

# **PERFORMANCE AGREEMENT**



**DR. KENNETH KAUNDA DISTRICT**

**MUNICIPALITY**

**CHIEF FINANCIAL OFFICER**

**2022/2023**

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# 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**

**Mr. MOKGATLHE JOHN RATLHOGO**

**AND**

**Mr. LUCKY STEENKAMP**

**THE EMPLOYEE OF THE MUNICIPALITY**

**FOR THE**

**FINANCIAL YEAR: 01 JULY 2022 TO 30 JUNE 2023**



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## REVISED PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

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

**Mr. MOKGATLHE JOHN RATLHOGO**

(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 **01 July 2022** and will remain in force until **30 June 2023**. 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.



- 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**.

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**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**:

	<b>Weighting</b>
Basic Service Delivery	0%
Municipal Institutional Development and Transformation	0%
District Economic Development (DED)	0%
Municipal Financial Viability and Management	70%
Good Governance and Public Participation	30%
Spatial Rationale	0%
<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. 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**:

<b>CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES</b>		
<b>CORE MANAGERIAL and OCCUPATIONAL COMPETENCIES (CMC)</b>	<b>√(INDICATE CHOICE)</b>	<b>WEIGHT</b>
<b>CORE MANAGERIAL COMPETENCIES</b>		
Strategic Capability and Leadership		5
Programme and Project Management		8
<b>Financial Management</b>	✓	8
Change Management		5
Knowledge Management		6
Service Delivery Innovation		0
Problem Solving and Analysis		5
<b>People Management and Empowerment</b>	✓	8
<b>Client Orientation and Customer Focus</b>	✓	8
Communication		8
Honesty and Integrity		5
Competence in Self- Management		5
Interpretation of and implementation within the legislative and national policy frameworks		0
Knowledge of developmental local government		7
Knowledge of Performance Management and Reporting		7
Knowledge of global and South African specific political, social and economic contexts		0
Competence in policy conceptualisation, analysis and implementation		5
Knowledge of more than one functional municipal field/discipline		0
Skills in Mediation		5
Skills in Governance		5
Competence as required by other national line sector		0

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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		0
		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.**

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### 6.4.3 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 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.					

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- (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:

FIRST QUARTER	:	4 <sup>TH</sup> WEEK OCTOBER 2022
SECOND QUARTER	:	4 <sup>TH</sup> WEEK JANUARY 2023
THIRD QUARTER	:	4 <sup>TH</sup> WEEK APRIL 2023
FOURTH QUARTER	:	4 <sup>TH</sup> WEEK JULY 2023

- 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.

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## 8. DEVELOPMENTAL REQUIREMENTS

The **Personal Development Plan (PDP)** of a senior manager 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.



## 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 In the case of managers directly accountable to the municipal manager, the executive mayor or mayor within thirty (30) days of receipt of a formal dispute from the employee

Whose decision shall be final and binding on both parties.

- 12.2 Any disputes about the outcome of the employee's performance evaluation must be mediated by-
- 12.2.1 In the case of managers directly accountable to the municipal manager, 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), within thirty (30) days of receipt of a formal dispute from the employee

Whose decision shall be final and binding on both parties.

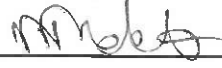
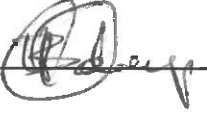


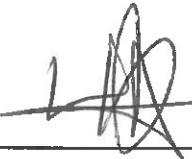
**13. GENERAL**

- 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 the 29-07-2022

**AS WITNESSES:**

- 1. 
- 2. 

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

**AS WITNESSES:**

- 1. 
- 2. 

  
**MUNICIPAL MANAGER**  
**Mr. M.J RATLHOGO (EMPLOYER)**



**DR. KENNETH  
KAUNDA**

DISTRICT MUNICIPALITY



**2022/2023 PERFORMANCE PLAN  
CHIEF FINANCIAL OFFICER**

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

KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

NATIONAL LG PRIORITIES		ENSURE SUSTAINABLE RESOURCE MANAGEMENT AND USE.											
KPA		MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT											
OUTCOME 9		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 #	BASELINE 2021/2022			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)								
Budget and Treasury	To ensure internal municipal excellence	Municipal Planning	12 MFMA section 71 reports submitted	12 MFMA section 71 reports submitted within legislative timeframe	Nil	KPI 31 Number of MFMA section 71 reports submitted within legislative time-frame <b>BTO</b>	5	Output	12 MFMA section 71 reports submitted by 30 June 2023	OPEX	-	Q1 3 MFMA section 71 reports submitted by 30 September 2022 Q2 3 MFMA section 71 reports submitted by 31 December 2022 Q3 3 MFMA section 71 reports submitted by 31 March 2023 Q4 3 MFMA section 71 reports submitted by 30 June 2023	12 Monthly budget statements (section 71 reports) signed off by the CFO
Budget and Treasury PMS	To ensure internal municipal excellence	Municipal Planning	4 MFMA section 52 reports submitted	4 MFMA section 52 reports	Nil	KPI 32 Number of MFMA section 52 reports submitted <b>BTO</b>	5	Output	4 MFMA section 52 reports submitted by 30 June 2023	OPEX 4 quarterly reports (section 52 reports) signed off by the CFO	-	Q1 1 MFMA section 52 reports submitted by 30 September 2022 Q2 1 MFMA section 52 reports submitted by 31 December 2022 Q3 1 MFMA section 52 reports submitted by 31 March 2023	4 quarterly reports (section 52 reports) signed off by the CFO

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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																		
NATIONAL LG PRIORITIES	KPA	OUTCOME 9	OUTPUT 1	OUTPUT 6	STRATEGIC OBJECTIVE	FUNCTIONAL AREA	MUNICIPAL POWERS & FUNCTIONS	BASELINE 2021/2022			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)								
Budget and Treasury		To ensure internal municipal excellence	Municipal Planning		To ensure internal municipal excellence	Budget and Treasury	Municipal Planning	2022/23 adjustment budget	2022/23 adjustment budget tabled	Nil	KPI 33 2022/23 adjustment budget developed approved <b>BTC</b>	5	Output	2022/23 adjustment budget developed approved by 28 February 2023	OPEX		Q4 1 MFMA section 52 reports submitted by 30 June 2023 Q1 None Q2 None Q3 2022/23 adjustment budget developed approved by 28 February 2023 Q4 None	Council resolution and 2022/23 Adjustment Budget
Budget and Treasury		To ensure internal municipal excellence	Municipal Planning		To ensure internal municipal excellence	Budget and Treasury	Municipal Planning	2022/23 budget compiled approved (MFMA, Sec 25)	2023/24 budget compiled approved	Nil	KPI 34 2023/24 budget compiled approved <b>BTC</b>	5	Output	Compiled 2023/24 budget compiled approved by 30 May 2023	OPEX		Q1 None Q2 None Q3 None Q4 Compiled 2023/24 budget compiled approved by 30 May 2023	Council Resolution and Approved 2023/24 budget
Budget and Treasury		To ensure internal municipal excellence	Municipal Planning		To ensure internal municipal excellence	Budget and Treasury	Municipal Planning	Acceptable norm of financial viability as expressed by the ratios June 2020	Acceptable norm of financial viability as expressed by the ratios June 2021	Nil	KPI 35 Financial viability as expressed by the ratios (debt coverage ratio, outstanding service debtors to revenue,	5	Output	Acceptable norm of financial viability as expressed by the ratios (debt coverage	OPEX		Q1 None Q2 Acceptable norm of financial viability as expressed by the ratios (debt coverage ratio, outstanding service debtors to revenue, Cost	Financial viability ratios report

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 2021/2022			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)								
Budget and treasury	To ensure internal municipal excellence	Municipal Planning	4 assets verification report submitted	2 assets verification report submitted	Nil	KPI 36 Number of assets verification report submitted <b>BTC</b>	5	Output	2 assets verification report submitted by 30 June 2023	OPEX		Q1 None	Assets verification reports
			2018/19 Contract registers updated	2019/20 Contract registers updated	Nil							Q2 1 assets verification report submitted by 31 December 2022	
Budget and Treasury	To ensure municipal excellence	Municipal Planning	2018/19 Contract registers updated	2019/20 Contract registers updated	Nil	KPI 37 Number of updated Contract registers submitted to Council <b>BTC</b>	5	Output	4 updated Contract registers submitted to Council by 30	OPEX		Q1 1 updated Contract registers submitted to Council by 30 September 2022	Updated Contract registers
			2018/19 Contract registers updated	2019/20 Contract registers updated	Nil							Q2 1 updated Contract registers submitted to	

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NATIONAL LG PRIORITIES		ENSURE SUSTAINABLE RESOURCE MANAGEMENT AND USE.											
KPA		MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT											
OUTCOME 9		A POLICY FRAMEWORK THAT PROVIDES FOR A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT IS IMPLEMENTED											
FUNCTIONAL AREA		ADMINISTRATIVE AND FINANCIAL CAPABILITIES OF MUNICIPALITIES ARE ENHANCED											
FUNCTIONAL AREA	STRATEGIC OBJECTIVE	MUNICIPAL POWERS & FUNCTIONS	BASELINE 2021/2022			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)								
Budget and Treasury	To ensure internal municipal excellence	Municipal Planning	12 MFMA section 71 reports submitted	12 MFMA section 71 reports submitted within legislative timeframe	Nil	Number of MFMA section 71 reports submitted within legislative time-frame <b>BTO</b>	5	Output	12 MFMA section 71 reports submitted by 30 June 2023	OPEX	-	Council by 31 December 2022 Q3 1 updated Contract registers submitted to Council by 31 March 2023 Q4 1 updated Contract registers submitted to Council by 30 June 2023 Q1 3 MFMA section 71 reports submitted by 30 September 2022 Q2 3 MFMA section 71 reports submitted by 31 December 2022 Q3 3 MFMA section 71 reports submitted by 31 March 2023 Q4 3 MFMA section 71 reports submitted by 30 June 2023	12 MFMA section 71 reports
Performance Management System	To ensure internal municipal	Municipal planning	2021/22 Mid-Year Term Performance	2022/23 Mid-Year Performance	Nil	KPI 47 Number of Mid-Year Performance	5	Output	2022/23 Mid-Year Performance	OPEX	-	Q1 None Q2 None Q3 2022/23 Mid-Year	Council Resolution and 2022/23 Mid-Year

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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

NATIONAL LG PRIORITIES	KPA	OUTPUT 1		OUTPUT 6		FUNCTIONAL AREA	STRATEGIC OBJECTIVE	MUNICIPAL POWERS & FUNCTIONS	BASELINE 2021/2022				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)	Current status (Progress to date)				Demand (MFMA Circular 63)	Backlog (MFMA Circular 63)										
		excellence	Reports compiled	Assessment Report			Assessment Report compiled <b>BTC</b>	5	Output	Assessment Report compiled by 31 January 2023	OPEX		Performance Assessment Report compiled	Q4: None Q1: None Q2: None Q3: Draft 2023/24 budget compiled for tabling by 31 March 2023 Q4: None	Performance Assessment Report compiled					
Budget and Treasury		To ensure internal municipal excellence	2021/22 budget compiled approved (MFMA, Sec 25)	2022/23 budget compiled approved	Nil	Municipal Planning	2023/24 Draft budget compiled <b>BTC</b>	5	Output	Compiled 2023/24 Draft budget compiled for tabling by 31 March 2023	OPEX	-	Council Resolution and Approved 2023/24 Draft budget	Q1: None Q2: None Q3: Draft 2023/24 budget compiled for tabling by 31 March 2023 Q4: None						
Budget and Treasury		To ensure municipal excellence	2021/22 Procurement plan developed	2022/23 Procurement plan developed	Nil	Municipal Planning	Procurement plan developed submitted to Council <b>BTC</b>	5	Output	Procurement plan developed and submitted to Council by 31 May 2023	OPEX	-	Council Resolution and Approved 2023/24 budget (Procurement plan)	Q1: None Q2: None Q3: None Q4: Procurement plan developed and submitted to Council by 31 May 2023						
Budget and Treasury		To ensure internal municipal excellence	4 MFMA section 32 reports submitted (UJF & W)	4 MFMA section 32 reports submitted within	Nil	Municipal Planning	Number of MFMA section 32 reports submitted within legislative time-frame	5	Output	4 MFMA section 32 reports submitted by	OPEX	-	Council Resolution 4 MFMA section 32 reports	Q1: 1 MFMA section 32 reports submitted by 30 September 2022 Q2: 1 MFMA section 32 reports submitted by						

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NATIONAL LG PRIORITIES		ENSURE SUSTAINABLE RESOURCE MANAGEMENT AND USE.											
KPA		MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT											
OUTCOME 9		A POLICY FRAMEWORK THAT PROVIDES FOR A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT IS IMPLEMENTED											
OUTCOME 6		ADMINISTRATIVE AND FINANCIAL CAPABILITIES OF MUNICIPALITIES ARE ENHANCED											
FUNCTIONAL AREA	STRATEGIC OBJECTIVE	MUNICIPAL POWERS & FUNCTIONS	BASELINE 2021/2022			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)								
Budget and Treasury	To ensure internal municipal excellence	Municipal Planning	4 MFMA Circular 34 reports submitted (SCM Implementati on report)	4 MFMA Circular 34 reports submitted within legislative timeframe	Nil	4 MFMA Circular 34 reports submitted <b>BTO</b>	5	Output	4 MFMA Circular 34 reports submitted by 30 June 2023	OPEX	-	Q1 1 MFMA Circular 34 reports submitted by 31 December 2022 Q3 1 MFMA section 32 reports submitted by 31 March 2023 Q4 1 MFMA section 32 reports submitted by 30 June 2023	Council Resolution 4 MFMA Circular 34 reports
Performance Management Systems	To ensure internal municipal excellence	Municipal Planning	2020/21 Annual Financial Statements submitted to AGSA	2021/22 Annual Financial Statements submitted to AGSA	Nil	KPI 48 Timeliness of the Annual Financial Statements submitted to Auditor	5	Output	2021/22 Annual Financial Statements submitted to Auditor	OPEX	-	Q1 2021/22 Annual Financial Statements submitted to Auditor General by 31 August 2022 Q2 None	AFS Proof of submission

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NATIONAL LG PRIORITIES	ENSURE SUSTAINABLE RESOURCE MANAGEMENT AND USE.													
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												
OUTCOME 9	OUTPUT 6	ADMINISTRATIVE AND FINANCIAL CAPABILITIES OF MUNICIPALITIES ARE ENHANCED												
FUNCTIONAL AREA	STRATEGIC OBJECTIVE	MUNICIPAL POWERS & FUNCTIONS	BASELINE 2021/2022			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)							Q3	Q4	
			compiled	compiled		General <b>BTO</b>			General by 31 August 2022			None	None	

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**KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

**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**

NATIONAL LG PRIORITIES		BUILD A DEVELOPMENTAL STATE; IMPROVE PUBLIC SERVICE AND STRENGTHEN DEMOCRATIC INSTITUTION ENSURE SUSTAINABLE RESOURCE MANAGEMENT AND USE														
KPA 2		TO PROMOTE GOOD GOVERNANCE														
OUTCOME 9		OUTPUT 5: TO STRENGTHEN PARTICIPATORY GOVERNANCE														
FUNCTIONAL AREA	STRATEGIC OBJECTIVE	MUNICIPAL POWERS & FUNCTIONS	BASELINE 2021/2022			KEY PERFORMANCE INDICATOR	WEIGHT	KPI TYPE	ANNUAL TARGET	BUDGET	MSCOA DESCRIPTION	QUARTERLY TARGETS				PORTFOLIC OF EVIDENCE
			Current status (Progress to date)	Demand (MFMA Circular 63)	Backlog (MFMA Circular 63)							Q 1	Q 2	Q 3	Q 4	
Budget and Treasury	To ensure internal municipal excellence	Municipal Planning	Nil	2022/23 (8) budget related policies developed and reviewed	Nil	KPI 38 Number of budget related policies workshopped adopted <b>BTO</b>	10	Output	(8) 2023/24 Budget related policies workshopped adopted by 30 May 2023	OPEX		Q 1 None Q 2 None Q 3 None Q 4 (8) 2023/24 Budget related policies workshopped adopted by 30 May 2023	Council Resolutions and budget related policies			

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**GENERIC KPIS: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

NATIONAL LG PRIORITIES		BUILD A DEVELOPMENTAL STATE, IMPROVE PUBLIC SERVICE AND STRENGTHEN DEMOCRATIC INSTITUTION												
KPA 2		ENSURE SUSTAINABLE RESOURCE MANAGEMENT AND USE												
OUTCOME 9		TO PROMOTE GOOD GOVERNANCE												
FUNCTIONAL AREA		OUTPUT 5: TO STRENGTHEN PARTICIPATORY GOVERNANCE												
FUNCTIONAL AREA	STRATEGIC OBJECTIVE	BASELINE 2021/2022			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)						Q1	Q2	Q3	Q4	
Office of the Municipal Manager	To ensure internal municipal excellence	Municipal Risk Register 2021/22	4 risk management progress reports	Nil	KPI -A Number of risk management progress reports submitted	2	Output	4 risk management progress reports submitted by 30 June 2023	OPEX	Q1 1 risk management progress report submitted by 30 September 2022	Q2 1 risk management progress report submitted by 31 December 2022	Q3 1 risk management progress report submitted by 31 March 2023	Q4 1 risk management progress report submitted by 30 June 2023	Risk management progress reports
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 -B Percentage of Internal Audit findings raised for 2021/2022 financial year audit conducted addressed	3	Output	100% of Internal Audit findings raised for 2021/2022 financial year audit conducted addressed by 30 June 2023	OPEX	Q1 100% of Internal Audit findings raised for 2021/2022 financial year audit conducted addressed by 30 September 2022	Q2 100% of Internal Audit findings raised for 2021/2022 financial year audit conducted addressed by 31 December 2022	Q3 100% of Internal Audit findings raised for 2021/2022 financial year audit conducted addressed by 31 March 2023	Q4 100% of Internal Audit findings raised for 2021/2022 financial year audit conducted	Internal Audit Findings register progress report on

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**BUILD A DEVELOPMENTAL STATE, IMPROVE PUBLIC SERVICE AND STRENGTHEN DEMOCRATIC INSTITUTION**

**ENSURE SUSTAINABLE RESOURCE MANAGEMENT AND USE**

**TO PROMOTE GOOD GOVERNANCE**

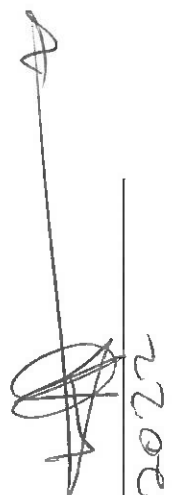
**OUTPUT 5: TO STRENGTHEN PARTICIPATORY GOVERNANCE**

NATIONAL LG PRIORITIES	KPA 2	OUTCOME 9	FUNCTIONAL AREA	STRATEGIC OBJECTIVE	BASELINE 2021/2022			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	Audit Committee resolutions for addressed	100% of Audit Committee findings raised addressed	Outstanding prior years findings	KPI -C Percentage of Audit Committee resolutions for 2021/2022 financial year addressed	3	Output	100% of Audit Committee resolutions for 2021/2022 financial year addressed by 30 June 2023	OPEX	addressed by 30 June 2023	Updated Audit Committee Register	
													Q1		100% of Audit Committee resolutions for 2021/2022 financial year addressed by 30 September 2022
													Q2		100% of Audit Committee resolutions for 2021/2022 financial year addressed by 31 December 2019
													Q3		100% of Audit Committee resolutions for 2021/2022 financial year addressed by 31 March 2020
													Q4		100% of Audit Committee findings resolutions for 2021/2022 financial year addressed by 30 June 2020
													Q1		None
													Q2		None
													Q3		100% compilation of Post Audit Action Plan by 31 March 2023
													Q4		100% of AGSA Audit findings raised for 2020/2021 financial year addressed by 30 June 2023
													Q1		100% of Council resolutions implemented by 30 September 2022
													Q2		100% of Council resolutions implemented by 31 December
													Office of the Municipal Manager		
Communication of Findings register															
Post Audit Action Plan and progress report															
Corporate Services				To ensure internal municipal excellence	MANCO, Portfolio Committee, MAYCO and Council	100% of Council resolutions implemented	Nil	KPI -E Percentage of Council resolutions implemented by 30 June 2023	3	Output	100% of Council resolutions implemented by 30 June 2023	OPEX	Progress report on MANCO, Portfolio Council resolutions progress report		
													Register		

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NATIONAL LG PRIORITIES		BUILD A DEVELOPMENTAL STATE, IMPROVE PUBLIC SERVICE AND STRENGTHEN DEMOCRATIC INSTITUTION					ENSURE SUSTAINABLE RESOURCE MANAGEMENT AND USE		TO PROMOTE GOOD GOVERNANCE		
KPA 2		OUTPUT 5: TO STRENGTHEN PARTICIPATORY GOVERNANCE									
FUNCTIONAL AREA	STRATEGIC OBJECTIVE	BASELINE 2021/2022			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)							
Performance Management Systems	To ensure internal municipal excellence	resolutions implemented			KPI -F Number of quarterly performance reports (2022/2023) compiled	4	Output	4 quarterly performance reports (2022/2023) compiled by 30 June 2023	OPEX	2022 Q3 100% of Council resolutions implemented by 31 March 2023 Q4 100% of Council resolutions implemented by 30 June 2023 Q1 1 quarterly performance reports (2022/2023) compiled by 30 September 2022 Q2 1 quarterly performance reports (2022/2023) compiled by 31 December 2022 Q3 1 quarterly performance reports (2022/2023) compiled by 31 March 2023 Q4 1 quarterly performance reports (2022/2023) compiled by 30 June 2023	implemented
		4 quarterly performance reports submitted	4 quarterly performance reports	Nil						Quarterly performance reports	

Employee's Signature:  10-08r 2022

Supervisor's Signature:   
 Date: 2022/08/10