**3. NON- FINANCIAL PERFORMANCE- TOP LAYER SDBIP**

**3.1 Office of the Municipal Manager**

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| **Ref** | | **Directorate** | | **IDP Objective** | | **KPA** | | **KPI** | | **Unit of Measurement** | | **Overall Performance** | |  |  | | |  |
| **Mid-Year Target** | | **Actual** | **Reason for Deviation** | | | **Corrective Measure** |
| **DIRECTORATE: MUNICIPAL MANAGER** | | | | | | | | | | | | | | | | | | |
| TL 1 | Municipal Manager | | Accelerate institution transformation | | MT&ID | | Recruitment and selection | | Filling of the vacancy of the Chief Financial Officer within 3 months of advertisement | | 30-09-2018 | | 0 | | | Recruitment and selection processes are in progress in term of filling the vacancy of the CFO | The municipality to fill the vacancy of the CFO before the end of the financial year | |
| TL 2 | Municipal Manager | | Accelerate institution transformation | | MT&ID | | Employments contracts | | Entering into performance agreements with the employer within 30 days of date of appointment/60 days for new appointees | | 4 | | 3 | | | This is due to the vacancy of the CFO | The municipality to fill the vacancy of the CFO before the end of the financial year | |
| TL3 | Municipal Manager | | Improve institutional performance | | MT&ID | | Performance Management | | Assessment of the Performance of Senior Management on a quarterly basis | | 2 | | 0 | | | A submission in terms of the appointment of a committee to assess the performance of Senior Management was made to Council and Council has not yet resolved on the matter | A follow-up to be made with Council about the appointment of the committee. | |
| TL4 | Municipal Manager | | Improve institutional performance | | MT&ID | | Performance Management | | No. of performance analysis reports to Management on a quarterly basis | | 2 | | 2 | | | - | - | |
| TL5 | Municipal Manager | | Improve institutional performance | | GGPP | | Overseeing the functionality of Audit Committee | | Quarterly Audit Committee meetings | | 2 | | 4 | | | - | - | |
| TL6 | Municipal Manager | | Improve Intergovernmental Relations | | GGPP | | Providing support to Local Municipalities through Technical IGR engagements | | No. of Technical IGR meetings held | | 2 | | 0 | | | The Technical IGR did not sit as planned during the half of the financial year | The Municipal Manager to resuscitate the Technical IGR | |
| TL7 | Municipal Manager | | Improve institutional performance | | GGPP | | Overseeing the functionality of the Risk Management Committee | | Quarterly Risk Management Committee meetings | | 2 | | 2 | | | - | - | |
| TL8 | Municipal Manager | | Improve institutional performance | | GGPP | | Improved audit outcomes | | Monitoring the implementation of AGSA audit action plan and report quarterly | | - | | - | | | - | Not projected | |
| TL9 | Municipal Manager | | Improve the accuracy and integration of various components of the Financial System to enable proper financial planning and reporting | | MFV&M | | Ensure compliance with Section 32 of the MFMA | | Months without irregular, unauthorised, fruitless and wasteful expenditure | | 6 | | 6 | | | - | - | |
| TL10 | Municipal Manager | | Improve the accuracy and integration of various components of the Financial System to enable proper financial planning and reporting | | MFV&M | | Effective Management of discipline | | Establishment of the Financial Misconduct Committee on or before 30-Sep-2018 | | 30-09-2018 | | 1 | | | - | - | |

**3.1.2 Chief Financial Officer**

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| **Ref** | | **Directorate** | | **IDP Objective** | | **KPA** | | **KPI** | | **Unit of Measurement** | | **Overall Performance** | |  | |  | |  |
| **Mid-Year Target** | | **Actual** | | **Reason for Deviation** | | **Corrective Measure** |
| **DIRECTORATE: CHIEF FINANCIAL OFFICER** | | | | | | | | | | | | | | | | | | |
| TL11 | Financial Services | | To achieve a clean administration for 2018 and beyond | | MFV&M | | Annual Financial Statements | | Compilation AFS on or before 31 Aug 2018 and submission to AGSA | | 1 | | 1 | | - | | - | |
| TL12 | Financial Services | | To achieve a clean administration for 2018 and beyond | | MFV&M | | Oversee the review and implementation of the Audit Action Plan | | Updated Action Plan | | - | | - | | - | | Not projected | |
| TL13 | Financial Services | | Improve the accuracy and integration of various components of the Financial System to enable proper financial planning and reporting | | MFV&M | | Review of journals prior capturing on the financial system( pastel) | | Monthly review of journal entries | | 6 | | 6 | | - | | - | |
| TL14 | Financial Services | | Improve the accuracy and integration of various components of the Financial System to enable proper financial planning and reporting | | MFV&M | | Ensure that the FMG conditional operational grant is fully utilised by 30 June 2019 | | % of FMG conditional operational grant spent on a quarterly basis | | 50% | | 23.23% | | This is due to the projects that are unfolding in a slow pace | | The municipality to fully spent the grant on or before the end of the financial year | |

**3.1.3 Director: Corporate Services**

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| **Ref** | | **Directorate** | | **IDP Objective** | | **KPA** | | **KPI** | | **Unit of Measurement** | | **Overall Performance** | |  | |  | |  |
| **Mid-Year Target** | | **Actual** | | **Reason for Deviation** | | **Corrective Measure** |
| **DIRECTORATE: CORPORATE SERVICES** | | | | | | | | | | | | | | | | | | |
| TL15 | Corporate Services | | Accelerate institution transformation | | MT&ID | | Oversee the compilation and the submission of the WSP | | WSP approved by the LLF and submitted to LGSETA in April 2019 | | - | | - | | - | | Not projected | |
| TL16 | Corporate Services | | Accelerate institution transformation | | MT&ID | | Employment Equity | | Monitor and report on the implementation of the Employment Equity Plan | | - | | - | | - | | Not projected | |
| TL17 | Corporate Services | | Accelerate institution transformation | | MT&ID | | Work Skills Plan | | No of trainings planned for the 2018/2019 financial year | | - | | - | | - | | Not projected | |
| TL18 | Corporate Services | | Improve institutional performance | | GG&PP | | Planning of the sitting of Council and Council Committees | | Develop schedule for the sitting of Council and Council Committees and table before Council | | 1 | | 1 | | - | | - | |
| TL19 | Corporate Services | | Improve institutional performance | | GG&PP | | Ensure that Council sits as regulated by the MSA( Act 32 of 2000) | | No. of Council meetings | | 2 | | 4 | | - | | - | |
| TL20 | Corporate Services | | Improve institutional performance | | GG&PP | | Implementation of Council Resolutions | | No of reports to Council on the implementation of Council Resolutions | | 2 | | 2 | | - | | - | |
| TL21 | Corporate Services | | Accelerate institution transformation | | MT&ID | | Ensure Functionality of the Local Labour Forum | | No. of Local Labour Forum meetings | | 2 | | 1 | | The first meeting of the LLF could not sit due to non-availability of members therefore a quorum could not be formed | | Members to adhere to the approved schedule of the LLF sittings | |
| TL22 | Corporate Services | | Accelerate institution transformation | | MT&ID | | Employee Wellness | | No of Employee Wellness programmes planned | | 2 | | 3 | | - | | - | |

**3.1.4 Director: Planning and Social Development**

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| **Ref** | | **Directorate** | | **IDP Objective** | | **KPA** | | **KPI** | | **Unit of Measurement** | | **Overall Performance** | |  | |  | |  |
| **Mid-Year Target** | | **Actual** | | **Reason for Deviation** | | **Corrective Measure** |
| **DIRECTORATE: PLANNING AND SOCIAL DEVELOPMENT** | | | | | | | | | | | | | | | | | | |
| TL23 | Planning and Social Development | | Facilitate provision of water and sanitation services to all residents of Xhariep | | BSD | | Maintaining and improving the standard of water quality | | Reports to Council on monthly audit samples and compliance to SANS 241 | | 2 | | 0 | | No reports on compliance to SANS 241 due to non-availability of laboratory results | | The municipality to pay the service provider as soon as the financial position of the municipality improves | |
| TL24 | Planning and Social Development | | Improved employment opportunities | | LED | | Job Creation | | No. of jobs opportunities created through the EPWP | | 100 | | 99 | | This is due to extensions of existing contracts | | The municipality will appoint more labourers as planned. | |
| TL25 | Planning and Social Development | | Responsive economic infrastructure and networks | | LED | | Ensure participation of all local municipal managers towards the implementation of LED | | No of LED Forums | | 2 | | 2 | | - | | - | |
| TL26 | Planning and Social Development | | Create enabling environment of investment | | LED | | Lobbying of external stakeholders to invest in Xhariep | | No. of stakeholder engagement meetings | | 1 | | 2 | | - | | - | |
| TL27 | Planning and Social Development | | Full compliance with environmental legislation | | BSD | | Oversee Improvement of EH Audit from the National Department of Health | | Monitoring and implementation of the action Plan of the National Department of Health on Environmental Health matters | | 2 | | 2 | | - | | - | |
| TL28 | Planning and Social Development | | Provide disaster management, Fire and Rescue Services to the residents of Xhariep | | BSD | | Support the implementation of the Disaster Management Plan | | Attending disaster advisory forums, educational and awareness campaigns | | Advisory Forums 2 | | 2 | | - | | - | |
| Educational Awareness campaigns 1 | | 1 | | - | | - | |

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| **3.2 DEPARTMENTAL INDICATORS AND TARGETS**  **3.2.1 Office of the Municipal Manager** | | | | | | | | | | | | |
| **Ref** | **Directorate** | **IDP Objective** | **KPA** | **KPI** | | | **Unit of Measurement** | | **Overall Performance** |  |  |  |
| **Mid-Year Target** | **Actual** | **Reason for Deviation** | **Corrective Measure** |
| **OFFICE OF THE MUNICIPAL MANAGER** | | | | | | | | | | | | |
| D1 | Municipal Manager | Improve institutional performance | GGPP | Implementation of anti-fraud and anti-corruption initiatives | | No of workshops planned to create awareness amongst Councillors and Staff | | - | | - | - | Not projected |
| D2 | Municipal Manager | Improve institutional performance | GGPP | Risk Management | | Development of the Risk Management Register before 30 July 2018 | | 1 | | 1 | - | - |
| D3 | Municipal Manager | Improve institutional performance | GGPP | Risk Assessment | | No. of quarterly risk assessment reports prepared | | 2 | | 2 | - | - |
| D4 | Municipal Manager | Improve institutional performance | GGPP | Improved audit outcomes | | Reduction of audit findings by 80% in the 2018/ 2019 financial year | | - | | - | - | Not projected |
| D5 | Municipal Manager | Improve institutional performance | GGPP | Functional Internal Audit Unit (MFMA 62(1)) |  | No of quarterly reports prepared for Audit Committee | | 2 | | 4 | - | - |
| D6 | Municipal Manager | Improve institutional performance | GGPP | Development of the Risk based audit plan | | Risk based audit plan approved by Audit Committee by 31 August 2019 | | 1 | | 1 | - | - |
| D7 | Municipal Manager | Improve institutional performance | GGPP | Compilation of the draft Annual Report | | Draft Annual Report approved by Council on or before 31 January 2019 | | - | | - | - | Not projected |
| D8 | Municipal Manager | Improve institutional performance | GGPP | Compilation of the Oversight Report on Annual Report (MFMA 129(1) and MSA 46(2) | | Oversight Report adopted by Council on or before 31 March 2019 | | - | | - | - | - |
| D9 | Municipal Manager | Improve institutional performance | GGPP | Mid- Year review of the performance of the municipality (MFMA S72) | | Mid-year report submissions (Mayor, Provincial and National Treasury) by 25 January 2019 | | - | | - | - | - |

**3.2.2 Directorate: Financial Services**

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| **Ref** | **Directorate** | **IDP Objective** | **KPA** | **KPI** | **Unit of Measurement** | **Overall Performance** |  |  | |  |
| **Mid-Year Target** | **Actual** | **Reason for Deviation** | | **Corrective Measure** |
| **DIRECTORATE: FINANCIAL SERVICES** | | | | | | | | | | |
| D10 | Financial Services | Improve the accuracy and integration of various components of the Financial System to enable proper financial planning and reporting | MFV&M | Production of annual Audit file | No of Audit files produced by mid-August 2018 | 1 | 1 | | - | - |
| D11 | Financial Services | Improve the accuracy and integration of various components of the Financial System to enable proper financial planning and reporting | MFV&M | Closing of all municipal financial accounts at the end of each month in terms of sec 65 of the MFMA | No of monthly reports | 6 | 6 | | - | - |
| D12 | Financial Services | Improve the accuracy and integration of various components of the Financial System to enable proper financial planning and reporting | MFV&M | No of creditors reconciliations done monthly (30 days) | No of creditors reconciliation reports submitted | 6 | 6 | | - | - |
| D13 | Financial Services | Improve the accuracy and integration of various components of the Financial System to enable proper financial planning and reporting | MFV&M | Financial Viability: Cost coverage (Reg 796) | Cost coverage ((Available cash+ investments)/ Monthly fixed operating expenditure (SA8) | >1 | 0.44 | | Cash available is not sufficient to cover all municipal expenses | Budget adjustments |
| D14 | Financial Services | Improve the accuracy and integration of various components of the Financial System to enable proper financial planning and reporting | MFV&M | Financial Viability: Debt coverage (Reg 796) | Debt coverage (Total operating revenue-operating grants received)/debt service payments due within the year) (SA8) | >1 | 0.13 | | This is due to Kopanong Local Municipality defaulting in paying rental of the XDM building | The District Municipal Manager has taken the matter up with Kopanong Local Municipality |
| D15 | Financial Services | Improve the accuracy and integration of various components of the Financial System to enable proper financial planning and reporting | MFV&M | Monthly notification of awards over  R 100 000 | List of awards | 6 | 6 | | - | - |
| D16 | Financial Services | Improve the accuracy and integration of various components of the Financial System to enable proper financial planning and reporting | MFV&M | Effective management of payroll by providing the section 66 payroll report on a monthly basis | Monthly reports to management in terms of section 66 of the MFMA | 6 | 6 | | - | - |
| D17 | Financial Services | Improve the accuracy and integration of various components of the Financial System to enable proper financial planning and reporting | MFV&M | Ensure the submission of IRP5's | IRP5's submitted not later than 30 May 2019 to SARS | - | - | | - | Not projected |
| D18 | Financial Services | Improve the accuracy and integration of various components of the Financial System to enable proper financial planning and reporting | MFV&M | Monthly salary reconciliations | No of reconciliations done | 6 | 6 | | - | - |

**3.2.3 Directorate: Corporate Services**

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| **Ref** | | **Directorate** | | **IDP Objective** | | **KPA** | | **KPI** | | **Unit of Measurement** | | **Overall Performance** | |  | |  | |  |
| **Mid-Year Target** | | **Actual** | | **Reason for Deviation** | | **Corrective Measure** |
| **DIRECTORATE: CORPORATE SERVICES** | | | | | | | | | | | | | | | | | | |
| D19 | Corporate Services | | Improved institutional performance | | GGPP | | Draw quarterly resolution execution report for all directorates | | No of reports | | 2 | | 2 | | - | | - | |
| D20 | Corporate Services | | Improved institutional performance | | GGPP | | Monitoring Council resolutions to ensure implementation | | Resolution register submitted to Council on a quarterly basis | | 2 | | 2 | | - | | - | |
| D21 | Corporate Services | | Accelerate institution transformation | | MT&ID | | Employee reward system developed | | Lower level employees entering into performance agreements with the employer as at 01 July 2018 | | 1 | | 0 | | EPAS could not be implemented due to gaps identified in the existing EPAS policy | | Review of the EPAS policy | |
| D22 | Corporate Services | | Improved institutional performance | | GGPP | | Public Participation Plan in place | | Review the public participation Plan/Strategy on or before 30 September 2018 | | 1 | | 0 | | Public Participation Strategy is in a draft form | | The strategy will be finalized with the help of COGTA and will be tabled to Council for adoption | |
| D23 | Corporate Services | | Accelerate institution transformation | | MT&ID | | Development of the Works Skills Plan | | WSP approved by the LLF and submitted to the LGSETA on or before 30 April 2019 | | - | | - | | - | | Not projected | |
| D24 | Corporate Services | | Accelerate institution transformation | | MT&ID | | Implementation of the Employment Equity Plan | | % of employees from the designated groups | | 95% | | 94% | | This due to resignations and vacancies that are not filled by the municipality due to budget constraints | | The municipality to fill all budgeted vacancies as soon as the financial position of the municipality improves | |
| D25 | Corporate Services | | Accelerate institution transformation | | MT&ID | | Occupational Health and Safety | | Occupational Health and Safety quarterly inspections | | 1 | | 0 | | This could not be performed as the municipality has not implemented all issues raised in the contravention notice and improvement notice of the DoL during the first OHS inspection | | The municipality to address all issues raised in the contravention notice and improvement notice of the DoL as soon as its financial position improves | |
| D26 | Corporate Services | | Accelerate institution transformation | | MT&ID | | Employee Wellness | | Development of the employee wellness Calendar | | 1 | | 1 | | 1 | | 1 | |

**3.2.4 Directorate: Planning and Social Development**

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| **Ref** | **Directorate** | **IDP Objective** | **KPA** | | **KPI** | **Unit of Measurement** | **Overall Performance** | |  |  |  |
| **Target** | | **Actual** | **Reason for Deviation** | **Corrective Measure** |
| **DIRECTORATE PLANNING AND DEVELOPMENT** | | | | | | | | | | | |
| D27 | Planning and Social Development | Improved employment opportunities | LED | Implementation of the Expanded Public Works Programme | | No of quarterly reports on the EPWP progress, grant, staff and wages paid submitted to the MM/ Council | | 2 | 2 | - | - |
| D28 | Planning and Social Development | Improved employment opportunities | LED | Report on the implementation of the EPWP | | No. of EPWP steering committee meetings held quarterly | | 2 | 1 | The meeting that was scheduled for the second quarter was postponed due to non-availability of relevant stakeholders | The meeting is scheduled for the 18th January 2019. |
| D29 | Planning and Social Development | Improved employment opportunities | LED | Expenditure of the EPWP Grant | | 100% Expenditure by end of June 2019 | | 50% | 72% | - | - |
| D30 | Planning and Social Development | Improve public participation | GGPP | Develop IDP / Budget (Time schedule of key deadlines (Process Plan) (MSA 28 / MFMA 21) | | Approved IDP Framework and Process Plan on or before 31 Aug 2018 | | 1 | 1 | - | - |
| D31 | Planning and Social Development | Improve public participation | GGPP | IDP and Budget Public Participation meetings | | No of meetings held before the approval of the IDP and Budget | | - | - | - | Not projected |
| D32 | Planning and Social Development | Improve public participation | GGPP | Compile final IDP (MSA 34) | | Final IDP approved by Council on or before 30 June 2019 | | - | - | - | Not projected |
| D33 | Planning and Social Development | Sustainable tourism destinations | LED | Making tourism awareness to schools and communities | | No. of tourism awareness campaigns conducted quarterly | | 2 | 2 | - | - |
| D34 | Planning and Social Development | Provide environmental health services to the residents of Xhariep | BSD | Environmental Health services | | No. of person attending Health Education programmes/projects | | 300 | 805 | - | - |
| D35 | Planning and Social Development | Facilitate provision of water and sanitation services to all residents of Xhariep | BSD | Water quality monitoring | | No of quarterly water quality reports submitted to Council | | 2 | 1 | No reports on water quality due to non-availability of laboratory results | The municipality to pay the service provider as soon as the financial position of the municipality improves |
| D36 | Planning and Social Development | Facilitate provision of water and sanitation services to all residents of Xhariep | BSD | Water quality monitoring | | No of water quality samples collected per local municipality | | Mohokare 36 | 6 | Samples were collected for the period under review. Results for other months are withheld due to nonpayment of invoices | The municipality to pay the service provider as soon as the financial position of the municipality improves |
| Letsemeng 54 | 9 |
| Kopanong 108 | 18 |
| D37 | Planning and Social Development | Facilitate provision of water and sanitation services to all residents of Xhariep | BSD | Improve service delivery to communities | | No of quarterly sanitation quality reports submitted to Management/ Council | | 2 | 0 | No reports on sanitation due to non-availability of laboratory results | The municipality to pay the service provider as soon as the financial position of the municipality improves |
| D38 | Planning and Social Development | Provide environmental health services to the residents of Xhariep | BSD | Improve service delivery to communities | | No of quarterly waste water samples taken per local municipality | | Mohokare 6 | 0 | Samples were collected for the period under review. Results are withheld due to nonpayment of invoices | The municipality to pay the service provider as soon as the financial position of the municipality improves |
| Kopanong 4 | 0 |
| Letsemeng 2 | 0 |
| D39 | Planning and Social Development | Provide environmental health services to the residents of Xhariep | BSD | Environmental Health services | | No of Environmental Health awareness conducted | | 6 | 10 | - | - |
| D40 | Planning and Social Development | Provide disaster management, Fire and Rescue Services to the residents of Xhariep | BSD | Disaster Management | | No of municipal disaster management advisory forum meetings held (section 51 of the Disaster Management Act 2002) | | 2 | 2 | - | - |
| D41 | Planning and Social Development | Provide disaster management, Fire and Rescue Services to the residents of Xhariep | BSD | Disaster Management | | No of disaster management progress reports submitted to Council | | 2 | 0 | Disaster management reports were compiled but could not be discussed in Council | Council to consider these reports in their next sitting |
| D42 | Planning and Social Development | Provide disaster management, Fire and Rescue Services to the residents of Xhariep | BSD | Disaster Management | | No of Disaster Management awareness sessions held in the District | | 1 | 1 | - | - |
|  | Planning and Social Development | Provide Sustainable Land Use and Development | SER | Rural Development | | Approval of the Rural Development Plan on or before 30 September 2018 | | 1 |  |  |  |
| D43 | 1 | - | - |