

# **PERFORMANCE AGREEMENT**



**DR. KENNETH KAUNDA DISTRICT**

**MUNICIPALITY**

**SENIOR MANAGER- CORPORATE SUPPORT**

**SERVICES & ICT**

**2022/2023**

*AK*

*MR*

# 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**

**Ms. SETSEGO CATHERINE ABRAMS**

**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

**Ms. SETSEGO CATHERINE ABRAMS** (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 **18 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**.



**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	80%
District Economic Development (DED)	0%
Municipal Financial Viability and Management	0%
Good Governance and Public Participation	20%
Spatial Rationale	0%
<b>Total</b>	<b>100%</b>



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		4
<b>Financial Management</b>	√	4
Change Management		5
Knowledge Management		5
Service Delivery Innovation		0
Problem Solving and Analysis		5
<b>People Management and Empowerment</b>	√	5
<b>Client Orientation and Customer Focus</b>	√	5
Communication		5
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		4
Knowledge of developmental local government		5
Knowledge of Performance Management and Reporting		5
Knowledge of global and South African specific political, social and economic contexts		3
Competence in policy conceptualisation, analysis and implementation		5
Knowledge of more than one functional municipal field/discipline		3 + 2
Skills in Mediation		5
Skills in Governance		5
Competence as required by other national line sector		3



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 3
		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.

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

(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.					

- (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>4<sup>TH</sup> WEEK OCTOBER 2022</b>
<b>SECOND QUARTER</b>	<b>:</b>	<b>4<sup>TH</sup> WEEK JANUARY 2023</b>
<b>THIRD QUARTER</b>	<b>:</b>	<b>4<sup>TH</sup> WEEK APRIL 2023</b>
<b>FOURTH QUARTER</b>	<b>:</b>	<b>4<sup>TH</sup> WEEK JULY 2023</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.



## 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.

## 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 this the 29/07/2022

**AS WITNESSES:**


1.  \_\_\_\_\_

2.  \_\_\_\_\_

 \_\_\_\_\_

**DIRECTOR CORPORATE SERVICES**  
**Ms. S.C ABRAMS (EMPLOYEE)**

**AS WITNESSES:**

1.  \_\_\_\_\_

2.  \_\_\_\_\_

 \_\_\_\_\_

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



**DR. KENNETH  
KAUNDA**

DISTRICT MUNICIPALITY



**2022/2023 PERFORMANCE PLAN**

**SENIOR MANAGER - CORPORATE SUPPORT  
SERVICES & ICT**

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

KPA 2: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

NATIONAL LG PRIORITIES	LABOUR MATTERS, FINANCIAL AND ADMINISTRATIVE CAPACITY, SERVICE DELIVERY, FINANCIAL VIABILITY, GOOD GOVERNANCE, INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT, ECONOMIC DEVELOPMENT															
	KPA	MUNICIPAL TRANSFORMATIONS AND ORGANISATIONAL DEVELOPMENT														
OUTCOME 9		IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT														
	FUNCTIONAL AREA	STRATEGIC OBJECTIVE	MUNICIPAL POWERS & FUNCTION	BASELINE 2021/2022			KEY PERFORMANCE INDICATOR	WEIGHT	KPI TYPE	ANNUAL TARGET	BUDGET	MSCOA DESCRIPTION	QUARTERLY TARGETS			
Current status (Progress to date)				Demand (MFMA Circular 63)	Backlog (MFMA Circular 63)	Q1							Q2	Q3	Q4	
Human Resources	To ensure municipal excellence	Municipal Planning	1 people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	4 people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	Nil	KPI 13 Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan <b>CS</b>	10	Output	04 people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan by 30 June 2023	OPEX	-	Q1 None Q2 None Q3 None Q4 04 people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan by 30 June 2023	-Adverts Interview Panel Attendance Registers -Appointment letters			
Human Resources Circular 88	To ensure municipal excellence	Municipal Planning	Nil	Filling of vacant posts within 3 months after advertisement	Nil	KPI 14 Percentage of vacant advertised posts filled within 3 months	8	Output	100% of vacant advertised posts filled within 3 months	OPEX	-	Q1 100% of vacant advertised posts filled within 3 months Q2 100% of vacant advertised posts filled within 3 months	-Adverts Interview Panel Attendance Registers -Appointment letters			



**LABOUR MATTERS, FINANCIAL AND ADMINISTRATIVE CAPACITY, SERVICE DELIVERY, FINANCIAL VIABILITY, GOOD GOVERNANCE, INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT, ECONOMIC DEVELOPMENT**

**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 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	Q1	Q2		Q3	Q4
Human Resources	To ensure municipal excellence	Municipal Planning	Workplace skills plan submitted to LGSETA	Timeous submission report on the workplace skills plan submitted to LGSETA	Nil	KPI 15 Number of workplace skills plan submitted to LGSETA <b>CS</b>	6	Output	(1) Report on the workplace skills plan submitted to LGSETA by 30 April 2023	OPEX	-	Q3 100% of vacant advertised posts filled within 3 months	Q4 100% of vacant advertised posts filled within 3 months	Q1 None	Q2 None	Q3 None	Q4 Report on the workplace skills plan submitted to LGSETA by 30 April 2023	Proof of submission to LGSETA  Workplace Skills Plan
			4 training committee meetings held	4 training committee meeting to be held by 30 June 2021	Nil	KPI 16 Number of training committee meetings held <b>CS</b>	7	Output	4 training committee meeting to be held by 30 June 2023	OPEX	-	Q1 1 training committee meeting held by 30 September 2022	Q2 1 training committee meeting held by 31 December 2022	Q3 1 training committee meeting held by 31 March 2023	Q4 1 training committee meeting held by 30 June 2023	Invitation, Minutes, attendance registers		

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LABOUR MATTERS, FINANCIAL AND ADMINISTRATIVE CAPACITY, SERVICE DELIVERY, FINANCIAL VIABILITY, GOOD GOVERNANCE, INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT, ECONOMIC DEVELOPMENT																	
MUNICIPAL TRANSFORMATIONS AND ORGANISATIONAL DEVELOPMENT																	
IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT																	
ADMINISTRATIVE AND FINANCIAL CAPABILITY																	
NATIONAL LG PRIORITIES	KPA	OUTCOME 9	OUTPUT 1	OUTPUT 6	STRATEGIC OBJECTIVE	MUNICIPAL POWERS & FUNCTION	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)								
Human Resources			To ensure municipal excellence		Municipal Planning	Firefighters debriefings held	4 Firefighters debriefings held	Nil	KPI 17 Number Firefighters debriefings held CS	7	Outcome	4 Firefighters debriefings held by 30 June 2023	OPEX	-	Q1 1 Firefighters debriefing held by 30 September 2022 Q2 1 Firefighters debriefing held by 31 December 2022 Q3 1 Firefighters debriefing held by 31 March 2023 Q4 1 Firefighters debriefing held by 30 June 2023	Invitations Attendance Registers Report	
Human Resources			To ensure municipal excellence		Municipal Planning	4 Workshops on developing labour relations or dispute	2 Workshops on developing labour relations or dispute resolution by 30 June 2020	Nil	KPI 18 Number of labour relations and HR related trainings CS	7	output	4 labour relations and HR related trainings by 30 June 2023	OPEX	-	Q1 1 labour relations and HR related trainings by 30 September 2022 Q2 1 labour relations and HR related trainings by 31 December 2022 Q3 1 labour relations and HR related trainings by 31 March 2023 Q4 1 labour relations and HR related trainings by 30 June 2023	Invitations Attendance Register Assessment	
Human resources			To ensure municipal excellence		Municipal Planning	4 OHS comprehensive	4 OHS comprehensive	Nil	KPI 19	8	To ensure municipal excellence	4 comprehensive	OPEX	-	Q1 1 Comprehensive inspection on OHS	Inspection reports	

**LABOUR MATTERS, FINANCIAL AND ADMINISTRATIVE CAPACITY, SERVICE DELIVERY, FINANCIAL VIABILITY, GOOD GOVERNANCE, INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT, ECONOMIC DEVELOPMENT**

**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 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)												
KPA	OUTPUT 1		inspections	e inspections		Number of comprehensive inspections on OHS conducted <b>CS</b>			inspections on OHS conducted by 30 June 2023				conducted by 30 September 2022				
	OUTPUT 6												Q2 1 Comprehensive inspection on OHS conducted by 31 December 2022	Q3 1 Comprehensive inspection on OHS conducted by 31 March 2023	Q4 1 Comprehensive inspection on OHS conducted by 30 June 2023		
Human Resources	To ensure municipal excellence	Municipal Planning	Nil	1 Employment Equity Plan submitted to Department of Labour by June 2021	Nil	KPI 20 Number of Employment Equity Plan submitted to Department of Labour <b>CS</b>	7	Output	1 Employment Equity Plan submitted to Department of Labour by 15 January 2023	OPEX	-		Q1 None	Q2 None	Q3 Employment Equity Plan submitted to Department of Labour by 15 January 2023	Q4 None	1 Employment Equity Plan
Corporate Services	To ensure internal municipal excellence	Municipal planning	98,75% of municipality's budget actually spent on implementing its workplace skills	100% of municipality's budget actually spent on implementing	Nil	KPI 21 Percentage of municipality's budget actually spent on	8	Outcome	100% of municipality's budget actually spent on implementing its	R 1 600 000	R 1 600 000		Q1 15% of municipality's budget actually spent on implementing its workplace skills plan				Workplace skills plan detailed Report Training expenditure



**NATIONAL LG PRIORITIES**  
**KPA**  
**LABOUR MATTERS, FINANCIAL AND ADMINISTRATIVE CAPACITY, SERVICE DELIVERY, FINANCIAL VIABILITY, GOOD GOVERNANCE, INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT, ECONOMIC DEVELOPMENT**

**MUNICIPAL TRANSFORMATIONS AND ORGANISATIONAL DEVELOPMENT**  
**IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT ADMINISTRATIVE AND FINANCIAL CAPABILITY**

FUNCTIONAL AREA	OUTCOME 9	STRATEGIC OBJECTIVE	MUNICIPAL POWERS & FUNCTION	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)									
Information, Communications 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 2021	Nil	KPI 22 Number of ICT charter to be submitted and workshopped to Council	6	Output	1 ICT charter to be submitted and workshopped to Council by 31 December 2022	OPEX			Q1	None	ICT charter
													Q2	1 ICT charter to be submitted and workshopped to Council by 31 December 2022	
													Q3	50% of municipality's budget actually spent on implementing its workplace skills plan by 31 March 2023	
													Q4	100% of municipality's budget actually spent on implementing its workplace skills plan by 30 June 2023	
				plan	its workplace skills		implementing its workplace skills plan		workplace skills plan by 30 June 2023	R 300 000	3305230330 OFLP78ZZH O	Q2	20% of municipality's budget actually spent on implementing its workplace skills plan by 31 December 2022	report	
										R 300 000	3305230511 OFLP59ZZ WD	Q3	50% of municipality's budget actually spent on implementing its workplace skills plan by 31 March 2023		
										R 500 00	3305230049 OFLP07ZZ WD	Q4	100% of municipality's budget actually spent on implementing its workplace skills plan by 30 June 2023		
										R 500 00	3305230511 OFLP78ZZH O				

**NATIONAL LG PRIORITIES**  
**KPA**  
**LABOUR MATTERS, FINANCIAL AND ADMINISTRATIVE CAPACITY, SERVICE DELIVERY, FINANCIAL VIABILITY, FINANCIAL TRANSFORMATION AND DEVELOPMENT, ECONOMIC DEVELOPMENT**

**OUTCOME 9**  
**OUTPUT 1**  
**OUTPUT 6**  
**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 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	Q1	Q2	Q3	Q4	
Information, Communications and Technology	To ensure IT governance environment is established at Dr KKDM	Municipal Planning	Nil	ICT Policies developed (Acceptable use and Incident Policy & Remote Access and bring your own device policy)	Nil	<b>KPI 23</b> Number of ICT Policies developed (Acceptable use and Incident Policy & Remote Access and bring your own device policy) <b>ICT</b>	6	Output	2 ICT Policies developed (Acceptable use and Incident Policy & Remote Access and bring your own device policy) by 30 December 2023	OPEX		Q3 None	Q4 None	Q1 None	Q2 None	Q3 None	Q4 2 ICT Policies developed (Acceptable use and Incident Policy & Remote Access and bring your own device policy) by 30 June 2023	Acceptable use and Incident Policy & Remote Access and bring your own device policy

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

NATIONAL LG PRIORITIES	BUILD A DEVELOPMENTAL STATE, IMPROVE PUBLIC SERVICE AND STRENGTHEN DEMOCRATIC INSTITUTION				ANNUAL TARGET	BUDGET	QUARTERLY TARGETS	PORTFOLIO OF EVIDENCE		
	ENSURE SUSTAINABLE RESOURCE MANAGEMENT AND USE									
KPA 2	TO PROMOTE GOOD GOVERNANCE									
OUTCOME 9	OUTPUT 5: TO STRENGTHEN PARTICIPATORY GOVERNANCE									
FUNCTIONAL AREA	STRATEGIC OBJECTIVE	BASELINE 2021/2022			KEY PERFORMANCE INDICATOR	WEIGHT	KPI TYPE	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	Municipal Risk Register 2021/22	4 risk management progress reports	Nil	KPI -A Number of risk management progress reports submitted	3	Output	Q1	1 risk management progress report submitted by 30 September 2022	Risk management progress reports
								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	
Office of the Municipal Manager	To ensure internal municipal excellence	Internal Audit findings raised addressed 2021/22	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	4	Output	Q1	100% of Internal Audit findings raised for 2021/2022 financial year audit conducted addressed by 30 September 2022	Internal Audit Findings register progress report on
								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	



**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 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	
Office of the Municipal Manager	To ensure internal municipal excellence	Audit findings raised addressed	100% of Audit findings raised addressed	Nil	KPI -D Percentage of AGSA Audit findings raised for 2020/2021 financial year addressed	4	Output	100% of AGSA Audit findings raised for 2020/2021 financial year addressed by 30 June 2023	OPEX	100% compilation of Post Audit Action Plan by 31 March 2023	Request of Information register Communication of Findings register Post Audit Action Plan and progress report
										Q1 100% of AGSA Audit findings raised for 2020/2021 financial year addressed by 30 June 2023	
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	100% of Council resolutions implemented by 30 September 2022	Progress report on MANCO, Portfolio Council resolutions progress report
										Q1 100% of Council resolutions implemented by 30 September 2022	

**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	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			<b>KPI -F</b> Number of quarterly performance reports (2022/2023) compiled	3	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       Quarterly performance reports

*[Signature]*

Employee's Signature: \_\_\_\_\_

Date: 29/07/2022

*[Signature]*

Supervisor's Signature: \_\_\_\_\_

Date: 2022/07/29

*[Handwritten initials]*