MID-YEAR SDBIP performance report

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

SERVICE DELIVERY PERFORMANCE ANALYSIS

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

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

DEPARTMENTAL SDBIP OVERALL PERFORMANCE

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

NATIONAL KPA OVERALL PERFORMANCE

*The graph illustrates the SDBIP Organizational performance per Key Performance Area*

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

Infrastructure Development

Number of projects: 12

Number of projects completed/ on Target: 10

Number of projects Not on Target: 2

Percentage on Target: 83%

Total Budget per focus area versus expenditure:

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Objective | Strategy | KPI | Wards | Responsible Person | Funding Source | Budget | Expenditure | Expenditure % | ***PERFORMANCE FOR QUARTER 2*** | | | | |
|  | | | | | | | | | Annual Target | Quarter 2 Target | On Target/Not on Target | Actual Output | Reason for Variance and Plan of Action |
| To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure | Upgrade reticulation system by systematically replacing old installations. | Number of boreholes equipped in Aberdeen by 30th June 2019. | 1 | Engineering and Planning | External MIG | 4,207,849.00 | 226,146.52 | 5% | Equip 2 boreholes | Produce 1 tender document. | On Target | Tender advertised and adjudicated. | n/a |
| To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure | Upgrade reticulation system by systematically replacing old installations. | Numbers of boreholes equipped in Willowmore by 30th June 2019. | 8,9,13 | Engineering and Planning | External OTP | 9,750,000.00 | 0 | 0% | Equip 2 boreholes | Produce 1 tender document. | On Target | Tender advertised and adjudicated | n/a |
| To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure | Upgrade reticulation system by systematically replacing old installations. | Construction of uPvc pipelines, installation of electrical mechanical equipment in Graaff-Reinet by 30th June 2019. | 2,3,4,5,6,7,14 | Engineering and Planning | External RBIG | 5,000,000.00 | 0 | 0% | 100m uPvc pipelines and 8 pump stations [mechanical electrical equipment] | Construction of 100m uPvc pipelines. | On Target | Pipelines constructed, mechanical and electrical equipment being installed. | Grant has been reduced by DW&S to R3 000 000 |
| To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure | Upgrade reticulation system by systematically replacing old installations. | Appointment of implementing agent for the refurbishment of a weir and channel at Klipfontein Dam in Klipplaat. Construction of new raw bulk water mains from dam to WTW. New WTW in Klipplaat and pumping to Jansenville Reservoirs by 30th June 2019. | 10,11 | Engineering and Planning | External RBIG | 5,000,000.00 | 0 | 0% | Letter from DWS on appointment of implementing agent. [Municipality vs Amatolo Waterboard] | Letter from DWS confirming implementing agent | On Target | Mail received from DW&S that outcome will be known before end of year. | Grant has been reduced by DW&S to R500 000 |
| Solid Waste Disposal Sites (Landfills), that are compliant, have adequate capacity and are properly managed and maintained | Systematically upgrade existing infrastructure; replace and rehabilitate where applicable. | Number of cells constructed in Steytlerville Solid Waste Disposal Facility by 30th June 2019. | 12,13 | Engineering and Planning | External MIG | 2,964,000.00 | 431,617.00 | 15% | 2 cells | Approval letter from DEDEA to continue with upgrading of Landfill site in Steytlerville | On Target | Confirmation of EIA received from DEDEA. | n/a |
| The eradication of illegal dumping and littering and creation of clean and healthy urban areas and surrounding environment. | Provide adequate waste disposal facilities and containers, as well as a regular waste removal service. | Skips purchased for all wards and re –modification of existing tractors of the Municipality by 31st March 2019. | All | Community Services | Internal | 250,000 | 0 | 0% | Refurbish ment of 5 skips  +  1 x power rex machine for carting skips | Refurbish ment of 3 skips | Not on Target | No skips purchased. | Specs to be finalised and ITQ to be advertised. |
| To adequately upgrade the electrical supply and install the necessary electrical infrastructure, as well as regular maintenance thereof | Conduct an audit of electrification needs and infrastructure in the Dr Beyers Naudé LM. | Purchase 1080m ABC conductor (570m Willowmore and 510m in Aberdeen) and 2.5km underground cable 30th June 2019. | 1,7,8 | Engineering and Planning | Internal | 470,400.00 | 0 | 0% | 1080m  2.5km underground cable | Procurement processes. | On Target | Order placed with supplier, awaiting delivery | n/a |
| To adequately upgrade the electrical supply and install the necessary electrical infrastructure, as well as regular maintenance thereof | Conduct an audit of electrification needs and infrastructure in the Dr Beyers Naudé LM. | To upgrade old MV switchgear and construction of 400m overhead powerline by 30th June 2019. | 3 | Engineering and Planning | External DOE | 4,500,000.00 | 534,670.00 | 12% | Upgrade switchgear and 400m overhead powerline. | Procurement processes. | On Target | Contract awarded, contractor on site. | n/a |
| To adequately construct, upgrade or install Streets & Stormwater networks and to maintain them on a regular basis | Develop a Streets & Stormwater Management Plan that also contains an Implementation & Action Plan that will systematically address the issue of especially Stormwater in the Dr Beyers Naudé LM. | Construction of Cut-off drain for Stormwater drainage in Graaff-Reinet by 31st December 2018. | 3,4,5,6,14 | Engineering and Planning | External MIG | 444,511.00 | 375,319.00 | 84% | 1 Cut-off drain | Completion certificate. | On Target | Project completed, final certificate issued. | n/a |
| 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 m2 of road in Jansenville and Klipplaat by 30th June 2019. | 10,11 | Engineering and Planning | External MIG | 2,727,675.00 | 307,678.00 | 11% | 8000 m2 | Appoint contractor | On Target | Contractor appointed | n/a |
| To adequately construct, upgrade or install Streets & Stormwater networks and to maintain them on a regular basis | Develop a Streets & Stormwater Management Plan that also contains an Implementation & Action Plan that will systematically address the issue of especially Stormwater in the Dr Beyers Naudé LM. | Paving of 3000 m2 of Road, 500m2 of storm water channel in Graaff-Reinet by 30th June 2019. | 3,4,5,6,14 | Engineering and Planning | External MIG | 3,799,112.00 | 0 | 0% | 3000 m2  +  500m2 of storm water channel | Appoint contractor | Not on Target | Consultant appointed | Tender process for appointment of Consultant delayed due to tender dispute. Dispute resolved with tender being advertised early January 2019 |
| To adequately construct, upgrade or install Streets & Stormwater networks and to maintain them on a regular basis | Develop a Streets & Stormwater Management Plan that also contains an Implementation & Action Plan that will systematically address the issue of especially Stormwater in the Dr Beyers Naudé LM. | Paving of 3000 m2 road in Steytlerville by 30th June 2019. | 12,13 | Engineering and Planning | External MIG | 2,624,400.00 | 189,167.00 | 7% | 3000 m2 | Appoint contractor. | On Target | Contractor appointed | n/a |

Community Development

Number of projects: 1

Number of projects completed/ On Target: 1

Number of projects Not on Target: 0

Percentage On Target: 100%

Total budget per focus area versus expenditure:

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Objective | Strategy | KPI | Wards | Responsible Person | Funding Source | Budget | Expenditure | Expenditure % | ***PERFORMANCE FOR QUARTER 2*** | | | | |
|  | | | | | | | | | Annual Target | Quarter 2 Target | On Target/Not on Target | Actual Output | Reason for Variance and Plan of Action |
| Stadiums and sport fields that have been upgraded and properly equipped to function properly and be fully utilized. | Upgrade and maintain sport fields and ensure that personnel are on site. | Upgrade Soccerfield by paving parking area (300 m2) and construction of 1 ablution facility (138 m2) by 30th June 2019. | 5 | Engineering and Planning | External MIG | 2,486,103.00 | 2,149,865.00 | 86% | Paving (300 m2) and 1 ablution facility (138 m2). | Appoint contractor. | On Target | Contractor on site.  Ablution facility completed and sewer line diverted. | During construction it was discovered that a sewer line traverses field, line had to be diverted and reconstructed.  Paving to be completed during next phase 2019 |

Institutional Development

Number of projects: 13

Number of projects completed/ On Target: 7

Number of projects Not on Target: 6

Percentage On Target: 54%

Total budget per focus area versus expenditure:

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Objective | Strategy | KPI | Wards | Responsible Person | Funding Source | Budget | Expenditure | Expenditure % | ***PERFORMANCE FOR QUARTER 2*** | | | | |
|  | | | | | | | | | Annual Target | Quarter 2 Target | On Target/Not on Target | Actual Output | Reason for Variance and Plan of Action |
| To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant | Equip offices and areas of service delivery with adequate resources | Upgrade stores building by 30th June 2019. Construction of 1 dining area for workers at the stores and 250m2 paving in front of office and dining area. | Institutional | Engineering & Planning | Internal | 60,000.00 | 3929.00 | 7% | 1 dining area  250m2 paving | n/a | On Target | No output required for this quarter. | n/a |
| To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant | Equip offices and areas of service delivery with adequate resources. | Number of Office furniture purchased for the PMU Office by 30th September 2018. | Institutional | Engineering & Planning | External MIG | 5,600.00 | 2261.00 | 40% | 1 desk and 2 chairs | Delivery of desks. | On Target | Items of furniture purchased | Balance of funding still to be spent. |
| To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, 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 31st December 2018. | Institutional | MM’s Office  Internal Audit | External FMG | 22,000.00 | 0 | 0% | 2 office desks | n/a | Not on Target | No output. Furniture was to be purchased and delivered during the 1st quarter. | Office not yet been occupied and no funding available yet. |
| To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant | Equip offices and areas of service delivery with adequate resources. | Number of Hot appliances purchased by 30th September 2018. | Institutional | MM’s Office  Internal Audit | External FMG | 500.00 | 0 | 0% | 1 | n/a | On Target | No output required for this quarter. | Purchases to occur in the 3rd quarter. |
| To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant | Equip offices and areas of service delivery with adequate resources. | Number of air conditioners purchased for the internal audit unit by 30th September 2018. | Institutional | MM’s Office  Internal Audit | External FMG | 15,000.00 | 8261.00 | 55% | 1 | n/a | On Target | No output required for this quarter. | Possible virement to take place as the current air conditioner is working in the new allocated office. |
| To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant | Equip offices and areas of service delivery with adequate resources. | Number of small generators and drilling machine purchased by 30th June 2019. | Institutional | Engineering and Planning Electrical Department | Internal | 132,350.00 | 5401.00 | 3% | 4 generators  5 drilling machines. | n/a | On Target | No output required for this quarter however Quotations has been received | n/a |
| To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant | Equip offices and areas of service delivery with adequate resources. | Number of Lab Instruments purchased for waste water management by 31st December 2018. | Institutional | Engineering and Planning | Internal | 120,000.00 | 0 | 0% | 6 Chlorine meters &  3 Turbidity meters | Issue of order number/  appointment of service provider | On Target | All instruments purchased. | n/a |
| To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant | Equip offices and areas of service delivery with adequate resources. | Purchase 1 plate compacter by 31st December 2018. | Institutional | Engineering and Planning | Internal | 30,000.00 | 0 | 0% | 1 | Request quotation from Service provider. Purchased and delivery of Equipment. | Not on Target | Quotations received | Purchase to follow in January 2019 |
| To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant | Equip offices and areas of service delivery with adequate resources. | Small Plant: Number of Weed eaters, chain saw, hedge cutters, blowers, grinders, drills, welding machines, purchased by 30th June 2019. | Institutional | Community Services | Internal | 250,000.00 | 1,893.00 | 1% | 6 – weed eater machines  4 – blowers  3- grass machines  2- chainsaws  2- hedge cutters | Delivery of machinery | Not on Target | No machinery purchased. | Specs to be done and ITQ to follow. |
| To improve overall efficiency of ICT ~ administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery | Conduct a comprehensive ICT audit. | Number of PC/Laptops/ projector purchased by the 31st December 2018. | Institutional | Engineering and Planning | External MIG | 12,000.00 | 9550.00 | 80% | 1 | Purchase and delivery of 1 PC/Laptops | On Target | Laptop purchased | n/a |
| To improve overall efficiency of ICT ~ administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery | Conduct a comprehensive ICT audit. | Number of Digital Camera’s purchased for communications by 30th September 2018. | Institutional | MM’s Office | Internal | 7,000.00 | 0 | 0% | 1 | n/a | Not on Target | No output. No camera purchased. A virement will occur as a digital camera is no longer required to be purchased. | n/a |
| To improve overall efficiency of ICT ~ administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery | Conduct a comprehensive ICT audit. | Number of voice recorders purchased for communications by 30th September 2018. | Institutional | MM’s Office | Internal | 1,600.00 | 0 | 0% | 1 | n/a | Not on Target | No output. Voice recorders was to be purchased during the 1st quarter. | n/a |
| To improve overall efficiency of ICT ~ administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery | Conduct a comprehensive ICT audit. | Number of overhead projectors purchased for the internal audit unit by 31st December 2018 | Institutional | MM’s Office  Internal Audit | External FMG | 3,500.00 | 0 | 0% | 1 | n/a | Not on Target | No voice recorder purchased during the 1st quarter as per set target. | Purchases to occur in the 3rd quarter. |

**SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS**

**Development Priority: Infrastructure Development**

Number of Indicators: 8

Number of indicators on Target: 7

Number of indicators Not on Target: 1

Percentage on Target: 88%

**Development Priority: Community Development**

Number of Indicators: 6

Number of indicators on Target: 2

Number of indicators Not on Target: 4

Percentage on Target: 33%

**Development Priority: Institutional Development**

Number of Indicators: 12

Number of indicators on Target: 8

Number of indicators Not on Target: 4

Percentage on Target: 67%

**Development Priority: Local Economic Development**

Number of Indicators: 5

Number of indicators on Target: 1

Number of indicators Not on Target: 4

Percentage on Target: 20%

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

Number of Indicators: 8

Number of indicators on Target: 8

Number of indicators Not on Target: 0

Percentage on Target: 100%

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

Number of Indicators: 11

Number of indicators on Target: 6

Number of indicators Not on Target: 5

Percentage on Target: 55%

***OVERALL CAPITAL BUDGET PROJECT AND SERVICE DELIVERY KPI’S PERFORMANCE***

Total Number of Key Performance Indicators per KPA = 76

Number of Key Performance Indicators on Target/Completed = 50

Number of Key Performance Indicators Not on Target = 26

Percentage on Target = 66%

**Service Delivery Key Performance Indicators and Targets**

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| INFRASTRUCTURE DEVELOPMENT - KPA – Infrastructure and Service Delivery | | | | | | | | ***PERFORMANCE MILESTONES*** | | | | |
| KPA | Objective | Strategy | Department | KPI | Budget | Expenditure | Expenditure % | Annual Target | Quarter 2 Target | On Target/Not on Target | Actual Output | Reason for Variance and Plan of Action |
| Infrastructure and Service Delivery | To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure. | Identify and implement suitable Projects. | Engineering and Planning | Clean 6 reservoirs to reduce turbidity by 30 June 2018. | 100,000 | 0 | 0% | 8 | 2 | On Target | 8 Reservoirs cleaned | n/a |
| Infrastructure and Service Delivery | For all households to have uninterrupted access to good quality, potable water. | Implement Action Plans contained in WSDP and ensure that proper controls and monitoring measures are in place | Engineering and Planning | Monitor water quality through taking 13 Samples per month. | 304,500 | 0 | 0% | 156 | 39 Samples | On Target | Samples taken in compliance with SANS 241 | n/a |
| Infrastructure and Service Delivery | For all households to have uninterrupted access to good quality, potable water. | Implement Action Plans contained in WSDP and ensure that proper controls and monitoring measures are in place | Engineering and Planning | Percentage compliance with drinking water quality standards (micro-bacterialogical) quarterly. | n/a | n/a | n/a | 85% | 85% | On Target | >95% achieved | 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 | Number of Water meter audits conducted by 31 March 2019. | 1,100 | 0 | 0% | 1 | n/a | On Target | No output required however, Service provider appointed. | n/a |
| Infrastructure and Service Delivery | Identify suitable projects, such as making provision for the installation and connection of bulk services on the sites. | New RDP households to be connected in Malva Street, Graaff-Reinet. | Engineering and Planning | Number of households to be connected with water services by 30th June 2019. | 4,500 | 0 | 0% | 10 | n/a | On Target | No output planned for this quarter. | Output will depend on DoHS building contractor’s performance |
| Infrastructure and Service Delivery | Identify suitable projects, such as making provision for the installation and connection of bulk services on the sites. | New RDP households to be connected in Malva Street, Graaff-Reinet. | Engineering and Planning | Number of households to be connected with sanitation services by 30th June 2019. | 20,000 | 0 | 0% | 10 | n/a | On Target | No output planned for this quarter. | Output will depend on DoHS building contractor’s performance |
| Infrastructure and Service Delivery | Effective recycling programmes that will reduce waste volumes at landfill site and create economic opportunities for the Community | Step up educational campaigns to encourage all citizens to take pride in their areas and keep them clean; to recycle at source | Community Services | Number of Waste management Campaigns held at ward meetings, schools and other institutions by 30th June 2019. | 2,500 | 0 | 0% | 12 | 3 waste management campaigns per quarter | Not On Target | No waste management campaigns held. | Need to increase waste management campaigns |
| Infrastructure and Service Delivery | Solid Waste Disposal Sites (Landfills), that are compliant, have adequate capacity and are properly managed and maintained. | Provide adequate waste disposal facilities, as well as a regular waste disposal service. | Community Services | Number of audits conducted to determine compliance of landfill sites by 31 March 2019. | 8,500 | 0 | 0% | 1 | n/a | On Target | 1 Audit conducted. | n/a |
| **COMMUNITY DEVELOPMENT –KPA – Good Governance** | | | | | | | | | ***PERFORMANCE MILESTONES*** | | | |
| KPA | Objective | Strategy | Department | KPI | Budget | Expenditure | Expenditure % | Annual Target | Quarter 2 Target | On Target/Not on Target | Actual Output | Reason for Variance and Plan of Action |
| Good Governance | To significantly reduce and mitigate the negative impact of disasters and to upgrade road traffic and pedestrian safety, with regular maintenance on installations and infrastructure as an ongoing concern. | Regularly review and update the Municipality’s Disaster Management Plan and ensure that it incorporates threats identified throughout the region | Protection Services | Review 1 Disaster management plan and approve by council by 30th June 2019. | n/a | n/a | n/a | 1 | Draft Disaster Management Plan submit to all stakeholders for input | Not On Target | Manager Protection Service busy with review of draft plan | Plan to be referred to Management meeting for input |
| Good Governance | To fully involve, capacitate and empower the SPU Sector, with special focus on the Disabled, Youth and Women. | Design programmes and arrange events that will encourage the participation of the SPU sector, especially the Disabled, Youth and Women. | Municipal Manager/ SPU unit | Monitor 10 Sports & Cultural events Organized for the Community through reports submitted by SPU Officer to the Office of the Municipal Manager by 30th June 2019. | 200,000 | 0 | 0% | 10 | 16 days of Activism against women and child abuse.  National Day for disabled persons, World Aids Day, Reconciliation Day and Opening of the festive season. | Not On Target | No Cultural or sports events were arranged. | n/a |
| Good Governance | To fully involve, capacitate and empower the SPU Sector, with special focus on the Disabled, Youth and Women. | Design programmes and arrange events that will encourage the participation of the SPU sector, especially the Disabled, Youth and Women. | Municipal Manager/ SPU Unit | Number of SPU Consultative Forums established, namely: Youth Council, Local Sports Council, Local Aids Council, Women’s Forum and Disabled Forum by 31 September 2018. | 100,000. | 0 | 0% | 2 | Establish Youth Council. | Not On Target | No council established | To be in the 3rd quarter. |
| Good Governance | To fully involve, capacitate and empower the SPU Sector, with special focus on the Disabled, Youth | Design programmes and arrange events that will encourage the participation of the SPU sector, especially the Disabled, Youth and Women. | Municipal Manager/ SPU Unit | Monitor effectiveness of SPU consultative councils/  Forums by providing quarterly reports to the office of the Municipal Manager. | n/a | n/a | n/a | 4 | Quarterly report on all councils/ forums | On Target | Quarterly report submitted to council. | n/a |
| Good Governance | To fully involve, capacitate and empower the SPU Sector, with special focus on the Disabled, Youth | Design programmes and arrange events that will encourage the participation of the SPU sector, especially the Disabled, Youth and Women. | Municipal Manager/ SPU Unit | Number of training programmes for vulnerable groups especially youth and disabled citizens by 30th June 2019. | 100,000. | 0 | 0% | 10 | Services SETA and BNLM: AET, Internships, Bursaries (employed)  Bursaries (unemployed | Not on Target | Consultation commencing with service SETA | To be finalized in the 3rd quarter. |
| Community Development | To provide a dignified resting place for our community within safe and secure sites that are well managed and maintained by dedicated personnel. | All burial sites must be secured and proper record keeping must be implemented by the Municipality. | Community Services | Numbers of audits conducted to determine compliance of cemeteries by 31 March 2019 | 5,140.00 | 0 | 0% | 1 | n/a | On Target | No output required for this quarter. | n/a |
| **INSTITUTIONAL DEVELOPMENT - KPA – Organisational Transformation & Institutional Development** | | | | | | | | ***PERFORMANCE MILESTONES*** | | | | |
| KPA | Objective | Strategy | Department | KPI | Budget | Expenditure | Expenditure % | Annual Target | Quarter 2 Target | On Target/Not on Target | Actual Output | Reason for Variance and Plan of Action |
| Organisational Transformation & Institutional Development | To recruit staff with adequate qualifications, skills, training and experience. | Finalise the review of the Staff Establishment as a matter of urgency | Corporate Services (HR) | Review organizational structure and table before council by 30 June 2019. | n/a | n/a | n/a | 1 | n/a | On Target | Organizational structure reviewed and approved by council on the 13th December 2018. | n/a |
| Organisational Transformation & Institutional Development | To recruit staff with adequate qualifications, skills, training and experience. | Finalise the review of the Staff Establishment as a matter of urgency. | Corporate Services (HR) | 100% Implementation of placement policy through placement of staff, based on approved Staff establishment by 31st March 2019. | n/a | n/a | n/a | 100% | Placement of staff | Not On Target | Staff establishment approved on 13th December 2018 and placement will commence in February 2019 and will be finalised end of March 2019. | n/a |
| Organisational Transformation & Institutional Development | To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant. | Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly. | Corporate Services (HR) | Number of Delegation registers developed by 31 December 2018. | n/a | n/a | n/a | 1 | Workshop plan with all stakeholders.  Adoption and approval by Council. | Not on Target | Delegation register developed and only 1 sub-delegation register developed by Budget and treasury department. | All directorates to finalize sub-delegations. |
| Organisational Transformation & Institutional Development | To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as legally compliant | Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly. | Corporate Services (HR) | Number of employment equity plans developed by 30 June 2019. | n/a | n/a | n/a | 1 | n/a | On Target | EEP submitted on 13th December 2018. | n/a |
| Organisational Transformation & Institutional Development | To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant. | Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly. | Corporate Services (HR) | Develop a workplace skills plan with an annual training report by 31st March 2019. | n/a | n/a | n/a | 1 | Development of workplace skills plan and annual training report. | On Target | Information collected from departments and from skills audits to develop WSP that is due 30 April 2019. | n/a |
| 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 30th June 2019. | n/a | n/a | n/a | 30 | n/a | On Target | No output required for this quarter. | n/a |
| Organisational Transformation & Institutional Development | To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve 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. | n/a | n/a | n/a | 3 | 1 Quarterly SCM Report | On Target | Quarterly SCM reports submitted | n/a |
| Organisational Transformation & Institutional Development | To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant. | Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly. | Finance (Supply  Chain/ Asset) | Develop and Monitor Contract register for all service providers and provide quarterly reports by 30th June 2019. | n/a | n/a | n/a | 3 | Contract register Report | On target | Quarterly contract register reports provided | n/a |
| Organisational Transformation & Institutional Development | Improved performance through effective PMS | Quarterly institutional performance reports to Council. | Municipal Manager/ PMS unit | 4 quarterly SDBIP Performance reports submitted to Council by 30 June 2019, to inform Council of Institutional Performance. | n/a | n/a | n/a | 4 | 1 SDBIP Performance report submitted to Council By January 2019. | On Target | 1st and 2nd quarter performance report tabled before council in January 2019. | n/a |
| Organisational Transformation & Institutional Development | To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant. | Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly | Corporate Services/ Administration | Monitor Council resolutions by providing 4 quarterly reports on the implementation of council resolutions. | n/a | n/a | n/a | 4 | 1 | Not on Target | Council resolution report was referred back to relevant portfolio meetings. | n/a |
| Organisational Transformation & 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 | Ensure an updated Lease Register on a quarterly basis. | n/a | n/a | n/a | 1 | Update register with all signed lease agreements | Not on Target | Draft lease register available, will be tabled at the Corporate services portfolio meeting in February 2019. | n/a |
| Organisational Transformation & Institutional Development | To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality’s levels of service delivery, as well as be legally compliant. | Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly. | Corporate Services (HR) | Report on all disciplinary hearings on a quarterly basis to EXCO. | n/a | n/a | n/a | 4 | Report on all disciplinary hearing | On Target | Report was tabled to EXCO and to Council on 13th December 2018. | n/a |
| **LOCAL ECONOMIC DEVELOPMENT** | | | | | | | | ***PERFORMANCE MILESTONES*** | | | | |
| KPA | Objective | Strategy | Department | KPI | Budget | Expenditure | Expenditure % | Annual Target | Quarter 2 Target | On Target/Not on Target | Actual Output | Reason for Variance and Plan of Action |
| Local Economic Development | Job Creation, BEE & Partnerships, SMME, Industrial and Sector Development, Skills Development, Mainstreaming of 2nd Economy, Youth and Women | Support, encourage and facilitate value-adding initiatives, programmes and projects. | Municipal Manager | Number of people employed through the EPWP Labour intensive programme to address high unemployment rate in Dr. Beyers Naudé Local Municipality by 30 June 2019. | 882,000 | 91,091.26 | 10% | 115 | Quarterly reports to Council - with 25 people employed | On Target | 35 people employed through EPWP for this quarter. In total 70 people have been employed by mid-year through EPWP. | n/a |
| Local Economic Development | SUSTAINABLE JOB CREATION ⬩ BEE & PARTNERSHIPS ⬩ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ⬩ SKILLS DEVELOP-MENT ⬩ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN | Develop LED Strategic Plan with an economic Vision for the Municipality. | Municipal Manager/ LED Unit | Number of commonage plans developed by the 31September 2018. | n/a | n/a | n/a | 1 | n/a | Not On Target | Commonage plan in draft form and will be advertised for comments during January 2019. | n/a |
| Local Economic Development | SUSTAINABLE JOB CREATION ⬩ BEE & PARTNERSHIPS ⬩ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ⬩ SKILLS DEVELOP-MENT ⬩ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN | Support, encourage and facilitate value-adding initiatives, programmes and projects | Municipal Manager/ LED Unit | Assistance and development of SMME’s by 30 June 2019. | n/a | n/a | n/a | 5 | Assist and develop 3 SMME’s | Not on Target | No output for this quarter. | Proposals received from SMME’s. An evaluation committee to be established for selection purposes. |
| Local Economic Development | SUSTAINABLE JOB CREATION ⬩ BEE & PARTNERSHIPS ⬩ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ⬩ SKILLS DEVELOP-MENT ⬩ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN | Develop LED Strategic Plan with an economic Vision for the Municipality. | Municipal Manager /LED Unit | Develop LED Strategy by 31st December 2018. | n/a | n/a | n/a | 1 | Workshop LED strategy | Not on Target | Action plan in place for the development of the LED strategy. | n/a |
| Local Economic Development | Creating and enabling environment to attract investment that generates economic growth and job creation | Implement strategic LED Action and Interventions with the aim of creating networks, linkages, referral & support systems, appropriate policies, by-laws, incentives, services and infrastructure that will stimulate and facilitate LED, attract investment, encourage establishment and growth of business and industry in the Dr. Beyers Naude LM | Municipal Manager /LED Unit | Implement 2 initiatives identified by the Mohair summit by 30th June 2019. | 400,000 | 0 | 0% | 2 | 1. Planning and Marketing for SMME Imbizo to be held in March 2019.  2. Planning for Mohair empowerment trust. | Not on Target | Planning underway, however no marketing has commenced. | Detailed consultation with relevant stakeholders to commence. |
| **BACK TO BASICS – KPA – Good Governance & Public Participation** | | | | | | | | ***PERFORMANCE MILESTONES*** | | | | |
| KPA | Objective | Strategy | Department | KPI | Budget | Expenditure | Expenditure % | Annual Target | Quarter 2 Target | On Target/Not on Target | Actual Output | Reason for Variance and Plan of Action |
| Good Governance & Public Participation | To become the best performing Municipality, in all respects. | Developing a credible Integrated Development Plan that will address the developmental needs of our Community. | Municipal Manager/ IDP Unit | A reviewed, amended and credible IDP for 2019/20. | n/a | n/a | n/a | 1 | (a) 14 x Ward-based Community meetings (IDP project implementation & service delivery feedback - MM & Directors)  (b) 1 x IDP SC meeting,  (c) 1 x Strategic Planning session,  (d) 1 x IDP RF meeting,  (e) 1st Draft IDP Project Register. | (a) Not on Target  (b) On Target  (c) Not on Target  (d) On Target  (e) On Target | (a) None  (b) IDP SC meeting held on 14/11/2018.  (c) None, apart from arrangements made with SBDM.  (d) IDP RF meeting held on 28/11/2018.  (e) 1st Draft Project Register circulated and being populated. | (a) MM and Directors were meant to do a roadshow in Sept/Oct but this did not take place.  (c) Workshop was cancelled at short notice due to non-availability of many key Officials. Has been rescheduled for 23/01/2019. |
| Good Governance & Public Participation | To become the best performing Municipality, in all respects. | Having a fully functional Council, with Standing Committees, Fora and other structures. | Corporate Services (Administration | Number of Meetings held in terms of year planner by 30 June 2019.  (4 Ordinary Council Meetings and 4 Standing Committee meetings) | n/a | n/a | n/a | 8 | Ensure that Standing Committee meetings are held, one Ordinary Council Meeting and a Special Council meeting in terms of the year planner. Monthly Resolution Implementation Report submitted to MM | On Target | Special council meeting 25th October 2018, Ordinary council meetings 4th October and 27th November 2018. EXCO 24th October 2018. Corporate Services and Budget & Treasury Committee Meetings 7 November 2018. Community Services and Engineering & Planning committee meetings 6th November 2018. | 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 MPAC meetings to assist with oversight function until 30 June 2019. | n/a | n/a | n/a | 4 | Organise MPAC meeting | On Target | 1 MPAC meeting held | n/a |
| Good Governance & Public Participation | To become the best performing Municipality, in all respects. | Having a fully functional Council, with Standing Committees, Fora and other structures. | Corporate Services (Administration | Number of Audit Committee meetings to assist with oversight function until 30 June 2019. | n/a | n/a | n/a | 4 | Organise Audit Committee meeting | On Target | 1 MPAC Meeting held on the 18th November 2018. | n/a |
| Good Governance & Public Participation | To become the best performing Municipality, in all respects | Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development. | Corporate Services (HR) | Ensure that the LLF is functioning properly and fulfilling its mandate by having 6 Meetings annually | n/a | n/a | n/a | 6 | 2 Meetings | On Target | 2 meetings held.  29th November and 5th December 2018. | n/a |
| Good Governance & Public Participation | To become the best performing Municipality, in all respects | Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development. | Municipal Manager /Communications | Number of quarterly External Newsletters distributed to stakeholders by 30th June 2019 | 23,000. | 0 | 0% | 60 000 | Quarterly External Newsletters distributed. | On Target | External newsletter distributed in December 2018. | n/a |
| Good Governance & Public Participation | To become the best performing Municipality, in all respects. | Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development. | Corporate services | Maintain updated housing beneficiary list and submit to Corporate service standing committee on a quarterly basis by 30th June 2019. | n/a | n/a | n/a | 4 | Updated beneficiary list and quarterly submission to the Department of Human Settlement | On Target | Housing Beneficiary list for the 2nd quarter was tabled to the corporate service standing committee on the 7th November and to Council on the 13th December 2018. | n/a |
| Good Governance & Public Participation | To become the best performing Municipality, in all respects. | Ensuring that Ward Committees have been established and are functioning properly, and that a CDW has been appointed in each Ward. | Municipal Manager/ Ward Co-ordinator | Quarterly Ward Committee meetings with consolidated quarterly reports to council until 30 June 2019. | n/a | n/a | n/a | 4 | Ensure quarterly ward committee meetings  With consolidated quarterly report to council. | On Target | On Target except on the appointment of CDWs which still need to appointed but this is Provincial appointments. | Appointment of CDW’s to be finalized. |
| **BACK TO BASICS – KPA – Sound Financial Management** | | | | | | | | ***PERFORMANCE MILESTONES*** | | | | |
| KPA | Objective | Strategy | Department | KPI | Budget | Expenditure | Expenditure % | Annual Target | Quarter 2 Target | On Target/Not on Target | Actual Output | Reason for Variance and Plan of Action |
| Sound Financial Management | To become a financially viable and sustainable Municipality. | The development and implementation of a Funding Strategy. | Finance | 100% expenditure of Municipal Grants by 30th June 2019. | 141,958,110.00 | 74,769,783. | 52.6% | 100% | 30% | On Target | 52.6% of all grants spent | n/a |
| Sound Financial Management | To receive a Clean Audit Opinion from the Auditor-General. | Implementation and execution of an Audit Action Plan. | Finance | 100% Reporting compliance by submitting s71, s72 and s52d reports within legislated timeframes 30th June 2019. | n/a | n/a | n/a | 100% | 100% compliance to Financial Planner Deadlines | Not on Target | No Output | Implement procedures to ensure month end and year end procedures are done quicker to ensure on time reporting |
| Sound Financial Management | To receive a Clean Audit Opinion from the Auditor-General. | Implementation and execution of an Audit Action Plan. | Finance | Improve Outcome of the AG report: Execute action plan to address previous findings by 30 June 2019. | n/a | n/a | n/a | 1 | n/a | On Target | No output required for this quarter. | n/a |
| Sound Financial Management | To receive a Clean Audit Opinion from the Auditor-General. | Implementation and execution of an Audit Action Plan. | Finance (Assets) | Verification of the completeness of the Asset Register (Asset Register compliant to GRAP standards) | n/a | n/a | n/a | 100% | All purchases captured and updated on Asset Register and Follow up on queries of Auditor General | On Target | All purchases captured, Recon performed and annual verification performed | n/a |
| Sound Financial Management | To become a financially viable and sustainable Municipality. | Alignment of the Budget to the IDP’s Development Priorities. | Municipal Manager | Percentage CAPEX of budget spend by 30th June 2019. | 44,883,600.00 | 8,672,014.00 | 20% | 100% | 30% spent | Not on Target | 20% expenditure | RBIG to be adjusted as JV project will not continue. INEP business plan indicates expenditure mainly in 3rd quarter. |
| Sound Financial Management | To become a financially viable and sustainable Municipality. | Alignment of the Budget to the IDP’s Development Priorities. | Municipal Manager | Percentage OPEX of budget spend by 30th June 2019. | 366,051,106.00 | 169,538,484.00 | 46% | 80% | 55% spent | Not on Target | 46% | Cash flow constraints. Also depreciation charges and debt impairment calculation only done at year end |
| Sound Financial Management | To adopt a realistic, credible and funded Annual Budget | Alignment of the Budget to the IDP’s Development Priorities. | Municipal Manager | 2019//2020 Budget approved by Council by 31 May 2019. | n/a | n/a | n/a | 1 | Budget priorities developed | On Target | Process plan adopted by Council during August 2018 | Draft Budget processes on Target |
| Sound Financial Management | To become a financially viable and sustainable Municipality. | Implementation and execution of the Financial Recovery Plan – robust plans for the repayment of debt and/or maintain a healthy level of cash reserves and assets in order to meet unexpected costs. | Finance | Improve collection rate on service debtors to address cash flow constraints by 30th June 2019  (Service debtors/service debt collected) | n/a | n/a | n/a | 90% | 50% | On Target | 83% collection on services | n/a |
| Sound Financial Management | To become a financially viable and sustainable Municipality. | Implementation and execution of the Financial Recovery Plan – robust plans for the repayment of debt and/or maintain a healthy level of cash reserves and assets in order to meet unexpected costs. | Finance | Financial recovery plan implemented and monitored by submissions quarterly to EXCO by 30th June 2019. | n/a | n/a | n/a | 4 | Ensure compliance with Financial recovery plan deadlines by submitting implementation progress report quarterly to EXCO | Not on Target | No reports submitted | Reports to be submitted quarterly to EXCO |
| Sound Financial Management | To become a financially viable and sustainable Municipality. | Stringent implementation and execution of the Municipality’s Credit Control & Debt Collection Policy. | Finance | Effective control over 80% collection of property rates: by 30 June 2019.  Property rates collected/ property rate debtors. | n/a | n/a | n/a | Ensure average 80% recovery rate of property rates billed by 30 June 2019. | Ensure effective recovery of property rates  40% | On Target | 68.9% average collection rate. | n/a |
| Sound Financial Management | To receive a clean audit opinion from the Auditor General. | Implementation and execution of the Financial Recovery Plan – robust plans for the repayment of debt and/or maintain a healthy level of cash reserves and assets in order to meet unexpected costs. | Finance | Average number of days taken for creditors to be paid:  Creditors Payment Period  Creditors Outstanding/Credit Purchases  (Operating & Capital) x 365  (Norm is 30 days) | n/a | n/a | n/a | 30 days | 30 days | Not on Target | 153 days as at 30 June 2018 | Long outstanding creditors from amalgamation such as AG, Eskom and SALGA. Cash flow constraints |