



Dr. Beyers Naudé

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*Dr. Beyers Naudé
Local Municipality
Fourth Quarter
Performance Report
2019-2020*

SDBIP (FOURTH QUARTER) PERFORMANCE REPORT

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DR BEYERS NAUDÉ LOCAL MUNICIPALITY

SDBIP ANALYSIS REPORT – FOURTH QUARTER

01 APRIL 2020 – 30 JUNE 2020

INTRODUCTION

The purpose of this report is to inform Council, Relevant stakeholders and the Community regarding the progress made with the achievement of key performance indicators, development priorities and objectives as determined in the Service Delivery Budget Implementation Plan (SDBIP) from 01 April 2020 to 30 June 2020.

1. LEGISLATIVE REQUIREMENT

- (a) The SDBIP is defined in terms of Section 1 of the Municipal Finance Management Act (MFMA), no. 56 of 2003, and the format of the SDBIP is prescribed by MFMA Circular 13.
- (b) Section 41(1)(e) of the Municipal Systems Act (MSA), no 32 of 2000, prescribes that a process must be established of regular reporting to Council. This process is detailed Performance Management Policy of the Municipality.
- (c) The Audit Committee also emphasized that Quarterly Performance Reports should be submitted for review and tabled before Council to note.

2. BACKGROUND TO THE FORMAT AND MONITORING OF THE SDBIP

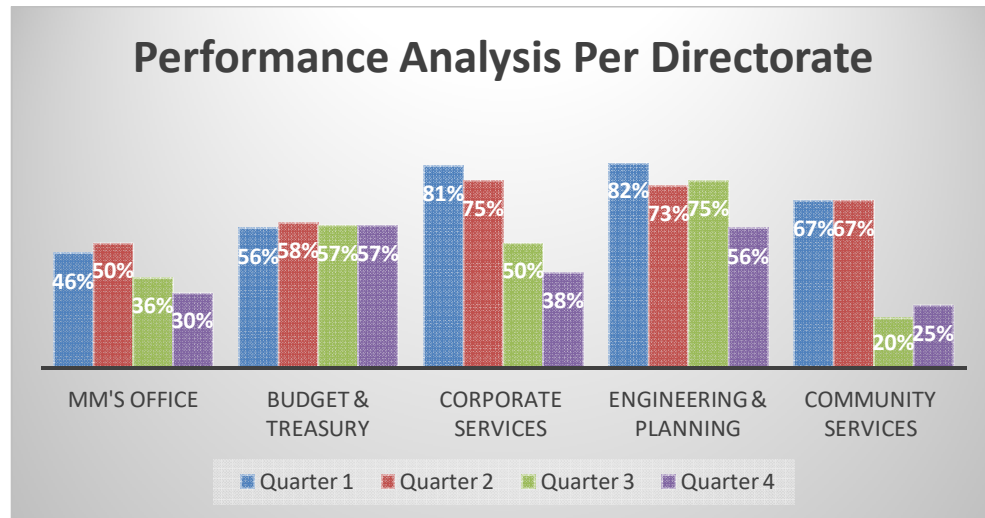
- (a) The SDBIP consists of a Top Layer and Departmental Performance Plan will be developed for each individual department.
- (b) The Top Layer SDBIP measure the achievement of performance indicators with regard to the provision of basic services as prescribed in Section 10 of the Local Government: Municipal Planning and Performance Regulations of 2001, National Key Performance Areas and strategic objectives as detailed in the Integrated Development Plan (IDP).

3. MONITORING

- (a) The Municipality utilizes a manual process, whereby actual performance is monitored on a monthly basis.
- (b) On the 10th day of every month, monthly reports from budget driving officials are received, for updates of the previous month's actual performance as a control measure to ensure that performance is updated and monitored on a monthly basis.
- (c) The process requires key performance indicator owners to update **performance output** for each key performance indicator, which provides a clear indication of the actual status and serves as part of the portfolio of evidence for audit purposes.
- (e) In terms of Section 46(1) (a) (iii) of the Municipal Systems Act the Municipality must reflect annually in the Annual Performance Report on measures taken to improve performance, in other words targets not achieved. The process utilized requires **corrective actions/Plan of actions** to be captured for targets not achieved.

4. ACTUAL FOURTH QUARTER PERFORMANCE, 01 APRIL TO 30 JUNE 2020

For the nine months of the financial year, the Municipal administration achieved a percentage of **42%** overall, for implementation of planned performance targets.



SDBIP ANALYSIS REPORT (ACTUAL PERFORMANCE) – CAPITAL BUDGET PROJECTS - 2019/2020

Infrastructure Development

Number of projects: 16

Number of projects completed/ on Target: 10

Number of projects Not on Target: 6

Percentage on Target: 63%

Total Budget per focus area versus expenditure:

Objective	Strategy	KPI	Wards	Responsible Person	Funding Source	Budget	Expenditure	Expenditure %	PERFORMANCE FOR QUARTER 4				
									Annual Target	Quarter 4 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.	Installation of pipelines and equipping of 2 boreholes by 30 th June 2020.	1	Engineering and Planning	External MIG	4,740,839.00	4,740,831,30	99.99%	3000m pipeline installed and 2 boreholes equipped.	Equip 2 boreholes	Not on Target	Pipeline complete.	boreholes to be equipped in new FY, Budget cut due to COVID 19
To adequately increase bulk	Upgrade reticulation system by	Rehabilitation of 1 existing borehole by	8, 9 & 13	Engineering and Planning	OTP	4,210,000.00	4,209,676.01	100%	1 Borehole rehabilitated	n/a	On Target	1 Borehole rehabilitated.	n/a

water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure	systematically replacing old installations.	31 March 2020.										Project complete	
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 hydrological survey's and census conducted in to determine future development in Graaff-Reinet by 30 th June 2020.	3,4,5,6, 14	Engineering and Planning	DWS - WSIG	7,000,000.00	7,000,000	100%	1 Hydrological survey	Produce survey report	On Target	1 Hydrological survey report. Project completed	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.	Number of hydrological survey's and census conducted to determine future development in Rietbron by 30 th June 2020.	8	Engineering and Planning	DWS	1,291,562.00	1,291,562	100%	1 Hydrological survey	Produce survey report	On Target	1 Hydrological survey report. Project completed	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.	Installation and equipment of 5 new boreholes by 30 th June 2020.	3,4,5,6, 14	Engineering and Planning	DWS - RBIG	6,000,000.00	4,123,361	68.7%	5 Boreholes equipped	Complete Project	On Target	5 Boreholes equipped. Project completed	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.	Number of boreholes drilled and equipped in the National Park, Graaff-Reinet by 30 th June 2020.	3,4,5,6, 14	Engineering and Planning	DWS-WSIG	9,988,305.00	7,000,000	70%	3 boreholes drilled and equipped.	3 boreholes drilled and equipped	Not on Target	Contractor appointed in June 2020, Procurement delayed with 3 months due to COVID 19	Project delayed with 3 months.
To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all	Upgrade reticulation system by systematically replacing old installations.	Number of boreholes drilled and equipped in Graaff-Reinet by 30 th June 2020.	3,4,5,6, 14	Engineering and Planning	COGTA	6,400,000.00	6,388,391.63	99.8%	6 boreholes drilled and equipped.	6 boreholes drilled and equipped	Not on Target	6 boreholes drilled and equipped. Project completed	n/a

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.	Upgrade 350m pipeline (various diameters – 70 -160mm) in Jansenville by 30 th June 2020.	11	Engineering and Planning	DWS	450,000.00	441,428	118%	350m pipeline (various diameters)	Upgrade 350m pipeline (various diameters)	On Target	Project completed.	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.	Development of an operational manual to manage the electronic telemetry system in Steytlerville, by 30 th June 2020	12,13	Engineering and Planning	DWS	2,163,799.00	2,524,459	116%	1 operational manual	1 operational manual developed to manage the telemetry system in Steytlerville.	On Target	2 boreholes and pump refurbished, all stations new telemetry installed with new communication tower.	n/a
To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly	Upgrade reticulation system by systematically replacing old installations.	Number of pumps procured for Steytlerville and Aberdeen by 30 th June 2020.	1,12,13	Engineering and Planning	External COGTA Covid Relief	280,000.00	0	0%	2 pumps	Procurement of 2 pumps.	Not on Target	Project not implemented.	Due shortage of funds, a budget adjustment was requested from NDMC to allocate this funds to another

maintain all infrastructure													project.
To adequately upgrade, and or construct waste water treatment works and maintain them on a regular basis.	Upgrade reticulation system by systematically replacing old installations.	Installation of 4 pumps and motors at Nqweba Dam in Graaff-Reinet by 30 th June 2020	3,4,5,6,14	Engineering and Planning	External MIG (Reprioritization)	2,026,000.00	2,418,364.90	119%	4 pumps installed	Installation of 4 pumps	On Target	Installation of 4 pumps	n/a
To adequately upgrade, and or construct waste water treatment works and maintain them on a regular basis.	Upgrade reticulation system by systematically replacing old installations.	Installation of 15 concrete toilet structures and 20 portable toilets in Graaff-Reinet by 30 th June 2020	3,4,5,6,14	Engineering and Planning	External MIG (Reprioritization)	648,390.00	0	0%	15 concrete toilet structure and 20 portable toilets.	Installation of 15 concrete toilet structure and 20 portable toilets.	Not on Target	Project not implemented	Time constraints and approvals.
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.	Drilling of 2 new monitoring boreholes and supply of 700m security fence by 30 th June 2020.	12,13	Community Services	External MIG	2,896,465.00	2,072,800.25	71.56%	2 boreholes drilled and 700m security fence supplied.	Project completed	On Target	2 boreholes drilled and 700m security fence supplied. Project completed.	n/a
To adequately construct,	Develop a Streets & Stormwater	Paving of 2500m ² identified by	3,4,5,6,14	Engineering and Planning	External MIG	3,039,534.00	2,921,069	99%	2500m ² paved.	Project completed	Not on Target	No paving laid, layer works on	Budget cut due to COVID 19

upgrade or install Streets & Stormwater networks and to maintain them on a regular basis	Management Plan that also contains an Implementation & Action Plan that will systematically address the issue of especially Stormwater in the Dr Beyers Naudé LM.	30 th June 2020.										road only.	and 3 months delayed. All road works layer works complete, no paving placed, will be completed in new FY.
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 1600m ² for identified streets in Jansenville by 30 th June 2020.	10,11	Engineering and Planning	External MIG	2,146,400.00	2,146,400	100%	1	Project completed	On Target	Contractor appointed and 3106m ² of paving done. Project completed.	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	Paving of 2000m ² for identified streets in Willowmore by 30 th June 2020.	8,9,13	Engineering and Planning	External MIG	2,314,200.00	2,314,200.00	100%	Paving of 2000m ²	Project completed	On Target	2411 m2 paved. Project completed.	n/a

Stormwater in the Dr Beyers Naudé LM.													
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Institutional Development

Number of projects: 3

Number of projects completed/ On Target: 1

Number of projects Not on Target: 2

Percentage On Target: 33%

Total budget per focus area versus expenditure:

Objective	Strategy	KPI	Wards	Responsible Person	Funding Source	Budget	Expenditure	Expenditure %	PERFORMANCE FOR QUARTER 4				
									Annual Target	Quarter 4 Target	On Target/Not on Target	Actual Output	Reason for Variance and Plan of Action
To improve service delivery by replacing the current fleet with more reliable vehicles.	Equip offices and areas of service delivery with adequate resources.	Number of tractors procured by 30 th June 2020.	Institutional	Community Services	External COGTA COVID Relief	310,000.00	0	0%	1	Procurement and delivery of 1 tractor.	Not on Target	Tractor was included in business plan for Covid-19 relief funds, however at a very late stage it was declined by COGTA.	Further consultation with COGTA regarding purchase of tractor.
To provide sufficient operational	Equip offices and areas of service	Number of laptops procured by	Institutional	Budget & Treasury	External FMG	250,000.00	233,070.00	93%	10	Procurement and delivery of 10	On Target	Procurement and delivery of 10	n/a

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	delivery with adequate resources.	30 th June 2020.									laptops.		laptops.	
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	Equip offices and areas of service delivery with adequate resources.	Number of office furniture procured for Jansenville and Steytlerville offices by 30 th June 2020.	Institutional	Budget & Treasury	External FMG	100,000.00	2,864	3%	5 furniture items.	Procurement and delivery 5 furniture items	Not on Target	All requested furniture items not purchased.	n/a	

compliant													
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SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS

Development Priority: Infrastructure Development

Number of Indicators: 5

Number of indicators on Target: 1

Number of indicators Not on Target: 4

Percentage on Target: 20%

Development Priority: Community Development

Number of Indicators: 4

Number of indicators on Target: 0

Number of indicators Not on Target: 4

Percentage on Target: 0%

Development Priority: Institutional Development

Number of Indicators: 14

Number of indicators on Target: 6

Number of indicators Not on Target: 8

Percentage on Target: 43%

Development Priority: Local Economic Development

Number of Indicators: 7

Number of indicators on Target: 2

Number of indicators Not on Target: 5

Percentage on Target: 29%

Development Priority: Back to Basics – Good Governance

Number of Indicators: 11

Number of indicators on Target: 5

Number of indicators Not on Target: 6

Percentage on Target: 45%

Development Priority: Back to Basics – Sound Financial Management

Number of Indicators: 11

Number of indicators on Target: 5

Number of indicators Not on Target: 6

Percentage on Target: 45%

OVERALL

Total Number of Key Performance Indicators per KPA = 52

Number of Key Performance Indicators on Target/Completed = 19

Number of Key Performance Indicators Not on Target = 33

Percentage on Target = 37%

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 4 Target	On Target/ Not on Target	Actual Output	Reason for Variance and Plan of Action
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.	Vote: 9/244-24-33	n/a	n/a	156	39 Samples	Not on Target	No output	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.	N/A	n/a	n/a	85%	85%	Not on Target	Quality of water can only be determined by testing and results from laboratory.	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	Systematically upgrade existing infrastructure; replace and rehabilitate where applicable.	Engineering and Planning	Number of water meters installed in DBNLM to reduce water losses in by 30 th June 2020.	6,7000,000	n/a	n/a	618	300 meters installed	On Target	3483 water meters installed.	n/a

	debtor's database for monthly billing purposes.											
Infrastructure and Service Delivery	The eradication of illegal dumping and littering and creation of clean and healthy urban areas and surrounding environment .	Develop a new Integrated waste management plan for Dr. Beyers Naude Municipality and review it regularly	Community Services	Number of waste management plans developed by 30 th June 2020	n/a	n/a	n/a	1	Workshop Draft waste management plan and table before Council for adoption.	Not on Target	Waste management plan in draft form. Public participation is required.	Public participation to commence
Infrastructure and Service Delivery	Effective recycling programmes that will reduce waste volumes at landfill site and create economic opportunities for the Community	Step up educational campaigns to encourage all citizens to take pride in their areas and keep them clean; to recycle at source	Community Services	Number of Waste management Campaigns held at ward meetings, schools and other institutions by 30 th June 2020.	2,500	n/a	n/a	4	2 waste management campaigns per quarter	Not On Target	Cleaning of illegal dumping sites occurred in all wards. Ongoing process.	Waste Management campaigns to be held with cleaning of wards and illegal dumping sites.

COMMUNITY DEVELOPMENT –KPA – Good Governance									PERFORMANCE MILESTONES			
KPA	Objective	Strategy	Department	KPI	Budget	Expenditure	Expenditure %	Annual Target	Quarter 4 Target	On Target/ Not on Target	Actual Output	Reason for Variance and Plan of Action
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 Council established in Dr. Beyer's Naudé Local Municipality by 30 th June 2020.	n/a	n/a	n/a	4	Youth, Local Aids, Local Sports Council and disabled desk established	Not on Target	No council/forums were established due to lockdown regulations.	Forums/councils to be established during 2020/21
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 Functionality of SPU consultative councils/ Forums by providing a quarterly reports to the office of the Municipal Manager and Council.	n/a	n/a	n/a	4	1 quarterly report	Not on Target	No quarterly report was submitted to Council. SPU was responsible to manage homeless shelter during this period.	Progress reports at homeless shelter submitted to JOC meetings.
Good Governance	To fully involve, capacitate and empower the SPU Sector, with	Design programmes and arrange events that will encourage the participation of the SPU sector,	Municipal Manager/ SPU Unit	Number of training programmes for vulnerable groups especially youth	N/A	n/a	n/a	12	Mass Participation Programme in partnership with	Not on Target	Training did not commence due to lockdown regulations.	n/a

	special focus on the Disabled, Youth and Women.	especially the Disabled, Youth and Women.		and disabled citizens by 30 th June 2020.					Environmental Affairs: Tuma Mina, Good Green Deeds Youth Ambassadors programme.			
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 Public Holidays commemorated in 2019/2020	n/a	n/a	n/a	10	Freedom Day Commemoration. Youth Day Commemoration	Not on Target	No commemorations were held due to lockdown regulations.	n/a

INSTITUTIONAL DEVELOPMENT - KPA – Organisational Transformation & Institutional Development	PERFORMANCE MILESTONES
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KPA	Objective	Strategy	Department	KPI	Budget	Expenditure	Expenditure %	Annual Target	Quarter 4 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.	Review the organogram annually.	Corporate Services (HR)	Review organizational structure and table before council by 30 June 2020.	N/A	n/a	n/a	1	Workshop, and table before council for adoption	Not on Target	Still busy with recruitment & selection processes on the current organisational structure	Recruitment & Selection process will be finalised end of September 2020. Review of

												organogram will commence in January 2021 to be approved in May 2021
Organisational Transformation & Institutional Development	To recruit staff with adequate qualifications, skills, training and experience.	Commence with placement process.	Corporate Services (HR)	100% Implementation of placement policy through placement of staff, based on approved Staff establishment by 31 September 2019.	N/A	n/a	n/a	100%	n/a	On Target	No targets planned for the rest of the financial year. Target was to be achieved during the first quarter. One on One session commenced with staff, during the 1 st quarter. Objection Committee report received. Commenced with recruitment and selection process	n/a
Organisational Transformation & Institutional	To recruit staff with adequate qualification	Commence with placement process.	Corporate Services (HR)	% of job description developed for all filled post on	N/A	n/a	n/a	100%	100% of job descriptions developed for all filled	Not on target	Waiting for the placement (recruitment and selection)	n/a

Development	s, skills, training and experience.			the staff establishment by 31 st December 2019.					posts on the staff establishment		process to be finalised	
Organisational Transformation & Institutional Development	To recruit staff with adequate qualifications, skills, training and experience.	Commence with placement process.	Corporate Services (HR)	% of job evaluations completed for all filled post on the staff establishment by 30 th June 2020	N/A	n/a	n/a	100%	100% of job evaluations completed for all post filled on the staff establishment	Not On Target	Waiting for the placement (recruitment and selection) process to be finalised	n/a
Organisational Transformation & Institutional Development	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Corporate Services (HR)	Number of employment equity plans developed by 30 June 2020	N/A	n/a	n/a	1	Workshop with Council and stakeholders Table before Council for adoption.	On Target	EEP was tabled and approved by Council	n/a
Organisational Transformation	To provide sufficient	Implement Plan & Policies and	Corporate	Number of HR plans developed	N/A	n/a	n/a	1	Development of HR plan	Not on	HR Plan in	To be workshopped

<p>& Institutional Development</p>	<p>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.</p>	<p>upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.</p>	<p>Services (HR)</p>	<p>by 31 December 2020.</p>					<p>and workshop with relevant stakeholders</p>	<p>Target</p>	<p>draft form.</p>	<p>with relevant stakeholders</p>
<p>Organisational Transformation & Institutional Development</p>	<p>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</p>	<p>Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.</p>	<p>Corporate Services</p>	<p>Develop a workplace skills plan with an annual training report by 31 March 2020.</p>	<p>N/A</p>	<p>n/a</p>	<p>n/a</p>	<p>1</p>	<p>n/a</p>	<p>On Target</p>	<p>WSP Submitted on 30 May 2020</p>	<p>n/a</p>

	well as be legally compliant.											
Organisational Transformation & Institutional Development	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Finance	Number of municipal policies reviewed 30 June 2020.	N/A	n/a	n/a	12	6 Financial policies reviewed and approved by council.	On Target	Final reviewed budget related policies approved: Credit control and debt collection Tariff policy Supply Chain Management Policy Asset management policy Cash Management, banking & investment policy Budget policy Virement policy Funding and reserve policy Borrowing policy Indigent support policy Rates Policy Contract Management Policy Unauthorised, Fruitless & Wasteful and Irregular Expenditure policy Rewards, gifts and	n/a

											favours policy Inventory management policy Transport and fleet management policy By-laws approved: Tariff by-law Credit control and debt collection by-law Rates by-law	
Organisational Transformation & Institutional Development	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Finance (Supply Chain)	Prepare Supply Chain Management Implementation Compliance through 4 quarterly reports by 30 June 2020.	N/A	n/a	n/a	4	1 Quarterly SCM Report	On Target	1 Quarterly SCM Report	n/a

Organisational Transformation & Institutional Development	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Finance (Supply Chain/ Asset)	Develop and Monitor Contract register for all service providers and provide quarterly reports by 30 June 2020.	N/A	n/a	n/a	4	Contract register Report	On Target	Quarterly contract register report	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.	NA/	n/a	n/a	4	1 SDBIP Performance report submitted to Council By July 2020.	Not on Target	4 th quarter SDBIP report developed but committee meetings only scheduled for August 2020.	n/a
Organisational Transformation & Institutional Development	To provide sufficient operational requirements, furnish and equip	Implement Plan & Policies and upgrade systems accordingly; provide suitable	Corporate Services/ Administration	Monitor Council resolutions by providing 4 quarterly reports on the implementation	N/A	n/a	n/a	4	1	Not On Target	No Ordinary Council meeting to present resolution register for the	Resolution register to be tabled at ordinary council

	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.	training to enable staff to utilize these systems optimally and correctly		of council resolutions.							quarter due to total lockdown	meeting.
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.	NA/	n/a	n/a	1	Update register with all signed lease agreements	Not on Target	Draft lease register	Market related and property values to be finalized.

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 hearings.	Not on Target	No report tabled for the quarter	The last disciplinary report was tabled in February 2020. Due to total shutdown announced in March 2020 no quarterly standing committees took place. The 1 st virtual standing committee is scheduled for August 2020
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LOCAL ECONOMIC DEVELOPMENT - KPA – Local Economic Development								PERFORMANCE MILESTONES				
KPA	Objective	Strategy	Department	KPI	Budget	Expenditure	Expenditure %	Annual Target	Quarter 4 Target	On Target/ Not on	Actual Output	Reason for Variance and Plan of Action

										Target		
Local Economic Development	SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIP ♦ 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	Number of people employed through EPWP to address high unemployment rate in Dr. Beyers Naudé Local Municipality by 30 June 2020.	1,251,000.	1,251,000	100%	188	47 people employed	On Target	541	Na/a
Local Economic Development	SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIP ♦ 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 2020.	n/a	n/a	n/a	15	Report to Council on the assistance and development of SMME's	Not on Target	No report has been sent to council on assistance provided to SMME's, however SMME's were assisted with applying for Covid-Relief Grant	Report to be tabled to EXCO and Council.

	MING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN										funding.	
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 resource mobilisation initiatives conducted to support local businesses by 30 th June 2020	n/a	n/a	n/a	2	1 resource mobilization initiatives conducted to assist local businesses	On Target	SMME's and Emerging farmers were assisted with applications and submission of Covid-Relief funding .	n/a
Local Economic Development	SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT	Develop LED Strategic Plan with an economic Vision for the Municipality.	Municipal Manager /LED Unit	LED strategy developed and approved by 31 December 2019.	N/A	n/a	n/a	1	n/a	Not On Target	The Socio Economic Profile (1 st chapter of the development of the strategy has been completed and has	Public participation to commence.

	MENT ♦ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN										been workshopped with Councillors and Management on the 28 th October 2019. Stakeholder consultation session on the socio- economic profile could not commence due to COVID-19 lockdown regulations	
Local Economic Development	SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦ MAINSTREAMING OF 2ND ECONOMY, YOUTH,	Develop LED Strategic Plan with an economic Vision for the Municipality.	Municipal Manager /LED Unit	Tourism and Marketing strategy developed and approved by council by 31 March 2020.	N/A	n/a	n/a	1	n/a	Not on Target	Tourism and Marketing strategy developed, however consultation to commence with stakeholders and workshop with Council.	Consultation to commence with stakeholders and a workshop to be scheduled with Council.

	DISABLED & WOMEN											
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 policies developed, aimed at increasing Participation in local economy by 30 th June 2020.	n/a	n/a	n/a	2	Table policies/ framework before council for adoption.	Not on Target	No Progress. In order to develop these policies, the LED Strategy first needs to be finalized, The LED strategy gives effect to all other policies that need to be developed within the Local Economic Development Unit.	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	Number of Business forums within Dr. Beyers Naude Municipality established by 30 June 2020.	N/A	n/a	n/a	1	Facilitate the signing of the MOU	Not on Target	All sector forums per town are legalised, however challenges are being experienced with the established of a mother body.	none

	MING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN											
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BACK TO BASICS – KPA – Good Governance & Public Participation								PERFORMANCE MILESTONES				
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KPA	Objective	Strategy	Department	KPI	Budget	Expenditure	Expenditure %	Annual Target	Quarter 4 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 2020/21 by 31 May 2020.	N/A	n/a	n/a	1	(a) 14 x Mayoral Outreach / PP meetings, (b) 1 x IDP SC meeting, (c) 1 x IDP RF meeting, (d) 1 x Final 2020/21 IDP approved by Council.	On Target Not on Target Not on Target On Target	Draft 2020/21 IDP was tabled & adopted on 27/05/2020, Resolution SCOUN-026.2/20. (a) 8 x PP Open Days (one in each Town, from 8 to 12 June 2020) – during 21-day Public Inspection & Comments period 2 to 22 June 2020. (b) & (c) Meetings had to be cancelled as	All scheduled activities and processes running from last week of March through to end of May 2020 were delayed or had to be cancelled as a result of National State of Disaster declaration and COVID-19 lockdown regulations, prohibiting certain activities. BNLM required time to upgrade IT

											a result of COVID-19 lockdown. Information concerning final phase of IDP Review communicated at Management Meetings and at Special Council Meeting of 27/05/2020. Email communication with Sector Depts & other Stakeholders.	systems for Virtual Meetings, and to put measures in place for optimal utilization of printed and digital media platforms – for purpose of promoting community participation and effective information-sharing. Final approval of 2020/21 IDP is scheduled before end of financial year.
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 2020. (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	Not on Target	No Standing Committees for the quarter due to lockdown. No Ordinary Council meeting for the quarter due to lockdown Special	Standing committee to be scheduled for August 2020.

									Resolution Implementation Report submitted to MM.		Council Meetings – 27 May, 12, 29 & 30 June 2020 EXCO – 26 June	
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 2020.	N/A	n/a	n/a	4	Organise MPAC meeting	On Target	2 MPAC meetings	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 2020.	N/A	n/a	n/a	4	Organise Audit Committee meeting	On Target	1 Audit committee meeting	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	1 Meetings	On Target	Special Local Labour Forum 17 June 2020	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 30 June 2020	N/A	n/a	n/a	26 000	6500 Quarterly External Newsletters distributed.	Not On Target	No external newsletter distributed. Communication shared externally via media platforms.	Newsletters to be distributed.
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	Revise communications policy and strategy with quarterly implementation reports	N/A	n/a	n/a	3	Annual implementation report	Not on Target	No output.	Communication policy and strategy to first be workshopped with stakeholders. Communication policy and strategy to be tabled before council.
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	Corporate services	Maintain updated housing beneficiary list and submit to Corporate service standing committee on a quarterly basis by 30 June	N/A	n/a	n/a	4	Updated beneficiary list and quarterly submission to the Corporate Service Standing Committee.	Not on Target	No standing committee this quarter.	Due to total shutdown announced in March 2020 no quarterly standing committees took place. The 1 st virtual standing

		participation and promote socio-economic development.		2020.								committee is scheduled for August 2020.
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	Number of Service Delivery Roadshows held, to provide feedback to communities by 30 th June 2020	n/a	n/a	n/a	2	n/a	On Target	No output required for this quarter	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 2020.	N/A	n/a	n/a	4	Ensure quarterly ward committee meetings With consolidated quarterly report to council.	Not On Target	No consolidated quarterly report as not all ward are having meetings.	Ward councillors to ensure quarterly ward meetings are held.
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-	Corporate Services	Quarterly reports from the customer care call centre submitted to EXCO.	N/A	n/a	n/a	4	Quarterly reports from the customer care call centre on status of all complaints received.	Not on Target	No standing committee meeting for the quarter	Standing committee's scheduled for July 2020.

sharing, enhance public participation and promote socio-economic development.

BACK TO BASICS – KPA – Sound Financial Management

PERFORMANCE MILESTONES

KPA	Objective	Strategy	Department	KPI	Budget	Expenditure	Expenditure %	Annual Target	Quarter 4 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.	Municipal Manager	100% expenditure of Municipal Grants by 30 June 2020.	147,682,055	144,134,686	99.95%	100%	100%	Not on Target	99.95%	n/a
Sound Financial Management	To receive a Clean Audit Opinion from the Auditor-General.	Implementation and execution of an Audit Action Plan.	Municipal Manager/ Finance	100% Reporting compliance by submitting s71, s72 and s52d reports within legislated timeframes 30 June 2020.	n/a	n/a	n/a	100%	100% compliance to Financial Planner Deadlines	On Target	100% reporting compliance by submitting s71, s72 and s52d reports within legislated timeframes.	n/a
Sound Financial Management	To receive a Clean Audit Opinion from the Auditor-General.	Implementation and execution of an Audit Action Plan.	Municipal Manager	Improve Outcome of the AG report: Execute action plan to address previous findings by 30	n/a	n/a	n/a	1	All audit findings for 18/19 addressed in terms of audit action plan.	On Target	All actions to address findings with target dates 30 th June 2020, has been	n/a

				June 2020.							implemented	
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 conduct an Annual review of the condition and useful life of assets.	Not on Target	All purchases captured on the asset register. Delay by national lockdown to finalise review of useful life of assets, as per 4 th quarter target.	Review of useful life of assets to be finalised.
Sound Financial Management	To become a financially viable and sustainable Municipality.	Alignment of the Budget to the IDP's Development Priorities.	Municipal Manager	Percentage CAPEX of budget spend by 30 June 2020.	147,682,055	144,134,686	99.95%	100%	100%	Not On Target	99.95%	n/a
Sound Financial Management	To become a financially viable and sustainable Municipality.	Alignment of the Budget to the IDP's Development Priorities.	Municipal Manager	Percentage OPEX budget spend by 30 th June 2020.	402,317,915	389,068,256	96%	80%	80% spent	On Target	96% expenditure.	n/a
Sound Financial Management	To adopt a realistic, credible and funded Annual	Alignment of the Budget to the IDP's Development	Municipal Manager	2020//2021 Budget approved by Council by 31	N/A	n/a	n/a	1	Approved by Council on the 31 st May 2020.	Not on Target	Budget approved by Council on 30 th June 2020 and re-	The coronavirus pandemic resulted in difficulty to

	Budget	Priorities.		May 2020.							submitted on the 13 th July 2020	comply with normal budget process for the 2020/2021-2023 MTREF processes
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 June 2020 (Service debtors/service debt collected)	N/A	n/a	n/a	90%	90%	On Target	92%	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	Finance	Financial recovery plan implemented and monitored by submissions quarterly to EXCO by 30 June 2020.	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	Financial recovery implementation plan not submitted quarterly to EXCO.	Financial recovery plan to be revised and implementation reports to be submitted to EXCO and Council.

		costs.										
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 2020. Property rates collected/ property rate debtors.	N/A	n/a	n/a	Ensure average 80% recovery rate of property rates billed by 30 June 2020.	Ensure effective recovery of property rates 80%	On Target	81.59%	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	341 days	The municipality is experiencing cash flow problems and creditors cannot be paid within the legislatively required 30 days. The municipality has reviewed its Financial Recovery plan to ensure improved financial health and is currently busy with developing a

