R17,1 million was not done through an adjustment budget	Consequence Management	Accounting Officer/Municipal Manager	Chief Financial Officer	Implement the Virement Policy appropriately in the adjustment budget	January 2019	Achieved	Adjustment budget for 2018/19 tabled in council
29.	Irregular expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure	Consequence Management	Mayor	Accounting Officer/MM	No action required -Irregular expenditure was submitted to MPAC and AG was informed thereof. MPAC currently busy with investigation	February 2019	Achieved	Item already submitted to MPAC
30.	Losses resulting from irregular expenditure were not recovered from the liable person	Consequence Management	Mayor	Accounting Officer/MM	Implement the MPAC recommendations	February 2019	Achieved	Council resolved on MPAC recommendations.

31.	Cases of irregular expenditure that constituted a criminal offence were not reported to the South African Police Service	Consequence Management	Mayor	Accounting Officer/MM	No action required- the municipal manager made available to AG the investigations already done.	Already in place	Achieved	Investigations in progress by Hawks
32.	Fruitless and wasteful expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure	Consequence Management	Mayor	Accounting Officer/MM	Refer fruitless & wasteful expenditure to the MPAC for investigation and implement the recommendations thereon	February 2019	Not achieved	MPAC stil to investigate fruitless and wasteful expenditure
33.	Losses resulting from fruitless and wasteful expenditure were not recovered from the liable person	Consequence Management	Mayor	Accounting Officer/MM	Implement the MPAC recommendations	February 2019	Not achieved	Will be based on MPAC recommendations
34.	No sufficient appropriate audit evidence that the municipal manager disclosed financial interests within 60 days from the date of appointment	Human Resources Management	Accounting Officer	Corporate Services	No action required – All Directors and MM declared interest	Already in place	Achieved	

35.	No sufficient appropriate audit evidence that senior managers disclosed financial interests within 60 days from the date of appointment	Human Resources Management	Corporate Services	Human Resources Manager	No action required – All Directors and MM declared interest	Already in place	Achieved	
36.	No sufficient appropriate audit evidence that senior managers previously dismissed for financial misconduct were only re-appointed after the expiry of a 10-year term	Human Resources Management	Corporate Services	Human Resources Manager	Generate a report on all senior managers who were previously dismissed for financial misconduct but later re-appointed, ensuring that all re-appointment conditions were met	January to March 2019	Not achieved	
37.	An approved staff establishment was not in place	Human Resources Management	Accounting Officer	Corporate Services	No action required – Organogram approved by Council September 2017. Submitted the approved Organogram to the Auditor General	Already in place	Achieved	

38.	No sufficient appropriate audit evidence that appropriate systems and procedures to monitor, measure and evaluate the performance of staff were developed and adopted	Human Resources Management	Accounting Officer	Corporate Services	Develop and implement procedures to monitor, measure and evaluate the performance of staff. Cascading the staff performance measures to lower level management	March 2019	Not achieved	Performance management system in place for snr managers.
39.	Goods and services with a transaction value below R200 000 were procured without obtaining the required price quotations. Similar non-compliance was also reported in the prior year.	Procurement & Contract Management (SCM)	SCM Manager	SCM Practitioners	This related to two deviations which according to the AG did not have sufficient evidence that it was a deviation or the reasons supplied were insufficient and the declaration of interest of one service provider was outstanding. All deviations should have sufficient supporting documentation	June 2019	Achieved	Deviations are being monitored

40.	Quotations were accepted from bidders who did not submit a declaration on whether they are employed by the state or connected to any person employed by the state	Procurement & Contract Management (SCM)	SCM Manager	SCM Practitioners	The municipality relies on the CSD for confirmation of whether directors of suppliers are employed by the state. The AG does not accept reliance on CSD and still requires suppliers to submit written declaration. Also written declarations that were received after the award (even though CSD indicated that they were not employed by State) were not accepted. All bidders to declare next of kin and employment status regarding the organ of state. Declaration will be kept on tender files	June 2019	partially achieved	The form allows for declaration of the prior 12 months. Declarations relating to 2017/18 all received. 2018/19 in progress
41.	Goods and services with a transaction value above R200 000 were procured without inviting competitive bids	Procurement & Contract Management (SCM)	SCM Manager	SCM Practitioners	This related to two deviations which according to the AG did not have sufficient evidence that it was a deviation or the reasons supplied were insufficient and the declaration of interest of one service provider was outstanding. All deviations should have sufficient supporting documentation	June 2019	Achieved	

42.	Competitive bids were adjudicated by a bid adjudication committee that was not composed in accordance with SCM regulation 29(2). Similar non-compliance was also reported in the prior year	Procurement & Contract Management (SCM)	SCM Manager	SCM Practitioners	The Accounting Officer will confirm the appointment of Bid Committee Members in writing and acknowledged by each member through a signed acceptance letter	March 2019	Achieved	
43.	Contracts were awarded to bidders who did not submit a declaration on whether they are employed by the state or connected to any person employed by the state	Procurement & Contract Management (SCM)	SCM Manager	SCM Practitioners	The municipality relies on the CSD for confirmation of whether directors of suppliers are employed by the state. The AG does not accept reliance on CSD and still requires suppliers to submit written declaration. Also written declarations that were received after the award (even though CSD indicated that they were not employed by State) were not accepted. All bidders to declare next of kin and employment status regarding the organ of state. Declaration will be kept on tender files	June 2019	partially achieved	The form allows for declaration of the prior 12 months. Declarations relating to 2017/18 all received. 2018/19 in progress

44.	Contracts were awarded to providers whose tax matters had not been declared by the South African Revenue Service to be in order	Procurement & Contract Management (SCM)	SCM Manager	SCM Practitioners	This relates to two tenders. An independent confirmation of winning bidder's tax matters will be conducted before awarding	January 2019	Achieved	
45.	Bid documentation for the procurement of commodities designated for local content and production did not stipulate the minimum threshold for local production and content	Procurement & Contract Management (SCM)	SCM Manager	SCM Practitioners	Municipal Bid documentation will be amended to incorporate the minimum threshold on local content	March 2019	Achieved	
46.	Commodities designated for local content and production were procured from suppliers who did not submit a declaration on local production and content	Procurement & Contract Management (SCM)	SCM Manager	SCM Practitioners	This relates to one tender. Municipal Bid documentation will be amended to incorporate the minimum threshold on local content. Suppliers will be requested to provide declaration on local production content	March 2019	Achieved	

47.	Commodities designated for local content and production were procured from suppliers who did not meet the prescribed minimum threshold for local production and content	Procurement & Contract Management (SCM)	SCM Manager	SCM Practitioners	This relates to one tender. Municipal Bid documentation will be amended to incorporate the minimum threshold on local content. Suppliers will be requested to provide declaration on local production content and determination will be made to confirm if minimum threshold is met	January 2019	Achieved	
48.	Awards were made to providers who were in the service of the municipality or whose directors were in the service of the municipality. Providers failed to declare that they were in the service of the municipality	Procurement & Contract Management (SCM)	SCM Manager	SCM Practitioners	The audit finding related to CAATS that could not be performed because of some information that could not be extracted from the financial system. Some creditors were all grouped under one general creditors code. Management did provide information to AG but AG indicated that it was insufficient to do CAATS (Computer Assisted Audit Techniques). All creditors need to have a separate creditors account on the financial system.	Immediately	Achieved	

49.	Persons in the service of the municipality who had a private or business interest in contracts awarded by the municipality failed to disclose such interest	Procurement & Contract Management (SCM)	SCM Manager	SCM Practitioners	The audit finding related to CAATS that could not be performed because of some information that could not be extracted from the financial system. Some creditors were all grouped under one general creditors code. Management did provide information to AG but AG indicated that it was insufficient to do CAATS (Computer Assisted Audit Techniques). All creditors need to have a separate creditors account on the financial system	Immediately	Achieved	
-----	---	---	-------------	-------------------	--	-------------	----------	--

50.	Persons in the service of the municipality whose close family members had a private or business interest in contracts awarded by the municipality failed to disclose such interest	Procurement & Contract Management (SCM)	SCM Manager	SCM Practitioners	The audit finding related to CAATS that could not be performed because of some information that could not be extracted from the financial system. Some creditors were all grouped under one general creditors code. Management did provide information to AG but AG indicated that it was insufficient to do CAATS (Computer Assisted Audit Techniques). All creditors need to have a separate creditors account on the financial system	Immediately	Achieved	
51.	SCM officials who, or other SCM role players whose close family members, partners or associates, had a private or business interest in contracts awarded by the municipality participated in the process relating to that contract	Procurement & Contract Management (SCM)	SCM Manager	SCM Practitioners	No finding raised. Management is of view that this relates to CAATS that could not be performed because of some information that could not be extracted from the financial system. Some creditors were all grouped under one general creditors code. Management did provide information to AG but AG indicated that it was insufficient to do CAATS (Computer Assisted Audit Techniques). All creditors	Immediately	Achieved	

					need to have a separate creditors account on the financial system Declaration of employment status and next of kin will be compulsory to all service providers			
52.	Leadership did not exercise oversight over financial, performance and compliance reporting	General Internal Controls	Accounting Officer	All Managers	Due to the findings raised by the AG this was indicated as an internal control deficiency. Management is in disagreement with AG on number of findings. Management will however continuously ensure that all standard operating procedures are effectively implemented throughout the year	Immediately	partially achieved	compliance reporting still problematic due to system not being able to produce all reports electronically. This has been addressed in meeting between PT, BNLM & service provider. Action plan agreed upon
53.	The municipality did not maintain a proper record management system for electronic records	General Internal Controls	Accounting Officer	All Managers	Due to the findings raised by the AG this was indicated as an internal control deficiency. Management is in disagreement with AG on number of findings. Management will however continuously ensure that all standard operating procedures are effectively implemented throughout the year	Immediately	partially achieved	standard operating procedures for records management developed.

54.	The audit committee did not review the annual financial statements and annual performance report in the current year	General Internal Controls	Accounting Officer	All Managers	The Chairperson of the Audit Committee resigned and Audit Committee did not have meetings. An email was send to the Audit Committee to enquire whether they will review AFS without having a formal meeting and send input to the CFO. Management will ensure that AFS are submitted timeously to Audit Committee	August 2019	Not due yet	
55.	The internal audit unit lacked the capacity required to effectively perform their duties	General Internal Controls	Accounting Officer	Chief Audit Executive	Address capacity with placement process	March 2019	partially achieved	Placement in progress
					<b>SUMMARY</b>	<b>Total findings</b>	<b>%</b>	
					<b>ACHIEVED</b>	<b>39</b>	<b>71</b>	
					<b>NOT ACHIEVED</b>	<b>6</b>	<b>11</b>	
					<b>PARTIALLY ACHIEVED</b>	<b>9</b>	<b>16</b>	
					<b>NOT DUE YET</b>	<b>1</b>	<b>2</b>	
						<b><u>55</u></b>	<b>-</b>	