



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

**THE MKHAMBATHINI MUNICIPALITY
AS REPRESENTED BY MUNICIPAL MANAGER
(Duly authorised by Council)**

**MR S MNGWENGWE
850303 6087 083**

And

**MR M.S DLAMINI
891006 5413 082
THE ACTING DIRECTOR FINANCIAL SERVICES
OF THE MUNICIPALITY**

01 July 2020 – 30 June 2021

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Mkhambathini Municipality herein represented by

Mr. S Mngwengwe in his capacity as Municipal Manager
(Hereinafter referred to as the **Mkhambathini Municipality** or **Supervisor**)

And

Mr. M.S Dlamini of the Municipality
(Hereinafter referred to as the **Acting Director : Financial Services**).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The Mkhambathini Municipality has entered into a contract of employment with the **Acting Director: Financial Services Mr. M.S Dlamini. Identity Number, 891006 5413 082** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Mkhambathini Municipality** and the **Acting Director: Financial Services** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved and secure the commitment of the **Acting Director: Financial Services** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties.
- 2.2 specify objectives and targets defined and agreed with the **Acting Director : Financial Services** and to communicate to the **Acting Director : Financial Services** the Mkhambathini Municipality's expectations of the **Acting Director : Financial Services's** performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement.
- 2.4 monitor and measure performance against set targeted outputs.

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- 2.5 use the performance agreement as the basis for assessing whether the **Acting Director: Financial Services** has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the Acting Director: Financial Services; and
- 2.7 give effect to the Mkhambathini Municipality's commitment to a performance-orientated relationship with its **Acting Director: Financial Services** in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **01 July 2020** and will remain in force until **30 June 2021** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the Acting Director: Financial Services contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure B) sets out-
 - 4.1.1 the performance objectives and targets that must be met by the **Acting Director: Financial Services**; and
 - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure C are set by the **Mkhambathini Municipality** in consultation with the **Acting Director : Financial Services** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Mkhambathini Municipality**, and shall include key objectives; key performance indicators; target dates and weightings.
 - 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.

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4.2.4 The weightings show the relative importance of the key objectives to each other.

4.3 **The Acting Director: Financial Services** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Mkhambathini Municipality's** Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

5.1 **The Acting Director: Financial Services** agrees to participate in the performance management system that the **Mkhambathini Municipality** adopts or introduces for the **Mkhambathini Municipality**, management and municipal staff of the **Mkhambathini Municipality**.

5.2 **The Acting Director: Financial Services** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Mkhambathini Municipality**, management, and municipal staff to perform to the standards required.

5.3 The **Mkhambathini Municipality** will consult the **Acting Director: Financial Services** about the specific performance standards that will be included in the performance management system as applicable to the **Acting Director: Financial Services**

5.4 The **Acting Director: Financial Services** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the **Acting Director: Financial Services** responsibilities) within the local government framework.

5.5 The criteria upon which the performance of the **Acting Director: Financial Services** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.

5.5.1 The **Acting Director: Financial Services** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.

5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

5.6 The **Acting Director : Financial Services** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure B**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Mkhambathini Municipality** and **Acting Director : Financial Services**

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	5%
Municipal Institutional Development and Transformation	10%
Local Economic Development (LED)	20%

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Key Performance Areas (KPA's)	Weighting
Municipal Financial Viability and Management	30%
Good Governance and Public Participation	25%
Cross Cutting	10%
Total	100%

5.7 In the case of managers directly accountable to the **Acting Director: Financial Services**, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the **Acting Director: Financial Services** and the relevant manager.

5.8 The CMC's will make up the other 20% of the **Acting Director: Financial Services** Assessment score. CMC's that are deemed to be most critical for Acting Director: Financial Services specific job should be selected (✓) from the list below as agreed to between the **Mkhambathini Municipality** and Acting Director : Financial Services.

LEADING COMPETENCIES		
CORE MANAGERIAL COMPETENCIES (CMC)	COMPETENCY DESCRIPTION	WEIGHT %
1. Strategic Direction and Leadership	Impact and influence institutional Performance Management Strategic Planning and Management Organisational Awareness	5
2. People Management	Human Capital Planning and Development Diversity Management Employee Relations Management Negotiation and dispute Management	8
3. Programme and Project Management	Program and project Planning and Implementation Service Delivery Management Program and Project Management and Evaluation	12
4. Financial Management	Budget Planning and Execution Financial Strategy and Delivery Financial Reporting and Monitoring	5
5. Change Management	Change Vision and Strategy Process Design and Improvement Change Impact Monitoring and Evaluation	6
6. Governance Leadership	Policy Formulation Risk and Compliance Management Cooperative Governance	4
CORE COMPETENCIES		
7. Moral Competencies	Able to identify triggers, apply reasoning that promotes honesty and integrity and consistency display behavior that reflects moral competence.	5
8. Planning and Organising	Able to plan, priorities and organize information and resources effectively to ensure the quality of service delivery and build efficient contingency Plans to manage risk	5
9. Analysis and Innovation	Able to critically analysis information challenges and trends to establish and implement fact-based solutions that are innovative	5

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	to improve institutional processes in order to achieve key strategic objectives.	
10. Knowledge and Information Management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government.	15
11. Communication	Able to share information, knowledge, and ideas in a clear, focused, and concise manner, appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	10
12. Results and Quality Focus	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed	15
13. Results and Quality Focus	Able to maintain high quality standards, focus on achieving results and objects while consistently striving to exceed expectations and encourage others to meet quality standards, further too actively monitor and measure results and quality against identified objectives.	5
TOTAL		100%

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6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure B) to this Agreement sets out -
- 6.1.1 the standards and procedures for evaluating the **Acting Director: Financial Services** performance; and
 - 6.1.2 the intervals for the evaluation of the Acting Director: Financial Services performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Mkhambathini Municipality** may in addition review the **Acting Director: Financial Services** performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Acting Director: Financial Services** performance will be measured in terms of contributions to the goals and strategies set out in the **Mkhambathini Municipality's** IDP.
- 6.5 The annual performance appraisal will involve:
- 6.5.1 **Assessment of the achievement of results as outlined in the performance plan:**
 - (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
 - (b) An indicative rating on the five-point scale should be provided for each KPA.
 - (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.
 - 6.5.2 **Assessment of the CCRs**
 - (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
 - (b) An indicative rating on the five-point scale should be provided for each CCR.
 - (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
 - (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.
 - 6.5.3 **Overall rating**

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An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the **Acting Director : Financial Services** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
	Outstanding performance	Performance far exceeds the standard expected of the Acting Director : Financial Services at this level. The appraisal indicates that the Acting Director : Financial Services has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Acting Director : Financial Services has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Acting Director : Financial Services has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the Acting Director : Financial Services has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the Acting Director : Financial Services has achieved below fully effective results against almost all the performance criteria and indicators as specified in the PA and Performance Plan. The Acting Director : Financial Services has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

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- 6.7 For purposes of evaluating the annual performance of the Mayor, an evaluation panel constituted of the following persons must be established -
- 6.7.1 Executive Mayor or Mayor.
 - 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee.
 - 6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council.
 - 6.7.4 Mayor and/or Mayor from another municipality; and
 - 6.7.5 Member of a ward committee as nominated by the Executive Mayor or Mayor.
- 6.8 For purposes of evaluating the annual performance of managers directly accountable to the Mayor, an evaluation panel constituted of the following persons must be established -
- 6.8.1 Mayor.
 - 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee.
 - 6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
 - 6.8.4 Mayor from another municipality.
- 6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (d) and (e).

7. SCHEDULE FOR PERFORMANCE REVIEWS

- 7.1 The performance of **Acting Director : Financial Services** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	July 2020– September 2020	Before the end of October 2019
Second quarter	October 2020– December 2020	Before the end of January 2020
Third quarter	January 2021– March 2021	Before the end of April 2020
Fourth quarter	April 2021– June 2021	Before the end of July 2020

- 7.2 The **Mkhambathini Municipality** shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the **Mkhambathini Municipality's** assessment of the **Acting Director : Financial Services** performance.
- 7.4 The **Mkhambathini Municipality** will be entitled to review and make reasonable changes to the provisions of Annexure "B" from time to time for operational reasons. The **Acting Director : Financial Services** will be fully consulted before any such change is made.
- 7.5 The **Mkhambathini Municipality** may amend the provisions of Annexure B whenever the performance management system is adopted, implemented, and / or amended. In that

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case the **Acting Director : Financial Services** will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

9. OBLIGATIONS OF THE MKHAMBATHINI MUNICIPALITY

- 9.1 The Mkhambathini Municipality shall –
- 9.1.1 create an enabling environment to facilitate effective performance by the **Acting Director : Financial Services**.
 - 9.1.2 provide access to skills development and capacity building opportunities;
 - 9.1.3 work collaboratively with the **Acting Director : Financial Services** to solve problems and generate solutions to common problems that may impact on the performance of the **Acting Director : Financial Services**;
 - 9.1.4 on the request of the **Acting Director : Financial Services** delegate such powers reasonably required by the **Acting Director : Financial Services** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
 - 9.1.5 make available to the Acting Director : Financial Services such resources as the **Acting Director : Financial Services** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The **Mkhambathini Municipality** agrees to consult the Acting Director : Financial Services timorously where the exercising of the powers will have amongst others –
- 10.1.1 a direct effect on the performance of any of the Acting Director : Financial Services functions;
 - 10.1.2 Commit the **Acting Director : Financial Services** to implement or to give effect to a decision made by the **Mkhambathini Municipality**; and
 - 10.1.3 a substantial financial effect on the **Mkhambathini Municipality**.
- 10.2 The **Mkhambathini Municipality** agrees to inform the **Acting Director : Financial Services** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable **Acting Director : Financial Services** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of **Acting Director : Financial Services** Performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

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11.2 A performance bonus of between 5% to 14% of all-inclusive annual remuneration package may be paid to the **Acting Director : Financial Services** in recognition of outstanding performance to be constituted as follows:

11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

11.3 In the case of unacceptable performance, the **Mkhambathini Municipality** shall –

11.3.1 provide systematic remedial or developmental support to assist the **Acting Director : Financial Services** to improve his or her performance; and

11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Mkhambathini Municipality** may consider steps to terminate the contract of employment of the **Acting Director : Financial Services** on grounds of unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

12.1 Any disputes about the nature of the **Acting Director : Financial Services** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –

12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Acting Director : Financial Services**; or

12.1.2 any other person appointed by the MEC.

12.1.3 In the case of managers directly accountable to the **Acting Director : Financial Services**, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the **Acting Director : Financial Services**; whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

13. GENERAL

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Mkhambathini Municipality**.

12 | Performance Agreement: Acting Director : Financial Services

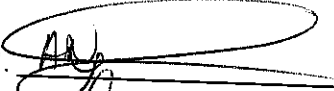

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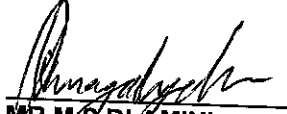
- 13.2 Nothing in this agreement diminishes the obligations, duties, or accountabilities of the **Acting Director : Financial Services** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.
- 13.3 The performance assessment results of the **Acting Director : Financial Services** must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

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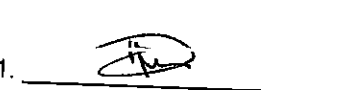
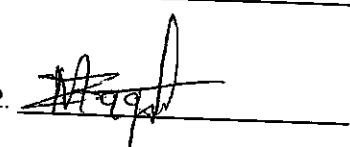
Signed at Camperdown on this the 30 day of June 2020.

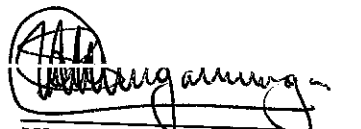
AS WITNESSES:

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MR M.S DLAMINI
Acting Director : Financial Services

AS WITNESSES:

1. 
2. 


MRS MNGWENGWE
Municipal Manager



**ANNUAL PERFORMANCE PLAN, PERSONAL
DEVELOPMENT PLAN AND REVIEW FOR
MANAGERS**

Entered into by and between

**THE MKHAMBATHINI MUNICIPALITY
AS REPRESENTED BY THE
MUNICIPAL MANAGER**

(Duly authorised by Council)

MR S MNGWENGWE

AND

**Mr M.S DLAMINI
ACTING DIRECTOR FINANCIAL SERVICES
[“the Employee”]**

1 July 2020 - 30 June 2021

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5	Outstanding Performance
4	Performance significantly above expectation
3	Fully effective
2	Performance not fully satisfactory
1	Unacceptable Performance

	DLAMINI
	Mbongwa Sidwell
	Mkhambathini Municipality
	Finance
	African
	Male
Employee Number	405
Date of Appointment	24-01-2020
Salary Package	

Performance Plan

Attached as Annexure C

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Calculation on the Core Management Criteria (CMC)

CMC's are based on the eleven core competencies – every Manager should be assessed against all those CMC that are applicable to his/her job. Compulsory CMC for Managers are highlighted below (NOTE: Weights should be taken from the signed performance agreement for the year under review).

1. Strategic Capability and Leadership		10			
2. Programme and Project Management		4			
3. Financial Management	compulsory	10			
4. Change Management		6			
5. Knowledge Management		2			
6. Service Delivery Innovation		8			
7. Problem Solving and Analysis		10			
8. People Management and Empowerment	compulsory	5			
9. Client Orientation and Customer Focus	compulsory	5			
10. Communication		5			
11. Honesty and Integrity		10			

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PERFORMANCE ASSESSMENT RATING

The Assessment Rating will be used to add the score and calculate a final KPA score (80%) and a final CMC and COC's score (20%).

The Table Below should be completed by the summarized total of each panel member (*Note: Weight should be taken from the signed performance agreement for the year under review*)

1. Basic Service Delivery	5		
2. Municipal Institutional Development and Transformation	10		
3. Local Economic Development	10		
4. Municipal Financial Viability and Management	15		
5. Good Governance and Public Participation	20		
6. Community and Social Development	20		
x 80%			

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1. Strategic Capability & Leadership	8		
2. Programme & Project Management	2		
3. Financial Management (Compulsory)	7		
4. Change Management	1		
5. People Management	1		
6. Governance Leadership	1		
x 20%			

1. Moral Competence	4		
2. Planning and Organizing	6		
3. Analysis and Innovation	2		
4. Knowledge and Innovation	2		
5. Communication	4		
6. Result and Quality Focus	2		
X 20%			

Key Results

(A) KRA (Key Result Area)	(B) Weightage (%)	(C) Final Score
KRA (Key Result Area)	80%	
CC (Conduct Criteria)	20%	
c) FINAL SCORE		
FINAL SCORE IN PERCENTAGE (0/500)		

AGREEMENT TO PERFORMANCE AND DEVELOPMENT PLAN

I agree with the objectives as set out in the above Performance and Development Plan and undertake to achieve the objectives as agreed on.

SIGNATURE: [Signature]

Name of Manager: Mbongwa Dlamini

Date:

I undertake to support Me Mbongwa Dlamini (Name of Manager) with the achievement of the above Performance and Development Plan.

SIGNATURE: [Signature]

Name of Manager: Sanele Mugwengwe

Date:

FEEDBACK ON INFORMAL QUARTELY REVIEW:

FEEDBACK FROM REPORTING OFFICER:

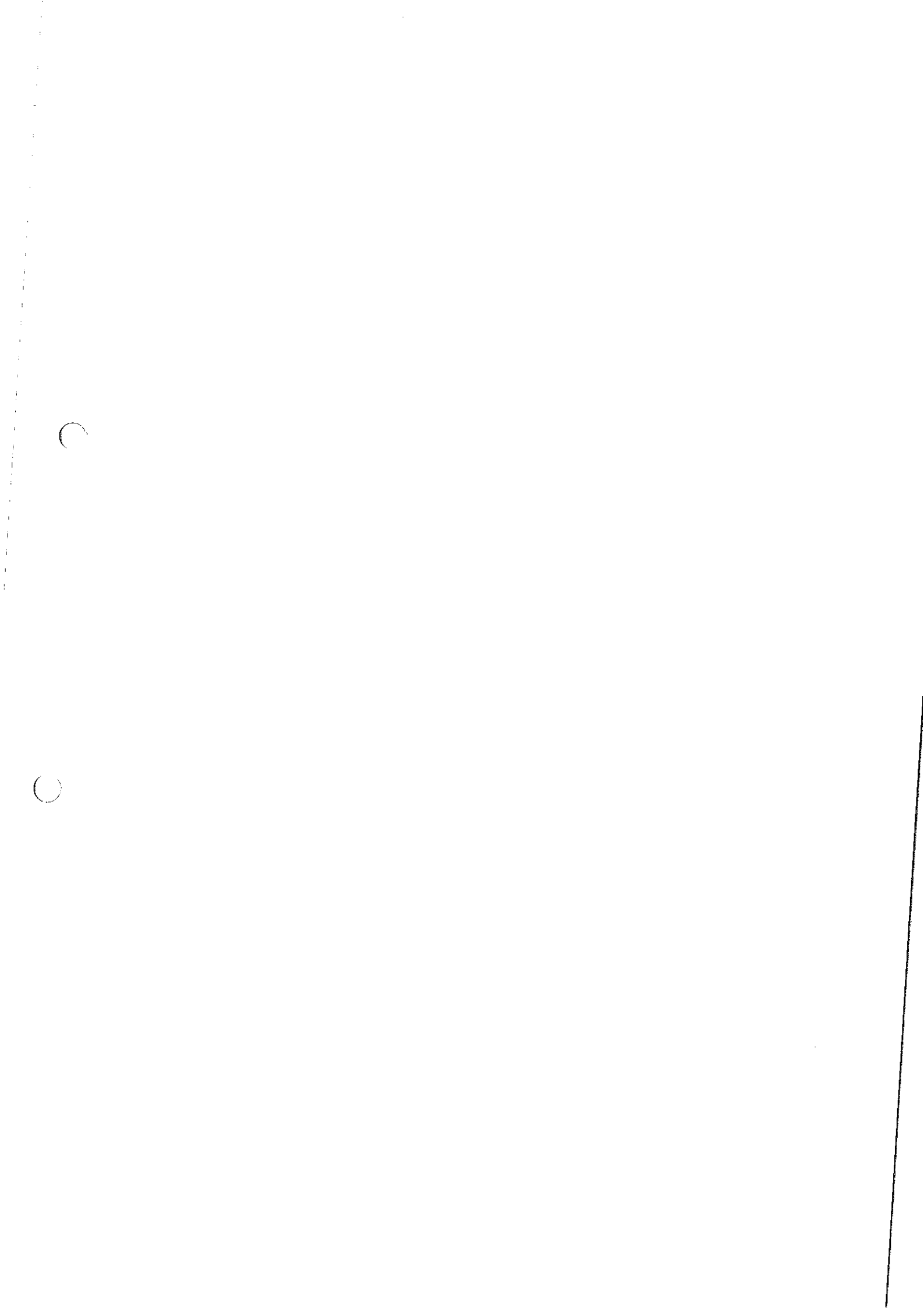
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Signature of Reporting Officer

Signature of Manager

Date:

Date:



ORGANISATIONAL SCORECARD FOR 2020/2021

IDP, BUDGET AND B2B REF NUMBERS (ALIGNMENT)	STRATEGIC OBJECTIVE		KEY PERFORMANCE INDICATORS		DETAILED PERFORMANCE MEASURE		DEMAND		BASELINE		ANNUAL TARGET		QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4		BUDGET		WARD INFORMATION		MEANS OF VERIFICATION (POE)		RESPONSIBLE DEPARTMENT					
	DP REF NO.	NSCOA REF NO.	B2B REF NO.	Assess and Report on Service Providers Performance	Number of Bi-annual Reports Presented on the assessment of service providers	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021			
	MTD78	N/A	B2B_5	To ensure that services provided to the Municipality by service providers is of high quality	Number of quarterly Performance Reports Submitted to PMS Unit	4	2	4	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
MTD4	N/A	B2B_5	To transform the municipality into a performance driven institution	Quarterly Performance Reports on achieved and not achieved targets submitted to PMS Unit	4	4	4	4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			
LEB8	N/A	B2B-1	To Promote emerging Businesses	Increase number of Award made to BBSEE level 1 companies for more than R30 000.	25	40	40	40	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10		
FIN2	N/A	B2B_4	To improve reporting Management	Preparation of quarterly report to Council (section 52d of MFMA)	Number of reports submitted to Council	0	4	4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
FIN3-1	N/A	B2B_4	To ensure effective and efficient supply chain management system	Develop and implement the Departmental Procurement Plan to ensure timely procurement of furnished goods and services	Date of Submission of procurement plan inputs to Portfolio Committee and Treasury	31-May-19	31-May-20	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
FIN3-2	N/A	B2B_4		Convening of BEC within 30 days after the closing date of an advert	Cycle of SCM Committees' meetings	15 days	15 days	15 days	15 days	15 days	15 days	15 days	15 days	15 days	15 days	15 days	15 days	15 days	15 days	15 days	15 days	15 days	15 days	15 days	15 days	15 days	15 days	15 days	15 days	15 days	15 days	15 days
FIN3-3	N/A	B2B_4		Convening of BAC within 30 working days after the BEC meetings	Cycle of SCM Committees' meetings	14 days	14 days	14 days	14 days	14 days	14 days	14 days	14 days	14 days	14 days	14 days	14 days	14 days	14 days	14 days	14 days	14 days	14 days	14 days	14 days	14 days	14 days	14 days	14 days	14 days	14 days	14 days
FIN4-1	N/A	B2B_4		AFSs submitted to AG by 31 August 2020	Submission of AFS to Auditor General	31-Aug	31-Aug	31-Aug	31-Aug	31-Aug	31-Aug	31-Aug	31-Aug	31-Aug	31-Aug	31-Aug	31-Aug	31-Aug	31-Aug	31-Aug	31-Aug	31-Aug	31-Aug	31-Aug	31-Aug	31-Aug	31-Aug	31-Aug	31-Aug	31-Aug	31-Aug	31-Aug
FIN4-2	N/A	B2B_4	To ensure compilation of a credible Annual Financial Statements	Monitor the preparation of Annual Financial Statements to ensure credibility	Municipal Manager to ensure that the Municipality Resolves unqualified report	31-Dec	31-Dec	31-Dec	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
FIN5	N/A	B2B_4	To ensure effective and efficient asset management	Fixed Asset Register reconciliation performed and signed off by the Chief Financial Officer	Number of Monthly reports on Fixed Asset Register reconciliation	12	12	12	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	
FIN5-1	N/A	B2B_4		Development and approval of a revenue enhancement strategy	Date of revenue enhancement approval	New	30-Jun-20	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FIN5-2	N/A	B2B_4		Quarterly age analysis reports prepared and submitted to Council	Age analysis reports submitted to Council	4	4	4	4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
FIN5-3	N/A	B2B_4	To ensure revenue enhancement	Increased percentage of debts collection rate	Collection: Amount collected / sales raised	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	
FIN6-1	N/A	B2B_4		Reports signed by the Chief Financial Officer	Reports signed by the Chief Financial Officer	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
FIN6-2	N/A	B2B_4	To ensure revenue enhancement	Finance system generated reports and correspondence from the billing office	Finance system generated reports and correspondence from the billing office	R44,012	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
FIN6-3	N/A	B2B_4		Reports and council resolution	Reports and council resolution	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
FIN6-4	N/A	B2B_4	Reports	Reports	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	

KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT
 OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORKS PROGRAMME
 OUTCOME 4: DECENT EMPLOYMENT THROUGH INCLUSIVE GROWTH

KEY PERFORMANCE INDICATORS

OUTPUT 7: SINGLE POINT OF COORDINATION

7.1: EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT

CC1-2 N/A
 CC1-3 N/A
 B2B_2
 B2B_2

to ensure the development and management of the municipality's Integrated Development Plan

Coordinate the IDP Representative Forum meetings
 Adoption and implementation of the Integrated Development Plan (IDP) focusing on delivery of 10 critical municipal services

Number of IDP Representative Forum meetings
 Date of adoption of the 2021/2022 IDP

2
 30-June-20

2
 30-June-21

N/A
 IDP Ward-based forums

1
 IDP Draft review in progress

N/A
 31 March 2021 (Draft adoption)
 30 June 2021 (Final adoption)

N/A
 Plan and Portfolio Minutes
 Institutional
 Attendance registers and/or minutes
 Chief Financial Officer
 Community Services