



PERFORMANCE AGREEMENT 2019/2020 FINANCIAL YEAR

Made and Entered into by and between

THE VICTOR KHANYE LOCAL MUNICIPALITY

Herein represented by

THE EXECUTIVE MAYOR, EVA NTOMBIZODWA MAKHABANE

(Herein after referred to as the "Employer")

And

ACTING MUNICIPAL MANAGER, SEBOTE THABITHA MATLADI

ID: 700423 0296 084

(Herein and after referred to as the "Employee")

For the period

02 July 2019 – 02 October 2019

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The employee of the Victor Khanye Local Municipality in his/her capacity as duly appointed **Acting Municipal Manager** herein after referred to as the **"Employee"**

Whereas 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, 2000 as amended.

AND Whereas Section 57(1) (b) of the Act read with the Contract of employment concluded between the Parties, require them to conclude an annual Performance Agreement;

AND Whereas the Parties wish to ensure that there is compliance with Section 57(4A), 57(4B) and 57(5) of the Act, 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;

NOW Therefore the Parties agree as follows:

DEFINITIONS

"The ACT" shall mean the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000 as amended)

CCR	-	Core Competency Requirements
IDP	-	Integrated Development Plan
SDBIP	-	Service Delivery Budget Implementation Plan
POE	-	Portfolio of Evidence
KPA	-	Key Performance Area
KPI	-	Key Performance Indicator
MFMA	-	Municipal Finance Management Act
REGULATIONS	-	shall mean the Local Government: Municipal Systems Act Performance Regulations for Municipal managers and Managers directly accountable to Municipal Managers, 2006
FINANCIAL YEAR	-	refers to the 12 month period which the organisation determines as its budget year.

1. INTRODUCTION

1.1 This performance contract is between **Sebote Thabitha Matladi**, the **Acting Municipal Manager** and **Eva Ntombizodwa Makhabane** in her capacity as the **Executive Mayor**, within the provisions of the delegated powers as stipulated by Council. The contract is for the 2019/20 financial year only. The expected performance reflected in this contract is based on the reviewed Integrated Development Plan (IDP) 2019/20, the Service Delivery and Budget Implementation Plan (SDBIP) 2019/20. The afore-mentioned documents have been adopted as working documents of Victor Khanye Local Municipality and therefore, shall be the basis of performance assessment.

2. PURPOSE OF AGREEMENT

The purpose of this agreement is to:-

- 2.1 Comply with the provisions of Sections 57(1) (b), (4A), (4B) and (5) of the Systems Act as well as the employment contract entered into by and between the parties;
- 2.2 Specify objectives and targets defined and agreed to 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 (IDP), 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 his/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.

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3. STRATEGIC OBJECTIVE

The **Acting Municipal Manager** has the overall responsibility of ensuring that he shall be, subject to the policy directives of the Council of the Municipality, responsible and accountable for administratively being in charge of the service delivery programmes within the Municipality, budget, asset management, supply chain management, financial management and review, and any other functions as may be delegated to him by the **Executive Mayor**.

4. COMMENCEMENT AND DURATION

- 4.1 This Agreement will commence on **02 July 2019** and will remain in force until **02 October 2019** or until a new Performance Agreement, Performance Plan and Personal Development Plan is concluded between the parties for the ensuing financial year or part thereof.
- 4.2 The parties will review the provisions of this Agreement during June each year and will conclude not later than 31st July of each ensuing financial year a new Performance Agreement, Performance Plan and Personal Development Plan that replaces this Agreement.
- 4.3 This Agreement will terminate on the termination of the employment contract entered into by and between the parties for whatever reason.
- 4.4 The parties agree that the contents of the agreement may be revised at any time during the duration thereof with the purpose to determine the applicability thereof.
- 4.5 If at any time during the validity of the agreement the work environment alters to the extent that the contents of the agreement are no longer appropriate, the contents must by mutual agreement between the parties. Immediately be revised.

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5. PERFORMANCE OBJECTIVES

5.1 The Performance Plan *Annexure "A"* sets out:

- 5.1.1 The performance objectives and targets that must be met by the Employee and;
- 5.1.2 The time frames within which those performance objectives and targets must be met.

5.2 The performance objectives and targets reflected in *Annexure "A"* are set by the Employer in consultation with the Employee, and are based on the IDP, SDBIP and Budget of the Employer and shall include the following:

- 5.2.1 The key objectives that describe the main tasks that need to be done;
- 5.2.2 The key performance indicators and means of verification that provide the details of the portfolio of evidence (POE) that must be provided to show that a key objective has been achieved;
- 5.2.3 The target dates that describe the timeframes in which the work must be achieved;
- 5.2.4 The weightings showing the relative importance of the key objectives to each other.

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

5.4 The Employer will make available to the Employee such employees as the Employee may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement; provided that it will at all times remain the responsibility of the Employee to ensure that he/she complies with those performance obligations and targets.

5.5 The Employee will at his/her request be delegated such powers by the Employer as may in the discretion of the Employer be reasonably required from time to time to enable him/her to meet the performance objectives and targets established in terms of this Agreement.

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

5.7 The provisions of **Annexure "A"** may be amended by the Employer when the Employer's performance management system is adopted, implemented and/or amended as the case may be.

5.8 The Personal Development Plan **Annexure "B"** sets out the Employee's personal development requirements in line with the objectives and targets of the Employer

5.9 Disclosure of Financial Interests **Annexure "C"** set out the financial interests of the employee

6. PERFORMANCE MANAGEMENT SYSTEM

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

6.2 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 municipality, management and municipal staff to perform to the standards required.

6.3 The Employer shall consult the Employee about the specific performance standards that will be included in the performance management system as 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** must be assessed consist of two components, both of which must be contained in the performance agreement-

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6.5.1 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 Competency Requirements (CCR's), respectively.

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

6.5.3 KPA's covering the main areas of work will account for eighty percent (80%) and CCR's will account for twenty percent (20%) of the final assessment.

6.6 The **Employee's** assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the KPA's, which constitute eighty percent (80%) of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**.

KPA	Key performance areas (KPA'S)	Weighting
1.	Basic Service Delivery and Infrastructure Development	11%
2.	Financial Viability and Financial Management	5%
3.	Institutional Development and Transformation	10%
4.	Good Governance and Public Participation	63%
5.	Spatial Development	0%
6.	Local Economic Development	11%
TOTAL		100%

6.7 The key performance areas related to the functional area of Employee shall be subject to negotiation between the Employer and the Employee.

6.8 The CCRs will make up the other 20% of the **Employee's** assessment score as follows:





Competencies	Components	Competency Definition	Weighting % (total 100%)
Leading competencies			
Strategic Direction and Leadership	• Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness	Provide and direct a vision for the institution, and inspire and deploy others to delivery on the strategic institutional mandate	10
People Management	• Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and dispute Management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives	8
Programme and Project Management	• Programme and Project Planning and Implementation • Service Delivery Management • Programme and Project Monitoring and Evaluation	Able to understand programme and project management methodology; plan, manage, monitor and evaluate specific activities in order to delivery on set objectives	10
Financial Management	• Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner	8
Change Leadership	• Change Vision and Strategy • Process Design and improvement • Change Impact Monitoring and Evaluation	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community	8
Governance Leadership	• Policy Formulation • Risk and Compliance management • Cooperative Governance	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships	7
Core Competencies			

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Competencies	Components	Competency Definition	Weighting % (total 100%)
Moral competence		Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	8
Planning and Organising		Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	8
Analysis and Innovation		Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives	10
Knowledge and Information Management		Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	7
Communication		Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders	8
Results and Quality Focus		Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage other to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives	8
Core Competencies			100%

A more comprehensive explanation of each competency is attached as **Annexure "D"** to this plan.

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7. EVALUATING PERFORMANCE

7.1 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.

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 must involve:

7.5.1 Assessment of the achievement of results as outlined in the performance plan-

- (i) 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.
- (ii) An indicative rating on the five-point scale should be provided for each KPA.
- (iii) The applicable assessment rating calculator must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the CCRs-

- (i) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (ii) An indicative rating on the five-point scale should be provided for each CCR
- (iii) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.



(iv) The applicable assessment-rating calculator must then be used to add the scores and calculate a final CCR score.

7.5.3 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 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 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	Performance 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 performance expected for the job. The review! Assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

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7.7 For purposes of evaluating the annual performance of the Employee an evaluation panel constituted of the following persons must be established-

7.7.1 The Municipal Manager

7.7.2 Chairperson of the Performance Audit Committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;

7.7.3 Member of the Mayoral or Executive Committee

7.7.4 Mayor and/or Municipal manager from another municipality.

The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels.

8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1 The performance of the 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:

Quarter	Period	Review date
1	July - September	Before end of October 2019
2	October - December	Before end of February 2020 (Midyear Review)
3	January - March	Before end of April 2020
4	April- June	Before end of September 2020 (Annual Review)

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 the performance plan from time to time for operational reasons on agreement between both parties.

8.5 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.

9. DEVELOPMENTAL REQUIREMENTS

9.1 A Personal Development Plan (PDP) for addressing developmental gaps is attached as "ANNEXURE B" and shall form part of this agreement.

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 the agreement; and
- 10.1.5 Make available to the employee such resources as the Employee may reasonably require from time to time assisting him/her to meet the performance objectives and targets established in terms of the agreement.

11. CONSULTATION

11.1 The Employer agrees to consult the Employee timeously where the exercising of the Employee 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;

11.1.3 A substantial financial effect on the Municipality.

11.2 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.

12. MANAGEMENT OF EVALUATION OUTCOMES

12.1 The key to a developmentally oriented performance management system towards inadequate performance is to promote improvement through feedback, learning and support, rather than judgement, sanctions or punishment.

12.2 Performance appraisal feedback shall be conveyed to employees in writing or discussed with employees on a regular basis to prevent a scenario where employees only find out about the gaps in their performance during mid-year or during the final review.

12.3 The evaluation of the Employee's performance shall form the basis for rewarding outstanding performance or correcting unacceptable performance

12.4 A performance bonus ranging from five percent (5%) to fourteen percent (14%) of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance, subject thereto that , in determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that-

12.4.1 A score of one hundred and thirty percent (130%) to one hundred and forty nine percent (149%) is awarded a performance bonus ranging from five percent (5%) to nine percent (9%) ; and

12.4.2 A score of one hundred and fifty percent (150%) and above is awarded a performance bonus ranging from ten percent (10%) to fourteen percent (14%).

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- 12.5 The performance bonus referred to in 12.4 here above is payable annually and constituted as follows:

Score	Bonus %
130 -133	5
134 -137	6
138-141	7
142 -145	8
146 -149	9
150 -153	10
154 -157	11
158 – 161	12
162 – 165	13
166 – 167	14

- 12.1 In the case of unacceptable performance, the employer shall –

12.1.1 Provide systematic remedial or developmental support to assist the employee to improve his/her performance; and

12.1.2 After appropriate performance counselling and having provided the necessary guidance and/or support and reasonable time for improvement in performance, and performance does not improve, the employer may consider steps to implement a disciplinary process that will be guided by the Labour Relations Act 66 of 1995.

13. PERFORMANCE BONUS

In accordance with Regulation 805, section 32, a performance bonus, based on affordability, may be paid to the employee, after

13.1 the annual report for the financial year under review has been tabled and adopted by the municipal Council;

13.2 an evaluation of performance in accordance with the provisions of section 7 of this agreement; and

13.3 approval of such evaluation by the municipal Council, as a reward for outstanding performance.

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14. DISPUTE RESOLUTION

14.1 Dispute on performance agreement

Any disputes about the nature of the Performance Agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter provided for, shall be mediated by a member of the Municipal Council; provided that such member was not part of the evaluation panel provided for in Regulation 805 section 27(4)(e), within thirty (30) days of receipt of a formal dispute from the Employee, whose decision shall be final and binding on both Parties.

14.2 Dispute on outcome of performance evaluation

Any disputes about the nature of the Performance Evaluation, whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter provided for, shall be mediated by a member of the Municipal Council: Provided that such member was not part of the evaluation panel provided for in Regulation 805 section 27(4)(e) within thirty (30) days of receipt of a formal dispute from the Employee, whose decision shall be final and binding on both Parties.

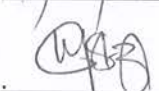
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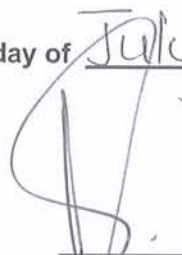
15. GENERAL

- 15.1 The contents of the Agreement shall be made available to the public by the Municipality, where appropriate.
- 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.
- 15.3 The performance assessment results of the Employee shall be submitted to the Council within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Delmas on this 31 day of July 2019.

AS WITNESSES:

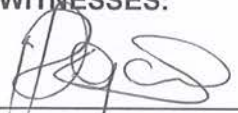
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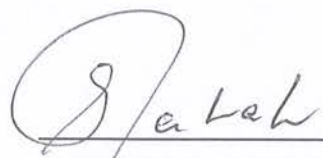


ACTING MUNICIPAL MANAGER

Thus done and signed at Delmas on this 31 day of July 2019.

AS WITNESSES:

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2. 



EXECUTIVE MAYOR

ANNEXURE A (Part 1): PERFORMANCE PLAN – 2019/20 IDP

KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT														
Strategic Goal: Improved social protection and education outcomes														
Strategic Thrust	Programme	KPI	IDP Link	SDBIP Ref No	Weight	Budget Alloc. R'000	Budget Source	Baseline	2019/20					POE
								2017/18	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Service Delivery	Community Upliftment	Number of learners provided with financial support (Mayoral community programme) by the 31st March 2020	1.12	N/A	1	380	Opex	82	N/A	N/A	32	N/A	32	Copies of successful learner applications and report on Bursary Fund allocation and Copy of close-out reports
	All Services	Number of reports submitted to Council per month in terms of compliance to the CoGTA Back to Basics reporting system	1.1 to 1.7	N/A	1	0	Opex	12	3	3	3	3	12	Copy of the monthly CoGTA Back to Basics reports and Council Resolution






KPA 3: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION													
Strategic Goal: Improved efficiency and effectiveness of the Municipal Administration													
Strategic Thrust	Programme	KPI	IDP Link	SDBIP Ref No	Weight	Budget Alloc. R'000	Budget Source	Baseline	2019/20				
								2017/18	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual
Operational Efficiency	Performance Management	% of KPIs attaining organisational targets by 30 th Jun 2020 (Total organisation)	3.4	N/A	1	0	Opex	60,3%	75%	85%	100%	100%	Copies of the quarterly consolidated performance report

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KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Strategic Goal: Improve community confidence in the system of local government											
Strategic Thrust	Programme	KPI	IDP Link	SDBIP Ref No	Weight	Budget Alloc. R'000	Budget Source	2019/20			
								Baseline 2017/18	1st Qtr	2nd Qtr	POE
Good Governance	Accountability	% functionally of the Ward Committee per quarter	4.1	N/A	1	0	Opex	78%	78%	78%	Copies of quarterly ward committee's reports submitted to Council
	Good Governance	% of total MPAC resolutions raised and resolved per quarter	4.2	N/A	3	0	Opex	100%	80%	85%	Copies of the quarterly MPAC resolutions raised and the respective managers response
	Risk Management	% execution per quarter of Risk Management Plan in line with detailed time schedule (total organisation)	4.3	N/A	1	0	Opex	85%	85%	85%	Copies of the Quarterly Risk Reports, Agenda and minutes of the Risk Management Meetings
	Internal Audit	Number of quarterly reports in terms of implementation of the Audit Action Plan submitted to Council and Provincial Treasury		N/A	3	0	Opex	2	1	1	Copies of the quarterly IA report submitted to the Audit Committee





KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
Strategic Goal: Improve community confidence in the system of local government														
Strategic Thrust	Programme	KPI	IDP Link	SDBIP Ref No	Weight	Budget Alloc. R'000	Budget Source	Baseline	2019/20				POE	
								2017/18	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		Annual
Good Governance	Good Governance	Obtain an Unqualified opinion from the annual audit outcome from the Auditor General	4.2	N/A	3	0	Opex	Qualified Opinion	N/A	Unqualified Opinion	N/A	N/A	Unqualified Opinion	Copy of the Auditor General's audited annual management letter
	Internal Audit	% of AG Management Letter findings resolved by 30th Jun 2020 (Total organization)	4.7	N/A	3	0	Opex	89%	N/A	N/A	50%	50%	100%	Copy of the quarterly AG Action Plan status report

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KPA 6: LOCAL ECONOMIC DEVELOPMENT													
Strategic Goal: Increased economic activity and job creation													
Strategic Thrust	Programme	KPI	IDP Link	SDBIP Ref No	Weight	Budget Alloc. R'000	Budget Source	Baseline	2019/20				POE
								2017/18	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	
Economic Growth and Development	Economic Growth and Development	Number of MOU's signed with respect to external Social Responsibility Programmes by 30 June 2020	6.1	N/A	1	0	Opex	0	N/A	N/A	N/A	2	Copy of the MOU's signed





ANNEXURE A (Part 2): PERFORMANCE PLAN – 2019/20 SDBIP

KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT														
Strategic Goal: Improved social protection and education outcomes														
Strategic Thrust	Programme	KPI	IDP Link	SDBIP Ref No	Weight	Budget Alloc. R'000	Budget Source	Baseline	2019/20					POE
								2017/18	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Service Delivery	Mandela Day	Number of events held to commemorate Nelson Mandela's Birthday by the 30th Sept 2019	1.12	1.12.3	1	390	Opex	1	1	N/A	N/A	N/A	1	Copy of close-out reports for each event held
	Community Upliftment	Number of initiatives focused on improving the life of designated groups by the 30th Jun 2020		1.12.4	1	761	Opex	3	N/A	1	1	1	3	Copy of close-out reports for each initiative

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KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT														
Strategic Goal: Improved social protection and education outcomes														
Strategic Thrust	Programme	KPI	IDP Link	SDBIP Ref No	Weight	Budget Source R'000	Budget Source	Baseline		2019/20				POE
								2017/18	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Service Delivery	Mainstream Disability and Gender	Number of events scheduled and held in terms of mainstreaming of gender (man and woman), disabled, elderly and children by the 30th Jun 2020	1.12	1.12.5	1	60	Opex	14	2	2	N/A	2	6	Copy of close-out reports for each event
		Number of educational initiatives implemented in terms of the Youth by 30th Jun 2020		1.12.6	1	200	Opex	10	2	3	3	1	9	Copy of close-out reports for each initiative
	Number of Sports and Arts and Culture events held in terms of the youth by 30th Jun 2020	1.12.7		1	200	Opex	4	N/A	2	N/A	2	4	Copy of close-out reports for each event	
	Youth	Number of Youth Imbizo's held by 30 June 2020	1.12.9	1	100	Opex	4	1	1	1	1	4	Copy of close-out reports for each Imbizo's held	
		Number of HIV/AIDS's educational awareness campaigns implemented each quarter	1.13	1.13.1	1	40	Opex	9	1	1	1	1	4	Copy of close-out report of each campaign held
	Mainstream HIV/AIDS													





KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT													
Strategic Goal: Improved social protection and education outcomes													
Strategic Thrust	Programme	KPI	IDP Link	SDBIP Ref No	Weight	Budget Alloc. R'000	Budget Source	Baseline	2019/20				POE
								2017/18	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	
Service Delivery	Project Management	% of new Capital projects started on time In terms of the appointment of consultants / contractors excluding NDM funded projects by 30 Sept 2019	1.4	1.4.1	2	0.	Opex	100%	100%	N/A	N/A	100%	Copies of the individual project appointment letters in terms of consultants/co ntractors

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KPA 2:- FINANCIAL VIABILITY AND FINANCE MANAGEMENT														
Strategic Goal: Improved compliance to MFMA and VKLM policy Framework														
Strategic Thrust	Programme	KPI	IDP Link	SDBIP Ref No	Weight	Budget Alloc. R'000	Budget Source	Baseline		2019/20				POE
								2017/18	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Financial Management	Improved Compliance to Legislation & Policies (Financial Management)	% spend of the total operational Budget per quarter	2.2	2.2.7	1	0	Opex	96%	50%	75%	85%	96%	96%	Copy of the quarterly section 52(d) report
		% spend on employee costs in terms of the total operational Budget per quarter		2.2.9	1	0	Opex	30%	<34%	<34%	<34%	<34%	<34%	Copy of the quarterly section 52(d) report
		% of employees exceeding legislated overtime levels stipulated as not more than (40) hours per month per employee (OMM)		2.2.22	1	0	Opex	0%	0%	0%	0%	0%	0%	Copies of approved financial overtime schedule report
		% of employees exceeding legislated overtime levels stipulated as not more than (40) hours per month per employee (Total Organisation)		2.2.23	1	0	Opex	11%	5%	5%	5%	5%	5%	Copies of approved financial overtime schedule report

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KPA 2: FINANCIAL VIABILITY AND FINANCE MANAGEMENT											
Strategic Goal: Improved compliance to MFMA and VKLM policy Framework											
Strategic Thrust	Programme	KPI	IDP Link	SDBIP Ref No	Weight	Budget Alloc. R'000	Budget Source	2019/20			
								Baseline 2017/18	1st Qtr	2nd Qtr	POE
Financial Management	Improved Compliance to Legislation & Policies (Financial Management)	% of employees exceeding legislated overtime levels stipulated as not more than (45) hours per month per employee (Total Organisation)	2.2	2.2.26	1	0	Opex	10%	10%	10%	Copies of approved financial overtime schedule report

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KPA 3: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION														
Strategic Goal: Improved efficiency and effectiveness of the Municipal Administration														
Strategic Thrust	Programme	KPI	IDP Link	SDBIP Ref No	Weight	Budget Alloc. R'000	Budget Source	Baseline	2019/20					
								2017/18	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	POE
Operational Efficiency	Performance Management	% of KPIs attaining organisational targets by 30th Jun 2020 (OMM)	3.4	3.4.2	1	0	Opex	56.1%	75%	85%	90%	100%	100%	Copy of the quarterly consolidated performance reports

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KPA 3: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION											
Strategic Goal: Improved efficiency and effectiveness of the Municipal Administration											
Strategic Thrust	Programme	KPI	IDP Link	SDBIP Ref No	Weight	Budget Alloc. R'000	Budget Source	2019/20			
								Baseline 2017/18	1st Qtr	2nd Qtr	POE
Operational Efficiency	Performance Management	Number of formal bi-annual performance reviews conducted with Section 56 employees	3.4	3.4.1	2	15	Opex	0	N/A	N/A	Agenda and copies of individual managers signed assessment forms
	Organisational Development	% of disciplinary proceedings initiated in relation to reported matters per quarter".	3.1	3.1.5	1	0	Opex	100%	100%	100%	Copies of all disciplinary matters reported and those referred that were formally investigated
	ICT	% of AG queries in terms of ICT resolved by year-end	3.7	3.7.1	1	1 100	Opex	100%	100%	100%	Copy of the quarterly AG Action Plan status report
		% of internal Audit findings in terms of ICT resolved by year-end			1	0	Opex	New	100%	100%	Copy of the quarterly AG Action Plan status report
		% availability of ICT services per quarter		3.7.2	1	2 104	Opex	95%	95%	95%	Copies of the quarterly ICT report





KPA 3: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION															
Strategic Goal: Improved efficiency and effectiveness of the Municipal Administration															
Strategic Thrust	Programme	KPI	IDP Link	SDBIP Ref No	Weight	Budget Alloc. R'000	Budget Source	Baseline	2019/20					Annual	POE
								2017/18	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr			
Operational Efficiency	ICT	Number of ICT Projects implemented per quarter	3.7	3.7.3	1	7 000	Opex	New	1	1	1	1	4	Quarterly reports on implementation of ICT projects	
		Number of the ICT Steering Committee meetings held per quarter		3.7.4	1	0	Opex	New	N/A	1	N/A	1	2	Quarterly reports of ICT Steering Committee meetings held	






KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Strategic Goal: Improve community confidence in the system of local government											
Strategic Thrust	Programme	KPI	IDP Link	SDBIP Ref No	Weight	Budget Alloc. R'000	Budget Source	Baseline			
								2017/18	1st Qtr	2nd Qtr	2019/20
Accountability	Community Participation	Number of Ward operational plans submitted to Council per annum	4.1	4.1.1	1	200	Opex	9	9	N/A	9
		Number of Ward Committees meetings held per quarter		4.1.2	1	0	Opex	106	27	27	108
		Number of Community stakeholder meetings facilitated and attended by 30th June 2020		4.1.3	2	340	Opex	9	9	9	36
		Draft Consolidated Annual Report submitted on or before the 31st Aug 2019		4.2.10	2	0	Opex	1	1	N/A	1
Good Governance	Good Governance	Submission of final audited consolidated Annual Report to Council by the 31st Jan 2020	4.2	4.2.11	1	0	Opex	1	N/A	N/A	1



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KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
Strategic Goal: Improve community confidence in the system of local government														
Strategic Thrust	Programme	KPI	IDP Link	SDBIP Ref No	Weight	Budget Alloc. R'000	Budget Source	Baseline	2019/20				POE	
								2017/18	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		Annual
Good Governance	Good Governance	Submission of Oversight Report to Council by the 30th March 2020	4.2	4.2.12	2	0	Opex	0	N/A	N/A	1	N/A	1	Annual Oversight Report
		2020/21 IDP review Process Plan approved by 30th July 2019		4.2.13	1	0	Opex	New	1	N/A	N/A	N/A	1	Copy of approved IDP review Process Plan
		Final IDP tabled and approved by Council by the 31st May 2020		4.2.14	2	0	Opex	0	N/A	N/A	N/A	1	1	Copy of Final IDP and Council resolution item reference approving the document
		Number of new/reviewed ICT policies/strategies approved by Council by the 30th Jun 2020		4.2.15	1	0	Opex	13	N/A	N/A	N/A	13	13	Copies of approved reviewed / new Policies
		Final SDBIP approved by Executive Mayor within 28 days after approval of Budget		4.2.16	2	0	Opex	1	N/A	N/A	N/A	1	1	Copy of Final approved SDBIP

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KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
Strategic Goal: Improve community confidence in the system of local government														
Strategic Thrust	Programme	KPI	IDP Link	SDBIP Ref No	Weight	Budget Alloc. R'000	Budget Source	Baseline	2019/20					POE
								2017/18	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Good Governance	Good Governance	Number of Section 79 Committee meetings held per quarter	4.2	4.2.3	1	0	Opex	33	9	6	9	9	33	Copies of agenda and minutes of each of Section 79 Committee meeting convened

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KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
Strategic Goal: Improve community confidence in the system of local government														
Strategic Thrust	Programme	KPI	IDP Link	SDBIP Ref No	Weight	Budget Alloc. R'000	Budget Source	Baseline	2019/20					POE
								2017/18	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Good Governance	Good Governance	Adjusted Budget and SDBIP approved by Executive Mayor by the end of February 2020	4.2	4.2.17	2	0	Opex	1	N/A	N/A	1	N/A	1	Copy of Adjustment Budget and SDBIP
		% of Council meetings resolutions resolved within the prescribed timeframe of (3) months (Total organisation)		4.2.18	2	0	Opex	90%	100%	100%	100%	100%	Copy of quarterly status report of Council resolutions resolved	
		% of Council meeting resolutions resolved per quarter (OMM)		4.2.19	2	0	Opex	91%	100%	100%	100%	100%	Copy of quarterly status report of Council resolutions resolved	




KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
Strategic Goal: Improve community confidence in the system of local government														
Strategic Thrust	Programme	KPI	IDP Link	SDBIP Ref No	Weight	Budget Alloc. R'000	Budget Source	Baseline 2017/18	2019/20				POE	
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		Annual
Good Governance	Good Governance	Number of MPAC committee meetings held per quarter	4.2	4.2.21	2	0	Opex	New	1	1	1	1	4	Copies of agenda, attendance register and minutes
		Number of MPAC committee reports submitted to Council per quarter		4.2.22	2	0	Opex	New	1	1	1	1	4	Copies of agenda, attendance register and minutes
		Draft 2020/21 IDP tabled before Council for adoption by 31 st March 2020	4.2.23	2	0	Opex	New	N/A	N/A	1	N/A	1	Copy of the draft 2019/20 IDP and Council Resolution	



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KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Strategic Goal: Improve community confidence in the system of local government											
Strategic Thrust	Programme	KPI	IDP Link	SDBIP Ref No	Weight	Budget Alloc. R'000	Budget Source	2019/20			
								Baseline 2017/18	1st Qtr	2nd Qtr	POE
Good Governance	Risk Management	Risk Management Committee Charter reviewed by the committee by the 31st May 2020	4.3	4.3.4	1	0	Opex	1	N/A	N/A	Copy of both approved Risk Management Committee Charter
		Risk Management Implementation Plan approved by 30th Jun 2020		4.3.5	1	0	Opex	1	N/A	N/A	Copy of approved Risk Management Implementation Plan
		% execution per quarter of Risk Management Plan in line with detailed time schedule (OMM)		4.3.6	1	0	Opex	85%	85%	85%	Copy of the Quarterly Risk Report and the minutes of the risk management meeting

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KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
Strategic Goal: Improve community confidence in the system of local government														
Strategic Thrust	Programme	KPI	IDP Link	SDBIP Ref No	Weight	Budget Alloc R'000	Budget Source	Baseline	2019/20					
								2017/18	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	POE
Good Governance	Risk Management	Number of Risk Management reports submitted to the Risk Management Committee per quarter	4.3	4.3.7	2	0	Opex	4	1	1	1	1	4	Copy of quarterly Risk Management Committee report.
		Number of Risk Management Committee reports submitted to Council per quarter		4.3.8	2	0	Opex	4	1	1	1	1	4	Copies of Risk Management Committee reports

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KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
Strategic Goal: Improve community confidence in the system of local government														
Strategic Thrust	Programme	KPI	IDP Link	SDBIP Ref No	Weight	Budget Alloc. R'000	Budget Source	Baseline	2019/20					POE
								2017/18	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Good Governance	Internal Audit	% of AG Management Letter findings resolved (in terms of the Audit Action Plan) by 30th Jun 2020 (OMM).	4.7	4.7.7	2	0	Opex	88%	N/A	N/A	50%	50%	100%	Copy of the quarterly AG Action Plan status report

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KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
Strategic Goal: Improve community confidence in the system of local government														
Strategic Thrust	Programme	KPI	IDP Link	SDBIP Ref No	Weight	Budget Alloc. R'000	Budget Source	Baseline	2019/20				Annual	POE
								2017/18	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		
Good Governance	Internal Audit	% of Internal Audit Findings resolved per quarter as per the Audit Plan (Total Organisation)	4.7	4.7.8	1	0	Opex	0%	N/A	N/A	50%	50%	100%	Copy of the quarterly IA report submitted to the Audit Committee
		Number of Internal Audit reports submitted to the Audit Committee per quarter		4.7.9	2	0	Opex	2	1	1	1	4	Copy of the quarterly IA progress report	
		Action Plan on issues raised by the Auditor General compiled and tabled to Council by January 2020		4.7.10	2	0	Opex	1	N/A	N/A	1	1	Copy of approved Action Plan	
Customer Relationship Management	Customer/ Stakeholder Relationship Management	Number of quarterly Customer Complaint reports submitted to Council (inclusive of Presidential Hotline)	4.1	4.1.4	2	0	Opex	3	1	1	1	1	4	Copy of quarterly Customer Complaint reports





KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
Strategic Goal: Improve community confidence in the system of local government														
Strategic Thrust	Programme	KPI	IDP Link	SDBIP Ref No	Weight	Budget Alloc. R'000	Budget Source	Baseline	2019/20					POE
								2017/18	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Good Governance	Internal Audit	% of Internal Audit Findings resolved per quarter as per the Audit Plan (OMM only)	4.7	4.7.13	1	0	Opex	100%	100%	100%	100%	100%	100%	Copy of the quarterly internal audit report



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KPA 6: LOCAL ECONOMIC DEVELOPMENT													
Strategic Goal: Increased economic activity and job creation													
Strategic Thrust	Programme	KPI	IDP Link	SDBIP Ref No	Weight	Budget Alloc. R'000	Budget Source	Baseline	2019/20				POE
								2017/18	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	
Economic Growth and Development	Economic Growth and Development	Number of reports submitted to Council with respect to the Corporate Social Investment (CSI) programmes of both Business and Mining organisations (bi-annual)	6.1	6.1.3	2	0	Opex	0	N/A	N/A	N/A	2	Copies of quarterly reports submitted to Council

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KPA 6: LOCAL ECONOMIC DEVELOPMENT														
Strategic Goal: Increased economic activity and job creation														
Strategic Thrust	Programme	KPI	IDP Link	SDBIP Ref No	Weight	Budget Alloc. R'000	Budget Source	Baseline	2019/20					POE
								2017/18	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Economic Growth and Development	Economic Growth and Development	Number of skills development initiatives scheduled and held in terms of the youth each quarter	6.1	6.1.4	2	500	Opex	7	1	1	1	1	4	Copies of the agenda and attendance registers
		Number of SMME's and Cooperatives capacity building skill workshops scheduled and held by the 30th Jun 2020 (inclusive of youth owned companies/ co-operatives)		6.1.5	2	250	Opex	4	1	1	1	1	4	Copy of close-out reports for each event
		Number of events held to promote tourism within the municipality bi-annually		6.1.6	2	120	Opex	0	N/A	1	N/A	1	2	Copy of close-out reports for each event
		Number of EPWP Full Time Equivalent (FTE's) created through social, culture and environment initiatives per quarter		6.1.2	1	1 994	EPWP GRANT	294.8	40	40	40	50	170	Copy of monthly DPW Summary report

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KPA 6: LOCAL ECONOMIC DEVELOPMENT														
Strategic Goal: Increased economic activity and job creation														
Strategic Thrust	Programme	KPI	IDP Link	SDBIP Ref No	Weight	Budget Alloc. R'000	Budget Source	Baseline		2019/20				POE
								2017/18	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Economic Growth and Development	Youth Development	Number of Youth Development Summits held by 30 June 2020	6.2	6.2.2	1	400	Opex	0	N/A	1	N/A	N/A	1	Council resolution to host the event and close out summit report

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