

# **REVISED PERFORMANCE AGREEMENT**



## **DR. KENNETH KAUNDA DISTRICT MUNICIPALITY**

### **BUDGET AND TREASURY**

**2019/2020**

*LP*  
*sm*

# **PERFORMANCE AGREEMENT**

MADE AND ENTERED INTO BY AND BETWEEN:

**THE MUNICIPALITY OF DR KENNETH KAUNDA DISTRICT  
MUNICIPALITY,  
AS REPRESENTED BY THE MUNICIPAL MANAGER**

**FULL NAMES**

**Ms. SHIRLEY MABEDI LESUPI**

**AND**

**Mr. L.P STEENKAMP**

**THE EMPLOYEE OF THE MUNICIPALITY**

**FOR THE**

**FINANCIAL YEAR: 01 JULY 2019 TO 30 JUNE 2020**

*LP sm*

## TABLE OF CONTENTS

1. INTRODUCTION .....	4
2. PURPOSE OF THIS AGREEMENT .....	4
3. COMMENCEMENT AND DURATION.....	4
4. PERFORMANCE OBJECTIVES .....	4
5. PERFORMANCE MANAGEMENT SYSTEM .....	4
6. EVALUATING PERFORMANCE .....	4
7. SCHEDULE FOR PERFORMANCE REVIEWS.....	11
8. DEVELOPMENTAL REQUIREMENTS.....	12
9. OBLIGATIONS OF THE EMPLOYER .....	12
10. CONSULTATION.....	12
11. MANAGEMENT OF EVALUATION OUTCOMES.....	12
12. DISPUTE RESOLUTION .....	12
13. GENERAL.....	14

4 on

## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

The Municipality of Dr. Kenneth Kaunda District Municipality herein represented by Ms.

**SHIRELY MABEDI LESUPI**

(Full name) in her capacity as Municipal Manager (hereinafter referred to as the **Employer**  
or **Supervisor**)

And

**Mr. L.P STEENKAMP** (full name) **Employee** of the Dr. Kenneth Kaunda District  
Municipality (hereinafter referred to as the **Employee**).

### 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 **Employer** and the **Employee** 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 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 **Employee** and to communicate to the **Employee** the **Employer's** expectations of the employee'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;
- 2.5 use the **Performance Agreement** as the basis for assessing whether the **Employee** has met the performance expectations applicable to her job;
- 2.6 in the event of outstanding performance, to appropriately reward the **Employee**; and
- 2.7 give effect to the **Employer's** 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 **04 July 2019** and will remain in force until **30 June 2020**. The **Personal Development Plan** shall be implemented as in line with the WSP.
- 3.2 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 as may be the case.
- 3.3 This **Agreement** will terminate on the termination of the **Employee's** 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** sets out-
  - 4.1.1 the performance objectives and targets that must be met by the **Employee**;  
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 the **Performance Plan** 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.

LP 

- 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 **Employer's Integrated Development Plan**.

LP

## 5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 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** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of tools and weightings as encapsulated in the performance management systems of the municipality.
- 5.5.1 The **Employee** shall be assessed against both components, with a weighting of 80% - 20% allocated to the **Key Performance Areas (KPAs)** and the **Core Managerial Competencies (CMCs)** respectively.
- 5.5.2 Each area of assessment shall be weighted and shall contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CMCs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment shall be based on her performance in terms of the outputs / outcomes (performance indicators) identified as per attached **Performance Plan**, 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 **Employee**:

	Weighting
Basic Service Delivery	0
Municipal Institutional Development and Transformation	10
District Economic Development (DED)	10
Municipal Financial Viability and Management	60
Good Governance and Public Participation	20
Spatial Rationale	0
<b>Total</b>	<b>100%</b>

47 5

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

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES		
CORE MANAGERIAL and OCCUPATIONAL COMPETENCIES (CMC)	√(INDICATE CHOICE)	WEIGHT
<b>CORE MANAGERIAL COMPETENCIES</b>		
Strategic Capability and Leadership		5
Programme and Project Management		5
<b>Financial Management</b>	✓	5
Change Management		4
Knowledge Management		5
Service Delivery Innovation		5
Problem Solving and Analysis		4
<b>People Management and Empowerment</b>	✓	5
<b>Client Orientation and Customer Focus</b>	✓	5
Communication		4
Honesty and Integrity		5
<b>CORE OCCUPATIONAL COMPETENCIES</b>		
Competence in Self- Management		5
Interpretation of and implementation within the legislative and national policy frameworks		5
Knowledge of developmental local government		5
Knowledge of Performance Management and Reporting		4
Knowledge of global and South African specific political, social and economic contexts		2
Competence in policy conceptualisation, analysis and implementation		5
Knowledge of more than one functional municipal field/discipline		5
Skills in Mediation		2
Skills in Governance		5
Competence as required by other national line sector		5

*LP*



CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES		
CORE MANAGERIAL and OCCUPATIONAL COMPETENCIES (CMC)	√(INDICATE CHOICE)	WEIGHT
departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		5
		100%

## 6. EVALUATING PERFORMANCE

### 6.1 The Performance Plan to this Agreement sets out -

- 6.1.1 the standards and procedures for evaluating the **Employee's** performance; and
- 6.1.2 the intervals for the evaluation of the **Employee's** 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. `1

### 6.3 That the personal growth and development needs identified during performance review discussion must be documented in a **Personal Development Plan(PDP) (PART C)** as well as the actions agreed to and that implementation will take place within set time frames.

### 6.4 That annual performance appraisal will involve:

#### 6.4.1 **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** must then be used to add the scores and calculate a final KPA score.

#### 6.4.2 **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** must then be used to add the scores and calculate a final CMC score.

#### 6.4.3 **Overall rating**

*LP*

(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 shall be based on the following rating scale for KPA's and CMCs:

(c)

LEVEL	TERMINOLOGY	DESCRIPTION	RATING				
			1	2	3	4	5
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.					
1	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.					

LF

- (d) For purposes of evaluating the performance of the **Employee**, an evaluation panel constituted by the following persons will be established –
- (i) *Municipal Manager*
  - (ii) *Chairperson of the performance Audit committee or the audit committee in the absence of a performance of a performance audit committee;*
  - (iii) *Member of the mayoral or executive committee*
  - (iv) *Municipal Manager from another Municipality*
  - (v) *Member of the Ward Committee/or stakeholder representative.*

- (e) The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations 6.4 (d)

## **7. SCHEDULE FOR PERFORMANCE REVIEWS**

**7.1** The performance of each **Employee** in relation to 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:

<b>FIRST QUARTER</b>	<b>:</b>	<b>2<sup>ND</sup> WEEK OCTOBER 2019</b>
<b>SECOND QUARTER</b>	<b>:</b>	<b>2<sup>ND</sup> WEEK JANUARY 2019</b>
<b>THIRD QUARTER</b>	<b>:</b>	<b>2<sup>ND</sup> WEEK APRIL 2020</b>
<b>FOURTH QUARTER</b>	<b>:</b>	<b>2<sup>ND</sup> WEEK JULY 2020</b>

- 7.2** That the **Employer** shall keep a record of the mid-year review and annual assessment meetings.
- 7.3** That performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.
- 7.4** That **Employer** will be entitled to review and make reasonable changes to the provisions of the **Performance Plan** from time to time for operational reasons on agreement between both parties.
- 7.5** The **Employer** may amend the provisions of the **Performance Plan** whenever the performance management system is adopted, implemented and / or amended as the case may be on agreement between both parties.

**Please note, that the schedule for performance review will be applicable to an employee whois still acting as director for this department as scheduled.**

*LP sm*

## 8. DEVELOPMENTAL REQUIREMENTS

The **Personal Development Plan (PDP)** of an acting director will be implemented in terms of the WSP.

## 9. OBLIGATIONS OF THE EMPLOYER

### 9.1 The Employer shall-

- 9.1.1 Create an enabling environment to facilitate effective performance by the **Employee**;
- 9.1.2 Provide access to skills development and capacity building opportunities;
- 9.1.3 Work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable her to meet the performance objectives and targets established in terms of this **Agreement**; and
- 9.1.5 makes available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist her to meet the performance objectives and targets established in terms of this Agreement

## 10. CONSULTATION

### 10.1 The Employer agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others: –

- 10.1.1 A direct effect on the performance of any of the **Employee's** functions;
- 10.1.2 Commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
- 10.1.3 A substantial financial effect on the **Employer**.

### 10.2 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 the **Employee** to take any necessary action without delay.

LP sm

## **11. MANAGEMENT OF EVALUATION OUTCOMES**

- 11.1** The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2** A performance bonus of between 5% to 14% all-inclusive annual remuneration package may be paid to the **Employee** 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%, in terms of the Policy Framework of the District Municipality
- 11.3** In the case of unacceptable performance, the **Employer** shall –
- 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
  - 11.3.2 After appropriate performance counseling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** 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.

## **12. DISPUTE RESOLUTION**

- 12.1** Any disputes about the nature of the **Employee's** 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 **Employee**; or
  - 12.1.2 Any other person appointed by the MEC.
- 12.2** In the event that the mediation process contemplated above fails, clause 19.3 of the Contract of Employment shall apply

LP

### 13. GENERAL


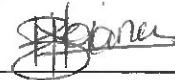
13.1 The contents of this performance agreement will be made available to the public by the **Employer in accordance with the Municipal Finance Management Act, No. 56 of 2003**

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of 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 municipal manager 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.

Thus done and signed at **ORKNEY** on this the 17-04-2020

#### AS WITNESSES:

1.   
2. 

  
**CHIEF FINANCIAL OFFICER**  
**Mr. L.P STEENKAMP (EMPLOYEE)**

#### AS WITNESSES:

1.   
2. 

  
**MUNICIPAL MANAGER**  
**Ms. SM. LESUPI (EMPLOYER)**

**DR. KENNETH  
KAUNDA**  
DISTRICT MUNICIPALITY



# **REVISED 2019/2020 PERFORMANCE PLAN**

## **CHIEF FINANCIAL OFFICER**

14

# QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH VOTE

## 1. KPA 2: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

LABOUR MATTERS, FINANCIAL AND ADMINISTRATIVE CAPACITY, SERVICE DELIVERY, FINANCIAL VIABILITY, GOOD GOVERNANCE, INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT, ECONOMIC DEVELOPMENT														
KPA														
MUNICIPAL TRANSFORMATIONS AND ORGANISATIONAL DEVELOPMENT														
IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT														
ADMINISTRATIVE AND FINANCIAL CAPABILITY														
FUNCTIONAL AREA	STRATEGIC OBJECTIVE	MUNICIPAL POWERS & FUNCTION	BASELINE 2018/2019			KEY PERFORMANCE INDICATOR	WEIGHT	KPI TYPE	ANNUAL TARGET	BUDGET	MSCOA DESCRIPTION	QUARTERLY TARGETS	PORTFOLIO OF EVIDENCE	
			Current status (Progress to date)	Demand (MFMA Circular 63)	Backlog (MFMA Circular 63)									
Legal Services	To ensure municipal excellence	Municipal Planning	2018/19 Contract registers updated	2019/20 Contract registers updated	Nil	KPI 15 Number of updated Contract registers submitted to Council  CSBTC	10	Output	4 updated Contract registers submitted to Council by 30 June 2020	OPEX	-	Q1	1 updated Contract registers submitted to Council by September 2019	Contract register updated
												Q2	1 updated Contract registers submitted to Council by December 2019	
												Q3	1 updated Contract registers submitted to Council by 31 March 2020	
												Q4	1 updated Contract registers submitted to Council by 30 June 2020	

LP 



## 2. KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

ENSURE SUSTAINABLE RESOURCE MANAGEMENT AND USE.													
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT													
A POLICY FRAMEWORK THAT PROVIDES FOR A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT IS IMPLEMENTED													
ADMINISTRATIVE AND FINANCIAL CAPABILITIES OF MUNICIPALITIES ARE ENHANCED													
FUNCTIONAL AREA	STRATEGIC OBJECTIVE	MUNICIPAL POWERS & FUNCTIONS	BASELINE 2018/2019			REVISED KEY PERFORMANCE INDICATOR	WEIGHT	KPI TYPE	REVISED ANNUAL TARGET	REVISED BUDGET	MSCOA DESCRIPTION	QUARTERLY TARGETS	PORTFOLIO OF EVIDENCE
			Current status (Progress to date)	Demand (MFMA Circular 63)	Backlog (MFMA Circular 63)								
Budget and Treasury	To ensure internal municipal excellence	Municipal Planning	8 MFMA section 71 reports submitted	8 MFMA section 71 reports submitted within legislative timeframe	Nil	KPI 21 Number of MFMA section 71 reports submitted within 10 working days to Provincial Treasury after the end of each month <b>BTO</b>	6	Output	8 MFMA section 71 reports submitted by 30 June 2020	OPEX	-	Q 1	8 Monthly budget statements (section 71 reports) signed off by the CFO
			8 MFMA section 71 reports submitted	8 MFMA section 71 reports submitted within legislative timeframe	Nil							Q 2	2 MFMA section 71 reports submitted by September 2019
			8 MFMA section 71 reports submitted	8 MFMA section 71 reports submitted within legislative timeframe	Nil							Q 3	2 MFMA section 71 reports submitted by December 2019
			8 MFMA section 71 reports submitted	8 MFMA section 71 reports submitted within legislative timeframe	Nil							Q 4	2 MFMA section 71 reports submitted by February 2020


ENSURE SUSTAINABLE RESOURCE MANAGEMENT AND USE.															
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT															
NATIONAL LG PRIORITIES		A POLICY FRAMEWORK THAT PROVIDES FOR A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT IS IMPLEMENTED													
		OUTPUT 1		ADMINISTRATIVE AND FINANCIAL CAPABILITIES OF MUNICIPALITIES ARE ENHANCED											
KPA	OUTCOME 9	OUTPUT 1		OUTPUT 6											
FUNCTIONAL AREA	STRATEGIC OBJECTIVE	MUNICIPAL POWERS & FUNCTIONS	BASELINE 2018/2019			REVISED KEY PERFORMANCE INDICATOR	WEIGHT	KPI TYPE	REVISED ANNUAL TARGET	REVISED BUDGET	MSCOA DESCRIPTION	QUARTERLY TARGETS		PORTFOLIO OF EVIDENCE	
			Current status (Progress to date)	Demand (MFMA Circular 63)	Backlog (MFMA Circular 63)							Reports			
Budget and Treasury  PMS	To ensure internal municipal excellence	Municipal Planning	4 MFMA section 52 reports submitted	4 MFMA section 52 reports	Nil	KPI 22 Number of MFMA section 52 reports submitted  BTO	6	Output	4 MFMA section 52 reports submitted by 30 June 2020	OPEX	LP	Q1	1 MFMA section 52 reports submitted by September 2019	4 quarterly reports (section 52 reports) signed off by the CFO  LP	
												Q2	1 MFMA section 52 reports submitted by December 2019		

ENSURE SUSTAINABLE RESOURCE MANAGEMENT AND USE.														
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT														
NATIONAL LG PRIORITIES		A POLICY FRAMEWORK THAT PROVIDES FOR A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT IS IMPLEMENTED												
KPA	OUTPUT 1		ADMINISTRATIVE AND FINANCIAL CAPABILITIES OF MUNICIPALITIES ARE ENHANCED											
OUTCOME 9	OUTPUT 6													
FUNCTIONAL AREA	STRATEGIC OBJECTIVE	MUNICIPAL POWERS & FUNCTIONS	BASELINE 2018/2019			REVISED KEY PERFORMANCE INDICATOR	WEIGHT	KPI TYPE	REVISED ANNUAL TARGET	REVISED BUDGET	MSCOA DESCRIPTION	QUARTERLY TARGETS	PORTFOLIO OF EVIDENCE	
			Current status (Progress to date)	Demand (MFMA Circular 63)	Backlog (MFMA Circular 63)									
Budget and Treasury	To ensure internal municipal excellence	Municipal Planning	2018/19 adjustment budget tabled by February 2019	2019/20 adjustment budget developed approved	Nil	KPI 23 2019/20 adjustment budget developed approved BTO	6	Output	2019/20 adjustment budget developed approved by 28 February 2020	OPEX	-	Q1 None Q2 None Q3 2019/20 adjustment budget developed approved by 28 February 2020 Q4 None	Council resolution and 2019/20 Adjustment Budget	
Budget and Treasury	To ensure internal municipal excellence	Municipal Planning	2018/19 budget compiled approved (MFMA, Sec 25)	2020/21 budget compiled approved	Nil	KPI 24 2020/21 budget compiled approved BTO	6	Output	Compiled 2020/21 budget compiled approved by 31 May 2020	OPEX	-	Q1 None Q2 None Q3 None Q4 Compiled 2020/21 budget compiled approved by 31 May 2020	Council Resolution and Approved 2020/21 budget	



ENSURE SUSTAINABLE RESOURCE MANAGEMENT AND USE.														
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT														
NATIONAL LG PRIORITIES		A POLICY FRAMEWORK THAT PROVIDES FOR A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT IS IMPLEMENTED												
KPA	OUTPUT 1		ADMINISTRATIVE AND FINANCIAL CAPABILITIES OF MUNICIPALITIES ARE ENHANCED											
OUTCOME 9	OUTPUT 6													
FUNCTIONAL AREA	STRATEGIC OBJECTIVE	MUNICIPAL POWERS & FUNCTIONS	BASELINE 2018/2019			REVISED KEY PERFORMANCE INDICATOR	WEIGHT	KPI TYPE	REVISED ANNUAL TARGET	REVISED BUDGET	MSCOA DESCRIPTION	QUARTERLY TARGETS	PORTFOLIO OF EVIDENCE	
			Current status (Progress to date)	Demand (MFMA Circular 63)	Backlog (MFMA Circular 63)									
Budget and Treasury	To ensure internal municipal excellence	Municipal Planning	2017/18 Annual Financial Statements submitted to AGSA by August 2018	2018/2019 Annual Financial Statements submitted to AGSA by August 2019	Nil	KPI25 2018/19 Annual Financial Statements approved by council submitted to AGSA <b>BTO</b>	9	Output	Approved 2018/19 Annual Financial Statements by council submitted to AGSA by August 2019	OPEX	-	Q 1 Approved 2018/19 Annual Financial Statements by council submitted to AGSA by August 2019 Q 2 None Q 3 None Q 4 None	Council Resolution and 2018/19 Annual Financial Statements	
Budget and Treasury District Economic Development	To ensure internal municipal excellence	Municipal Planning	R3,000,000 transferred to District Economic Agency and R100,000 to Secondary Co-operatives	R 3,100,000 of funds transferred to District Economic Agency, Tourism Association and Secondary Co-operatives	R90,000 transfer to Tourism association	KPI 27 Total Amount of funds transferred to District Economic Agency, Tourism Association and Secondary Cooperatives <b>DEDBTO</b>	10	Output	R 3,100,000 of funds transferred to District Economic Agency, Tourism Association and Secondary Co-operatives by Sep 2019	R3 000 000 R50 000 R50 000	36052599460 FLP33ZZWD 36052599420 FLP31ZZWD 36052599440 FLP32ZZWD	Q1 R 3,100,000 of funds transferred to District Economic Agency, Tourism Information Centre and Secondary Co-operatives by September 2019 Q2 None Q3 None Q4 None	Proof of transfer made to District Economic Agency, Tourism Association and Secondary Co-operatives	
Budget and Treasury	To ensure internal municipal excellence	Municipal Planning	Acceptable	Acceptable	Nil	KPI 28		O	Acceptable	OPEX	-	Q1 None	financial viability	

ENSURE SUSTAINABLE RESOURCE MANAGEMENT AND USE.																		
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT																		
NATIONAL LG PRIORITIES		A POLICY FRAMEWORK THAT PROVIDES FOR A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT IS IMPLEMENTED																
KPA		OUTPUT 1		ADMINISTRATIVE AND FINANCIAL CAPABILITIES OF MUNICIPALITIES ARE ENHANCED														
OUTCOME 9		OUTPUT 6																
FUNCTIONAL AREA		STRATEGIC OBJECTIVE		MUNICIPAL POWERS & FUNCTIONS		BASELINE 2018/2019			REVISED KEY PERFORMANCE INDICATOR	WEIGHT	KPI TYPE	REVISED ANNUAL TARGET	REVISED BUDGET	MSCOA DESCRIPTION	QUARTERLY TARGETS		PORTFOLIO OF EVIDENCE	
Treasury		internal municipal excellence		Planning		Current status (Progress to date)	Demand (MFMA Circular 63)	Backlog (MFMA Circular 63)	Financial viability as expressed by the ratios (debt coverage ratio, outstanding service debtors to revenue, Cost coverage age) <b>BTO</b>	6		norm of financial viability as expressed by the ratios (debt coverage ratio, outstanding service debtors to revenue, Cost coverage age) by 30 June 2020			LP	Q2	Acceptable norm of financial viability as expressed by the ratios (debt coverage ratio, outstanding service debtors to revenue, Cost coverage age) by December 2019	ratios report
																Q3	None	
																Q4	Acceptable norm of financial viability as expressed by the ratios (debt coverage ratio, outstanding service debtors to revenue, Cost coverage age) by 30 June 2020	Assets verification reports
Budget and treasury		To ensure internal		Municipal Planning		New Project	4 assets verification	Nil	KPI 29 Number of assets		Of	4 assets verification	OPEX	-	Q1	1 assets verification	Assets verification reports	

ENSURE SUSTAINABLE RESOURCE MANAGEMENT AND USE.														
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT														
NATIONAL LG PRIORITIES		A POLICY FRAMEWORK THAT PROVIDES FOR A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT IS IMPLEMENTED												
KPA	OUTPUT 1		ADMINISTRATIVE AND FINANCIAL CAPABILITIES OF MUNICIPALITIES ARE ENHANCED											
OUTCOME 9	OUTPUT 6													
FUNCTIONAL AREA	STRATEGIC OBJECTIVE	MUNICIPAL POWERS & FUNCTIONS	BASELINE 2018/2019			REVISED KEY PERFORMANCE INDICATOR	WEIGHT	KPI TYPE	REVISED ANNUAL TARGET	REVISED BUDGET	MSCOA DESCRIPTION	QUARTERLY TARGETS	PORTFOLIO OF EVIDENCE	
			Current status (Progress to date)	Demand (MFMA Circular 63)	Backlog (MFMA Circular 63)									
	municipal excellence			report submitted		verification report submitted BTO	6		report submitted by 30 June 2020			report submitted by September 2019 Q2 1 assets verification report submitted by December 2019 Q3 1 assets verification report submitted by 31 March 2020 Q4 1 assets verification report submitted by 30 June 2020		
Information, Communication s and Technology	To ensure IT governance environment is established at Dr KKDM and Dr KKDM	Municipal Planning	IT policies developed and approved	ICT charter to be submitted to Council by June 2020	Nil	KPI 30 Number of ICT charter to be submitted and workshoped to Council	6	Output	1 ICT charter to be submitted and workshoped to Council by Sep 2019	OPEX	47	Q 1 1 ICT charter to be submitted and workshoped to Council by Sep 2019	ICT charter document 	



ENSURE SUSTAINABLE RESOURCE MANAGEMENT AND USE.														
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT														
NATIONAL LG PRIORITIES		A POLICY FRAMEWORK THAT PROVIDES FOR A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT IS IMPLEMENTED												
KPA	OUTPUT 1		ADMINISTRATIVE AND FINANCIAL CAPABILITIES OF MUNICIPALITIES ARE ENHANCED											
OUTCOME 9	OUTPUT 6													
FUNCTIONAL AREA	STRATEGIC OBJECTIVE	MUNICIPAL POWERS & FUNCTIONS	BASELINE 2018/2019			REVISED KEY PERFORMANCE INDICATOR	WEIGHT	KPI TYPE	REVISED ANNUAL TARGET	REVISED BUDGET	MSCOA DESCRIPTION	QUARTERLY TARGETS	PORTFOLIO OF EVIDENCE	
			Current status (Progress to date)	Demand (MFMA Circular 63)	Backlog (MFMA Circular 63)									
	economic agency					ICT						Q 2	None	
												Q 3	None	
												Q 4	None	
Information, Communications and Technology	To ensure internal municipal excellence	Municipal Planning	New project	Information, Communication and Technology policy framework reviewed by March 2020	Nil	KPI 31 Number of ICT policy Framework reviewed ICT	6	Output	1 ICT policy Framework reviewed by 31 March 2020	R300 000	34052270420 FLP19ZZWD	Q1	None	ICT Policy framework reviewed by 31 March 2020
												Q2	None	
												Q3	1 ICT Policy framework reviewed by 31 March 2020	
												Q4	None	
Information, Communications and Technology	To ensure internal municipal excellence	Municipal Planning	9 reports from operating call center submitted	4 reports from operating call center submitted	Nil	KPI 32 Number of reports from operating call center submitted ICT	6	Output	4 reports from operating call center submitted by October 2019	R3 508 412	34052260610 FLP27ZZWD	Q 1	3 reports from operating call center submitted by September 2019	Call Center Reports
												Q 2	1 report from operating call center submitted by October 2019	
												Q 3	None	

ENSURE SUSTAINABLE RESOURCE MANAGEMENT AND USE.														
NATIONAL LG PRIORITIES														
KPA	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT													
OUTCOME 9	OUTPUT 1		A POLICY FRAMEWORK THAT PROVIDES FOR A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT IS IMPLEMENTED											
	OUTPUT 6		ADMINISTRATIVE AND FINANCIAL CAPABILITIES OF MUNICIPALITIES ARE ENHANCED											
FUNCTIONAL AREA	STRATEGIC OBJECTIVE	MUNICIPAL POWERS & FUNCTIONS	BASELINE 2018/2019			REVISED KEY PERFORMANCE INDICATOR	WEIGHT	KPI TYPE	REVISED ANNUAL TARGET	REVISED BUDGET	MSCOA DESCRIPTION	QUARTERLY TARGETS		PORTFOLIO OF EVIDENCE
			Current status (Progress to date)	Demand (MFMA Circular 63)	Backlog (MFMA Circular 63)							Q 4	None	

20

18



### 3. KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

#### 11.1. Municipal Manager's Office: Internal Audit, Corporate Communications, Strategic Planning, Performance Management System, MISS- Municipal Information Security Standards, Speakers Office and Executive Mayor's Office

BUILD A DEVELOPMENTAL STATE, IMPROVE PUBLIC SERVICE AND STRENGTHEN DEMOCRATIC INSTITUTION ENSURE SUSTAINABLE RESOURCE MANAGEMENT AND USE														
NATIONAL LG PRIORITIES	TO PROMOTE GOOD GOVERNANCE													
KPA 2	OUTPUT 5: TO STRENGTHEN PARTICIPATORY GOVERNANCE													
OUTCOME 9														
FUNCTIONAL AREA	STRATEGIC OBJECTIVE	MUNICIPAL FUNCTIONS & POWERS	BASELINE 2018/2019			KEY PERFORMANCE INDICATOR	WEIGHT	KPI TYPE	ANNUAL TARGET	BUDGET	MSCOA DESCRIPTION	QUARTERLY TARGETS	PORTFOLIO OF EVIDENCE	
Budget and Treasury	To ensure internal municipal excellence	Municipal Planning	Current status (Progress to date)	Demand (MFMA Circular 63)	Backlog (MFMA Circular 63)	KPI33 Number of budget related policies workshoped adopted BTO	2	Output	8 Budget related policies workshoped adopted by 31 May 2020	OPEX		Q 1	None	Council Resolutions and budget related policies adopted by 31 May 2020
			2017/18 (8)	2019/20 (8)	Nil							Q 2	None	
			budget related policies developed and reviewed	budget related policies developed and reviewed								Q 3	None	
												Q 4	8 Budget related policies workshoped adopted by 31 May 2020	
Performance Management System	To ensure internal municipal excellence	Municipal planning	2018/19 Mid-Year Term Performance Reports compiled	2019/20 Mid-Year Performance Assessment Report submitted to Executive Mayor submitted within legislative timeframe 25 January 2020	Nil	KPI 44 Number of Mid-Year Performance Assessment Report compiled approved BTO PMS	2	Output	(1) 2019/2020 Mid-Year Performance Assessment Report compiled by January 2020	OPEX		Q1	None	Council Resolution and 2018/19 Mid-Year Performance Assessment Report approved by January 2020
												Q2	None	
												Q3	(1)2019/2020 Mid-Year Performance Assessment Report compiled approved by January 2020	
												Q4	None	

17

AN

# GENERIC KPIS: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

BUILD A DEVELOPMENTAL STATE, IMPROVE PUBLIC SERVICE AND STRENGTHEN DEMOCRATIC INSTITUTION									
ENSURE SUSTAINABLE RESOURCE MANAGEMENT AND USE									
TO PROMOTE GOOD GOVERNANCE									
OUTPUT 5: TO STRENGTHEN PARTICIPATORY GOVERNANCE									
FUNCTIONAL AREA	STRATEGIC OBJECTIVE	BASELINE 2018/2019			KEY PERFORMANCE INDICATOR	WEIGHT	KPI TYPE	ANNUAL TARGET	BUDGET
		Current status (Progress to date)	Demand (MFMA Circular 63)	Backlog (MFMA Circular 63)					
Office of the Municipal Manager	To ensure internal municipal excellence	Back to Basics monthly reports submitted	12 back to basics monthly reports	Nil	KPI -A Number of Back to Basics monthly reports submitted	2	Output	12 Back to Basics monthly reports submitted by 30 June 2020	OPEX
								3 Back to Basics monthly reports submitted by September 2019	Q1
								3 Back to Basics monthly reports submitted by December 2019	Q2
								3 Back to Basics monthly reports submitted by 31 March 2020	Q3
Office of the Municipal Manager	To ensure internal municipal excellence				KPI -B Number of risk management progress reports submitted	2	Output	3 Back to Basics monthly reports submitted by 30 June 2020	Q4
								1 risk management progress report submitted by September 2019	Q1
								1 risk management progress report submitted by December 2019	Q2
								1 risk management progress report submitted by 31 March 2020	Q3
Office of the Municipal Manager	To ensure internal municipal excellence				KPI -C Number of risk management progress reports submitted	2	Output	1 risk management progress report submitted by 30 June 2020	Q4
								4 departmental UIF&W reports submitted to the Accounting Officer by 30 June 2020	Q1
								4 departmental UIF&W reports submitted to the Accounting Officer by 30 June 2020	Q2
								4 departmental UIF&W reports submitted to the Accounting Officer by 30 June 2020	Q3



BUILD A DEVELOPMENTAL STATE, IMPROVE PUBLIC SERVICE AND STRENGTHEN DEMOCRATIC INSTITUTION ENSURE SUSTAINABLE RESOURCE MANAGEMENT AND USE														
TO PROMOTE GOOD GOVERNANCE														
OUTPUT 5: TO STRENGTHEN PARTICIPATORY GOVERNANCE														
FUNCTIONAL LG PRIORITIES	KPA 2	OUTCOME 9	FUNCTIONAL AREA	STRATEGIC OBJECTIVE	BASELINE 2018/2019			KEY PERFORMANCE INDICATOR	WEIGHT	KPI TYPE	ANNUAL TARGET	BUDGET	QUARTERLY TARGETS	PORTFOLIO OF EVIDENCE
					Current status (Progress to date)	Demand (MFMA Circular 63)	Backlog (MFMA Circular 63)							
Office of the Municipal Manager				To ensure internal municipal excellence	Internal Audit findings raised addressed	100% of Internal Audit findings raised addressed	Outstanding prior years findings	KPI -D Percentage of Internal Audit findings raised for 2019/2020 financial year audit conducted addressed	2	Output	100% of Internal Audit findings raised for 2019/2020 financial year audit conducted addressed by 30 June 2020	OPEX	Q4 1 departmental UIF&W report submitted to the Accounting Officer by 30 June 2020 Q1 100% of Internal Audit findings raised for 2019/2020 financial year audit conducted addressed by September 2019 Q2 100% of Internal Audit findings raised for 2019/2020 financial year audit conducted addressed by December 2019 Q3 100% of Internal Audit findings raised for 2019/2020 financial year audit conducted addressed by 31 March 2020 Q4 100% of Internal Audit findings raised for 2019/2020 financial year audit conducted addressed by 30 June 2020	Internal Audit Findings register progress report on
Office of the Municipal Manager				To ensure internal municipal excellence	Audit Committee resolutions for addressed	100% of Audit Committee findings raised addressed	Outstanding prior years findings	KPI -E Percentage of Audit Committee resolutions for 2019/2020 financial year addressed	2	Output	100% of Audit Committee resolutions for 2019/2020 financial year addressed by 30 June 2020	OPEX	Q1 100% of Audit Committee resolutions for 2019/2020 financial year addressed by September 2019 Q2 100% of Audit Committee resolutions for 2019/2020 financial year addressed by December 2019 Q3 100% of Audit Committee resolutions for 2019/2020 financial year addressed by 31 March 2020 Q4 100% of Audit Committee findings resolutions for 2019/2020 financial year addressed by 30 June 2020	Request of

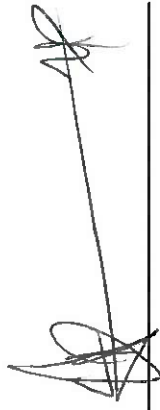
**BUILD A DEVELOPMENTAL STATE, IMPROVE PUBLIC SERVICE AND STRENGTHEN DEMOCRATIC INSTITUTION  
ENSURE SUSTAINABLE RESOURCE MANAGEMENT AND USE**

**TO PROMOTE GOOD GOVERNANCE**

**OUTPUT 5: TO STRENGTHEN PARTICIPATORY GOVERNANCE**

FUNCTIONAL AREA	STRATEGIC OBJECTIVE	BASELINE 2018/2019			KEY PERFORMANCE INDICATOR	WEIGHT	KPI TYPE	ANNUAL TARGET	BUDGET	QUARTERLY TARGETS				PORTFOLIO OF EVIDENCE
		Current status (Progress to date)	Demand (MFMA Circular 63)	Backlog (MFMA Circular 63)										
Municipal Manager	internal municipal excellence	raised addressed	findings raised addressed		Percentage of AGSA Audit findings raised for 2018/2019 financial year addressed	2		AGSA Audit findings raised for 2018/2019 financial year addressed by 30 June 2020		Q2	None			Information register Communication of Findings register Post Audit Action Plan and progress report
Corporate Services	To ensure internal municipal excellence	MANCO, Portfolio Committee, MAYCO and Council resolutions implemented	100% of Council resolutions implemented	Nil	KPI -G Percentage of Council resolutions implemented by June 2019	2	Output	100% of Council resolutions implemented by 30 June 2019	OPEX	Q1	100% of Council resolutions implemented by September 2019			Progress report on MANCO, Portfolio Council resolutions progress report register implemented
										Q2	100% of Council resolutions implemented by December 2019			
										Q3	100% of Council resolutions implemented by 31 March 2020			
										Q4	100% of Council resolutions implemented by 30 June 2020			
Performance Management Systems	To ensure internal municipal excellence	4 quarterly performance reports submitted	4 quarterly performance reports	Nil	KPI -H Number of quarterly performance reports (2019/2020) compiled	2	Output	4 quarterly performance reports (2019/2020) compiled by 30 June 2020	OPEX	Q1	1 quarterly performance reports (2019/2020) compiled by September 2019			Quarterly performance reports
										Q2	1 quarterly performance reports (2019/2020) compiled by December 2019			
										Q3	1 quarterly performance reports (2019/2020) compiled by 31 March 2020			
										Q4	1 quarterly performance reports (2019/2020) compiled by 30 June 2020			

*Handwritten signature/initials*

Employee's Signature: 

17-04-2020

Supervisor's Signature: 

17-04-2020