

# **PERFORMANCE AGREEMENT**



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

### **BUDGET AND TREASURY**

**2018/19**

# **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**

**Ms JEANNE-MARIE BROWN**

**THE EMPLOYEE OF THE MUNICIPALITY**

**FOR THE**

**FINANCIAL YEAR: 01 JULY 2018 TO 30 JUNE 2019**

A handwritten signature in black ink, appearing to be 'Jm' followed by a stylized mark.

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## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

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

**SHIRELY MABEDI LESUPI**

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

And

**Ms. JEANNE-MARIE BROWN** (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 2018** and will remain in force until the duration of the appointment letter issued by the **Municipal Manager**. 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**:

|                                                        | Weighting   |
|--------------------------------------------------------|-------------|
| Basic Service Delivery                                 | 0           |
| Municipal Institutional Development and Transformation | 5           |
| District Economic Development (DED)                    | 0           |
| Municipal Financial Viability and Management           | 60          |
| Good Governance and Public Participation               | 35          |
| 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>✓<br/>(INDICATE CHOICE)</b> | <b>WEIGHT</b> |
| <b>CORE MANAGERIAL COMPETENCIES</b>                                                        |                                |               |
| Strategic Capability and Leadership                                                        |                                | 5             |
| Programme and Project Management                                                           |                                | 5             |
| <b>Financial Management</b>                                                                | ✓                              | 15            |
| Change Management                                                                          |                                | 5             |
| Knowledge Management                                                                       |                                | 5             |
| Service Delivery Innovation                                                                |                                |               |
| 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 |                                | 5             |
| Knowledge of developmental local government                                                |                                |               |
| Knowledge of Performance Management and Reporting                                          |                                | 5             |
| Knowledge of global and South African specific political, social and economic contexts     |                                |               |
| Competence in policy conceptualisation, analysis and implementation                        |                                | 5             |
| Knowledge of more than one functional municipal field/discipline                           |                                | 5             |
| Skills in Mediation                                                                        |                                |               |
| Skills in Governance                                                                       |                                | 5             |



| CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES                                        |                        |        |
|-----------------------------------------------------------------------------------|------------------------|--------|
| CORE MANAGERIAL and OCCUPATIONAL COMPETENCIES (CMC)                               | ✓<br>(INDICATE CHOICE) | WEIGHT |
| Competence as required by other national line sector departments                  |                        | 5      |
| 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

(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>2<sup>ND</sup> WEEK OCTOBER 2018</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 2019</b>   |
| <b>FOURTH QUARTER</b> | <b>:</b> | <b>2<sup>ND</sup> WEEK JULY 2019</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 who will be acting as director for this department at the time of the review.**



## **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 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

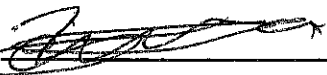
**13. GENERAL**

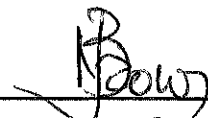
- 13.1** The contents of this performance agreement will be made available to the public by the **Employer in accordance with the Municipal Finance Management Act, No. 56 of 2003**
- 13.2** Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of 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 02-AUGUST-2018

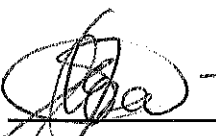
**AS WITNESSES:**

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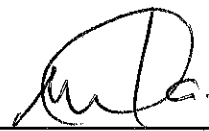
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**ACTING CHIEF FINANCIAL OFFICER**  
**Ms. JEANNE-MARIE BROWN**  
**(EMPLOYEE)**

**AS WITNESSES:**

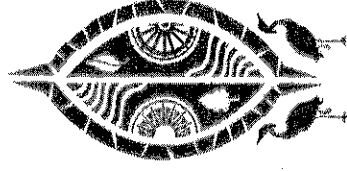
1.   
\_\_\_\_\_

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

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

**DR. KENNETH  
KAUNDA**

DISTRICT MUNICIPALITY



# **2018/19 PERFORMANCE PLAN ACTING CHIEF FINANCIAL OFFICER**

# 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 |                                |                                                          |                                    |                                                                                  |                            |                                                                                                                                                                                           |        |          |                                                                           |        |                   |                   |                                                                                |                           |  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|----------------------------------------------------------|------------------------------------|----------------------------------------------------------------------------------|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|----------|---------------------------------------------------------------------------|--------|-------------------|-------------------|--------------------------------------------------------------------------------|---------------------------|--|
| NATIONAL LG PRIORITIES KPA                                                                                                                                                        |                                | MUNICIPAL TRANSFORMATIONS AND ORGANISATIONAL DEVELOPMENT |                                    |                                                                                  |                            |                                                                                                                                                                                           |        |          |                                                                           |        |                   |                   |                                                                                |                           |  |
| OUTCOME 9                                                                                                                                                                         |                                | OUTPUT 1                                                 |                                    | IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT |                            |                                                                                                                                                                                           |        |          |                                                                           |        |                   |                   |                                                                                |                           |  |
| OUTPUT 6                                                                                                                                                                          |                                | ADMINISTRATIVE AND FINANCIAL CAPABILITY                  |                                    |                                                                                  |                            |                                                                                                                                                                                           |        |          |                                                                           |        |                   |                   |                                                                                |                           |  |
| FUNCTIONAL AREA                                                                                                                                                                   | STRATEGIC OBJECTIVE            | MUNICIPAL POWERS & FUNCTION                              | BASELINE 2017/18                   |                                                                                  |                            | 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) |                                                                                                                                                                                           |        |          |                                                                           |        |                   | Q1                | Q2                                                                             |                           |  |
| Legal Services                                                                                                                                                                    | To ensure municipal excellence | Municipal Planning                                       | 2017/18 Contract registers updated | 2018/19 Contract registers updated                                               | Nil                        | KPI 11<br>Number of updated Contract registers submitted to Accounting Officer by June 2019<br><br>CS  | 5      | Output   | 4 updated Contract registers submitted to Accounting Officer by June 2019 | OPEX   |                   | Q1                | 1 updated Contract registers submitted to Accounting Officer by September 2018 | Contract register updated |  |
|                                                                                                                                                                                   |                                |                                                          |                                    |                                                                                  |                            |                                                                                                                                                                                           |        |          |                                                                           |        |                   | Q2                | 1 updated Contract registers submitted to Accounting Officer by December 2018  |                           |  |
|                                                                                                                                                                                   |                                |                                                          |                                    |                                                                                  |                            |                                                                                                                                                                                           |        |          |                                                                           |        |                   | Q3                | 1 updated Contract registers submitted to Accounting Officer by March 2019     |                           |  |
|                                                                                                                                                                                   |                                |                                                          |                                    |                                                                                  |                            |                                                                                                                                                                                           |        |          |                                                                           |        |                   | Q4                | 1 updated Contract registers submitted to Accounting Officer by June 2019      |                           |  |



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

| 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 2017/18                     |                            |                            | KEY PERFORMANCE INDICATOR                                                                                                                                   | WEIGHT | KPI TYPE | ANNUAL TARGET                                     | BUDGET | MSCOA DESCRIPTION | QUARTERLY TARGETS                                            |                                                             |                                                          |                                                         | POE                                                                     |
|                                                |                                              |                                                                                                                            | 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                                                                                                         | 12 MFMA section 71 reports submitted | 12 MFMA section 71 reports | Nil                        | KPI 20<br>Number of MFMA section 71 reports submitted by June 2019<br> | 1      | Output   | 12 MFMA section 71 reports submitted by June 2019 | OPEX   | -                 | Q 1<br>3 MFMA section 71 reports submitted by September 2018 | Q 2<br>3 MFMA section 71 reports submitted by December 2018 | Q 3<br>3 MFMA section 71 reports submitted by March 2019 | Q 4<br>3 MFMA section 71 reports submitted by June 2019 | 12 Monthly budget statements (section 71 reports) signed off by the CFO |

| ENSURE SUSTAINABLE RESOURCE MANAGEMENT AND USE.       |                                                                                                                            |                                                        |                                     |                           |                            |                                                                                                                                                                                                  |                  |                        |                                                                       |                    |                   |                                                                 |                                                                |                                    |                                                             |
|-------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|-------------------------------------|---------------------------|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------------|-----------------------------------------------------------------------|--------------------|-------------------|-----------------------------------------------------------------|----------------------------------------------------------------|------------------------------------|-------------------------------------------------------------|
| NATIONAL LG PRIORITIES                                | MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT                                                                               |                                                        |                                     |                           |                            |                                                                                                                                                                                                  |                  |                        |                                                                       |                    |                   |                                                                 |                                                                |                                    |                                                             |
| KPA                                                   | 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                                                   |                                                        |                                     |                           |                            |                                                                                                                                                                                                  |                  |                        |                                                                       |                    |                   |                                                                 |                                                                |                                    |                                                             |
| OUTCOME 9                                             | OUTPUT 1                                                                                                                   |                                                        |                                     |                           |                            |                                                                                                                                                                                                  |                  |                        |                                                                       |                    |                   |                                                                 |                                                                |                                    |                                                             |
|                                                       | OUTPUT 6                                                                                                                   |                                                        |                                     |                           |                            |                                                                                                                                                                                                  |                  |                        |                                                                       |                    |                   |                                                                 |                                                                |                                    |                                                             |
| FUNCTIONAL AREA<br><br>Budget and Treasury<br><br>PMS | STRATEGIC OBJECTIVE<br><br>To ensure internal municipal excellence                                                         | MUNICIPAL POWERS & FUNCTIONS<br><br>Municipal Planning | BASELINE 2017/18                    |                           |                            | KEY PERFORMANCE INDICATOR<br><br>KPI 21<br>Number of MFMA section 52 reports submitted by June 2019<br><br> | WEIGHT<br><br>10 | KPI TYPE<br><br>Output | ANNUAL TARGET<br><br>4 MFMA section 52 reports submitted by June 2019 | BUDGET<br><br>OPEX | MSCOA DESCRIPTION | QUARTERLY TARGETS                                               |                                                                | POE<br><br>MFMA section 52 reports |                                                             |
|                                                       |                                                                                                                            |                                                        | Current status (Progress to date)   | Demand (MFMA Circular 63) | Backlog (MFMA Circular 63) |                                                                                                                                                                                                  |                  |                        |                                                                       |                    |                   | Q1<br><br>1 MFMA section 52 reports submitted by September 2018 |                                                                |                                    |                                                             |
|                                                       |                                                                                                                            |                                                        | 4 MFMA section 52 reports submitted | 4 MFMA section 52 reports | Nil                        |                                                                                                                                                                                                  |                  |                        |                                                                       |                    |                   |                                                                 | Q2<br><br>1 MFMA section 52 reports submitted by December 2018 |                                    |                                                             |
|                                                       |                                                                                                                            |                                                        |                                     |                           |                            |                                                                                                                                                                                                  |                  |                        |                                                                       |                    |                   |                                                                 |                                                                |                                    | Q3<br><br>1 MFMA section 52 reports submitted by March 2019 |
|                                                       |                                                                                                                            |                                                        |                                     |                           |                            |                                                                                                                                                                                                  |                  |                        |                                                                       |                    |                   |                                                                 |                                                                |                                    |                                                             |

567

5/2/19

| ENSURE SUSTAINABLE RESOURCE MANAGEMENT AND USE. |          |                                                                                                                            |                                                                          |                                                   |                                              |                            |                                                                         |                           |        |                                                               |               |        |                   |                   |          |                                                                   |                                                           |                                                  |
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| MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT    |          |                                                                                                                            |                                                                          |                                                   |                                              |                            |                                                                         |                           |        |                                                               |               |        |                   |                   |          |                                                                   |                                                           |                                                  |
| NATIONAL LG PRIORITIES                          | KPA      | 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 |                                                   |                                              |                            |                                                                         |                           |        |                                                               |               |        |                   |                   |          |                                                                   |                                                           |                                                  |
| OUTCOME 9                                       | OUTPUT 6 |                                                                                                                            | STRATEGIC OBJECTIVE                                                      | MUNICIPAL POWERS & FUNCTIONS                      | BASELINE 2017/18                             |                            |                                                                         | KEY PERFORMANCE INDICATOR | WEIGHT | KPI TYPE                                                      | ANNUAL TARGET | BUDGET | MSCOA DESCRIPTION | QUARTERLY TARGETS |          |                                                                   |                                                           | POE                                              |
|                                                 |          | 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                                                       | 2017/18 adjustment budget tabled by February 2018 | 2018/19 adjustment budget developed approved | Nil                        | KPI 22 2018/19 adjustment budget developed by approved by February 2019 | 10                        | Output | 2018/19 adjustment budget developed approved by February 2019 | OPEX          | -      |                   | Q 1 None          | Q 2 None | Q 3 2018/19 adjustment budget developed approved by February 2019 | Q 4 None                                                  | Council resolution and 2018/19 Adjustment Budget |
|                                                 |          |                                                                                                                            |                                                                          |                                                   |                                              |                            |                                                                         |                           |        |                                                               |               |        |                   |                   |          |                                                                   |                                                           |                                                  |
| Budget and Treasury                             |          | To ensure internal municipal excellence                                                                                    | Municipal Planning                                                       | 2018/19 budget compiled approved (MFMA, Sec 25)   | 2019/20 budget compiled approved             | Nil                        | KPI 23 2019/20 budget compiled approved by May 2019                     | 10                        | Output | Compiled 2019/20 budget compiled approved by May 2019         | OPEX          | -      |                   | Q 1 None          | Q 2 None | Q 3 None                                                          | Q 4 Compiled 2019/20 budget compiled approved by May 2019 | Council Resolution and Approved 2019/20 budget   |
|                                                 |          |                                                                                                                            |                                                                          |                                                   |                                              |                            |                                                                         |                           |        |                                                               |               |        |                   |                   |          |                                                                   |                                                           |                                                  |
|                                                 |          |                                                                                                                            |                                                                          |                                                   |                                              |                            |                                                                         |                           |        |                                                               |               |        |                   |                   |          |                                                                   |                                                           |                                                  |
|                                                 |          |                                                                                                                            |                                                                          |                                                   |                                              |                            |                                                                         |                           |        |                                                               |               |        |                   |                   |          |                                                                   |                                                           |                                                  |

| ENSURE SUSTAINABLE RESOURCE MANAGEMENT AND USE.                                                                            |     |          |          |                     |                                         |                              |                                                                      |                                                                      |                            |                                                                                                                                                                                       |        |          |                                                                                          |        |                   |                                                                                          |     |     |     |     |                                                            |
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| 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 2017/18                                                     |                                                                      |                            | KEY PERFORMANCE INDICATOR                                                                                                                                                             | WEIGHT | KPI TYPE | ANNUAL TARGET                                                                            | BUDGET | MSCOA DESCRIPTION | QUARTERLY TARGETS                                                                        |     |     |     | POE |                                                            |
|                                                                                                                            |     |          |          |                     |                                         |                              | 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           | 2016/17 Annual Financial Statements submitted to AGSA by August 2017 | 2017/18 Annual Financial Statements submitted to AGSA by August 2018 | Nil                        | KPI 24 2017/18 Annual Financial Statements approved by council submitted to AGSA by August 2018  | 10     | Output   | Approved 2017/18 Annual Financial Statements by council submitted to AGSA by August 2018 | OPEX   | -                 | Approved 2017/18 Annual Financial Statements by council submitted to AGSA by August 2018 | Q 1 | Q 2 | Q 3 | Q 4 | Council Resolution and 2017/18 Annual Financial Statements |



| 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                                                  |                                         |                                                                                                                            |                                                                                            |                                                                                                               |                                         |                                                                                                                                                                                                                                 |        |          |                                                                                                                             |            |                                                                                  |                                                                                                                                              |            |            |            |                                                                                                     |
| OUTCOME 9                                            |                                         | ADMINISTRATIVE AND FINANCIAL CAPABILITIES OF MUNICIPALITIES ARE ENHANCED                                                   |                                                                                            |                                                                                                               |                                         |                                                                                                                                                                                                                                 |        |          |                                                                                                                             |            |                                                                                  |                                                                                                                                              |            |            |            |                                                                                                     |
| FUNCTIONAL AREA                                      | STRATEGIC OBJECTIVE                     | MUNICIPAL POWERS & FUNCTIONS                                                                                               | BASELINE 2017/18                                                                           |                                                                                                               |                                         | KEY PERFORMANCE INDICATOR                                                                                                                                                                                                       | WEIGHT | KPI TYPE | ANNUAL TARGET                                                                                                               | BUDGET     | MSCOA DESCRIPTION                                                                | QUARTERLY TARGETS                                                                                                                            |            |            |            | POE                                                                                                 |
|                                                      |                                         |                                                                                                                            | Current status (Progress to date)                                                          | Demand (MFMA Circular 63)                                                                                     | Backlog (MFMA Circular 63)              |                                                                                                                                                                                                                                 |        |          |                                                                                                                             |            |                                                                                  | Q1                                                                                                                                           | Q2         | Q3         | Q4         |                                                                                                     |
| Budget and Treasury<br>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 26<br>Total Amount of funds transferred to District Economic Agency, Tourism Association and Secondary Co-operatives by March 2019<br> | 1      | Output   | R 3,100,000 of funds transferred to District Economic Agency, Tourism Association and Secondary Co-operatives by March 2019 | R3 100 000 | 36052307010FLP<br>33ZZWD<br>36052592830FLP<br>31ZZWD<br>36052593000FLP<br>32ZZWD | Q1<br>R 3,150,000 of funds transferred to District Economic Agency, Tourism Information Centre and Secondary Co-operatives by September 2018 | Q2<br>None | Q3<br>None | Q4<br>None | Proof of transfer made to District Economic Agency, Tourism Association and Secondary Co-operatives |



| ENSURE SUSTAINABLE RESOURCE MANAGEMENT AND USE. |                                         |                                                                                                                            |                                                           |                                                           |                            |                                                                                                            |        |          |                                                                                             |             |                          |                                                                                               |                                              |     |     |     |
|-------------------------------------------------|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|-----------------------------------------------------------|----------------------------|------------------------------------------------------------------------------------------------------------|--------|----------|---------------------------------------------------------------------------------------------|-------------|--------------------------|-----------------------------------------------------------------------------------------------|----------------------------------------------|-----|-----|-----|
| NATIONAL LG PRIORITIES                          |                                         | MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT                                                                               |                                                           |                                                           |                            |                                                                                                            |        |          |                                                                                             |             |                          |                                                                                               |                                              |     |     |     |
| KPA                                             |                                         | A POLICY FRAMEWORK THAT PROVIDES FOR A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT IS IMPLEMENTED |                                                           |                                                           |                            |                                                                                                            |        |          |                                                                                             |             |                          |                                                                                               |                                              |     |     |     |
| OUTCOME 9                                       |                                         | ADMINISTRATIVE AND FINANCIAL CAPABILITIES OF MUNICIPALITIES ARE ENHANCED                                                   |                                                           |                                                           |                            |                                                                                                            |        |          |                                                                                             |             |                          |                                                                                               |                                              |     |     |     |
| FUNCTIONAL AREA                                 | STRATEGIC OBJECTIVE                     | MUNICIPAL POWERS & FUNCTIONS                                                                                               | BASELINE 2017/18                                          |                                                           |                            | KEY PERFORMANCE INDICATOR                                                                                  | WEIGHT | KPI TYPE | ANNUAL TARGET                                                                               | BUDGET      | MSCOA DESCRIPTION        | QUARTERLY TARGETS                                                                             |                                              |     |     | POE |
|                                                 |                                         |                                                                                                                            | Current status (Progress to date)                         | Demand (MFMA Circular 63)                                 | Backlog (MFMA Circular 63) |                                                                                                            |        |          |                                                                                             |             |                          | Q 1                                                                                           | Q 2                                          | Q 3 | Q 4 |     |
|                                                 |                                         |                                                                                                                            |                                                           |                                                           |                            |                                                                                                            |        |          |                                                                                             |             |                          |                                                                                               |                                              |     |     |     |
|                                                 |                                         |                                                                                                                            |                                                           |                                                           |                            |                                                                                                            |        |          |                                                                                             |             |                          |                                                                                               |                                              |     |     |     |
|                                                 |                                         |                                                                                                                            |                                                           |                                                           |                            |                                                                                                            |        |          |                                                                                             |             |                          |                                                                                               |                                              |     |     |     |
| Information, Communications and Technology      | To ensure internal municipal excellence | None                                                                                                                       | 92 sites provided with access to WIFI within the district | 92 areas provided with access to WIFI within the district | Nil                        | KPI 28<br>Number of sites provided with access to WIFI within the Dr. Kenneth Kaunda District by June 2019 | 2      | Output   | 92 sites provided with access to WIFI within the Dr. Kenneth Kaunda District t by June 2019 | R 2 250 000 | 34052260340FLQ<br>04ZZWD | 92 area provided with access to WIFI within the Dr. Kenneth Kaunda District by September 2018 | Report WIFI hotspots throughout the district |     |     |     |



| ENSURE SUSTAINABLE RESOURCE MANAGEMENT AND USE.                                                                            |                                         |                              |                                                 |                                                 |                            |                                                                               |        |          |                                                              |            |                          |                   |                                                                  |                     |
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| 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 2017/18                                |                                                 |                            | KEY PERFORMANCE INDICATOR                                                     | WEIGHT | KPI TYPE | ANNUAL TARGET                                                | BUDGET     | MSCOA DESCRIPTION        | QUARTERLY TARGETS | POE                                                              |                     |
|                                                                                                                            |                                         |                              | Current status (Progress to date)               | Demand (MFMA Circular 63)                       | Backlog (MFMA Circular 63) |                                                                               |        |          |                                                              |            |                          |                   |                                                                  |                     |
| Information, Communications and Technology                                                                                 | To ensure internal municipal excellence | Municipal Planning           | 12 reports from operating call center submitted | 12 reports from operating call center submitted | Nil                        | KPI 29<br>Number of reports from operating call center submitted by June 2019 | 2      | Output   | 12 reports from operating call center submitted by June 2019 | R8 500 000 | 34052260610F<br>LP27ZZWD | Q 1               | 3 reports from operating call center submitted by September 2018 | Call Center reports |
|                                                                                                                            |                                         |                              |                                                 |                                                 |                            |                                                                               |        |          |                                                              |            |                          | Q 2               | 3 reports from operating call center submitted by December 2018  |                     |
|                                                                                                                            |                                         |                              |                                                 |                                                 |                            |                                                                               |        |          |                                                              |            |                          | Q 3               | 3 reports from operating call center submitted by March 2019     |                     |
|                                                                                                                            |                                         |                              |                                                 |                                                 |                            |                                                                               |        |          |                                                              |            |                          | Q 4               | 3 reports from operating call center submitted by June 2019      |                     |
|                                                                                                                            |                                         |                              |                                                 |                                                 |                            |                                                                               |        |          |                                                              |            |                          |                   |                                                                  |                     |

### 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<br>ENSURE SUSTAINABLE RESOURCE MANAGEMENT AND USE |                                         |                              |                                                            |                                                            |                            |                                                                                                                                                                                       |        |          |                                                                                      |        |                   |                   |      |                                                                                     |                                                                       |                                                 |
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| TO PROMOTE GOOD GOVERNANCE                                                                                                                  |                                         |                              |                                                            |                                                            |                            |                                                                                                                                                                                       |        |          |                                                                                      |        |                   |                   |      |                                                                                     |                                                                       |                                                 |
| OUTPUT 5: TO STRENGTHEN PARTICIPATORY GOVERNANCE                                                                                            |                                         |                              |                                                            |                                                            |                            |                                                                                                                                                                                       |        |          |                                                                                      |        |                   |                   |      |                                                                                     |                                                                       |                                                 |
| FUNCTIONAL AREA                                                                                                                             | STRATEGIC OBJECTIVE                     | MUNICIPAL FUNCTIONS & POWERS | BASELINE 2017/18                                           |                                                            |                            | 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) |                                                                                                                                                                                       |        |          |                                                                                      |        |                   | Q 1               | Q 2  | Q 3                                                                                 | Q 4                                                                   |                                                 |
| Budget and Treasury                                                                                                                         | To ensure internal municipal excellence | Municipal Planning           | 2017/18 (8) budget related policies developed and reviewed | 2018/19 (8) budget related policies developed and reviewed | Nil                        | KPI 30<br>Number of budget related policies workshoped adopted by May 2019<br>                   | 5      | Output   | 8 Budget related policies workshoped adopted by May 2019                             | OPEX   | -                 | None              | None | None                                                                                | 8 Budget related policies workshoped adopted by May 2019              | Council Resolutions and budget related policies |
| Performance Management Systems                                                                                                              | To ensure internal municipal excellence | Municipal planning           | 2017/18 Mid-Year Performance Reports compiled              | 2018/19 Mid-Year Performance Assessment Report             | Nil                        | KPI 44<br>Number of Mid-Year Performance Assessment Report compiled approved by January 2019<br> | 5      | Output   | (1) 2018/19 Mid-Year Performance Assessment Report compiled approved by January 2019 | OPEX   | -                 | None              | None | (1)2018/19 Mid-Year Performance Assessment Report compiled approved by January 2019 | Council Resolution and 2018/19 Mid-Year Performance Assessment Report | Assessment Report compiled                      |

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

| BUILD A DEVELOPMENTAL STATE, IMPROVE PUBLIC SERVICE AND STRENGTHEN DEMOCRATIC INSTITUTION |                                         |                                          |                                    |                            |                                                                             |        |          |                                                           |        |                   |                                                               |                                  |
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| ENSURE SUSTAINABLE RESOURCE MANAGEMENT AND USE                                            |                                         |                                          |                                    |                            |                                                                             |        |          |                                                           |        |                   |                                                               |                                  |
| TO PROMOTE GOOD GOVERNANCE                                                                |                                         |                                          |                                    |                            |                                                                             |        |          |                                                           |        |                   |                                                               |                                  |
| OUTPUT 5: TO STRENGTHEN PARTICIPATORY GOVERNANCE                                          |                                         |                                          |                                    |                            |                                                                             |        |          |                                                           |        |                   |                                                               |                                  |
| FUNCTIONAL AREA                                                                           | STRATEGIC OBJECTIVE                     | BASELINE 2017/18                         |                                    |                            | 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 | Back to Basics weekly reports submitted  | 51 back to basics report           | Nil                        | KPI -A<br>Number of Back to Basics weekly reports submitted by June 2019    | 3      | Output   | 52 Back to Basics weekly reports submitted by June 2019   | OPEX   | Q1                | 13 Back to Basics weekly reports submitted by September 2018  | Back to Basics weekly reports    |
|                                                                                           |                                         |                                          |                                    |                            |                                                                             |        |          |                                                           |        | Q2                | 13 Back to Basics weekly reports submitted by December 2018   |                                  |
|                                                                                           |                                         |                                          |                                    |                            |                                                                             |        |          |                                                           |        | Q3                | 13 Back to Basics weekly reports submitted by March 2019      |                                  |
|                                                                                           |                                         |                                          |                                    |                            |                                                                             |        |          |                                                           |        | Q4                | 13 Back to Basics weekly reports submitted by June 2019       |                                  |
| Office of the Municipal Manager                                                           | To ensure internal municipal excellence | Back to Basics monthly reports submitted | 12 back to basics monthly reports  | Nil                        | KPI -B<br>Number of Back to Basics monthly reports submitted by June 2019   | 3      | Output   | 12 Back to Basics monthly reports submitted by June 2019  | OPEX   | Q1                | 13 Back to Basics monthly reports submitted by September 2018 | Back to Basics Monthly reports   |
|                                                                                           |                                         |                                          |                                    |                            |                                                                             |        |          |                                                           |        | Q2                | 13 Back to Basics monthly reports submitted by December 2018  |                                  |
|                                                                                           |                                         |                                          |                                    |                            |                                                                             |        |          |                                                           |        | Q3                | 13 Back to Basics monthly reports submitted by March 2019     |                                  |
|                                                                                           |                                         |                                          |                                    |                            |                                                                             |        |          |                                                           |        | Q4                | 13 Back to Basics monthly reports submitted by June 2019      |                                  |
| Office of the Municipal Manager                                                           | To ensure internal municipal excellence | Municipal Risk Register 2018/19          | 4 risk management progress reports | Nil                        | KPI -C<br>Number of risk management progress reports submitted by June 2019 | 3      | Output   | 4 risk management progress reports submitted by June 2019 | OPEX   | Q1                | 1 risk management progress report submitted by September 2018 | Risk management progress reports |
|                                                                                           |                                         |                                          |                                    |                            |                                                                             |        |          |                                                           |        | Q2                | 1 risk management progress report submitted by December 2018  |                                  |
|                                                                                           |                                         |                                          |                                    |                            |                                                                             |        |          |                                                           |        | Q3                | 1 risk management progress report submitted by March 2019     |                                  |
|                                                                                           |                                         |                                          |                                    |                            |                                                                             |        |          |                                                           |        | Q4                | 1 risk management progress report submitted by June 2019      |                                  |

| 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 2017/18                         |                                                  |                                  | 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 | 4 quarterly Compliance Reports           | 4 quarterly Compliance Reports                   | Nil                              | KPI -D<br>Number of quarterly Compliance Reports submitted by June 2019                                                  | 2      | Output   | 4 quarterly Compliance Reports submitted by June 2019                                                    | OPEX   | Q1                                                                                                           | 1 quarterly Compliance Report submitted by September 2018                                                     | Quarterly compliance reports                               |
|                                                                                           |                                         |                                          |                                                  | Q2                               |                                                                                                                          |        |          |                                                                                                          |        | 1 quarterly Compliance Report submitted by December 2018                                                     |                                                                                                               |                                                            |
|                                                                                           |                                         |                                          |                                                  | Q3                               |                                                                                                                          |        |          |                                                                                                          |        | 1 quarterly Compliance Report submitted by March 2019                                                        |                                                                                                               |                                                            |
|                                                                                           |                                         |                                          |                                                  | Q4                               |                                                                                                                          |        |          |                                                                                                          |        | 1 Quarterly compliance report submitted by June 2019                                                         |                                                                                                               |                                                            |
| Office of the Municipal Manager                                                           | To ensure internal municipal excellence | UIF&W register                           | 4 investigated UIF&W remedial action reports     | Nil                              | KPI -E<br>Number of investigated UIF&W remedial action reports submitted by June 2019                                    | 2      | Output   | 4 investigated UIF&W remedial action reports submitted by June 2019                                      | OPEX   | Q1                                                                                                           | 1 investigated UIF&W remedial action report submitted by September 2018                                       | Remedial action reports on investigated UIF&W expenditures |
|                                                                                           |                                         |                                          |                                                  | Q2                               |                                                                                                                          |        |          |                                                                                                          |        | 1 investigated UIF&W remedial action report submitted by December 2018                                       |                                                                                                               |                                                            |
|                                                                                           |                                         |                                          |                                                  | Q3                               |                                                                                                                          |        |          |                                                                                                          |        | 1 investigated UIF&W remedial action report submitted by March 2019                                          |                                                                                                               |                                                            |
|                                                                                           |                                         |                                          |                                                  | Q4                               |                                                                                                                          |        |          |                                                                                                          |        | 1 Investigated UIF&W remedial action report submitted by June 2019                                           |                                                                                                               |                                                            |
| 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 -F<br>Percentage of Internal Audit findings raised for 2018/19 financial year audit conducted addressed by June 2019 | 2      | Output   | 100% of Internal Audit findings raised for 2018/19 financial year audit conducted addressed by June 2019 | OPEX   | Q1                                                                                                           | 100% of Internal Audit findings raised for 2018/19 financial year audit conducted addressed by September 2018 | Internal Audit Findings register progress report on        |
|                                                                                           |                                         |                                          |                                                  | Q2                               |                                                                                                                          |        |          |                                                                                                          |        | 100% of Internal Audit findings raised for 2018/19 financial year audit conducted addressed by December 2018 |                                                                                                               |                                                            |



| 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 2017/18                                                      |                                         |                            | 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) |                                                                                   |        |          |                                                                 |        |                   |                                                                      |                                                                                              |
| Corporate Services                                                                        | To ensure internal municipal excellence | MANCO, Portfolio Committee, MAYCO and Council resolutions implemented | 100% of Council resolutions implemented | Nil                        | KPI -I<br>Percentage of Council resolutions implemented by June 2019              | 3      | Output   | 100% of Council resolutions implemented by June 2019            | OPEX   | Q1                | 100% of Council resolutions implemented by September 2018            | Progress report on MANCO, Portfolio Council resolutions progress report register implemented |
|                                                                                           |                                         |                                                                       |                                         |                            |                                                                                   |        |          |                                                                 |        | Q2                | 100% of Council resolutions implemented by December 2018             |                                                                                              |
|                                                                                           |                                         |                                                                       |                                         |                            |                                                                                   |        |          |                                                                 |        | Q3                | 100% of Council resolutions implemented by March 2019                |                                                                                              |
|                                                                                           |                                         |                                                                       |                                         |                            |                                                                                   |        |          |                                                                 |        | Q4                | 100% of Council resolutions implemented by June 2019                 |                                                                                              |
| Performance Management Systems                                                            | To ensure internal municipal excellence | 4 quarterly performance reports submitted                             | 4 quarterly performance reports         | Nil                        | KPI -J<br>Number of quarterly performance reports (2018/19) compiled by June 2019 | 3      | Output   | 4 quarterly performance reports (2018/19) compiled by June 2019 | OPEX   | Q1                | 1 quarterly performance reports (2018/19) compiled by September 2018 | Quarterly performance reports                                                                |
|                                                                                           |                                         |                                                                       |                                         |                            |                                                                                   |        |          |                                                                 |        | Q2                | 1 quarterly performance reports (2018/19) compiled by December 2018  |                                                                                              |
|                                                                                           |                                         |                                                                       |                                         |                            |                                                                                   |        |          |                                                                 |        | Q3                | 1 quarterly performance reports (2018/19) compiled by March 2019     |                                                                                              |
|                                                                                           |                                         |                                                                       |                                         |                            |                                                                                   |        |          |                                                                 |        | Q4                | 1 quarterly performance reports (2018/19) compiled by June 2019      |                                                                                              |

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

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