

MBHASHE LOCAL MUNICIPALITY



PERFORMANCE AGREEMENT

entered into by and between

**Mbhashe Local Municipality, as represented by the
Municipal Manager**

MKHULULI NAKO
('the employer')

and

TEMBELA BACELA
('the employee')

for the financial year:
1 July 2020 – 30 June 2021

2020/21 FY Performance Agreement T. Bacela

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PERFORMANCE AGREEMENT

ACRONYMS

SDBIP	-	Service Delivery and Budget Implementation Plan
BEE	-	Black Economic Empowerment
KPA	-	Key Performance Area
KPI	-	Key Performance Indicator
PDP	-	Personal Development Plan
PA	-	Performance Agreement
CCR	-	Core Competency Requirements
PMS	-	Performance Management System
PAC	-	Performance Audit Committee

DEFINITIONS

Official Language	-	Refers to the language parties to the contract choose to use as medium for formal communication between themselves.
Financial Year	-	Refers to the 12-month period which the organisation determines as its budget year.
Employee	-	means a person employed by a municipality as a municipal manager or as a manager directly accountable to a municipal manager.
Employer	-	means the municipality employing a person as a municipal manager or as a manager directly accountable to a municipal manager and as represented by the mayor, executive mayor or municipal manger as the case may be;

- Employment contract** - means a contract as contemplated in Section 57 of the Act;
- Performance agreement** - means an agreement as contemplated in Section 57 of the Act; and
- the Act** - means the Local Government: Municipal Systems Act, 2000.

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN

Mbhashe Local Municipality, herein represented by **MKHULULI NAKO (ID No. 750930 5768 080)** in his capacity as Municipal Manager (hereinafter referred to as 'the Employer')

and

TEMBELA BACELA, (ID No. 79012 40403 081) being a manager accountable to the Municipal Manager in terms of section 57 of the Local Government: Municipal Systems Act No. 32 of 2000, in his capacity as duly appointed Senior Manager: Operations (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 Municipal Systems Act'). The Employer and the Employee are hereinafter referred to as 'the parties'.
- 1.2. Section 57(1) (b) of the Municipal Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual Performance Agreement. That the parties hereby agree to have this contract developed in terms of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006.
- 1.3. The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Senior Manager to a set of outcomes that will secure local government policy goals.
- 1.4. The parties wish to ensure that there is compliance with Section 57(4), 2020/21 FY Performance Agreement T.Bacela

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57(4B) and 57(5) of the Municipal Systems Act.

2. Purpose of this Agreement

The purpose of this Performance Agreement is to –

- 2.1. comply with the provisions of Section 57(1)(b), (4B) and (5) of the Municipal Systems Act as well as the Contract of Employment 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 Plans, Service Delivery and Budget Implementation Plan ('SDBIP') and the Budget of the Employer;
- 2.3. specify accountabilities as set out in the Performance Plan as set out under paragraph 4;
- 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 his job;
- 2.6. appropriately reward the Employee 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 1 July 2020 and will remain in force until 30 June 2021, at the end of which the parties shall negotiate a new Performance Agreement in terms of the Provisions of Section 57(2) (a) of the Act.

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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 that replaces the previous Agreement at least once a year within one month after the commencement of the new financial year.
- 3.3. This Agreement will terminate on the termination of the Employee's Contract of Employment for any reason.
- 3.4. If at any time during the validity of this Agreement the work environment alters to the extent that the contents of this Agreement are no longer appropriate, the contents must, by mutual agreement between the parties, immediately be revised.

4. Performance Plan

- 4.1. By their signatures hereunder, the Parties hereby accept the Performance Plan as documented below, as the basis upon which performance will be monitored and measured.
- 4.2. The performance Plan consists of the following areas, forming separate Paragraphs to this Agreement:
 - 4.2.1 Performance objectives – set out under paragraph 5;
 - 4.2.2 Performance management systems – set out under paragraph 6;
 - 4.2.3 Evaluation of performance – set out paragraph 7;
 - 4.2.4 Annual performance appraisal – set out under paragraph 8;
 - 4.2.5 Schedule of performance reviews – set out under paragraph 9;
 - 4.2.6 Personal development requirements – set out under paragraph 10.

5. Performance objectives

- 5.1. The Parties hereto agree to set the performance objectives and targets, as reflected in the following attachments.

2020/21 FY Performance Agreement T.Bacela

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5.1.1 The Service Delivery and Budget Implementation Plan (SDBIP)
(Departmental Scorecard) – **ANNEXURE A**;

And

5.1.2 The Personal Development Plan (PDP) – **ANNEXURE B**.

5.2. The performance objectives and targets agreed to are to be achieved within the specified time frames as set out in Annexure A.

5.3. The performance objectives and targets as reflected in Annexure A, are based on the Integrated Development Plan and the Budget of the Employer and include:

5.3.1 *Key objectives* – which describe the main tasks that need to be done;

5.3.2 *Key performance indicators* – which provide the details of the evidence that must be provided to show that a key objective has been met;

5.3.3 *Target dates* – within which the objective and targets must be met; and

5.3.4 *Weightings* – which show the relative importance of the key objectives to each other.

5.4 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.

6. Performance Management System

6.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer.

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

- 6.3 The Employer will consult the Employee in respect of any specific performance standards that will be included in the performance management system that are applicable to the Employee.
- 6.4 The Employee undertakes to actively focus towards the promotion and Implementation of the Key Performance Areas (KPA's) (including special projects relevant to the Employee's responsibilities) within the local government framework.
- 6.5 The criteria upon which the performance of the Employee is to be assessed consist of two components, namely KPAs and Core Competency Requirement (CCRs), with a weighting of 80:20 allocated to the KPAs and the CCRs respectively.
- 6.6 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 6.7 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 6.8 The Employee's assessment will be based on performance in terms of the outputs/outcomes (performance indicators), identified as per Annexure A, which are linked to the KPAs and which constitutes 80% of the overall assessment result as per the weightings agreed to be between the Employer and Employee as follows:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	0%
Municipal Institutional Development and Transformation	20%
Local Economic Development (LED)	0%
Municipal Financial Viability and Management	0%
Good Governance and Public Participation	80%
Total	100%

- 6.9 The CCRs will make up the other 20% of the Employee's assessment score. CCRs which are competencies that cuts across all levels of work in a municipality are agreed to between the Employer and Employee.

Below is a list of Leading and Core competencies as stipulated in the Local Government: Regulations on appointment and conditions of Employment of Senior Managers:

COMPETENCY FRAMEWORK FOR SENIOR MANAGERS		
Leading Competencies :		Weight
Strategic Direction and	• Impact and Influence	

Leadership	• Institutional Performance Management	10
	• Strategic Planning and Management	
	• Organisational Awareness	
People Management	• Human Capital Planning and Development	10
	• Diversity Management	
	• Employee Relations Management	
	• Negotiation and Dispute Management	
Programme and Project Management	• Program and Project Planning and Implementation	10
	• Service Delivery Management	
	• Program and Project Monitoring and Evaluation	
Financial Management	• Budget Planning and Execution	10
	• Financial Strategy and Delivery	
	• Financial Reporting and Monitoring	
Change Leadership	• Change Vision and Strategy	10
	• Process Design and Improvement	
	• Change Impact Monitoring and Evaluation	
Governance Leadership	• Policy Formulation	10
	• Risk and Compliance Management	
	• Cooperative Governance	
Core Competencies:		
Moral Competence		10
Planning and Organising		10
Analysis and Innovation		5
Knowledge and Information Management		5
Communication		5
Results and Quality focus		5
Total		100%

7. Evaluating performance

7.1. The following standards and procedures shall apply in the evaluation of performance of the Employee:

7.1.1. The Employer shall, for every quarter of the financial year, on the basis of a self evaluation written report from the Employee, and his own assessment evaluate the Employee's performance. The reports may be subjected to further review by the Performance Audit Committee of Mbhashe Local Municipality.

7.1.2. The said report from the Employee must be made available to the Employer within **(5) five working days** after the last day of the quarter (three month period).

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- 7.1.3 The said report shall indicate any problems or impediments encountered by the Employee in meeting the targets provided for within the timeframes of the KPA and CCR's scorecards.
- 7.1.4 Should the problems or impediments not be the fault of the Employee, the report should propose new timeframes for the achievement of the said objectives.
- 7.1.5 The Employer shall within fourteen (14) days upon the receipt of a report indicating such impediments as described in paragraph 7.1.3. above, respond in writing to the Employee either the acceptance or rejection of the revised target timeframes.
- 7.1.6 The Employee must ensure any new time-frames or variances and corrective measures agreed to in terms of this paragraph, are where appropriate, correctly reflected in the monthly reports submitted to the Employer so as to allow the Municipal Manager to comply with the reporting requirements under section 71(1) of the Municipal Finance Management Act 56 of 2003.
- 7.1.7 The Employer shall, in the event of substandard performance by the Employee convene a meeting with the Employee where he will:
- (a) give feedback in respect of the substandard performance;
 - (b) explain the requirements, levels, skills and nature of the posts;
 - (c) evaluate the Employees performance in relation to this Agreement;
 - (d) afford the Employee an opportunity to respond to the substandard performance outcomes.
- 7.1.8 After considering the submissions made by the Employee in terms of subparagraph 7.1.7(e) above the Employee may, if necessary –
- (a) Initiate a formal programme of counselling and training to enable the Employee to reach the required standard of performance, which must include –
 - i. Assessing the time that it will take for the Employee to deal with the substandard performance;
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- ii. Establish realistic timeframes within which the municipality will expect the Employee to meet the required performance standard; and
- iii. Identify and providing appropriate training for the Employee to reach the required standard of performance.

(b) Establish ways to address any factors that affected the Employee's performance that lay beyond the Employee's control.

7.1.9 If, after the application of corrective measures as set out in paragraph 7.1.8 above, and after a reasonable time has been given for the Employee to improve his performance, the Employee continues to fail to meet the required performance standard for the post, or refuses to take part in any programme intended to correct the substandard performance, the Employer shall report the allegation of substandard performance of the Employee, to Council to commence formal disciplinary proceedings as stipulated in terms of the Local Government: Disciplinary Regulations for Senior Managers 2010, with a view of terminating the employment of the Employee in accordance with the provisions of the written Contract of Employment

7.2. The Employer may penalise the Employee by withholding any recognition of performance in the following circumstances :

7.2.1. The Employee fails to comply with this Agreement;

7.2.2. The Employee's leave record in respect of absenteeism and leave without pay shows a lack of commitment to his work.

7.2.3 The Employee has been found guilty of misconduct in a disciplinary hearing during the period of this Agreement.

7.3 Should the Employee fail to submit his self assessment for each or any quarter within the prescribed period as set out in paragraph 7.1 above, the Employer may disregard the self assessment for that quarter and give a score of zero to the Employee.

7.4 The Employer shall not be entitled to give a score of zero where the

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Employee has failed to submit a self assessment report, as provided for under paragraph 7.3 above, where the Employee's failure to submit the self assessment is a result of any of the following events which are beyond the control of the employee:

- (a) the Employee is on sick leave, as per the conditions outlined in the applicable municipal policy, thus losing essential time that would allow the Employee to complete and submit the self assessment timeously;
- (b) the Employee is away from the office on official Council business for any period of time within which the self assessment is due;
- (c) the Employee is on approved annual or any other leave at the time which the self assessment is due.

- 7.5 In the event of any of the occurrences listed under paragraph 7.4 above, the Employee must advise the Employer in writing to the effect that the self assessment cannot be submitted timeously.
- 7.6 The Employer must immediately acknowledge receipt of the Employee's submission under paragraph 7.5 above and indicate his agreement that the self assessment cannot be submitted timeously, and to then provide the Employee with an alternative date on which the self assessment report may be submitted.
- 7.7 The Employer must give the Employee notice in writing that he is contemplating not evaluating the Employees quarterly performance for reasons listed under paragraphs 7.2 and 7.4, to allow the Employee to provide further submission in this regard.

8. Annual performance appraisals

- 8.1. The annual performance appraisal will involve:

8.1.1 Assessment of the achievement of results as outlined in the Annexure A, as follows:

8.1.1.1 Each KPA will be assessed according to the extent to which

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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;

8.1.1.2 An indicative rating on the five –point scale will be provided for each KPA;

8.1.1.3 The applicable assessment rating calculator will then be used to add the scores and calculate the final KPA score.

8.1.2 Assessment of the CCR as follows:

8.1.2.1. Each CCR will be assessed according to the extent to which the specified standards have been met;

8.1.2.2 An indicative rating on the five point scale will be provided for each CCR;

8.1.2.3 This rating will be multiplied by the weighting given to each CCR agreed to in this Agreement to provide a score;

8.1.2.4 The applicable assessment rating calculator must then be used to add the scores and calculate the final CCR score.

8.1.3 Overall rating as follows:

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

8.1.3.2 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CCR's

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	Performance is significantly higher					

	significantly above expectation	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 achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	
2	Performance not fully effective	Performance is below the standard required for the job to 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.	

8.2 The evaluation of the annual performance of the Employee, shall be conducted by a panel consisting of the following:

- Municipal Manager;
- Chairperson of the Performance Audit Committee or Audit committee in the absence of a Performance Audit Committee
- A member of the Executive Committee, and

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- The Municipal Manager from another Municipality.

9. Schedule for performance reviews

- 9.1. The performance of the Employee in relation to his Performance Agreement shall be reviewed on the following dates:

First quarter	:	July – September:	14	October	2020
Second quarter	:	October – December:	20	January	2021
Third quarter	:	January – March	21	April	2021
Fourth quarter	:	April – June:	21	July	2021

- 9.2. The performance panels will sit annually as in line with the Performance Management Framework.
- 9.3. The Employer must keep a record of the mid-year review and quarterly assessment meetings.
- 9.4. Performance feedback must be based on the Employer's assessment of the Employee's performance.
- 9.5. The Employee 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.
- 9.6. 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.
- 9.7. 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.

10. Developmental requirements

- 10.1 A Personal Development Plan (PDP) (Annexure B) for addressing 2020/21 FY Performance Agreement T.Bacela

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developmental gaps must form part of the Performance Agreement.

10.2 Personal growth and development needs identified during any performance review discussion must be documented in the PDP as well as the actions agreed to as well as implementation time frames.

11. Obligations of the Employer

11.1. The Employer must –

11.1.1. create an enabling environment to facilitate effective performance by the Employee;

11.1.2. provide access to skills development and capacity building opportunities;

11.1.3. work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

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

11.1.5. make available to the Employee such resources as the Employee may reasonably require from time to time to assist him to meet the performance objectives and targets established in terms of this Agreement.

12. Consultation

12.1. The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others -

12.1.1. a direct effect on the performance of any of the Employee's functions;

12.1.2. commit the Employee to implement or to give effect to a decision made by the Employer; and

11.1.3 have a substantial financial effect on the Employer.

12.2. 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.

13. Management of evaluation outcomes

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

13.2. A performance bonus ranging from 5% to 14% of the all inclusive remuneration package may be paid to the Employee in recognition of outstanding performance. In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that –

13.2.1. a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

13.2.2. a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

13.3. Should the awarding of performance bonus be appropriate as provided for under paragraph 13.2 above, such performance bonus will be subject to the following conditions:

13.3.1. The Employee having completed 2 consecutive quarters in full for the applicable performance year.

13.3.2. Should the Employee have been appointed for less than 12 months, a pro rata performance bonus will apply.

13.4. In the case of unacceptable performance, the Employer shall:

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- 13.4.1 provide systematic remedial or developmental support to assist the Employee to improve his/her performance in line with the provision of paragraph 7.1.8; and,
- 13.4.2 after appropriate performance counselling and having provided the necessary guidance or support and reasonable time for improvement in performance, and performance does not improve, the Employer may consider steps as provided for this Agreement to terminate the Contract of Employment of the Employee on ground of unfitness or incapacity to carry out his duties.

14. Dispute resolution

- 14.1. Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or salary increment in the Agreement, must be mediated by the Executive Mayor within thirty (30) days of receipt of a formal dispute from the Employee, whose decision shall be final and binding on both parties.
- 14.2. Any disputes about the outcome of the Employee's performance evaluation, must be mediated by a member of the Municipal Council, provided that such member was not part of the evaluation panel provided for in 7.5, within thirty (30) days of receipt of a formal dispute from the Employee, whose decision shall be final and binding on both parties.


15. General

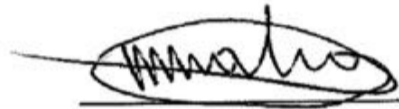
- 15.1. The contents of the Performance Agreement will be made available to the public by the Employer in accordance with the Municipal Finance Management Act, 2003 and Section 46 of the Municipal Systems Act.
- 15.2. Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his Contract of Employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Thus done and signed at Dutywa on this _____ day of July 2020.

AS WITNESSES :

1. _____


2. 


MUNICIPAL MANAGER

AS WITNESSES :

1. 

2. 


SENIOR MANAGER:
OPERATIONS

APPENDIX 1


**Commitment of Managers directly reporting to the Head of Department (Sec 56
Manager reporting directly to the Municipal Manager)**

This appendix serves as a commitment from managers reporting directly to the HOD (Section 56 Manager reporting directly to the Municipal Manager) in support of achieving targets as set in the SDBIP Scorecard attached hereto as Annexure A. This is to fulfil the support and co-operation on responsibilities allocated towards the attainment of the set targets for the units in the department contributing to the departmental overall performance. This is done according to the adopted establishment plan.

The following are the signatories for HEADS OF SECTIONS (Managers and Officers reporting to HOD)


Unit : INTERNAL AUDIT
 Title : Internal Audit Manager
 Name & Surname : Mr A. Mtyhida
 Signature :  Date : 29/07/2020

Unit : PUBLIC PARTICIPATION
 Title : Public Participation Officer
 Name & Surname : Mrs Phelisa Hillie
 Signature : _____ Date : _____

Unit : PMS
 Title : PMS Coordinator
 Name & Surname : Ms Nobesutu Ngqola
 Signature :  Date : 29/07/2020

Unit : IDP
 Title : IDP Coordinator
 Name & Surname : Ms Buyiswa Jafta
 Signature : _____ Date : _____

Unit : SPU
Title : SPU Officer
Name & Surname : Mr D Mancini
Signature : _____ Date : _____

Unit : Elliotdale Unit
Title : Unit Manager Elliotdale
Name & Surname : Mr S. Tyhali
Signature :  Date : 30/07/2020

Unit : Willowvale Unit
Title : Unit Manager Willowvale
Name & Surname : Mrs S. Sityata
Signature :  Date : 31/07/2020



MBHASHE LOCAL MUNICIPALITY

All correspondence to be directed to the office of the Municipal Manager
454 Streatfield Street, Dutywa, Eastern Cape Province
Tel: 047 489 5833 • Email: info@mbhashemun.gov.za
www.mbhashemun.gov.za

23 July 2020

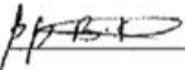
This serves to request quotations for the Restructuring, Design, Consolidation and Printing of the 2020-21 Reviewed IDP Document

Please find herewith the required specifications:

- Restructuring
- Design
- Consolidation and
- Printing of 100 copies
 - A4 IDP Book comprising of 418 pages text plus cover
 - Translation of Mayors foreword and Municipal Manager's Statement in a vernacular language
 - Colour print on gloss paper throughout and perfectly bound
 - Paper size: A4, 130 gsm
 - Cover: A4, 200 gsm
 - Copy of final document to be emailed to municipality in both PDF and Word files
 - Specification to be submitted to the municipality before the actual printing of the entire 100 copies

NB: The restructuring - consolidation has to be done within a period of six (6) days and project to be completed within a period of 10-15 working days including delivery after order has been issued.

For further details please contact the IDP Officer, Ms. B. Jafta at 047 489 5833



B. Jafta

IDP OFFICER

APPROVED: 

T. Bacela

SM: OPERATIONS

DATE: 29/07/2020

MBHASHE LOCAL MUNICIPALITY

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT 30 %

FOCUS AREA	OBJECTIVE	OBJ No.	STRATEGY	PROJECT	INDICATOR	IND No.	BASELINE	B2B	ANNUAL BUDGET	ANNUAL TARGET	QUARTER 1			QUARTER 2			QUARTER 3	
											MILESTONE	BUDGET	EVIDENCE TO BE SUBMITTED	MILESTONE	BUDGET	EVIDENCE TO BE SUBMITTED	MILESTONE	BUDGET
Human Resource	To ensure monitoring and evaluation of IDP to improve institutional performance by 2022	MTI 3	By improving performance through monitoring and evaluation of reports	Institutional Performance Management	Number of quarterly organisational performance assessment reports submitted to Council	MTI 3.2	12	Good governance	R 0	6 quarterly organisational performance assessment reports submitted to Council	2 quarterly performance assessment reports (Q4 2019/20 and Annual Performance report) submitted to Council	R 0	1. Performance assessment reports signed by MM 2. Council agenda/Council Minutes/council resolution	1 quarterly performance assessment report (Q1 2020/21) submitted to Council	R 0	1. Performance assessment report signed by MM 2. Council agenda/Council Minutes/council resolution	2 quarterly performance assessment reports (Q2 2020/21 and Mid-Year Performance report) submitted to Council	R 0
			By developing annual report	Annual Report development	Turnaround time for the submission of 2019/20 final and audited annual report submitted to AG, Provincial Treasury, National Treasury, COGTA and Provincial Legislature	MTI 3.3	2	Good governance	R 122 500	2019/20 Annual report submitted to AG by 31 August 2020 and to Provincial Treasury, National Treasury, COGTA and Provincial Legislature	2019/20 Unaudited Annual report submitted to AG by 31 August 2020 and to PT and COGTA	R 30 000	1. Copy of Unaudited Annual Report 2. Council Agenda/signed minutes/council resolution 3. Proof of Submission to Provincial Treasury, AG, COGTA and Provincial Legislature	2019/20 Audited Annual Report with oversight report submitted to Council and AG by 31 December 2020	R 30 000	1. Copy of 2019/20 Audited Annual Report and Oversight report 2. Council Agenda 3. Proof of submission to AG	Design and printing of Annual Report	R 82 500

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION 70%

Governance	To ensure clean and accountable governance in the municipality by 2022	GGP1	By identifying, assessing, managing and monitoring fraud and risk exposure to the institution	Strategic and Operational Risk registers	Number of updated registers (Fraud, Risk, ICT and Strategic) submitted to the Risk management committee	GGP 1.1	9 risk registers	Good governance	R 120 000	9 updated quarterly risk registers (fraud, ICT, operational risk registers (5) and 1 Strategic Risk register submitted to the Risk management Committee)	Risk assessment and update of risk registers operational, fraud, strategic and ICT	R 40 000	1. Risk management report for previous quarter signed by SM/ Risk champion 2. Agenda for the meeting 3. Attendance register 4. Updated previous quarter risk registers	Risk assessment and update of risk registers operational, fraud, strategic and ICT	R 40 000	1. Risk management report for previous quarter signed by SM/ Risk champion 2. Agenda for the meeting 3. Attendance register 4. Updated previous quarter risk registers	Risk assessment and update of risk registers operational, fraud, strategic and	R 0
			By conducting the development of Audit Action Plan	Audit action plan	Number of reports submitted to Audit Committee for progress on implementation of Audit Action Plan	GGP 1.2	2018/19 Action plan		R 0	4 reports submitted to Audit Committee and council on implementation of Audit Action Plan	2018/19 audit action plan implementation report submitted to the AC	R 0	Signed progress report by MM, Audit Committee minutes/resolution register	2018/19 audit action plan implementation report submitted to the AC	R 0	Signed progress report by MM, Audit Committee minutes/resolution register	2018/19 audit action plan implementation report submitted to the AC	R 0
			By conducting anti-fraud awareness to employees	Fraud awareness campaign	Number of anti-fraud and corruption awareness workshop conducted per department	GGP 1.3	0	Good governance	R 80 000	3 anti-fraud and corruption awareness workshop conducted per department	N/A	R 0	N/A	Conduct fraud awareness workshop (Infrastructure)	R 30 000	1. Signed quarterly report by SM 2. Attendance register	Conduct fraud awareness workshop (BTO)	R 30 000

			By developing municipal litigation register.	Legal cases	Number of updated reports on legal matters (litigations) and their status with financial implications and legal opinion	GGP 1.4	Existing litigation register	Good governance	R 3 000 000	4 updated reports on legal matters (litigations) and their status with financial implications and legal opinion	Update litigation register and assessment of cases	R 750 000	1. Updated litigation register 2. Assessment report signed by SM	Update litigation register and assessment of cases	R 750 000	1. Updated litigation register 2. Assessment report signed by SM	Update litigation register and assessment of cases	R 750 000
			By conducting audits as per approved Internal Audit Annual Plan	Audit Assignments	Number of audit reports produced as per approved Internal Audit Plan submitted to the Audit committee	GGP 1.5	26 audits	Good governance	R 733 000	16 audit reports produced as per approved Internal Audit Plan submitted to the Audit committee	4 Audit assignments conducted	R193 000	Copies of Internal Audit reports signed by IA manager 2. Progress report on conducted IA reports versus the approved Plan	4 Audit assignments conducted	R120 000	1. Copies of Internal Audit reports signed by IA manager 2. Progress report on conducted IA reports versus the approved Plan	4 Audit assignments conducted	R220 000
				Conducting of Audit and Risk Committee meetings	Number of Audit and risk Committee meetings coordinated in 2020/21 FY (Ordinary, Performance and Risk)	GGP 1.6	8	Good governance	R 200 000	8 Audit and risk Committee meetings coordinated in 2020/21 FY (Ordinary, Performance and Risk)	2 Audit and Risk Committee meetings coordinated	R50 000	1. Signed Audit and Risk Committee minutes for the previous quarter 2. Attendance registers	2 Audit and Risk Committee meetings coordinated	R50 000	1. Signed Audit and Risk Committee minutes for the previous quarter 2. Attendance registers	2 Audit and Risk Committee meetings coordinated	R50 000
			By ensuring effective functionality of satellite units.	Management of satellite units.	Number of reports on service delivery and operational issues in the Satellite Offices (Gatyana and Xhorha) submitted to Management	GGP 1.9	0	Good governance	R 0	8 reports on service delivery and operational issues reported in the Satellite Offices (Gatyana and Xhorha) submitted to Management	2 reports on service delivery and operational issues submitted to Management	R 0	1. Quarterly report on service delivery and operational issues 2. Extended Management Minutes	2 reports on service delivery and operational issues submitted to Management	R 0	1. Quarterly report on service delivery and operational issues 2. Extended Management Minutes	2 reports on service delivery and operational issues submitted to Management	R 0
	To ensure compliance with legislation as per section 11 (3) (a) of Municipal Systems Act	GGP 2	By developing and reviewing institutional policies, strategies, plans and by-laws	Development of strategies and plans	Number of strategies/plans developed	GGP 2.3	15	Good governance	R 0	4 strategies/plans developed	N/A	R 0	N/A	Develop a situational analysis report on the strategies/plans to be developed	R 0	1. Signed situational analysis report by SM 2. Proof of inputs by relevant stakeholders	Submit (4) draft strategies/plans to the council. (Five year IA strategic plan, Revenue Enhancement Strategy, Wellness Strategy and Training and Development Strategy.	R 0
				Reviewal of policies	Number of reviewed policies	GGP 2.4	71	Good governance	R 0	85 reviewed policies	N/A	R 0	N/A	Develop a situational analysis report on the policies to be reviewed	R 0	1. Signed situational analysis report by SM 2. Proof of inputs by relevant stakeholders	Submit draft reviewed policies to the council (85)	R 0
				Reviewal of strategies and plans	Number of reviewed strategies/plans	GGP 2.5	16	Good governance	R 0	6 reviewed strategies/plans	N/A	R 0	N/A	Develop a situational analysis report on the strategies/plans to be reviewed	R 0	1. Signed situational analysis report by SM 2. Proof of inputs by relevant stakeholders	Submit reviewed draft strategies/plans to the council (6)	R 0
Inter-Governmental Relations	To strengthen and ensure coordination of integrated and joint planning with spheres of government by 2022	GGP 7	By strengthening the functionality of IGR	Co-ordination of IGR meetings	Number of IGR meetings coordinated	GGP 7.1	4	Good governance	R 68 000	4 IGR meetings coordinated	IGR meeting held	R17 000	1. Minutes of the IGR forum 2. Signed attendance registers	IGR meeting held	R17 000	1. Minutes of the IGR forum 2. Signed attendance registers	IGR meeting held	R17 000
SPU	To mainstream special programs into the municipality by 2022.	GGP 8	By implementing SPU strategy	Programmes for Designated groups as per SPU Strategy	Number of programs implemented for designated groups	GGP 8.1	40 programs	Putting People First	R 827 100	12 programs implemented for designated groups	N/A	R 0	N/A	4 programmes for designated groups (1 Youth and 1 Older persons, 1 Disability and 1 Women)	R250 000	1. Quarterly Reports signed by SM 2. Attendance register 3. Photos	4 programmes for designated groups (1 Youth and 1 Children and 1 Disability and 1 Older Persons)	R288 550
				Commemoration of calendar	Number of calendar days commemorated	GGP 8.4	7	Putting People First	R 200 000	6 calendar days commemorated	N/A	R 0	N/A	3 Calendar days commemorated (International Day for Persons with Disability, 16 Days of Activism, World Aids)	R130 000	1. Signed report by SM 2. Concept document 3. Pictures 4. Attendance register	1 Calendar days commemorated (human rights)	R60 000
			By implementing annual plans of designated groups in line with HIV/AIDS, STI and TB Strategy implementation plan	Programmes as per HIV/AIDS, STI & TB Strategy implementation Plan	Number of programmes as per HIV/AIDS, STI and TB strategy implementation plan	GGP 8.5	4	Putting People First	R 100 000	3 programmes as per HIV/AIDS, STI and TB strategy implementation plan	N/A	R 0	N/A	1 programme as per HIV/AIDS, STI and TB strategy implementation plan	R25 000	1. Quarterly Reports signed by SM 2. Attendance register 3. Photos	1 programme as per HIV/AIDS, STI and TB strategy implementation plan	R25 000

Integrated planning and reporting	To ensure strategic development, coordinated, integrated planning, budgeting, reporting and legislative compliance on governance matters by 2022	GGP 9	By coordinating development and alignment of IDP	Development of IDP	Date on which the 2021/22 reviewed IDP is submitted to Council for approval	GGP 9.1	Existing 2019-20 IDP	Governance	R 1 180 000	2021/2022 IDP submitted to Council for approval by 31st May 2021	Develop IDP/Budget process Plan and submit to Council	R 180 000	1. Developed Process Plan 2. Signed Council resolutions/minutes	Develop Situational Analysis report	R 200 000	1. Situational Analysis report signed by SM	Develop draft 2021/22 IDP submitted to Council by 31 March 2021	R 700 000
			By coordinating the development and alignment of SDBIP with IDP	Development of SDBIP	Number of days by which the 2021/22 SDBIP is submitted to the Mayor for approval	GGP 9.2	Existing SDBIP 2019/20 FY	Governance	R 167 500	2021/22 SDBIP submitted to the Mayor for approval within 28th days after approval of the budget	Submission of the approved 2020/21 SDBIP to COGTA, National and Provincial Treasury by the 31st of July 2020	R 0	Proof of Submission of 2020/21 SDBIP to COGTA, National and Provincial Treasury	N/A	R 0	N/A	Develop draft 2021/22 SDBIP and Submit to Council by 31 March 2021	R 100 000
Communication	To enhance and promote communication in all municipal activities	GGP 10	By implementing communication strategy and communication plan	Implementation of communication plan as per communication strategy	Number of programs implemented as per the communication plan	GGP 10.1	32 programs	Good governance	R1 010 000	24 programs implemented as per the communication plan	1 quarterly media interview and 5 adverts	R252 500	1. Confirmation letter 2. Copy of Adverts	1 quarterly media interview and 5 adverts	R252 500	1. Confirmation letter 2. Copy of Adverts	1 quarterly media interview and 5 adverts	R252 500
				Development of newsletter	Number of developed newsletter	GGP 10.2	4	Good governance	R 400 000	4 News Letters developed	Development of 1 newsletter	R100 000	Copy of newsletter	Development of 1 newsletter	R100 000	Copy of newsletter	Development of 1 newsletter	R100 000
			By managing customer queries	Customer Care Management	Turnaround time taken to attend and refer queries from communities	GGP 10.5	1	Putting people first	R 300 000	Queries from communities to be attended and referred to within 72 hours	72 hours time to respond and refer queries to departments (internal and external)	R 75 000	1. Report signed by SM 2. Register of queries and referral to stakeholders (internal and external)	72 hours time to respond and refer queries to departments (internal and external)	R 75 000	1. Report signed by SM 2. Register of queries and referral to stakeholders (internal and external)	72 hours time to respond and refer queries to departments (internal and external)	R 75 000
			By improving branding and signage of municipal properties	Branding of Municipal facilities	Number of municipal facilities branded (New building, Pound, Xhorha park homes, Galyana offices and Main building)	GGP 10.8	21	Good governance	R500 000	5 Municipal Facilities branded (New building, Pound, Xhorha park homes, Galyana offices and main building)	N/A	R 0	N/A	N/A	R 0	N/A	N/A	R 0
Public participation	To ensure that all stakeholders participate in the affairs of the municipality by 2022	GGP 11	By strengthening of community participation	Ward Committee reports	Number of status quo reports on functionality of Ward Committees.	GGP 11.1	1	Putting people first	R 0	4 status quo reports on functionality of Ward Committees	1 report on functionality of ward committees	R 0	1. Signed Quarterly report by SM 2. Proof of receipt by the office of the Speaker	1 report on functionality of ward committees	R 0	1. Signed Quarterly report by SM 2. Proof of receipt by the office of the Speaker	1 report on functionality of ward committees	R 0
				Public Participation Programmes/Meetings	Number of Public Participation programmes coordinated	GGP 11.2		Putting people first	R800 000	11 Public Participation Programmes coordinated	2 Public Participation program coordinated	R 200 000	1. Signed Report by SM 2. Attendance register	4 Public Participation program coordinated	R 200 000	1. Signed Report by SM 2. Attendance register	2 Public Participation program coordinated	R 200 000
				Fora Meetings	Number of fora meetings (Community Safety, LCF and Transport) held in 2020/21	GGP 11.4	12	Putting people first	R 0	12 fora meetings (Community Safety, LCF and Transport) held in 2020/21	3 Fora meetings held in this quarter	R 0	1. Report on fora meeting signed by SM 2. Attendance register	3 Fora meetings held in this quarter	R 0	1. Report on fora meeting signed by SM 2. Attendance register	3 Fora meetings held in this quarter	R 0