

# **PERFOMANCE AGREEMENT**

**Entered into by and between**

**MR GAFANE L.A**

**ACTING MUNICIPAL MANAGER**

**And**

**MASEMOLA MATHEBO NANCY**

**ACTING CHIEF FINANCE OFFICER**

**FOR THE FINANCIAL YEAR: 2020/2021**

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## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

The Municipality of Lepelle-Nkumpi herein represented by Mr Gafane L.A in his capacity as the Acting Municipal Manager (hereinafter referred to as the Employer or Supervisor) and Masemola Mathebo Nancy, Acting Chief Finance Officer(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.

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## 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 Systems Act as well as the Contract of Employment entered into between the parties;
- 2.2. Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3 specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5. Use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee for permanent employment and/or to assess whether the Employee has met the performance expectations applicable to his/her job;
- 2.6. Appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 2.7. Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

## 3. COMMENCEMENT AND DURATION

3.1 This Agreement will commence on the 01 July 2020 and will remain in force until 30 June 2021 where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.

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3.2 The parties will review the provisions of this Agreement during June each year. 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.

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 abovementioned period to determine the applicability of the matters agreed upon.

3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

#### 4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out-

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 Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.

4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

## 5. PERFORMANCE MANAGEMENT SYSTEM

5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.

5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.

5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

6. The Employee agrees to participate in the performance management and development system that the Employer adopts.

6.1 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.

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6.2 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.

6.2.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Managerial Competencies (CMCs) respectively.

6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

6.2.3 KPA's covering the main areas of work will account for 80% and CMCs will account for 20% of the final assessment.

6.3 The Employee's assessment will be based on her performance in terms of the outputs/ outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

KEY PERFORMANCE AREA	WEIGH TING	INDICATOR	TARGET
Financial viability and Management	20%	Number of approved MSCOA compliant budgets by the 31 May 2021	01
	5%	Number of section 71 reports submitted by the 10 <sup>th</sup> working day of every month	12
	5%	Number of section 72 report submitted biannually	01
	10%	Number of GRAP compliant annual financial statements submitted by the 31 <sup>st</sup> of August 2021	01
	10%	Number of GRAP compliant assets registers compiled	01
	2%	Number of procurement plans compiled	01
	5%	Number of tenders awarded within 90 days from date of advertisement	45
	5%	Percentage of creditors paid within 30 days from date of invoice	100%

	3%	Percentage of revenue collected from services billed	30%
	5%	Number of revenue Enhancement Strategies reviewed	01
Good Governance	1%	Percentage of internal audit queries attended and responded to on a quarterly	100%
	1%	Percentage of AGSA queries attended and responded to on a quarterly basis	100%
	1%	Percentage of risks mitigated on a quarterly basis	100%
Financial viability and Management	1%	Percentage of budget spent on a quarterly basis	25%
Good Governance	1%	Number of Portfolio Meetings Coordinated	12
Financial viability and Management	2%	Number of projects in the procurement plan implemented as per approved plan	08
Financial viability and Management	2%	Amount of UIFW expenditure incurred per quarter	R0.00
<b>TOTAL</b>	<b>80</b>		

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

#### CORE COMPTENCY REQUIREMENTS FOR EMPLOYEES

CORE MANAGERIAL COMPETENCY	✓	WEIGHT
Strategic Capability	✓	4%
Programme and Project Management		
Financial Management	✓	7%
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analytical thinking	✓	2%
People and Diversity Management		
Client orientation and Customer Focus		
Communication		

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Accountability and Ethical Conduct		
Policy Conceptualization and implementation	✓	2%
Mediation Skills		
Advanced Negotiation Skills		
Advanced Influencing Skills		
Partnership and Stakeholder relations		
Supply Chain Management	✓	5%
Total		20%

## 7. EVALUATING PERFORMANCE

7.1 The Performance Plan (Annexure A) to this Agreement sets out –

7.1.1 The standards and procedures for evaluating the Employee's performance; and

7.1.2 The intervals for the evaluation of the Employee's performance.

7.2 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.

7.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

7.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

7.5 The annual performance appraisal will involve:

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#### 7.5.1 Assessment of the achievement of results as outlined in the performance plan:

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

#### 7.5.2 Assessment of the CMCs

- (a) Each CMC should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CMC.
- (c) The applicable assessment rating calculator (refer to paragraph 7.5.1) must then be used to add the scores and calculate a final CMC score.

#### 7.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

7.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CMCs:

Level	Terminology	Description	Rating				
			1	2	3	4	5

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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 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	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.	

7.7 For purposes of evaluating the performance of the Employee, an evaluation panel constituted by the following persons will be established –

7.7.1 Municipal Manager

7.7.2 Chairperson of the Audit Committee;

7.7.3 Ward committee member (on a rotational basis), where applicable;

7.7.4 Member of the Executive Committee; and

7.7.5 Municipal Manager from another Municipality.

## 8. SCHEDULE FOR PERFORMANCE REVIEWS

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8.1 The performance of each Employee in relation to his/her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter: July – September 2020

Second quarter: October – December 2020

Third quarter: January – March 2021

Fourth quarter: April – June 2021

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

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

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

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

## 9. DEVELOPMENTAL REQUIREMENTS

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

## 10. OBLIGATIONS OF THE EMPLOYER

### 10.1 The Employer shall –

10.1.1 Create an enabling environment to facilitate effective performance by the employee;

10.1.2 Provide access to skills development and capacity building opportunities;

10.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

10.1.4 on the request of the Employee delegate such powers reasonably required by the Employee to enable him/ her to meet the performance objectives and targets established in terms of this Agreement; and

10.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assistance to meet the performance objectives and targets established in terms of this Agreement.

## 11. CONSULTATION

11.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others –

11.1.1 A direct effect on the performance of any of the Employee's functions;

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11.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and

11.1.3 A substantial financial effect on the Employer.

11.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

## 12. MANAGEMENT OF EVALUATION OUTCOMES

12.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

12.2 A performance bonus of 5% to 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.

12.3 The Employee will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of at least twelve months (12) service at the current remuneration package on 30 June (end of financial year) subject to a fully effective assessment.

12.4 In the case of unacceptable performance, the Employer shall –

12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and

12.4.2 After appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance,

the 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.

### 13. DISPUTE RESOLUTION

13.1 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 –

13.1.1 The MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee; or

13.1.2 Any other person appointed by the MEC.

13.2 In the event that the mediation process contemplated above fails, clause 19.3 of the Contract of Employment shall apply.

### 14. PERSONAL DEVELOPMENT PLAN: 2020/2021

Competency to be addressed	Institution	Responsibility	Time Frame	Expected Outcome
Compilation of financial statements	To be confirmed	HRM	By 31 <sup>st</sup> March 2021	Ability to compile financial statements
Application and interpretation of accounting standards and practices	To be confirmed	HRM	By 31 <sup>st</sup> March 2021	Ability to apply and interpret accounting standards and practices
Unbundling of Assets	To be confirmed	HRM	May 2021	Ability to unbundle assets.

### 15. GENERAL

15.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.

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15.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Thus done and signed at Civic Centre.....on the 30 June..... 2020



Acting Chief Finance Officer

30/06/2020

Date



Acting Municipal Manager

30/06/2020

Date



F. BUDGET AND TREASURY DEPARTMENT

Ref No.	Key Performance Area	Outcome	Output	Strategic Objectives	Strategic Indicators	Ward No.	Portfolio Of Evidence	Baseline	2020/21 Target	Budget	1 <sup>st</sup> Quarter Project P.O.E ction	2 <sup>nd</sup> Quarter Project P.O.E ction	3 <sup>rd</sup> Quarter Project P.O.E ction	4 <sup>th</sup> Quarter Project P.O.E ction
B+T01	Municipal financial viability and management	Responsive, accountable, effective and efficient local government system	Administrative and financial capability	To improve municipality's financial planning, revenue collection, expenditure and reporting capability	Preparation and monitoring of annual budget implementation approved by council	n/a	Approved mSCOA annual budget and council resolution	01	1 mSCOA compliant annual budget prepared and approved by council by 31 May 2021	R4 834 249.99	n/a	n/a	n/a	Prepared and submitted to MSCOA budget and council approval
B+T02	Municipal financial viability and management	Responsive, accountable, effective and efficient local government system	Administrative and financial capability	To improve municipality's financial planning, revenue collection, expenditure and reporting capability	Preparation and monitoring of annual budget implementation approved by council	n/a	Approved mSCOA adjustment budget and Council resolution	01	1 mSCOA compliant adjustment budget prepared and approved by council by 28 February 2021	R00.0	n/a	n/a	Prepared and submitted to MSCOA adjustment budget and council approval	n/a
B+T03	Municipal financial viability	Responsive, accountable, effective and efficient local government system	Administrative and financial capability	To improve municipality's financial planning, revenue collection, expenditure and reporting capability	Preparation and monitoring of monthly reports	n/a	Copies of Section 71 Reports	12	12 Monthly Section 71 reports compiled and submitted to	R00.0	Completed on 71 hly	Completed on 71 hly	Completed on 71 hly	Copies of Section 71 Reports

Initials: Mayor

Initials: Acting MM  
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2020/21 SDBIP

Ref No.	Key Performance Area	Outcome	Output	Strategic Objectives	Strategies	Key Performance Indicators	Ward No.	Portfolio Of Evidence	Baseline	2020/21 Target	Budget	1 <sup>st</sup> Quarter Proj P.O.E ction	2 <sup>nd</sup> Quarter Proj P.O.E ction	3 <sup>rd</sup> Quarter Proj P.O.E ction	4 <sup>th</sup> Quarter Proj P.O.E ction
	and manage ment	effective and efficient local government system	financial planning, revenue collection, expenditure and reporting capability	financial planning, revenue collection, expenditure and reporting capability	implementation of the annual budget	compiled and submitted to Council and Treasury as per MFMA	n/a	Copy of Section 72 Report proof of submission to Council and Treasury	01	1 Section 72 report compiled and submitted to Council and Treasury as per MFMA per annum	R00.0	n/a	n/a	n/a	n/a
B+T04	Municipal financial viability and management	Responsive, accountable, effective and efficient local government system	Administrative and financial capability	To improve municipality's financial planning, revenue collection, expenditure and reporting capability	Preparation and monitoring of implementation of the annual budget	Number of Section 72 reports compiled and submitted to Council and Treasury as per MFMA	n/a	Copy of Section 72 Report proof of submission to Council and Treasury	01	1 Section 72 report compiled and submitted to Council and Treasury as per MFMA per annum	R00.0	n/a	n/a	n/a	n/a
B+T05	Municipal financial viability and management	Responsive, accountable, effective and efficient local government system	Administrative and financial capability	To improve municipality's financial planning, revenue collection, expenditure and reporting capability	Preparation and monitoring of implementation of the annual budget	Number of GRAP compliant Annual Financial Statements (AFS) compiled and submitted to stakeholders	n/a	Annual Financial Statements and proof of submission to Treasury and COGHST	01	1 GRAP compliant AFS compiled and submitted to stakeholders as per MFMA per annum	R1 500 000.00	01	01	01	01

Initials: Mayor

Initials: Acting MM  
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Ref No.	Key Performance Area	Outcome	Output	Strategic Objectives	Strategies	Key Performance Indicators	Ward No.	Portfolio Of Evidence	Baseline	2020/21 Target	Budget	1 <sup>st</sup> Quarter				2 <sup>nd</sup> Quarter				3 <sup>rd</sup> Quarter				4 <sup>th</sup> Quarter			
												Proj P.O.E	Proj P.O.E	Proj P.O.E	Proj P.O.E	Proj P.O.E	Proj P.O.E	Proj P.O.E	Proj P.O.E	Proj P.O.E	Proj P.O.E	Proj P.O.E	Proj P.O.E	Proj P.O.E	Proj P.O.E	Proj P.O.E	Proj P.O.E
		system		ure and reporting capability		as per MFMA		A				state ssion ments to and Treas submily t to and staeh COG olders HSTA per annu m															
B+T06	Municipal financial viability and management	Responsive, accountable, effective and efficient local government system	Administrative and financial capability	To improve municipality's financial planning, revenue collection, expenditure and reporting capability	Ensure proper valuation, safe guarding, optimization and disposal of municipal assets in compliance with relevant legislation	Number of GRAP compliant fixed assets registers compiled	n/a	GRAP compliant Assets register	01	1 GRAP compliant fixed assets registers compiled per annum	R1 500 000.00	Compliance 01 GRAP compliant Asset register fixed asset register per annum	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
B+T07	Municipal financial viability	Responsive, accountable, effective and efficient local government system	Administrative and financial capability	To improve municipality's financial planning, revenue collection, expenditure and reporting capability	Ensure adherence to SCM	Number of Annual Procurement Plan compiled	n/a	Copy of approved Procurement plan	01	1 Annual Procurement Plan compiled per annum	R00.0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Copy of Procurement Plan approved	Copy of Procurement Plan approved

Initials: Mayor

Initials: Acting MM  
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2020/21 SDBIP

Ref No.	Key Performance Area	Outcome	Output	Strategic Objectives	Strategies	Key Performance Indicators	Ward No.	Portfolio Of Evidence	Baseline	2020/21 Target	Budget	1 <sup>st</sup> Quarter				2 <sup>nd</sup> Quarter				3 <sup>rd</sup> Quarter				4 <sup>th</sup> Quarter																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
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Ref No.	Key Performance Area	Outcome	Output	Strategic Objectives	Strategies	Key Performance Indicators	Ward No.	Portfolio Of Evidence	Baseline	2020/21 Target	Budget	1 <sup>st</sup> Quarter Proj P.O.E ction	2 <sup>nd</sup> Quarter Proj P.O.E ction	3 <sup>rd</sup> Quarter Proj P.O.E ction	4 <sup>th</sup> Quarter Proj P.O.E ction
		system		ure and reporting capability								ssion of invoice.	ssion of invoice.	ssion of invoice.	ssion of invoice.
B+T10	Municipal financial viability and management	Responsive, accountable, effective and efficient local government system	Administrative and financial capability	To improve municipality's financial planning, revenue collection, expenditure and reporting capability	Expand revenue base and improve rate of collection	Percentage of revenue collected from services billed	n/a	Reports		30% of revenue collected from services billed per annum	R00.0	Report 30% of revenue collected from services billed per quarter	Report 30% of revenue collected from services billed per quarter	Report 30% of revenue collected from services billed per quarter	Report 30% of revenue collected from services billed per quarter
B+T11	Municipal financial viability and management	Responsive, accountable, effective and efficient local government system	Administrative and financial capability	To improve municipality's financial planning, revenue collection, expenditure and reporting capability	Expand revenue base and improve rate of collection	Number of Revenue Enhancement Strategy reviewed	n/a	Revenue Enhancement Strategy reviewed	01	1 Revenue Enhancement Strategy reviewed per annum	R750 000 000.0	n/a	n/a	n/a	01 Revenue Enhancement Strategy reviewed per annum
B+T12	Good Governance	Responsive	Improve	Provide prompt	Monitoring of audit	Percentage of internal audit	n/a	Progress	100%	100% of internal audit findings	R00.0	100% of	100% of	100% of	100% of

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Ref No.	Key Performance Area	Outcome	Output	Strategic Objectives	Strategies	Key Performance Indicators	Ward No.	Portfolio Of Evidence	Baseline	2020/21 Target	Budget	1 <sup>st</sup> Quarter				2 <sup>nd</sup> Quarter				3 <sup>rd</sup> Quarter				4 <sup>th</sup> Quarter			
												Proje	P.O.E	Proje	P.O.E	Proje	P.O.E	Proje	P.O.E	Proje	P.O.E	Proje	P.O.E	Proje	P.O.E	Proje	P.O.E
		accountable, effective and efficient local government system	municipal financial and administrative capability	responses	findings	queries attended and responded to on a quarterly basis		report		addressed on a quarterly basis		internal audit findings addressed quarterly	internal audit findings addressed quarterly	internal audit findings addressed quarterly	internal audit findings addressed quarterly	internal audit findings addressed quarterly	internal audit findings addressed quarterly	internal audit findings addressed quarterly	internal audit findings addressed quarterly	internal audit findings addressed quarterly	internal audit findings addressed quarterly	internal audit findings addressed quarterly	internal audit findings addressed quarterly	internal audit findings addressed quarterly	internal audit findings addressed quarterly	internal audit findings addressed quarterly	internal audit findings addressed quarterly
B+T13	Good Governance	Responsive, accountable, effective and efficient local government system	Improve municipal financial and administrative capability	Provide prompt responses	Monitoring of AGSA queries	Percentage of AGSA queries attended and responded to on a quarterly basis	n/a	Progress report	100%	100% of AGSA findings addressed on a quarterly basis	R00.0	100% of AGSA findings addressed quarterly	100% of AGSA findings addressed quarterly	100% of AGSA findings addressed quarterly	100% of AGSA findings addressed quarterly	100% of AGSA findings addressed quarterly	100% of AGSA findings addressed quarterly	100% of AGSA findings addressed quarterly	100% of AGSA findings addressed quarterly	100% of AGSA findings addressed quarterly	100% of AGSA findings addressed quarterly	100% of AGSA findings addressed quarterly	100% of AGSA findings addressed quarterly	100% of AGSA findings addressed quarterly	100% of AGSA findings addressed quarterly	100% of AGSA findings addressed quarterly	100% of AGSA findings addressed quarterly
B+T14	Good Governance	Responsive, accountable, effective and efficient local government system	Improve municipal financial and administrative capability	Provide prompt responses	Monitoring of risk queries	Percentage of risks mitigated on a quarterly basis	n/a	Progress report	100%	100% of risks mitigated on a quarterly basis	R00.0	100% of risks mitigated quarterly	100% of risks mitigated quarterly	100% of risks mitigated quarterly	100% of risks mitigated quarterly	100% of risks mitigated quarterly	100% of risks mitigated quarterly	100% of risks mitigated quarterly	100% of risks mitigated quarterly	100% of risks mitigated quarterly	100% of risks mitigated quarterly	100% of risks mitigated quarterly	100% of risks mitigated quarterly	100% of risks mitigated quarterly	100% of risks mitigated quarterly	100% of risks mitigated quarterly	100% of risks mitigated quarterly
B+T15	Good Governance	Responsive, accountable, effective and efficient local government system	Improve municipal financial and administrative capability	Provide prompt responses	Monitoring of the	Percentage of n/a	n/a	Progress report	20%	100% of mscoa phases	R00.0	100% of mscoa phases	100% of mscoa phases	100% of mscoa phases	100% of mscoa phases	100% of mscoa phases	100% of mscoa phases	100% of mscoa phases	100% of mscoa phases	100% of mscoa phases	100% of mscoa phases	100% of mscoa phases	100% of mscoa phases	100% of mscoa phases	100% of mscoa phases	100% of mscoa phases	100% of mscoa phases

Ref No.	Key Performance Area	Outcome	Output	Strategic Objectives	Strategies	Key Performance Indicators	Ward No.	Portfolio Of Evidence	Baseline	2020/21 Target	Budget	1 <sup>st</sup> Quarter		2 <sup>nd</sup> Quarter		3 <sup>rd</sup> Quarter		4 <sup>th</sup> Quarter	
												Proj P.O.E	Proj P.O.E	Proj P.O.E	Proj P.O.E	Proj P.O.E	Proj P.O.E	Proj P.O.E	Proj P.O.E
		accountable, effective and efficient local government system	municipal financial and administrative capability	responses	implementation of mSCOAs	mSCOAs implemented on a quarterly basis		report		implemented on a quarterly basis		mSCOAs implemented on a quarterly basis	mSCOAs implemented on a quarterly basis	mSCOAs implemented on a quarterly basis	mSCOAs implemented on a quarterly basis	mSCOAs implemented on a quarterly basis	mSCOAs implemented on a quarterly basis	mSCOAs implemented on a quarterly basis	mSCOAs implemented on a quarterly basis
B+T16	Financial Viability and Management	Responsive, accountable, effective and efficient local government system	Improve municipal financial and administrative capability	Provide prompt responses	Monitoring of departmental Budget	Percentage of budget spend on a quarterly basis	n/a	Progress report	100%	100% of budget spend on a quarterly basis	R00.0	100% of budget spend on a quarterly basis	100% of budget spend on a quarterly basis	100% of budget spend on a quarterly basis	100% of budget spend on a quarterly basis	100% of budget spend on a quarterly basis	100% of budget spend on a quarterly basis	100% of budget spend on a quarterly basis	100% of budget spend on a quarterly basis
B+T17	Good Governance	Responsive, accountable, effective and efficient local government system	Improve municipal financial and administrative capability	Provide prompt responses	Coordination of Portfolio meetings	Number of Portfolio Meetings Coordinated	n/a	Minutes	36	12 Portfolio meetings coordinate per annum	R00.0	03 Portfolio meetings coordinate per quarter	03 Portfolio meetings coordinate per quarter	03 Portfolio meetings coordinate per quarter	03 Portfolio meetings coordinate per quarter	03 Portfolio meetings coordinate per quarter	03 Portfolio meetings coordinate per quarter	03 Portfolio meetings coordinate per quarter	03 Portfolio meetings coordinate per quarter

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Ref No.	Key Performance Area	Outcome	Output	Strategic Objectives	Strategies	Key Performance Indicators	Ward No.	Portfolio Of Evidence	Baseline	2020/21 Target	Budget	1 <sup>st</sup> Quarter		2 <sup>nd</sup> Quarter		3 <sup>rd</sup> Quarter		4 <sup>th</sup> Quarter	
												Proj P.O.E Action	Proj P.O.E	Proj P.O.E Action	Proj P.O.E	Proj P.O.E Action	Proj P.O.E	Proj P.O.E Action	Proj P.O.E
B+T18	Financial Viability	Responsive, accountable, effective and efficient local government system	Improve municipal financial and administrative capability	Provide prompt responses	Monitoring of SCM procurement plan	Number of projects in the procurement plan implemented as per approved plan	N/A	Progress report	03	08 projects implemented as per approved procurement plan (2020/2021 financial year)	R00.0	Submission of specification report	Appointment of consultants	Advertising and contracting	Evaluation and recommendation	Submission of tender reports	Submission to Bid Evaluation and Award Committee	Submission of report	Submission of report
B+T19	Financial Viability	Responsive, accountable, effective and efficient local government system	Improve municipal financial and administrative capability	Provide prompt responses	Monitoring of UFW expenditure	Amount of UFW expenditure incurred per quarter	n/a	UFW reports	03	Amount of UFW expenditure incurred per quarter	R00.0	Amount of UFW expenditure incurred	Amount of UFW expenditure incurred	Amount of UFW expenditure incurred	Amount of UFW expenditure incurred	Amount of UFW expenditure incurred	Amount of UFW expenditure incurred	Amount of UFW expenditure incurred	Amount of UFW expenditure incurred

Initials: Mayor

Initials: Acting MM  
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2020/21 SDBIP

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Ref No.	Key Performance Area	Outcome	Output	Strategic Objectives	Strategies	Key Performance Indicators	Ward No.	Portfolio Of Evidence	Baseline	2020/21 Target	Budget	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
		government system	capability									Project	Project	Project	Project
												per quarter	per quarter	per quarter	per quarter