

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

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

MR S MNGWENGWE 850303 6087 083

And

MS Z.M MDLAZI 8301120773084

DIRECTOR CORPORATE SERVICES
OF THE MUNICIPALITY

1 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

Director: Corporate Services Ms M.Z Mdlazi of the Municipality (Hereinafter referred to as the **Corporate Services Director**).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- The Mkhambathini Municipality has entered into a contract of employment with the Director: Corporate Services 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 Director: Corporate 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 **Director: Corporate 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 -

- 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 **Director**: **Corporate**Services and to communicate to **Director**: **Corporate** Services the Mkhambathini Municipality's expectations of the **Director**: **Corporate** Services 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;
- 2.5 use the performance agreement as the basis for assessing whether the **Director**: **Corporate Services** has met the performance expectations applicable to his or her job;

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- 2.6 in the event of outstanding performance, to appropriately reward the Director: Corporate Services; and
- 2.7 give effect to the Mkhambathini Municipality's commitment to a performance-orientated relationship with its Director: Corporate Services in attaining equitable and improved service delivery.

COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 1 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 Director: Corporate 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.

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 Director: Corporate Services; and
 - 4.1.2 the time frames within which those performance objectives and targets must be met.
- The performance objectives and targets reflected in Annexure C are set by the 4.2 Mkhambathini Municipality in consultation with the Director: Corporate Services and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of 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.
 - The key performance indicators provide the details of the evidence that must 4.2.2 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.
 - 4.2.4 The weightings show the relative importance of the key objectives to each other.

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

PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Director: Corporate 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 Director: Corporate 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 Director: Corporate Services about the specific performance standards that will be included in the performance management system as applicable to the Director: Corporate Services
- 5.4 The Director: Corporate Services agrees to participate in the performance management and development system that the Employer adopts
- 5.5 The Director: Corporate Services undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the Director: **Corporate Services** responsibilities) within the local government framework.
- 5.6 The criteria upon which the performance of the Director: Corporate Services r shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
 - 5.6.1 The Director: Corporate 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.
 - 5.6.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
 - 5.6.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.7 The Director: Corporate 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 Director: Corporate Services

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Basic Service Delivery	U
Municipal Institutional Development and Transformation	65
Local Economic Development (LED)	0
Municipal Financial Viability and Management	10
Good Governance and Public Participation	30
Cross Cutting	5
Total	100%

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

	THEANDING COMPRINANCIES	
COREMANAGERIAL COMPETENCIES (CMC)	COMPENSIVEY DESCRIPTION	WERT
Strategic Direction and Leadership	Impact and influence	
	institutional Performance Management	
	Strategic Planning and Management	5%
	Organisational Awareness	9 10
People Management	Human Capital Planning and Development	
	Diversity Management	
	Employee Relations Management	100/6
	Negotiation and dispute Management	0 10
3.Programme and Project	Program and project Planning and Implementation	
Management	Service Delivery Management	501
	Program and Project Management and Evaluation	ا کا ان ا
4. Financial Management	Budget Planning and Execution	
	Financial Strategy and Delivery	201
	Financial Reporting and Monitoring	5 10
5. Change Management	Change Vision and Strategy	
	Process Design and Improvement	501
	Change Impact Monitoring and Evaluation	0 10
ര്.Governance Leadership	Policy Formulation	
· ·	Risk and Compliance Management	5°1
	Cooperative Governance	[lo,
		4 7
	CORECOMPETENTICIES A COMPETENTICIES	
7. Moral Competencies	Able to identify triggers, apply reasoning that promotes honesty	.
	and integrity and consistency display behavior that reflects moral	150/ 1
	competence.	ا ق) (ت
8.Planning and Organising	Able to plan, priorities and organize information and resources	
	effectively to ensure the quality of service delivery and build	159 1
	efficient contingency Plans to manage risk	$\square \cup I_{\mathcal{O}}$
9. Analysis and Innovation	Able to critically analysis information challenges and trends to	
	establish and implement fact based solutions that are innovative	601
	to improve institutional processes in order to achieve key	10 10
	strategic objectives.	'0

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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.	5%
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.	25%
12.Results and Quality Focus	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further to actively monitor and measure results and quality against identified objectives.	20%
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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 **Director: Corporate Services** performance; and
 - 6.1.2 the intervals for the evaluation of the **Director: Corporate Services** performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Mkhambathini Municipality** may in addition review the **Director: Corporate 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 **Director: Corporate 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

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

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

Lexel	ઉભામિયાં છે.	De odiption	Rating
	Outstanding performance	Performance far exceeds the standard expected of the Corporate Services Manager at this level. The appraisal indicates that the Corporate Services Director 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.	1 2 3 4 5
41	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Corporate Services Director 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 Corporate Services Director 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 Corporate Services Director 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 Corporate Services Director has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The Corporate Services Director 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.
- 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.
- 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 **Director: Corporate 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 2020
Second quarter	October 2020 – December 2020	Before the end of January 2020
Third quarter	January 2021 - March 2021	Before the end of April 2021
Fourth quarter	April 2021 – June 2021	Before the end of July 2021

- 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 Director: Corporate 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 **Director: Corporate 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 as the case may be. In that case the Director: Corporate Services will be fully consulted before any such change is made.

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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 **Director: Corporate Services**
 - 9.1.2 provide access to skills development and capacity building opportunities;
 - 9.1.3 work collaboratively with the **Director: Corporate Services** to solve problems and generate solutions to common problems that may impact on the performance of the **Director: Corporate Services**;
 - 9.1.4 on the request of the **Director: Corporate Services** delegate such powers reasonably required the **Director: Corporate 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 **Director: Corporate Services** such resources as the **Director: Corporate 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 **Director: Corporate 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 **Director: Corporate Services** functions;
 - 10.1.2 Commit the Director: Corporate 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 **Director: Corporate 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 the **Director: Corporate Services** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Director: Corporate Services** Performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.1.1 A performance bonus of between 5% to 14% of all-inclusive annual remuneration package may be paid to the **Director: Corporate Services** in recognition of outstanding performance to be constituted as follows:

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- 11.1.2 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
- 11.1.3 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 **Director: Corporate 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 **Director: Corporate Services** on grounds of unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

- Any disputes about the nature of the **Director: Corporate 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 **Director: Corporate Services**; or
 - 12.1.2 any other person appointed by the MEC.
 - 12.1.3 In the case of managers directly accountable to the **Director: Corporate 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 **Director: Corporate 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**.
- Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Director: Corporate 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 Director: **Corporate 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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MS ZM MDLAZI
DIRECTOR : CORPORATE SERVICES

AS WITNESSES:

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MR S 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

MS ZM MDLAZI

DIRECTOR: CORPORATE SERVICES

["the Employee"]

1 July 2020 – 30 June 2021

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5	Outstanding Performance
4	Performance significantly above
<u> </u>	expectation
3	Fully effective
<u> </u>	Performance not fully satisfactory
1	Unacceptable Performance

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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 – even 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

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EVALUATION ON THE CORE OCCUPATIONAL COMPETENCY (COC)

COC's are based on the eleven core competences – every Manager should be assessed against all those COC's that are applicable to his/her job.

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in the legislative	and Reporting cific political, social malysis and	ınicipal	line sector	
Competence in Self-Management Interpretation of and implementation within the legislative and national policy framework Knowledge of Borton	Knowledge of global of South African specific political, social and economic contexts Competence in policy conceptualization, analysis and economic and conceptualization.	field/discipline 7. Skills in Mediation 8. Skills in Governance	Competence as required by other national line sector Exceptional and dynamic creativity to improve the municipality.	
Competence in Self-Managem Interpretation of and implemen and national policy framework Knowledge of Pare.	Knowledge of gloand and economic col Competence in print implementation	7. Skills in Mediation 8. Skills in Governance	Competence as required by of department Exceptional and dynamic creating of the municipality	

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PERSONAL DEVELOPMENT PLAN

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PERFORMANCE ASSESSMENT RATING

The Assessment Rating will be used to add the score and calculate a final KRA 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)

4 D	performance agree	ement for the year un	ember (Note: der review)
Basic Service Delivery Municipal Institutional Devices			
3. Local Economic David	65%		
Management Viability and	100/		-
Good Governance and Public Participation Cross Cutting Issues	3006		
× 60%	506		

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

2. Planning and Organizing 3. Analysis and Innovation 4. Knowledge and Innovation 5. Communication 6. Result and Ouglity Forms	\$ 00 10 00 10 00 5 00	
and a first first first first of the first	100	

Key Results

KRA (Key Result Area)		
CC (Conduct Criteria)	80%	
c) FINAL SCORE	 20%	
		Waster .

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AGREEMENT TO PERFORMANCE AND DEVELOPMENT PLAN

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I agree with the objectives as set out in the above Performance and Development Plan an undertake to achieve the objectives as agreed on.	
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SIGNATURE: ()	
200 0.11	
Name of Manager: ZM Mdlezc	
Date: 07 July 7000	
Date 1 Source (Sa)	
I undertake to support MS- ZM MDLAZI (Name of Manager) with the achievement	
the above Performance and Development Plan . (Name of Manager) with the achievement	t of
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SIGNATURE: (Mylling annung	
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Name of Manager Sande Mugwengne	
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DETAILED PERFORMANCE	MEASURE	Date of submission of the policy to MANCO, LLF &	Council	Date of WSP approval	Number of quarterly WSP Progress reports submitted to	portfolio committee	Agreements Signed	Number of quarterty Health and Safety Committee	Meelings	Number of reports submitted to portfolio committee	umber of Bi-annual	Municipal Manaager on the		_		of Submission of Hent plan inputs to	Finance	Number of reports submitted to Community & Corporate	Potfolio Committee		Number of quarterly risk	ant meetings held	Performance Reports Submitted to PMS Unit	Number of ward committee	_	held 28	meelings held	Number of meetings held	Number of maetings held 11	
KEY PERFORMANCE INDICATORS				_		7-							- ——	1	<u> </u> _	produ			Services							-+-	Number of m	+		
		taff Development of Giffs & Rewards Policy	Development and submission		Implementation of the WSP	↓	agreements for Serior Managers	Health and Safety Committee	Filest management reports to northelia	- (Assess and Report on Service Providers		Development and approval of the Municipality's ICT Disperse Deserved of the Municipality's ICT Disperse Deserved of the Control of the Contro		Develop and Implement the Departmental	Procurement Plan to ensure timous procurement of required goods and	Sarvices	To monitor ICT fluird party costs on quarferly basis			Functional Risk Management through risk committee meetings	Quarterly Performance Reports on	submitted to PMS Unit	Monthly Ward Committee meetings in 7 wards	Monthly Public Meetings held	Coordinate Meetings of Local Labour	Forum	Coardinate Meetings of EXCO	Coordinate Meetings of Council	
STRATEGIC OBJECTIVE	NO	To ensure that municipal staff and councillors are informed		to ensure that municipal staff is skilled according to job requirements		To transform the municipality into a performance driven	institution To promote occupational	health and safety in the work place	To ensure that efficient and efficient and	To ensure that services	provided to the municipality by the service providers is of	high quality	To ensure effective and efficient ICT Management			ellicient supply chain ruanagement system	-+-	To Ensure efficient and effective budget management		-5		<u> </u>	- 1	engagement with ward constituencies	To ensure contoius engagement with the Communities in all 7	-+	To improve functioning of the municipality through oversight	- 1	Š	
	BZB REF NO.	B2B_5	828 5	s	e Byn	B2B-5		BZB-5	B28-5		B2B-5		B2B-5		7 000		+-	B28_4 offe			6 ava	B28_3 into	'	B2B_3 em	BSB_3 en	BZB_3	BZB_3 municipa	B2B_3	-	
IDP REF NO. MSCOA REF	NO.	MIDT1 TBC		22		 Tec	<u></u>		Tec	+-	TBC		TBC		N/A			NIA		NA		NIA	+	N/A	MIA B	NA	N/A B2	N/A B2	-	
<u> </u>		OW.	MIDT2:4	MIDT2-2		F P MTD4	MIDTS		MEDT7	_	MIDT8	_	S.L.Guller		FINS	WA		E V		661.3		664-1	+-	5690-1	GG 10-2	6611.1	6611-2	6611:3		
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