

Appendix A



**PERFORMANCE AGREEMENT**

MADE AND ENTERED INTO BY AND BETWEEN:

**THE MKHAMBATHINI MUNICIPALITY  
AS REPRESENTED BY MAYOR**

**MR E NGCONGO**

(Mayor)

AND

**MR S MNGWENGWE**

850303 6087 083

**MUNICIPAL MANAGER  
(The employee)**

**01 July 2020 - 30 June 2021**

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## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

The Mkhambathini Municipality herein represented by  
**MR ERIC NGCONGO** in his capacity as the Mayor  
(hereinafter referred to as the **Mkhambathini Municipality** or **Supervisor**)

and

**MR S MNGWENGWE**  
(Identity Number - 850303 6087 083)  
**Employee of Mkhambathini Municipality**  
(hereinafter referred to as the **Municipal Manager**).

### WHEREBY IT IS AGREED AS FOLLOWS:

#### 1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employee** and the **Employer** 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 **Employee** to 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 established for the **Employee** and to communicate to the **Employee** the Employers expectations of the **Employee's** performance and accountabilities
- 2.3 specify accountabilities as set out in a performance plan, (Annexure A)
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement and Performance Plan as the basis for assessing the suitability of the **Employee** for permanent employment and/or to assess whether the employee has met the performance expectations applicable to his/her job;

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- 2.6 appropriately reward the **Employee**; in accordance with the Employers performance management policy in the event of outstanding performance; and
- 2.7 give effect to the Employers commitment to a performance-orientated relationship with its **Employee** 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, if applicable.
- 3.2 The parties will review the provisions of this Agreement at the end of each quarter. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least every quarter (if applicable) by not later than the beginning of each successive quarter.
- 3.3 This Agreement will terminate on the termination of the **Employee** 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 A) sets out-
- (a) the performance objectives and targets that must be met by the **Employee**; and
  - (b) the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4 The **Employee's** 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.

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## 5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that **Employer** the adopts or introduces management and municipal staff of the **Mkhambathini Municipality**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** agrees to participate in the performance management and development system that the Employer adopts.
- 5.5 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.6 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- (a) The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Managerial Requirements (CMC's) respectively.
  - (b) Each area of assessment will be weighted and will contribute a specific part to the total score.
  - (c) KPAs covering the main areas of work will account for 80% and CMCs will account for 20% of the final assessment.
- 5.7 The **Employee** assessment will be based on his / her performance in terms of the outputs/ outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and the **Employee**:

Basic Service Delivery	0%
Municipal Institutional Development and Transformation	10%
Local Economic Development (LED)	0%
Municipal Financial Viability and Management	5%
Good Governance and Public Participation	65%
Cross Cutting Issues	20%
<b>Total</b>	<b>100%</b>

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- 5.7 The CMCs will make up the other 20% of the **Employee's** assessment score. CMC's that are deemed to be most critical for **Employee** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**.

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	20
2. People Management	Human Capital Planning and Development Diversity Management Employee Relations Management Negotiation and dispute Management	5
3. Programme and Project Management	Program and project Planning and Implementation Service Delivery Management Program and Project Management and Evaluation	5
4. Financial Management	Budget Planning and Execution Financial Strategy and Delivery Financial Reporting and Monitoring	20
5. Change Management	Change Vision and Strategy Process Design and Improvement Change Impact Monitoring and Evaluation	5
6. Governance Leadership	Policy Formulation Risk and Compliance Management Cooperative Governance	15
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 Organizing	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 to improve institutional processes in order to achieve key strategic objectives.	5
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.	5

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12.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 A) to this Agreement sets out -
- (a) the standards and procedures for evaluating the **Employee** performance; and
  - (b) the intervals for the evaluation of the **Employee** performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** 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 **Employee** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.

## 7. The quarterly performance appraisals will involve:

- 7.1 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 7.3 below) must then be used to add the scores and calculate a final KPA score.
- 7.2 Assessment of the CMCs
- (a) Each CMC 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 CMC.
  - (c) The applicable assessment rating calculator (refer to paragraph 7.1) must then be used to add the scores and calculate a final CMC score.
- 7.3 Overall rating
- (a) An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.
  - (b) The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CMCs:

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Level	Terminology	Description	Rating				
			1	2	3	4	5
	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the employee 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 employee 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 employee 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 employee 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 employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee 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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7.4 For purposes of evaluating the annual performance of the Employee, an evaluation panel constituted of the following persons must be established -

- 7.4.1 Member of the Executive Committee;
- 7.7.4 Chairperson/ Member of the Audit Committee;
- 7.7.5 Municipal Manager from another Municipality

## 8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1 The performance of **Employee** 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 2021
Third quarter	January 2021– March 2021	Before the end of April 2021
Fourth quarter	April 2021– June 2021	Before the end of July 2021

8.2 The **Employee** shall keep a record of the mid-year review and annual assessment meetings.

8.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

8.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

8.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

## 9. DEVELOPMENTAL REQUIREMENTS

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

## 10. OBLIGATIONS OF THE MKHAMBATHINI MUNICIPALITY

10.1 The Employer shall –

10.1.1 create an enabling environment to facilitate effective performance by the **Employee**;

10.1.2 provide access to skills development and capacity building opportunities;

9 | Performance Agreement: Municipal Manager

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- 10.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**
- 10.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 10.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

## 11. CONSULTATION

- 11.1 The **Employer** agrees to consult the **Employee** timorously where the exercising of the powers will have amongst others –
  - 11.1.1 a direct effect on the performance of any of the **Employee**
  - 11.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
  - 11.1.3 a substantial financial effect on the **Employer**.
- 11.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable **Employee** to take any necessary action without delay.

## 12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 The evaluation of **Employee** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
  - 12.1.1 A performance bonus of between 5% to 14% of all-inclusive annual remuneration package may be paid to the **Municipal Manager** in recognition of outstanding performance to be constituted as follows:
    - 12.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
    - 12.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.
- 12.2 the **Employee** will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of at least twelve months (12) service at the current remuneration package on 30 June (end of financial year) subject to a fully effective assessment.
- 12.4 In the case of unacceptable performance, the **Mkhambathini Municipality** shall –
  - 12.4.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
  - 12.4.2 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 **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

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### 13. DISPUTE RESOLUTION

- 13.1 Any disputes about the nature of the **Employee** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
- 13.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
- 13.1.2 any other person appointed by the MEC.
- 13.2 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

### 13. GENERAL

- 14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure B may be made available to the public by the **Employer**.
- 14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

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SIGNED AT CAMPERDOWN ON THIS THE 25 DAY OF June 2020.

**AS WITNESSES:**


1. 

  
THE MAYOR

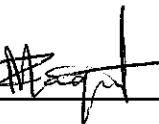
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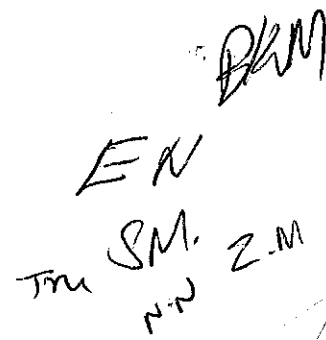
SIGNED AT CAMPERDOWN ON THIS THE 25 DAY OF June 2020.

**AS WITNESSES:**

1. 

  
MUNICIPAL MANAGER

2. 





Appendix B

## **PERFORMANCE DEVELOPMENT PLAN**

Entered into by and between

**THE MKHAMBATHINI MUNICIPALITY  
AS REPRESENTED BY THE MAYOR**

**(Duly authorised by Council)**

**MR ERIC NGCONGO**

AND

**MR S MNGWENGWE**

**MUNICIPAL MANAGER**

**["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

Surname	MNANENGAWE
Name	Sanele
Matriculation	Mlchambathini
Department	Executive
Race	Black
Gender	Male
Employee Number	456
Date of Appointment	01 January 2020
Salary Package	

**Performance Plan**

**Attached as Annexure C**

**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 review).

1. Strategic Capability and Leadership			20			
2. Programme and Project Management						
3. Financial Management	compulsory		20			
4. Change Management			5			
5. Knowledge Management			5			
6. Service Delivery Innovation			10			
7. Problem Solving and Analysis			5			
8. People Management and Empowerment	compulsory		5			
9. Client Orientation and Customer Focus	compulsory		5			
10. Communication			5			
11. Honesty and Integrity						

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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.  
 (NOTE: Weight should be taken from the signed performance agreement for the year under review)

1. Competence in Self-Management					
2. Interpretation of and implementation within the legislative and national policy framework		5			
3. Knowledge of Performance Management and Reporting		5			
4. Knowledge of global of South African specific political, social and economic contexts		5			
5. Competence in policy conceptualization, analysis and implementation					
6. Knowledge of more than one functional municipal field/discipline					
7. Skills in Mediation					
8. Skills in Governance		5			
9. Competence as required by other national line sector department					
10. Exceptional and dynamic creativity to improve the functioning of the municipality					

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PERSONAL DEVELOPMENT PLAN

Public Administration	Training	30 June 2021			
LEGAL SERVICES	TRAINING	30 June 2021			
HUMAN SETTLEMENT	TRAINING	30 June 2021			
DISCIPLINARY PROCEDURE	TRAINING	30 June 2021			

### 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*)

1. Basic Service Delivery	0		
2. Municipal Institutional Development and Transformation	10		
3. Local Economic Development	0		
4. Municipal Financial Viability and Management	5		
5. Good Governance and Public Participation	65		
6. Cross Cutting Issues	20		
x 80%			

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Competency Area	Weight	Rating	Score
1. Strategic Capability & Leadership	10		
2. Programme & Project Management	10		
3. Financial Management (Compulsory)	10		
4. Change Management	5		
5. People Management	5		
6. Governance Leadership	20		
<b>Total</b>			
x 20%			

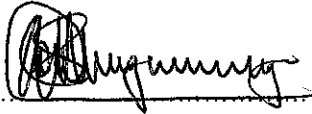
Competency Area	Weight	Rating	Score
1. Moral Competence	5		
2. Planning and Organizing	10		
3. Analysis and Innovation	5		
4. Knowledge and Innovation	10		
5. Communication	5		
6. Result and Quality Focus	5		
<b>Total</b>			
X 20%			

### Key Results

KRA	(A) Sub- Total	(B) % of Assessment	(AxB) Total Score
KRA (Key Result Area)		80%	
CC (Conduct Criteria)		20%	
c) FINAL SCORE			
<b>FINAL SCORE IN PERCENTAGE (C/5X100)</b>			

**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: .....

Name of Manager: Sanele Mngwenya

Date: 07/07/2020

I undertake to support S. Mngwenya (Name of Manager) with the achievement of the above Performance and Development Plan .

SIGNATURE: .....

Name of Manager: Clive E. Nkomo

Date: 07/07/2020

**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**

INDICATORS	DPK BUDGET AND DEB REF NUMBERS (PLANNING)		STRATEGIC OBJECTIVE		KEY PERFORMANCE INDICATORS		DETAILED PERFORMANCE MEASURE		BASELINE		ANNUAL TARGET		QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4		SUBSET		WARD INFORMATION		MAJOR INFORMATION		RESPONSIBLE DEPARTMENT	
	DPK REF NO.	DEB REF NO.	INDICATOR REF NO.	DEB REF NO.	INDICATOR REF NO.	DEB REF NO.	INDICATOR REF NO.	DEB REF NO.	INDICATOR REF NO.	DEB REF NO.	INDICATOR REF NO.	DEB REF NO.	INDICATOR REF NO.	DEB REF NO.	INDICATOR REF NO.	DEB REF NO.	INDICATOR REF NO.	DEB REF NO.	INDICATOR REF NO.	DEB REF NO.	INDICATOR REF NO.	DEB REF NO.	INDICATOR REF NO.	DEB REF NO.	INDICATOR REF NO.	DEB REF NO.	INDICATOR REF NO.	DEB REF NO.

KEY PERFORMANCE AREA, BASIC SERVICE DELIVERY	OUTPUT 2: IMPROVING ACCESS TO	COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK	INDICATOR	DEB REF NO.	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS	DETAILED PERFORMANCE MEASURE	BASELINE	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	SUBSET	WARD INFORMATION	MAJOR INFORMATION	RESPONSIBLE DEPARTMENT		
																		INDICATOR REF NO.	DEB REF NO.
BASIC SERVICE DELIVERY	OUTPUT 2: IMPROVING ACCESS TO	COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK	BSE-1	LED 062	To ensure provision of free Basic Services for indigent residents of IkhembaMhlabi Municipality.	Review the indigent register	Date of indigent Register Review and approval by Council	31 May Annually	28-Jun-20	31-May-21	N/A	N/A	N/A	N/A	N/A	Wards 1,2,3,4,5,6,7	Indigent register and Council Resolution	Community services	
			BSE-2	BS000	To ensure a safe and health environment	Review and update the Municipality's Integrated Waste Management Plan	Date of IWMF update by Council	31 May-20	New	31-May-21	Set up coordinating structure	Community structure Consultation	Consolidation of S. 10 submissions to Portfolio Committee	31-May-21	N/A	Institutional for all wards	Copy of IWMF and Council Resolution	Community Services	
			MID76	TBC	To ensure a functional organisational structure	Review of the municipal programme	Date of updated reviewed programmes	30 June Annually	31-May-20	31-May-21	N/A	N/A	N/A	N/A	N/A	Institutional	Copy of Organisational structure and Council resolution	Municipal Manager	
BASIC SERVICE DELIVERY	OUTPUT 2: IMPROVING ACCESS TO	COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK	MID4	TBC	To improve the municipality into a performance oriented institution	Signing of annual performance agreements for Senior Managers	Number of Performance Agreements Signed	5	5	5	N/A	N/A	N/A	N/A	Institutional	Copy of signed agreement	Municipal Manager		
			MID79	TBC	To ensure that service providers for the municipality by the service providers is of high quality	Assess and Report on Service Providers Performance	Number of Bi-annual Reports Presented on the assessment of service providers	2	4	2	N/A	1	N/A	1	N/A	Institutional	Reports on Service providers performance	Municipal Manager	
			FIN4	N/A	To ensure efficient and effective supply chain management system	Appointment of Bid Committee (BCC) and BAO in the supply chain management system	Date of appointment of all Bid Committees	31 July annually	New	31-Jul-20	31-Jul-20	N/A	N/A	N/A	N/A	Institutional	Schedule of Bid Committee members and copy of appointment letters signed by department heads and acceptance by members	Municipal Manager	
BASIC SERVICE DELIVERY	OUTPUT 2: IMPROVING ACCESS TO	COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK	FIN1	N/A	To ensure efficient and effective supply chain management system	AFS submitted to AC by 31 August 2018	Submission of AFS to Audit General	31 August annually	31-Aug	31-Aug-20	31-Aug-20	N/A	N/A	N/A	N/A	Institutional	AFS and proof of receipt from the Office of the Auditor General	Municipal Manager	
			G01-1	N/A	To provide responsible and effective enterprise risk management system	Finalize Risk Management Workshop	No of risk management Workshops Conducted	2	2	2	1	N/A	N/A	N/A	1	N/A	Institutional	Risk register and workshop registers	Municipal Manager
			G01-2	N/A	To provide responsible and effective enterprise risk management system	Review and update the Risk Management Strategy and Policy	Date of the Strategy and Policy adopted by Council	30 June Annually	30-Jun-20	30-Jun-20	N/A	N/A	N/A	N/A	30-Jun-21	N/A	Institutional	Revised risk management strategy & Policy and Council resolution	Municipal Manager
BASIC SERVICE DELIVERY	OUTPUT 2: IMPROVING ACCESS TO	COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK	G01-3	N/A	To provide responsible and effective enterprise risk management system	Functional Risk Management through risk committee meetings	Number of quarterly risk management meetings held	4	4	4	1	1	1	1	N/A	Institutional	Updated risk register and attendance register	Municipal Manager	
			G02-1	N/A	To provide responsible and effective enterprise risk management system	Prepare and approve the internal audit plan	Date Audit Plan approved by Audit Committee	30 June Annually	30-Jun-20	30-Jun-21	N/A	N/A	N/A	N/A	30-Jun-21	N/A	Institutional	Audit Plan and Audit Committee Resolution	Municipal Manager
			G02-2	N/A	To provide responsible and effective enterprise risk management system	Implementation of the Internal Audit Plan	Number of quarterly Internal Audit Reports produced and submitted to the Audit and Risk Committee	4	4	4	1	1	1	1	N/A	Institutional	Reports and audit committee minutes and register	Municipal Manager	
BASIC SERVICE DELIVERY	OUTPUT 2: IMPROVING ACCESS TO	COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK	G02-3	N/A	To provide responsible and effective enterprise risk management system	Review and submit the Performance and Audit Committee charter	Date of approval of the Internal Audit Charter by Audit Committee	30 June Annually	30-Jun-20	30-Jun-21	N/A	N/A	N/A	N/A	N/A	Institutional	Copy of Audit Charter and audit committee minutes and register	Municipal Manager	
			G02-4	N/A	To provide responsible and effective enterprise risk management system	Review and update the Performance and Audit Committee charter	Date of approval and adoption of the Performance and Audit Committee charter by Council	30 June Annually	30-Jun-20	30-Jun-21	N/A	N/A	N/A	N/A	30-Jun-21	N/A	Institutional	Council resolution and copy of audit charter	Municipal Manager
			G03-1	N/A	To ensure and effective Audit and Performance Committee	Coordinate and host the Audit Committee Meetings	Number of quarterly Audit Committee Meetings Held	4	4	4	1	1	1	1	N/A	Institutional	Minutes and attendance registers	Municipal Manager	
BASIC SERVICE DELIVERY	OUTPUT 2: IMPROVING ACCESS TO	COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK	G03-2	N/A	To ensure and effective Audit and Performance Committee	Coordinate and host the Performance Audit Committee Meetings	Number of quarterly Performance Audit Committee Meetings Held	2	2	2	N/A	1	N/A	N/A	N/A	Institutional	Minutes and attendance registers	Municipal Manager	
			G04-1	N/A	To ensure and effective Audit and Performance Committee	Quarterly Performance Reports on achievement of achieved targets submitted to Council	Number of quarterly Performance Reports Submitted to Council	4	4	4	1	1	1	1	N/A	Institutional	Quarterly PMS Report and Council resolution	Municipal Manager	

AREA: GOOD GOVERNANCE AND DEMOCRACY	APPROACH THROUGH A BUREAUCRATIC MODEL	TABLE: EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM	INDICATOR	DEB REF NO.	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS	DETAILED PERFORMANCE MEASURE	BASELINE	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	SUBSET	WARD INFORMATION	MAJOR INFORMATION	RESPONSIBLE DEPARTMENT	
																		INDICATOR REF NO.
AREA: GOOD GOVERNANCE AND DEMOCRACY	APPROACH THROUGH A BUREAUCRATIC MODEL	TABLE: EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM	G01-1	N/A	To provide responsible and effective enterprise risk management system	Finalize Risk Management Workshop	No of risk management Workshops Conducted	2	2	2	1	N/A	N/A	N/A	1	N/A	Institutional	Municipal Manager
			G01-2	N/A	To provide responsible and effective enterprise risk management system	Review and update the Risk Management Strategy and Policy	Date of the Strategy and Policy adopted by Council	30 June Annually	30-Jun-20	30-Jun-20	N/A	N/A	N/A	30-Jun-21	N/A	Institutional	Revised risk management strategy & Policy and Council resolution	Municipal Manager
			G01-3	N/A	To provide responsible and effective enterprise risk management system	Functional Risk Management through risk committee meetings	Number of quarterly risk management meetings held	4	4	4	1	1	1	1	N/A	Institutional	Updated risk register and attendance register	Municipal Manager
AREA: GOOD GOVERNANCE AND DEMOCRACY	APPROACH THROUGH A BUREAUCRATIC MODEL	TABLE: EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM	G02-1	N/A	To provide responsible and effective enterprise risk management system	Prepare and approve the internal audit plan	Date Audit Plan approved by Audit Committee	30 June Annually	30-Jun-20	30-Jun-21	N/A	N/A	N/A	N/A	30-Jun-21	N/A	Institutional	Municipal Manager
			G02-2	N/A	To provide responsible and effective enterprise risk management system	Implementation of the Internal Audit Plan	Number of quarterly Internal Audit Reports produced and submitted to the Audit and Risk Committee	4	4	4	1	1	1	1	N/A	Institutional	Reports and audit committee minutes and register	Municipal Manager
			G02-3	N/A	To provide responsible and effective enterprise risk management system	Review and submit the Performance and Audit Committee charter	Date of approval of the Internal Audit Charter by Audit Committee	30 June Annually	30-Jun-20	30-Jun-21	N/A	N/A	N/A	N/A	30-Jun-21	N/A	Institutional	Copy of Audit Charter and audit committee minutes and register
AREA: GOOD GOVERNANCE AND DEMOCRACY	APPROACH THROUGH A BUREAUCRATIC MODEL	TABLE: EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM	G02-4	N/A	To provide responsible and effective enterprise risk management system	Review and update the Performance and Audit Committee charter	Date of approval and adoption of the Performance and Audit Committee charter by Council	30 June Annually	30-Jun-20	30-Jun-21	N/A	N/A	N/A	N/A	30-Jun-21	N/A	Institutional	Municipal Manager
			G03-1	N/A	To ensure and effective Audit and Performance Committee	Coordinate and host the Audit Committee Meetings	Number of quarterly Audit Committee Meetings Held	4	4	4	1	1	1	1	N/A	Institutional	Minutes and attendance registers	Municipal Manager
			G03-2	N/A	To ensure and effective Audit and Performance Committee	Coordinate and host the Performance Audit Committee Meetings	Number of quarterly Performance Audit Committee Meetings Held	2	2	2	N/A	1	N/A	N/A	N/A	Institutional	Minutes and attendance registers	Municipal Manager
AREA: GOOD GOVERNANCE AND DEMOCRACY	APPROACH THROUGH A BUREAUCRATIC MODEL	TABLE: EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM	G04-1	N/A	To ensure and effective Audit and Performance Committee	Quarterly Performance Reports on achievement of achieved targets submitted to Council	Number of quarterly Performance Reports Submitted to Council	4	4	4	1	1	1	1	N/A	Institutional	Quarterly PMS Report and Council resolution	Municipal Manager

