



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE MOLEMOLE MUNICIPALITY

**AS REPRESENTED BY
MUNICIPAL MANAGER**

**Mr. ML MOSENA
(Employer)
AND**

**Ms K ZULU
CHIEF FINANCIAL OFFICER**

(Employee)

FOR THE

FINANCIAL YEAR: 01 SEPTEMBER 2018 – 30 JUNE 2019

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Molemole Municipality herein represented by **Mr. Maphala Lazarus Mosena** (full name) in his capacity as Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

and

Ms. Khanyisile Zulu (full name) Chief Financial Officer of the Municipality (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1. The Municipality has entered into a contract of employment with the Employee in terms of section 57(1) (a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2. Section 57(1) (b) of the Systems Act, read with the contract of employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3. The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4. The parties wish to ensure that there is compliance with Section 57(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this agreement is to-

- 2.1. Comply with provision of Section 57(1) (b), (4A), (4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2. Specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountability in alignment with the Integrated Development

Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;

- 2.3. Specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4. Monitor and measure performance against set targeted outputs;
- 2.5. Use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his job;
- 2.6. In the event of outstanding performance, to appropriately reward the employee; and
- 2.7. Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1. This agreement will commence on the **1st September 2018** and remain in force until **30th June 2019** thereafter a new performance Agreement, Service Delivery Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2. The parties will review the provisions of this agreement during June. The parties will conclude a new performance agreement and Service Delivery Plan that replace this agreement at least once a year and be signed before the end of the first month of the financial year.
- 3.3. This agreement will terminate on the termination of the **employee's** contract of employment for any reason.
- 3.4. The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5. If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

5. PERFORMANCE OBJECTIVES

- 4.1. The Performance Plan / SDBIP (Annexure A) Set out-

- 4.1.1. The performance objective and targets that must be met by the **Employee**; and
- 4.1.2. The time frames within which those performance objectives and targets must be met.
- 4.2. The performance objectives and targets are set by the **Employer** in consultation with the **Employee**, and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objective; key performance indicators; target dates and weightings.
 - 4.2.1. The key objectives describe the main tasks that need to be done.
 - 4.2.2. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3. The target dates describe the timeframe within which the work must be achieved.
 - 4.2.4. The weightings show the relative importance of the key objectives to each other.
- 4.3. The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Developed Plan.

5. **PERFORMANCE MANAGEMENT SYSTEM**

- 5.1. The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the Employer.
- 5.2. The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3. The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4. The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5. The criteria upon which the performance of the **Employee** shall be assessed shall consist of three components, both of which shall be contained in the Performance Agreement.

- 5.5.1. 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 (CCRs) respectively.
- 5.5.2. Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3. KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6. The **Employee's** assessment will be based on his/her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan /SDBIP, which are linked to the KPA,s and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer and Employee:**

Key Performance Areas (KPAs)	Weighting
Basic Service Delivery	20%
Municipal Institutional Development and Transformation	20%
Local Economic Development (LED)	5%
Municipal Financial Viability and Management	20%
Good Governance and Public Participation	30%
Spatial Rationale	5%
TOTAL	100%

- 5.7. In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8. The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer and Employee.** Three of the CCRs are compulsory:

1.1.

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES (CCR)		
Core Managerial and Occupational Competencies	✓	Weight
Strategic Capacity and Leadership	✓	15%
Programme and Project Management	✓	5%
Financial Management	Compulsory	15%
Change Management		5%
Knowledge Management		5%
Service Delivery Innovation	✓	5%

Problem Solving and Analysis	√	5%
People Management and Empowerment	Compulsory	10%
Client Orientation and Customer Focus	Compulsory	10%
Communication	√	2%
Honesty and Integrity	√	3%
Core Occupational Competencies		
Competence in Self-Management	√	2%
Interpretation of and implementation within the legislative and national policy frameworks	√	2%
Knowledge of performance management and reporting	√	2%
Knowledge of global and South African specific political, social and economic contexts	√	2%
Competence in policy conceptualization, analysis and implementation	√	2%
Knowledge of more than one functional municipal field / discipline	√	2%
Skills in Mediation	√	2%
Skills in Governance	√	2%
Competence as required by other national line sector departments	√	2%
Exceptional and dynamic creativity to improve the functioning of the municipality	√	2%
Total Percentage		100%

6. EVALUATING PERFORMANCE

- 6.1. The Performance Plan /SDBIP (Annexure A) to this agreement sets out-
- 6.1.1. The standards and procedures for evaluating the **Employee's** performance; and
 - 6.1.2. The intervals for the evaluation of the **Employee's** performance.
- 6.2. Despite the establishment of agreed intervals for evaluation, the **Employer** may, in addition review the **Employee** performance at any stage while the contract of employment remains in force.
- 6.3. Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

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

6.5. The annual performance appraisal will involve:

6.5.1. **Assessment of the achievement of results as outlined in the performance plan:**

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b). An indicative rating on the five-point scale should be provided for each KPA.
- (c). The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2. **Assessment of the CCRs**

- (a). Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b). An indicative rating on the five-point scale should be provided for each CCR.
- (c). This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d). The applicable assessment rating calculator (refer to paragraph 6.5.1.) must then be used to add the scores and calculate a final CCR score.

6.5.3. **Overall rating**

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

6.6. The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

LEVEL	Terminology	DESCRIPTION	RATING				
			1	2	3	4	5
5-5.99	Outstanding Performance	Performance far exceeds the standard expected of an Employee at this level. The appraisal indicate that the Employee has achieved above fully effective results against all performance outcomes and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.					
4 – 4.95	Performance significantly above expectations	Performance is significantly higher than the standard expected for the job in all areas. The manager has achieved above fully effective results against more than half of the performance criteria and indicators specified in the performance plan and fully achieved all others throughout the year.					
3 – 3.95	Fully Effective	Performance fully meets the standard expected in all areas of the job. The appraisal indicates that the employee has fully achieved effective results against all significant performance outcomes and indicators as specified in the PA and Performance Plan.					
2 – 2.99	Good progress	Performance is not fully effective but good progress was made towards achieving the majority (more than 70%) of results against all performance outcomes and indicators as specified in the PA and Performance Plan.					
1 – 1.99	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 (less than 70%) against almost all of the performance outcomes 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					

6.7. For purpose of evaluating the annual performance of the municipal manager, an evaluating panel constituted of the following persons must be established-

- 6.7.1. Executive Mayor or Mayor;
 - 6.7.2. Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
 - 6.7.3. Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
 - 6.7.4. Mayor and /or municipal manager from another municipality; and
 - 6.7.5. Member of a ward committee as nominated by the Executive Mayor or Mayor.
- 6.8. For purpose of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluating panel constituted of the following persons must be established-
- 6.8.1. Municipal Manager;
 - 6.8.2. Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
 - 6.8.3. Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
 - 6.8.4. Municipal manager from another municipality.
- 6.9. The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (d) and (e).

7. SCHEDULE FOR PERFORMANCE REVIEWS

- 7.1. The performance of each **employee** in relation to his or her performance agreement shall be reviewed on the following dates with the understanding that reviews in the third quarter may be verbal if performance is satisfactory:
- | | | |
|-----------------------|---|-------------------------|
| First Quarter | : | July –September 2018 |
| Second Quarter | : | October – December 2018 |
| Third Quarter | : | January – March 2019 |
| Fourth Quarter | : | April – June 2019 |
- 7.2. The **employer** shall keep a record of the mid-year review and annual assessment meetings.
- 7.3. Performance feedback shall be based on the **employer's** assessment of the **employee's** performance.
- 7.4. The **employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employer** will be fully consulted before any such change is made.
- 7.5. The **employer** may amend the provisions of Annexure A whenever the performance

management system is adopted, implemented and /or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

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

8.1 Noting the need to address developmental gaps in municipalities, Non- Compliance with the Circular 60 on Minimum Competency Requirements and Regulations stipulates the following:

8.1.1 Failure to implement the requirements of the regulations will result in non-compliance with the legislation.

8.1.2 If officials have not met the requirements of the regulations including the support provided in this Circular by the due date, Regulation 15 and 18 will immediately apply.

8.1.3 Therefore, the continued employability of affected officials will be impacted upon. MFMA Circular No. 60 Minimum Competency Levels Regulations, Gazette 29967 April 2012

8.1.4 Whilst the provisions of these regulations will apply consistently across all municipalities and Municipal entities from the effective date of enforcement, National Treasury will consider, "Special Merit Cases", delaying enforcement of certain provisions for a period up to eighteen months from 1 January 2013.

9. OBLIGATIONS OF THE EMPLOYER

9.1. The Employer shall-

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

9.1.2. Provide access to skills development and capacity building opportunities;

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

- 9.1.4. On the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him/her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5. Make available to the **Employee** such resources 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.

10. CONSULTATION

- 10.1. The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others -
 - 10.1.1. A direct effect on the performance of any of the **Employee's** functions;
 - 10.1.2. Commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
 - 10.1.3. A substantial financial effect on the **Employer**.
- 10.2. The **Employer** agrees to inform the **Employee** of the outcome of any decision taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1. The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2. In the case of unacceptable performance, the **Employer** shall –
 - 11.2.1. Provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
 - 11.2.2. After appropriate performance counseling and having provided the necessary guidance and / or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

- 12.1. Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and / or any other matter provided for, shall be mediated by –

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

12.1.2. Any other person appointed by the MEC.

12.1.3. In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

Whose decision shall be final and binding on both parties.

12.2. In the event that the mediation process contemplated above fails, clause 20.3. of the contract of Employment shall apply.

13. GENERAL

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

13.2. 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.

13.3. The performance assessment results of the municipal manager must be submitted to the MEC responsible for Corporative Governance Human Settlements and Traditional Affairs in Limpopo Province as well as the National Minister responsible for Corporative Governance and Traditional Affairs within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Mogwadi on this 05 day of March 2019

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]

EMPLOYEE

[Signature]

Signed at Mogwadi on this 05 day of March 2019

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]

EMPLOYER

Annexure A: Personal Development Plan

Skills / Performance Gap	Outcomes Expected	Suggested training and / or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practise skill / development area	Support Person
Municipal Finance Management Programme	Full understanding of municipal finance	Training on MFMP	Attending training from Accredited Training Provider	June 2020	CFO	Municipal Manager

Name of Employee: *Khenjisi*



Signature of Employee:

Date Signed: *05/03/2019*

Name of Manager: *MR. M. L. MASENA*

Signature of Manager:

Date Signed: *05/03/2019*

6.6 BUDGET AND TREASURY DEPARTMENT

Key Performance Area (KPA)		MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT												
Outcome 9:		Responsive, Accountable, Effective and Efficient Local Government System												
Outputs: 1 & 7:		<ul style="list-style-type: none"> Implement a differentiated approach to municipal financing, planning and support Administration and financial capability 												
Key Strategic Organizational Objectives and strategic objectives		To ensure sound and stable financial management												
Project No	Priority Areas (IDP)	KPI	Project Name	Baseline	2018/19 Annual Target	Reviewed 2018/19 Annual target	Quarter 1 Target	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 target	Reviewed quarter 4 target	Budget Expenditure	Means of verifications (POE)
BUDGET AND REPORTING														
95.	Budget and Reporting	Approved adjustment budget	adjustment budget	2017/18 Adjusted budget approved	Approved adjustment budget	None	No Target	No Target	No Target	Approved credible adjustment budget	None	No target	Opex	Council resolution on approved adjustment budget
96.	Budget and Reporting	Developed and tabled Draft 2019/20 annual budget	2019/20 Draft annual budget	Adopted 2018/19 budget	Developed and tabled Draft 2019/20 annual budget	None	No Target	No Target	A draft annual budget tabled as per Municipal Finance Management Act (MFMA) and MBRR	None	No target	Opex	Council resolution on approved 2019/20 Annual budget	
97.	Budget	Adopted	Adopted	Approved	Adopted	None	No Target	No	No	None	Annual	None	Opex	Council

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MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT															
Key Performance Area (KPA)															
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System															
Outputs:1 & 7: Implement a differentiated approach to municipal financing, planning and support															
Key Strategic Organizational Objectives and strategic objectives															
Project No	Priority Areas(DP)	KPI	Project Name	Baseline	2018/19 Annual Target	Reviewed 2018/19 Annual target	Quarter Target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 target	Reviewed quarter 4 target	Budget Expenditure	Means of verification s (POE)
98.	Annual financial statements submitted to the General Auditor General	Submitted 2019/20 Annual budget	Submission of 2017/18 2018/19 AFS submitted the General Auditor General	2016/17 Annual financial statements submitted to the General Auditor General	2017/18 Annual financial statements submitted to the General Auditor General	None	No target	No target	No target	No target	None	No target	None	R900,000	Acknowledgement letter Approved Annual Financial Statements.

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MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT														
Key Performance Area (KPA)														
Outcome 9: Outputs:1 & 7: Key Strategic Organizational Objectives and strategic objectives														
Project No	Priority Areas/(DP)	KPI	Project Name	Baseline	2018/19 Annual Target	Reviewed 2018/19 Annual target	Quarter 1 Target	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 target	Reviewed quarter 4 target	Budget Expenditure	Means of verifications (POE)
99.	Budget and Reporting	Number of Section 71 reports submitted to Treasury	Submission of Section 71 reports	12 Section 71 reports submitted to Treasury	None	3x Section 71 reports submitted to Treasury	3x Section 71 reports submitted to Treasury	3x Section 71 reports submitted to Treasury	3x section 71 reports Submitted to Treasury	None	3x section 71 reports Submitted to Treasury	None	Opex	Acknowledgement letter Signed Section 71 reports
100.	Budget and Reporting	Number of Section 52 reports submitted	Submission of section 52 reports	4x Quarterly reports submitted	None	1x Report submitted	1x Report submitted	1x Report submitted	1x report submitted	None	1x report submitted	None	Opex	Council Resolution Signed section 52 reports
101.	Budget and Reporting	Number of mSCOA	mSCOA	4x Report	None	1x Quarterly	1x Quarterly	1x Quarterly	1x Quarterly	None	1x Quarterly	None	Opex	Council resolution

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MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT														
Key Performance Area (KPA)														
Outcome 9: Outputs:1 & 7:														
Key Strategic Organizational Objectives and strategic objectives														
Proj No	Priority Areas(I DP)	KPI	Project Name	Baseline	2018/19 Annual Target	Reviewed 2018/19 Annual target	Quarter 1 Target	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 target	Reviewed quarter 4 target	Budget Expenditure	Means of verifications (POE)
102.	Budget and Reporting	2018/19 Section 72 (mid-year) report	Post implementation plan	Submitted	Yearly report submitted Council	None	Implementation plan Report submitted to council	Yearly Implementation plan Report Submitted to council	Yearly Implementation plan Report Submitted to council	None	Yearly Implementation plan Report submitted to council	None	Opex	mSCOA post implementation reports Acknowledgement letter Signed section 72 report
SUPPLY CHAIN MANAGEMENT														

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Key Performance Area (KPA)		MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT												
Outcome 9:		Responsive, Accountable, Effective and Efficient Local Government System												
Outputs: 1 & 7:		<ul style="list-style-type: none"> Implement a differentiated approach to municipal financing, planning and support Administration and financial capability 												
Key Strategic Organizational Objectives and strategic objectives		To ensure sound and stable financial management												
Project No	Priority Areas (IDP)	KPI	Project Name	Baseline	2018/19 Annual Target	Reviewed 2018/19 Annual target	Quarter 1 Target	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 target	Reviewed quarter 4 target	Budget Expenditure	Means of verification (POE)
102.	Supply chain Management	Number of infrastructure assets revaluation reports	Revaluation of infrastructure Assets	2017/18 report on revaluation of infrastructure assets.	Revaluation of 5X infrastructure Assets	None	No target	No Target	Preparation of Specific approval and advertisement	None	Appointment of Service Provider. 45 x Revaluation of infrastructure Assets	None	Budget R1,300,000	Signed specification Advertisement, Appointment Letter, Infrastructure revaluation reports
103.	SCM	Number of fixed assets register (FA R) & general	Fixed Assets register reconciliation report	12x FAR and GL reconciliation	12x FAR and GL reconciliation	None	3x FAR and GL reconciliation report	3x FAR and GL reconciliation report	3x FAR and GL reconciliation report	None	3x FAR and GL reconciliation report	None	Opex	FAR and GL reconciliation report

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Key Performance Area (KPA)		MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT													
Outcome 9:		Responsive, Accountable, Effective and Efficient Local Government System													
Outputs: 1 & 7:		<ul style="list-style-type: none"> Implement a differentiated approach to municipal financing, planning and support Administration and financial capability 													
Key Strategic Organizational Objectives and strategic objectives		To ensure sound and stable financial management													
Project No	Priority Areas (DP)	KPI	Project Name	Baseline	2018/19 Annual Target	Reviewed 2018/19 Annual target	Quarter Target	Quarter 1	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 target	Reviewed quarter 4 target	Budget Expenditure	Means of verification s (POE)
104.	SCM	ledger (GL) reconciliation	Physical Assets Verification	2x Physical assets verification reports	None	No Target	1st physical asset verification report	No Target	No Target	None	No Target	No Target	2nd Asset Verification Report	Opex	Physical asset verification reports
105	SCM	Number of inventory reports	Inventory Count	4X Inventory reports	None	1x Inventory count report	1x Inventory count report	1x Inventory report	1x Inventory count report	1x Inventory Report	None	1x Inventory Count Report	None	Opex	Inventory Count Reports
106.	SCM	Dev	Develo	Signed	2018/19	None	2019/19	No	No	No	None	No	None	Opex	Signed

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MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT														
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System														
Outputs: 1 & 7: <ul style="list-style-type: none"> Implement a differentiated approach to municipal financing, planning and support Administration and financial capability 														
Key Strategic Organizational Objectives and strategic objectives														
Project No	Priority Areas (DP)	KPI	Project Name	Baseline	2018/19 Annual Target	Reviewed 2018/19 Annual target	Quarter 1 Target	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 target	Reviewed quarter 4 target	Budget Expenditure	Means of verification (POE)
109.	Revenue Management	Revenue Management, accounts.	Customer data sing,	MSCOA compliant debtors classification report Debtors data transferred from Venus to Solar	Transfer of opening balances from Venus to solar	None	Specification, Advert and appointment	Analyses of debtors votes, description and completeness	Uploading of verified and reviewed data and MSCOA compliance analysis	Appointment letter and the implementation the project.	No target	Uploading of verified and reviewed data (debtors) and MSCOA compliant analysis	Budget R500,000	Age analysis report
110.	Revenue Management	Updated General Valuation	Updating GVR and Development	2017/18 GVR and SVR report	Maintenance of the General Valuation roll	None	Maintenance of the General Valuation	Maintenance of the General Valuation roll	Maintenance of the General Valuation	None	Maintenance of the General Valuation roll	None	Budget R451,000	General Valuation roll and the

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MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT														
Key Performance Area (KPA)														
Outcome 9: Outputs:1 & 7:														
<ul style="list-style-type: none"> Responsive, Accountable, Effective and Efficient Local Government System Implement a differentiated approach to municipal financing, planning and support Administration and financial capability 														
Key Strategic Organizational Objectives and strategic objectives														
Project No	Priority Areas (IDP)	KPI	Project Name	Baseline	2018/19 Annual Target	Reviewed 2018/19 Annual target	Quarter Target	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 target	Reviewed quarter 4 target	Budget Expenditure	Means of verification (POE)
		on Roll (GVR) and developed Supplementary valuation roll	of Supplementary valuation roll		and the development of the supplementary valuation roll			and the development of the supplementary valuation roll			and the development of the Supplementary valuation roll.			supplementary valuation roll report
111.	Revenue Management	Number of Debtors reconciliations	Debtors reconciliation reports	12 x Debtors reconciliation reports	12x Debtors reconciliation reports	None	3x Debtors reconciliation reports	3x Debtors reconciliation reports	3 X Debtors reconciliation reports	None	3 X Debtors reconciliation reports	None	Opex	Debtor's reconciliation reports

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT															
Responsive, Accountable, Effective and Efficient Local Government System															
<ul style="list-style-type: none"> Implement a differentiated approach to municipal financing, planning and support Administration and financial capability 															
To ensure sound and stable financial management															
Key Performance Area (KPA)	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT														
Outcome 9:	Responsive, Accountable, Effective and Efficient Local Government System														
Outputs:1 & 7:	<ul style="list-style-type: none"> Implement a differentiated approach to municipal financing, planning and support Administration and financial capability 														
Key Strategic Organizational Objectives and strategic objectives	To ensure sound and stable financial management														
Project No	Priority Areas(I DP)	KPI	Project Name	Baseline	2018/19 Annual Target	Reviewed 2018/19 Annual target	Quarter Target	Quarter 1 Target	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 target	Reviewed quarter 4 target	Budget Expenditure	Means of verifications (POE)
113.	Revenue Management	Number of Traffic and Licensing and reconciliation reports	12 x Traffic and Licensing reconciliation reports	12x Traffic and Licensing reconciliation report	12x Traffic and Licensing reconciliation reports	None	3x Traffic and Licensing reconciliation reports	3x Traffic and Licensing reconciliation reports	3x Traffic and Licensing reconciliation reports	3 X Traffic and Licensing reconciliation reports	None	3 X Traffic and Licensing reconciliation reports	None	Opex	12x Traffic and Licensing reconciliation reports
EXPENDITURE MANAGEMENT															
114.	Expenditure Management	Number of updated registers	Unauthorised irregular registers	1x updated UIF register	1x updated UIF registers	None	Updated UIF register	Updated UIF register	Updated UIF register	Updated UIF register	None	Updated UIF register	None	Opex	Updated UIF register

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MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT														
Key Performance Area (KPA)														
Outcome 9: Outputs:1 & 7:														
<ul style="list-style-type: none"> Responsive, Accountable, Effective and Efficient Local Government System Implement a differentiated approach to municipal financing, planning and support Administration and financial capability 														
Key Strategic Organizational Objectives and strategic objectives														
Project No	Priority Areas (IDP)	KPI	Project Name	Baseline	2018/19 Annual Target	Reviewed 2018/19 Annual target	Quarter 1 Target	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 target	Reviewed quarter 4 target	Budget Expenditure	Means of verifications (POE)
115.	Payroll management	Number of salary reports (Employees and Councilors)	Salary reconciliation reports reconciled to General Ledger	12 Salary reconciliation reports	12 Salary reports reconciled to General Ledger	None	3x Salary reconciliation reports	3x Salary reconciliation reports	3X salary Reconciliation reports	None	3X salary Reconciliation reports	None	Opex	System salary reports, HR Memos, S&T CLAIMS, and Overtime claims GL, Reconciliations.

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MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT														
Responsive, Accountable, Effective and Efficient Local Government System														
<ul style="list-style-type: none"> Implement a differentiated approach to municipal financing, planning and support Administration and financial capability 														
To ensure sound and stable financial management														
Key Performance Area (KPA)	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT													
Outcome 9:	Responsive, Accountable, Effective and Efficient Local Government System													
Outputs: 1 & 7:	<ul style="list-style-type: none"> Implement a differentiated approach to municipal financing, planning and support Administration and financial capability 													
Key Strategic Organizational Objectives and strategic objectives	To ensure sound and stable financial management													
Project No	Priority Areas/(DP)	KPI	Project Name	Baseline	2018/19 Annual Target	Reviewed 2018/19 Annual target	Quarter 1 Target	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 target	Reviewed quarter 4 target	Budget Expenditure	Means of verification s (POE)
116.	Payroll Management	Number of VAT 201 reconciliations submitted to SARS	VAT 201 reconciliations	6x VAT 201 reconciliations submitted to SARS	None	2x VAT 201 reconciliations reported submitted to SARS	1x VAT 201 reconciliations reported submitted to SARS	2x VAT 201 Reconciliations submitted to SARS	2x VAT 201 Reconciliations submitted to SARS	None	1x VAT 201 reconciliations reported submitted to SARS	None	Opex	Output VAT reports, Inputs VAT invoices, VAT 201 Forms, Reconciliations.
117.	Payroll management	Number of Expenditure on staff benefits (MFM A section 66) benefits reports	Expenditure on staff benefits (MFM A section 66)	12 Reports on Expenditure on staff benefits completed	None	3x Expenditure on staff benefits reported to the General Ledger	3x Expenditure on staff benefits reported to the General Ledger	3x Expenditure on staff benefits reported to the General Ledger	3x Expenditure on staff benefits reported to the General Ledger	None	3x Expenditure on staff benefits reported to the General Ledger	None	Opex	Salary Reconciliations, System Salary reports.

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MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT														
Key Performance Area (KPA)														
4:														
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System														
Outputs: 1 & 7:														
<ul style="list-style-type: none"> Implement a differentiated approach to municipal financing, planning and support Administration and financial capability 														
Key Strategic Organizational Objectives and strategic objectives														
To ensure sound and stable financial management														
Project No	Priority Areas (IDP)	KPI	Project Name	Baseline	2018/19 Annual Target	Reviewed 2018/19 Annual target	Quarter 1 Target	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 target	Reviewed quarter 4 target	Budget Expenditure	Means of verifications (POE)
118.	Expenditure management	Number of Petty Cash registers completed	Petty Cash reconciliation registers	12x Petty Cash reconciliation and registers completed	12x Petty Cash reconciliation and registers completed	None	3 x Petty Cash reconciliation reports	3 x Petty Cash reconciliation reports	3x Petty Cash Reconciliation reports	None	3x Petty Cash Reconciliation reports	None	Opex	Petty cash vouchers, Cash slips, Replenishment reports
119.	Expenditure management	Number of Retention registers	Retention registers	1x Updated retention	1x Updated retention	None	Updated retention register	Updated retention	Updated Retention	None	Updated Retention	None	Opex	Retention register Projects

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT														
Key Performance Area (KPA)														
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System														
Outputs: 1 & 7: Implement a differentiated approach to municipal financing, planning and support Administration and financial capability														
Key Strategic Organizational Objectives and strategic objectives														
Project No	Priority Areas (IDP)	KPI	Project Name	Baseline	2018/19 Annual Target	Reviewed 2018/19 Annual target	Quarter 1 Target	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 target	Reviewed quarter 4 target	Budget Expenditure	Means of verifications (POE)
120.	Expenditure management	updated retention registers	Supplier Reconciliation reports	register	register	None	3x Creditors reconciliation reports	3x Creditors reconciliation reports	3 X Creditors reconciliation reports	None	3 X Creditors reconciliation reports	None	Opex	Creditor's reconciliation reports
121.	Expenditure Management	Number of updated UIF registers	Unauthorised irregular and fruitless and wasteful	1x updated UIF register	1x updated UIF registers	None	Updated UIF register	Updated UIF register	Updated UIF register	None	Updated UIF register	None	Opex	Updated UIF register

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MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT														
Key Performance Area (KPA) 4:														
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System														
Outputs: 1 & 7:														
<ul style="list-style-type: none"> Implement a differentiated approach to municipal financing, planning and support Administration and financial capability 														
Key Strategic Organizational Objectives and strategic objectives														
Project No	Priority Areas (IDP)	KPI	Project Name	Baseline	2018/19 Annual Target	Reviewed 2018/19 Annual target	Quarter 1 Target	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 target	Reviewed quarter 4 target	Budget Expenditure	Means of verifications (POE)
122.	AG action plan	Percentage of audit queries addressed	expenditure register (UIF) Audit action plan	% of Auditor General queries addressed	100% of Auditor general queries addressed		No Target	No Target	50% of Auditor General queries addressed		50% of Auditor General queries addressed		Opex	Updated Audit action plan
123.	Internal Audit	Percentage of internal audit queries addressed	Audit action plan	New indicator	100% of internal audit queries addressed	None	25% of internal audit queries addressed	50% of internal audit queries addressed	75% of Internal queries addressed	None	100% of Internal queries addressed	None	Opex	Updated Audit action plan

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MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT														
Key Performance Area (KPA)		Responsive, Accountable, Effective and Efficient Local Government System												
Outcome 9:		Implement a differentiated approach to municipal financing, planning and support												
Outputs:1 & 7:		Administration and financial capability												
Key Strategic Organizational Objectives and strategic objectives		To ensure sound and stable financial management												
Project No	Priority Areas/(DP)	KPI	Project Name	Baseline	2018/19 Annual Target	Reviewed 2018/19 Annual target	Quarter 1 Target	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 target	Reviewed quarter 4 target	Budget Expenditure	Means of verification (POE)
124.	Risk Management	Percentage of risks resolved with in time frame as specified in the risk register	Risk register	%of risks resolved within the time frame as specified in the register	100%of risks resolved within the time frame as specified in the register	None	100%of risks resolved within the time frame as specified in the register	100% of risks resolved within the time frame as specified in the register	100% of risks resolved within the time frame as specified in the register	None	100% of risks resolved within the time frame as specified in the register	None	Opex	Strategic risk register
125.	Council	Percentage of Council resolution	Implementation of council resolution	New indicator	100% of council resolutions implemented	None	100% of council resolutions implemented	100% of council resolutions implemented	100% of Council resolutions implemented	None	100% of Council resolutions implemented	None	Opex	Updated council resolution register


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MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT														
Key Performance Area (KPA)		Responsive, Accountable, Effective and Efficient Local Government System												
Outcome 9:		Implement a differentiated approach to municipal financing, planning and support												
Outputs:1 & 7:		Administration and financial capability												
Key Strategic Organizational Objectives and strategic objectives		To ensure sound and stable financial management												
Project No	Priority Areas(I DP)	KPI	Project Name	Baseline	2018/19 Annual Target	Reviewed 2018/19 Annual target	Quarter 1 Target	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 target	Reviewed quarter 4 target	Budget Expenditure	Means of verifications (POE)
126.	Audit committee	Percentage of audit committee resolutions implemented	Implementations	New indicator	100%of audit committee meeting resolutions implemented	None	100%of audit committee meetings resolutions implemented	100%of audit committee meetings resolutions implemented	100%of Audit Committee resolutions implemented	None	100% of Audit Committee resolutions implemented	None	Opex	Updated Audit committee resolution register

Employee: Khanyisile Zulu Manager/Immediate Supervisor: Maphala Lazarus Mosera

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Date: 05 March 2019	Date: 05 March 2019
Signature: 	Signature: 